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| **L6 4** | **Lead people and influence change to enhance growth in an organisation** |

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| **Kaupae |** Level | 6 |
| **Whiwhinga |** Credit | 30 |
| **Whāinga |** Purpose | This skill standard is intended for people who work or intend to work in strategic leadership positions.  This skill standard will provide learners with the knowledge and skills to lead people and influence change to enhance growth in an organisation.  This skill standard can be used in a range of qualifications and micro-credentials where there is a requirement of leading and implementing change to support growth in an organisation. |

**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. Lead people and influence change to enhance growth in an organisation. | a. Produce a plan to lead change that supports a growth area for an organisation. |
| b. Lead and influence change in a team in accordance with the plan. |
| c. Monitor the on-going success of the plan and make and implement necessary changes to support the growth area. |
| d. Evaluate the effectiveness of the change in achieving the intended growth for the organisation. |

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

*Assessment specifications:*

Activity must relate to leadership, 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 any applicable 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/).

*Definitions*

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

An *organisation* can be an entity, commercial or other enterprise, not necessarily for profit, a community organisation, and can be a team or business unit within a larger organisation.

*Growth may refer to profit, staff development, productivity.*

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

Achieved

**Ihirangi waitohu |** Indicative content

Change management plan

* Kotter’s 8-step change model “Leading Change”
* Change leadership frameworks

Māori approaches to change management

Pacific approaches to change management

**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)
* [Kotter’s 8-steps for Leading Change](https://www.kotterinc.com/methodology/8-steps/)

**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 > Organisational Direction and Strategy |
| **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] |
| **Arotakenga |** Review | <type here> | [dd mm yyyy] | [dd mm yyyy] |
| **Kōrero whakakapinga |** Replacement information | N/A | | |
| **Rā arotake |** Planned review date | 2030 | | |

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