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| **L5 2** | **Lead others to implement activities and change to support an entity’s performance** |

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| **Kaupae |** Level | 5 |
| **Whiwhinga |** Credit | 15 |
| **Whāinga |** Purpose | This skill standard is intended for people who work or want to work in leadership positions at an operational level. This skill standard will provide learners with the knowledge and skills to lead others to implement activities and change to support an entity’s performance. This skill standard can be used in a range of qualifications and micro-credentials where there is a requirement of leading others to implement activities and change within an entity’s plan, to support an entity’s performance.  |

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

| **Hua o te ako |** Learning outcomes  | **Paearu aromatawai |** Assessment criteria |
| --- | --- |
| 1. Lead others to implement activities and change to support an entity’s performance.
 | 1. Describe the activity requiring a change process in an entity.
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| 1. Plan the implementation of an activity and lead the change process in accordance with entity’s objectives.
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| 1. Plan an activity that aligns with your entity’s plans and /or objectives, for your team.
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| 1. Lead and motivate others in the activity that is aligned with your entity’s plans and/or performance objectives.
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| 1. Assess different models of change and select appropriate model for the team or activity.
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| 1. Apply the model of change to the entity’s objective.
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| 1. Review and reflect on the outcomes of the activity against the entity’s plans.
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**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/).

The *activity* must not be a Business-as-Usual activity. It may be an introduction of something new such as systems, approaches, or practices.

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

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

Achieved

**Ihirangi waitohu |** Indicative content

Models of change

* Kotter’s 8-step change model “Leading Change”
* ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement)
* Lewin's 3-Step Change Model (Unchanging, Changing, Refreezing)
* 5 C’s (Clarity, Communication, Collaboration, Culture, and Commitment)
* 5 P’s (Purpose, Philosophy, Priorities, Practices, and Projections)
* McKinsey's 7-S Framework (Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff)
* Kübler-Ross Change Curve Model (Denial, Anger, Bargaining, Depression, Acceptance)

Review the activity

* framework
* review model
* charts
* status reports
* project review.

**Rauemi |** Resources

* Business.govt.nz – [Talking with your team about uncertain times](https://www.business.govt.nz/wellbeing-support/wellbeing-in-your-business/talking-with-your-team-about-uncertain-times)
* 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)
* Jeff Evans ( 2021) *Reawakened- Traditional navigators of Te Moana-nui-a-Kiwa. Massey University Press.*

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

Please contact Ringa Hora Services Workforce Development Council at Qualifications@ringahora.nz to suggest changes to the content of this skill standard.