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| **L4 2** | **Enhance leadership practice through self-reflection and self-assessment** |

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| **Kaupae |** Level | 4 |
| **Whiwhinga |** Credit | 10 |
| **Whāinga |** Purpose | This skill standard is intended for people looking to build their leadership skills to lead people and manage processes efficiently and effectively.  This skill standard will provide learners with the knowledge and skills to enhance leadership practice through self-reflection and self-assessment.  This skill standard can be used in a range of qualifications and micro-credentials where there is a requirement of enhancing leadership through self-reflection and self-assessment. |

**Hua o te ako me Paearu aromatawai |** Learning outcomes and assessment criteria

| **Hua o te ako |** Learning outcomes | **Paearu aromatawai |** Assessment criteria |
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| 1. Apply self-reflection to enhance leadership practice. | 1. Determine own leadership practice. |
| 1. Measure own leadership practice and team successes against set goals or criteria. |
| c. Reflect on how personal and team goals or criteria were met. |
| 1. Gather feedback from others to inform own leadership performance. | 1. Use feedback tools to gather information from others. |
| 1. Reflect on the feedback to inform any positive leadership development and improvement. |
| 1. Develop a plan to enhance leadership. | 1. Explore areas of improvement and maintenance in terms of own leadership practice. |
| 1. Develop a personal action plan to enhance own leadership. |

**Pārongo aromatawai me te taumata paearu |** Assessment information and grade criteria

*Assessment specifications:*

Activity must relate to leadership or management, and may be a short term or long term, or repeated activity. It could be leading or management of an individual or group, community, or project, and may include thought-leadership, leading an idea or kaupapa.

This skill standard may be assessed in a role where leadership is demonstrated, when appropriate situations arise, or in a training environment if simulated conditions are able to be provided that reflect the standards of a workplace and/or leadership context.

Evidence of assessment must reflect where applicable, any workplace policies and procedures such as standard operating procedures, safety procedures, equipment operating procedures, codes of practice, quality management practices and standards, procedures to comply with legislative and local body requirements.

Assessment against this skill standard, where appropriate, should incorporate te āo Māori. This may include differences in dialect, mātauranga, tikanga among different iwi, hapū, rohe.

All activities must, as relevant to learners and/or this skill standard, reflect the peoples of the Pacific and other cultures, and their world views.

The task or activity may relate to either the articles or the principles of te Tiriti o Waitangi, and multi-culturalism in Aotearoa New Zealand.

For the purpose of this standard, *the kaupapa (articles) of te Tiriti o Waitangi* can refer to a tika interpretation, that te Tiriti o Waitangi is underpinned by three written articles, and the unwritten 4th article which are kawanatanga (governership), tino rangatiratanga (self-determination), oritetanga (equity), and the oral fourth (wairuatanga) religious freedom.

*The principles of the Treaty of Waitangi* can refer to participation, partnership and protection.

*Definitions*

*Self-reflection* refers to the process of examining own thoughts, feelings, actions and results in relation to leadership goals and challenges.

*Self-assessment* refers to a process of measuring own skills and competencies against a set of criteria or standards helping to evaluate current level of performance, to identify your gaps and areas for improvement.

***Ngā momo whiwhinga |*** *Grades available*

Achieved

**Ihirangi waitohu |** Indicative content

Leadership practice may include

* tools
* processes
* decision-making style
* mindset
* behaviours
* cultural approaches
* tikanga
* kaupapa Māori principles.

Set goals or criteria may refer to

* career development
* professional development
* organisational
* culture
* team.

Self-assessment feedback tools

* surveys
* 360 performance feedback
* focus group
* data
* questionnaire.

Reflection on feedback may include

* biases
* person and relationship of sender of feedback
* quantity received
* areas or gaps not covered.

**Rauemi |** Resources

* Groundwork.org.nz - [Te Tiriti articles in practice](https://groundwork.org.nz/resources/te-tiriti-articles-in-practice/)
* Te Ara – [Principles of The Treaty of Waitangi](https://teara.govt.nz/en/principles-of-the-treaty-of-waitangi-nga-matapono-o-te-tiriti-o-waitangi/page-1)

**Pārongo Whakaū Kounga |** Quality assurance information

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| **Ngā rōpū whakatau-paerewa |** Standard Setting Body | Ringa Hora Services Workforce Development Council |
| **Whakaritenga Rārangi Paetae Aromatawai |** DASS classification | Business > Business Operations and Development > People Development and Coordination |
| **Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga |** CMR | 0113 |

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| **Hātepe |** Process | **Putanga |** Version | **Rā whakaputa |** ReviewDate | **Rā whakamutunga mō te aromatawai |** Last date for assessment |
| **Rēhitatanga |** Registration | 1 | [dd mm yyyy] | [dd mm yyyy] |
| **Kōrero whakakapinga |** Replacement information | N/A | | |
| **Rā arotake |** Planned review date | 2030 | | |

Please contact <SSB> at <email address> to suggest changes to the content of this skill standard.