

40918 Evaluate current influences and recommend strategies to inform organisational decision-making

Kaupae Level	6
Whiwhinga Credit	30
Whāinga Purpose	<p>This skill standard is intended for people who work or intend to work in strategic leadership positions.</p> <p>This skill standard will provide learners with the knowledge and skills to analyse and evaluate the impact of current influences on organisational operations and make strategic recommendations to inform organisational decision-making.</p> <p>This skill standard can be used in programmes leading to the New Zealand Diploma in Strategic Leadership (Level 6) [Ref: 5355] 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. Prepare an analysis of current influences that impact an organisation's performance.	a. Determine objectives for conducting analysis of the current influences.
	b. Plan collection and data validation methods for analysis.
	c. Develop a structured analysis plan to conduct analysis of current influences.
2. Analyse current influences on operations that impact an organisation's performance.	a. Conduct analysis of current influences according to structured analysis plan.
	b. Determine current influences from analysis including identifying any assumptions and limitations.
3. Evaluate the impacts of current influences on an organisation's operations.	a. Select appropriate tools and techniques that effectively measure and evaluate the impacts.
	b. Determine appropriate evaluation tools and techniques to measure the impacts of current influences on an organisation's operations.
	c. Evaluate the impacts of the current influences on an organisation's operations.

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
4. Make strategic recommendations to inform organisational decision-making.	a. Make strategic recommendations informed by the evaluation of impacts.
	b. Communicate the recommendations of the evaluation to inform decision-making.

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](#).

Definition

Current influences may refer to local and global trends that may impact an organisation economically, environmentally, socially, and culturally.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Planning an analysis

- clarifying objectives
- conduct background research
- identify key influences
- data collection and validation method
- structured analysis plan.

Analysis

- environmental scan
- report
- risk analysis
- theory
- surveys.

Impacts of current influences on an organisation

- long-term impacts
- short-term impacts
- financial and economic
- operational
- people and workforce
- compliance and risk
- customer, clients, stakeholders
- environmental and sustainability
- strategic and cultural.

Evaluation tools and techniques

- methodologies such as impact evaluation frameworks, stakeholder analysis, gap analysis, workflow analysis
- tools such as process mapping, data dashboards, monitoring, forecasting models
- business process modelling (BPM)
- data analysis
- potential outcomes.

Monitoring frameworks that consist of:

- purpose and scope
- key areas of influence
- desired outcomes and objectives
- indicators and measure
- data collection methods
- roles and responsibilities
- reporting and feedback processes
- risk and assumptions
- review and continuous improvement.

Strategic recommendations

- short- and long-term implications
- operational considerations
- regulatory implications
- technological influences
- workforce and future labour needs
- strategic and organisational resilience
- financial implications.

Communication of recommendations

- strategic monitoring and recommendation framework
- report.

Rauemi | Resources

- Groundwork.org.nz – [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#).

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 > Organisational Direction and Strategy
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.