

40917**Lead through effective and influential communication to support 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 apply, adapt, and evaluate interpersonal and influencing techniques as a leader to support 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. Communicate using interpersonal and influencing techniques to support organisational performance.	a. Assess interpersonal and influencing techniques used for communication purposes.
	b. Apply appropriate interpersonal and influencing techniques to lead activities.
2. Monitor and adapt interpersonal and influencing techniques to support organisational performance.	a. Monitor use of and response to interpersonal and influencing techniques in an activity.
	b. Adapt interpersonal and influencing techniques in an activity and to the recipient.
3. Evaluate the effectiveness of the interpersonal and influential techniques applied to support organisational performance.	a. Evaluate the effectiveness of the interpersonal and influencing techniques applied and how they supported organisational performance.

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

Organisational performance may relate to profit, organisational objectives, organisational values, efficiency, effectiveness, wellbeing, customer/client satisfaction.

Definition

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.

Influencing techniques

- clear, concise language
- adapting communication style
- active listening
- persuasion
- negotiation
- questioning such as Socratic, open, probing, clarifying
- motivation
- giving and receiving feedback.

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.](#)
- Mindtools - [GROW model \(Goal, Reality, Options, Will or WAY Forward\).](#)
- [How to communicate and give feedback — business.govt.nz.](#)

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.