

## L5 2 Plan and lead activities requiring a change process to support an entity's performance

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kaupae   Level</b>     | 5                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Whiwhinga   Credit</b> | 15                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Whāinga   Purpose</b>  | <p>This skill standard is intended for people who work or want to work in leadership positions at an operational level.</p> <p>This skill standard will provide learners with the knowledge and skills to plan and lead others to implement activities and change to support an entity's performance.</p> <p>This skill standard can be used in programmes leading to the New Zealand Certificate in Business (Level 5) with strand in Leadership [Ref: 2459] or other leadership credentials.</p> |

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

| <b>Hua o te ako   Learning outcomes</b>                                               | <b>Paearu aromatawai   Assessment criteria</b>                                                                      |
|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| 1. Plan an activity requiring a change process for an entity.                         | a. Describe the activity requiring a change process in an entity.                                                   |
|                                                                                       | b. Plan the implementation of an activity with change process in accordance with entity's objectives.               |
|                                                                                       | c. Lead the change process in accordance with the plan.                                                             |
|                                                                                       | d. Plan an activity that aligns with your entity's plans and /or objectives, for your team.                         |
| 2. Lead others to implement activities and change to support an entity's performance. | a. Lead and motivate others in the activity that is aligned with your entity's plans and/or performance objectives. |
| 3. Assess and apply appropriate model of change to the activity.                      | a. Assess different models of change and select appropriate model for the team or activity.                         |
|                                                                                       | b. Apply the model of change to the entity's objective.                                                             |
| 4. Review on the outcome.                                                             | a. Review and reflect on the outcomes of the activity against the entity's plans.                                   |

**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 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](#).

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](#)
- Groundwork.org.nz - [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#)
- Jeff Evans ( 2021) *Reawakened- Traditional navigators of Te Moana-nui-a-Kiwa*. Massey University Press.

**Pārongo Whakaū Kouna | Quality assurance information**

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|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <b>Ngā rōpū whakatau-paerewa  </b><br>Standard Setting Body                                | Ringa Hora Services Workforce Development Council                                   |
| <b>Whakaritenga Rārangi Paetae Aromatawai  </b><br>DASS classification                     | Business> Business Operations and Development > People Development and Coordination |
| <b>Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga  </b><br>CMR | 0112                                                                                |

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

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