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| **L4 3** | **Assess, respond, and reflect on situations in a leadership activity** |

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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 assess, respond, and reflect on situations in a leadership activity.  This skill standard can be used in a range of qualifications and micro-credentials where there is a requirement of assessing, responding, and reflecting on situations in a leadership activity. |

**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. Assess situations in a leadership activity. | 1. Define situations that requires leadership actions to be taken. |
| 1. Determine appropriate ways of gathering information about identified situations. |
| 1. Gather information to inform the situations. |
| 1. Evaluate the information to inform the situations and determine the appropriate leadership actions. |
| 1. Respond effectively to situations. | 1. Take appropriate actions to respond to identified situations. |
| 1. Document and record actions taken to respond to the situations. |
| 1. Assess impact of actions taken. |
| 1. Reflect on leadership practice. | 1. Reflect on actions taken. |
| 1. Reflect on the impact of the actions taken. |

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

*Assessment specifications:*

Activity must relate to leadership or management, may be a short term or long term, or repeated activity. It could be leading 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 materials should allow for learner, regional, cultural, or community contexts.   
For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them.

The task or activity may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](https://ringahora.nz/qualifications-and-assurance/programme-endorsement/programme-guidance-documents-for-providers-developing-programmes/).

*Definition*

*Assessment materials* refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

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

Achieved

**Ihirangi waitohu |** Indicative content

Situations that require leadership

* conflict resolution
* agreement on change
* team dynamics
* delegation
* workflow
* duties
* workplace behaviours.

Gathering information

* interviews
* data
* conversations
* observations
* logbooks
* Professional Development Plan (PDP) data
* mentor or buddy information
* historical information.

Actions that may be taken

* acknowledgement of the situation
* de-escalation techniques
* briefings
* motivational talks.

Documentation and recording of actions to situations

* decision log
* incident reports
* compliance policies, processes and procedures
* sign-off sheets.

Impact of action taken

* engagement levels
* change in attitudes
* confidence
* positive and negative changes
* feedback loops
* meetings
* check in.

**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 | 0112 |

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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 Ringa Hora Services Workforce Development Council at [qualificaitons@ringahora.nz](mailto:qualificaitons@ringahora.nz) to suggest changes to the content of this skill standard.