

APIOL/LPIOL/Fellow Benchmarks - Levels of leadership

Qualities common to all levels: Proactivity, resilience, responsibility, respect, flexibility, sensitivity, integrity		
APIOL – A proactive local contribution	LPIOL – A significant regional contribution	Fellow – An outstanding national contribution
<i>Benchmark QCF 4</i>	<i>Benchmark QCF 6</i>	<i>Benchmark QCF 8</i>
<ul style="list-style-type: none"> Has worked in more than one context where they have had overall responsibility for groups and/or individuals Has led groups in challenging situations in the outdoors Has had some responsibility for client liaison, needs analysis and programme and/or expedition design Has had responsibility for implementing programmes and/or expeditions and for carrying the can when they go wrong Has had some responsibility for the work of other staff (not necessarily in a management role) Has worked with a number of different client groups 	<p>Has leadership experience with the following characteristics:</p> <ul style="list-style-type: none"> ⟨Influences change, delivers results across region ⟨Works effectively in complex and uncertain circumstances ⟨Shapes, initiates, innovates ⟨Makes decisions based on an appreciation of the wider sector of outdoor learning ⟨Delivers concrete results attributable to <u>own personal</u> influence ⟨Creates conditions and opportunities for others to develop ⟨Reaches out to engage/develop practitioners beyond requirements of "day" job ⟨Consistent, not isolated peaks of activity 	<p>Demonstrates all the LPIOL leadership experience and characteristics, and in addition has made a significant, strategic and extensive contribution to the field - defined as:</p> <p>Significant – important impact on, for example:</p> <ul style="list-style-type: none"> - development, - values, - vision, - thought patterns and/or operation of a sector of the outdoor learning world <p>Strategic focus, for example:</p> <ul style="list-style-type: none"> - leadership in problematic situations that have many interacting factors - planned and developed courses of action that initiated substantial change or development - built alliances, influenced people at all levels, including outside the sector <p>Extensive influence, for example:</p> <ul style="list-style-type: none"> - impact at national level - strategic results attributable to own personal influence - known as a catalyst, enabler, inviter, someone who gives to the wider field, as well as takes

APIOL/LPIOL/Fellow Benchmarks - Levels of Reflective practice

Qualities common to all levels: Proactivity, resilience, responsibility, respect, flexibility, sensitivity, integrity		
APIOL – A proactive local contribution	LPIOL – A significant regional contribution	Fellow – An outstanding national contribution
<i>Benchmark QCF 4</i>	<i>Benchmark QCF 6</i>	<i>Benchmark QCF 8</i>
<ul style="list-style-type: none"> • Knows what basic principles of outdoor learning and ethics guide them; why they do the things they do • Uses a flexible range of approaches and styles in facilitation and in work relationships • Takes an interest in the approaches to outdoor learning in their workplace and the challenges the field is taking • Continuously reflects on and evaluates their own practice • Finds better ways to do their work, aiming to fix/improve the causes of situations, not just the symptoms • Knows how their outdoor practice has changed over the years, and what they are learning at present • Puts something back into the outdoor field, inside or outside their workplace 	<ul style="list-style-type: none"> • Shows clear insight into themselves and why they do what they do • Has a wide view of how the work of the outdoor sector is affected by external trends • Has a clear vision of the role of outdoor learning, and of their role in driving it forward • Challenges assumptions and the status quo • Shows the ability and the desire to 'get beneath' the day to day reality of practice • Motivates others to develop their reflective practice 	<ul style="list-style-type: none"> • Questions their core beliefs, values and motivations • Initiates, leads and facilitates debate around the sector about professional practice and/or ethics • Inspires and motivates others through the way they communicate their vision and values • Demonstrates sustained and consistent high standards of professional practice • Gives selfless service which brings distinction and quality to outdoor learning. • Is seen as a source of reflective wisdom by other practitioners