

==Assessment Guidelines with Writing Examples

How Students Should Write

1. Introduction (400 words)

Purpose of This Section

To set the scene, introduce the chosen case, define leadership concepts, and explain what the report will cover.

How to Write It Effectively

- Start with a background introduction to provide context
- Define leadership in your own words, demonstrating your understanding
- Briefly define centralisation and decentralisation concepts
- Introduce relevant leadership theories that will be discussed
- Explain the importance of using the correct leadership style
- End with an outline of the report structure

2. Main Body (3,700 words)

a. Identifying the Problem Using Systems Thinking

Example of Problem Definition

"In the 'X' case, newborns received a 1,000-fold overdose of Heparin due to near-identical packaging and inadequate double-checking systems."

Use National and International Data

Support your analysis with credible data from national and international sources. Below is an example of how to present supporting evidence:

Source	Statistic	Relevance
WHO (2019)	1 in 10 patients harmed in hospital	Demonstrates global relevance of medication safety
NHS (2022)	237 million medication errors yearly	Shows local systemic challenges
IHI (2020)	Medical error - 3rd leading cause of death	Emphasises urgency of leadership action

Table 1: Example of National and International Data Supporting Problem Analysis

System Weakness Examples

- Poor communication between departments and staff members

- Lack of accountability in decision-making processes
- Inadequate training and professional development

Linking to Rich Picture

Connect the system weaknesses described above to your Rich Picture diagram by including the following elements:

- **Actors:** nurses, pharmacists, physicians, patients, administrators
- **Processes:** medication dispensing, escalation procedures, documentation systems
- **Feedback loops:** incident reporting mechanisms, monitoring systems, regular audits
- **Emotions:** staff anxiety, patient fear, parent frustration
- **Structures:** hierarchical systems, policy constraints, IT systems

b. Centralisation vs. Decentralisation

Example Application

In the 'X' case, both centralisation and decentralisation issues contributed to the problem:

- **Centralisation failure:** Poor national regulation on high-alert drug labelling, leading to inconsistent safety standards
- **Decentralisation failure:** Lack of robust local double-check processes and insufficient oversight at the facility level

c. Leadership Theory Application

Apply relevant leadership theories to your case study analysis. The table below demonstrates how to link leadership theories with application examples and critical analysis using supporting data:

Theory / Model	Application Example	Supporting Data & Critique
Great Man Theory	A senior clinician led change through personal authority and charisma.	Effective in emergencies, but WHO (2020) warns that reliance on individual heroism limits team resilience.
Trait Theory	The leader displayed traits of confidence, decisiveness, and empathy.	NHS staff surveys (2021) show teams led by emotionally intelligent leaders report 22% higher satisfaction.
Behavioural Theories	Task vs people orientation – focus on operational targets but neglecting communication.	Hospitals with balanced task-people leadership show 30% fewer safety incidents (Wong et al., 2018).

Theory / Model	Application Example	Supporting Data & Critique
Situational/Contingency Theories	Leadership adapted to team maturity and crisis level.	Adaptive leadership is linked to 15-20% faster recovery times in clinical incidents (OECD, 2022).
Tannenbaum & Schmidt Continuum	Transition from autocratic to participatory leadership.	A mixed-style approach reduced staff turnover by 12% (NHS Workforce Report, 2023).
Purpose-Driven/Transformational	Leader introduced vision-driven reforms, improved medication tracking.	Transformational leadership correlates with 19% better safety outcomes and 23% higher morale (Boamah et al., 2018).

Table 2: Leadership Theory Application with Examples and Supporting Data

Important Note: While this table provides a useful reference framework, in your final report you should present the critical analysis in flowing text format rather than as a table. Use the table structure to organize your thoughts, but write your analysis in clear, well-structured paragraphs.

Points to Consider During Discussion

- Was the leadership style chosen appropriate for the situation?
- Were leaders reactive (command-driven) or proactive (purpose-driven)?
- What did data (staff surveys, safety outcomes) reveal about the leadership's effectiveness?
- What could have been done differently? For example, would more distributed or emotionally intelligent leadership have been beneficial?

d. Critique, Improvements, and Lessons Learned

Analyze problems identified in the case study, support your analysis with evidence, and propose concrete improvement strategies. The table below provides an example structure:

Problem	Evidence/Data	Improvement Strategy
Poor escalation	52% of staff unwilling to raise concerns (survey)	Training + psychological safety building
Delayed error reporting	40% errors reported after 48 hours	Digital reporting & local empowerment

Problem	Evidence/Data	Improvement Strategy
Confusing medication labelling	Identical Heparin vials causing several national incidents	National redesign + barcode scanning
Weak governance	No cross-check of override logs in Vaught case	Strengthen audit trails & shared governance

Table 3: Example Problem-Data-Improvement Analysis

Note: This table is provided as a reference for organizing your analysis. While the table format is useful for understanding the structure, you should present your final analysis in well-developed paragraphs with clear explanations and transitions between ideas.

Key Lessons for Health Organizations

- Systems must not rely on individual heroism; robust processes should support consistent safe practice
- Clear governance lines prevent accountability gaps and ensure responsibility is properly assigned
- Psychological safety improves incident reporting and ultimately saves lives

3. Recommendations (600 words)

Examples of Recommendations

- Adopt transformational leadership approaches to promote a culture of speaking up and psychological safety
- Introduce automated barcode medication systems to reduce human error in drug administration
- Implement daily safety huddles to enhance communication and proactive risk identification

4. Conclusion (300 words)

Key Elements to Summarize

- Key leadership failures identified in the case study
- System weaknesses identified through systems thinking analysis
- How governance structures and leadership approaches influenced outcomes
- Why systems thinking provides more sustainable improvements than individual-focused interventions

5. Reference list (minimum 30)

- Add academic references that are credible and are from reliable sources.