

L5 4 Use interpersonal and influencing techniques to support an entity's performance

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 communicate using interpersonal and influencing techniques to support an entity's performance. 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.

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

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Apply appropriate interpersonal and influencing technique for different purposes.	a. Identify types of communication techniques used for different communication purposes.
	b. Apply appropriate interpersonal and influencing technique for a communication purpose.
2. Adapt communication technique for a specific purpose and recipient.	a. Adapt communication technique to the specific purpose of the communication and the recipient.
3. Evaluate the effectiveness of the communication technique applied to an entity's performance goals.	a. Analyse the effectiveness of the communication technique applied.
	b. Evaluate the effectiveness of the communication technique applied, and how the effectiveness related to the entity's performance goals.

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

Assessment specifications:

Evidence for assessment 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 used for assessment may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

An entity's performance may relate to profit, organisational objectives, organisational values, efficiency, and effectiveness, wellbeing, customer/client satisfaction.

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.

Recipient refers to the receiver of what is being communicated. Recipients could be team members, other staff members, mentees, project team members, or contracted staff.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Communication purposes

- understanding your audience
- mentoring
- coaching
- influencing
- meeting facilitation
- performance-based conversations
- difficult conversations
- lobbying
- selling.

Communication techniques

- digital tools
- storytelling
- presentation skills
- technical writing.

Communication influencing techniques

- clear, concise language
- adapting communication style
- active listening

- persuasion
- negotiation
- questioning such as Socratic, open, probing, clarifying
- motivation
- giving and receiving feedback.

Communication interpersonal techniques

- emotional intelligence
- building relationships
- empathy
- teamwork skills
- transparency
- adaptability.

Rauemi | Resources

- Groundwork.org.nz - [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#)
- [Mind Tools - GROW model \(Goal, Reality, Options, Will or WAY Forward\)](#)
- [How to communicate and give feedback — business.govt.nz](#)

Pārongo Whakaū Kouna | Quality assurance information

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

Hātepe Process	Putanga Version	Rā whakaputa Review Date	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 Qualifications@ringahora.nz to suggest changes to the content of this skill standard.