

40915 Plan, implement, and review an activity that contributes to change and supports organisational performance

Kaupae Level	5
Whiwhinga Credit	15
Whāinga Purpose	<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, implement, and review an activity that contributes to change and supports organisational performance.</p> <p>This skill standard can be used in programmes leading to the New Zealand Diploma 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

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Plan an activity requiring a change process for an organisation.	a. Identify an activity requiring a change process in an organisation.
	b. Assess different models of change and select appropriate model for the team or activity.
	c. Plan the implementation of an activity with change process in accordance with organisational objectives.
2. Implement planned activity and change process to support organisational performance.	a. Lead and motivate others in the planned activity aligned with organisational objectives.
	b. Apply the model of change to support the planned activity.
3. Review the activity outcome and how the activity supports organisational performance.	a. Review and reflect on the outcomes of the activity against the organisation's plans and/or performance objectives.

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

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.

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 Kounga | 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	18 December 2025	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

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