

40919 Lead people to achieve strategic goals in a professional and ethical manner

Kaupae Level	6
Whiwhinga Credit	15
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 research, apply, and evaluate leadership theory to lead people in achieving strategic individual and/or organisational goals in a professional and ethical manner.</p> <p>This skill standard can be used in 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. Research leadership theories to lead people in achieving strategic goals.	a. Research credible reference theories that apply to leading others to achieve strategic individual or organisational goals in a professional and ethical manner.
2. Apply leadership theory to an activity that supports strategic goals.	a. Lead people in an activity that supports strategic individual or organisational goals in a professional and ethical manner.
3. Evaluate the leadership theory and its application.	a. Evaluate the effectiveness of the leadership theory used in terms of how well it supported the achievement of goals.

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.

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.

Strategic goals may be individual goals and/or organisational goals.

Credible referenced leadership theories must be used in the assessment of this skill standard. They may include Māori frameworks and principles, leadership models.

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](#).

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Leadership theories

- goal-setting frameworks such as self-determination theory, transformational leadership, Path-Goal theory
- te ao Māori framework
- scenarios
- Māori principles
- Pacific principles
- values driven framework.

Strategic individual and/or organisational goals

- areas related to growth
- personal development plan
- upskilling
- productivity
- values driven goals
- economic
- workplace culture
- wellbeing.

Professional and ethical leadership practice

- ethical business practice
- standards
- behaviour
- tikanga
- inclusivity
- organisational codes of conduct
- values
- Te Tiriti o Waitangi.

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.