

## 40921 Develop and evaluate a change process to enhance organisational growth

<b>Kaupae   Level</b>	6
<b>Whiwhinga   Credit</b>	30
<b>Whāinga   Purpose</b>	<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 develop a change plan, lead people to implement plan, monitor, and evaluate the effectiveness of change to enhance growth in an organisation.</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

<b>Hua o te ako   Learning outcomes</b>	<b>Paearu aromatawai   Assessment criteria</b>
1. Plan a change process to enhance growth in an organisation.	a. Identify and analyse a growth area for an organisation.
	b. Produce a plan to lead change that supports the growth area for an organisation.
2. Lead a team to implement the change plan.	a. Lead a team to support the growth area for the organisation in accordance with the change plan.
	b. Implement change in accordance with the plan.
3. Monitor and adjust the execution of the change plan to support the growth area.	a. Monitor and measure the execution of the plan to support the growth area.
	b. Adjust and implement changes to the plan.
	c. Monitor and measure the success or outcomes of the implemented change plan.
4. Evaluate the effectiveness of the change plan and its impact on organisational growth.	a. Evaluate the effectiveness of the change plan in achieving the intended growth for the organisation.

**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**

*Growth area* may refer to profit, staff development, productivity.

**Ngā momo whiwhinga | Grades available**

Achieved

**Ihirangi waitohu | Indicative content****Analysis of a growth area**

- analysis of current state vs future state.
- outcomes for each level of the organisation.

**Leading and implementing change to enhance growth**

- change management plan or model
  - Kotter's 8-step change model "Leading Change"
  - ADKAR (Awareness, Desire, Knowledge, Reinforcement)
- change leadership frameworks
  - McKinsey 7-S Framework (Strategy, Structure, Systems, Shared Values, Style, Staff, Skills).
- growth mindset models
  - Alvin Toffler- Learn, Unlearn, Relearn
  - Carol Dweck - Fixed and Growth Mindsets
  - Agile mindset model.

### Māori and Pacific approaches to change management

- wayfinding or navigational leadership
- Te Whare Tapa Whā
- Te Wheke
- tikanga-based development approaches.

### Monitoring and measuring the success or the outcomes of the change management plan

- culture surveys
- stakeholder feedback loops
- status meetings and reporting
- project tracking.

### Evaluation of the effectiveness of the change and its impact on growth area

- outcomes before and after the change process
- analysis of Key Performance Indicators (KPIs) before and after the change process
- analysis of business motivations verses people motivations
- analysis of process and operational performance
  - efficiency
  - productivity
  - workflow
  - turnaround times
  - error/defect rates
  - customer service processes.
- enhanced team performance
- staff capability and skill improvements
- engagement and motivation indicators.

### Rauemi | Resources

- Groundwork.org.nz – [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#)
- [Kotter's 8-steps for Leading Change.](#)
- Mindtools- [Dweck's Fixed and Growth Mindsets](#)
- [Andrew O'Keeffe- Hardwired Humans.](#)

**Pārongo Whakaū Kouna | Quality assurance information**

<b>Ngā rōpū whakatau-paerewa   Standard Setting Body</b>	Ringa Hora Services Workforce Development Council
<b>Whakaritenga Rārangi Paetae Aromatawai   DASS classification</b>	Business> Business Operations and Development > Organisational Direction and Strategy
<b>Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga   CMR</b>	0112

<b>Hātepe   Process</b>	<b>Putanga   Version</b>	<b>Rā whakaputa   Review Date</b>	<b>Rā whakamutunga mō te aromatawai   Last date for assessment</b>
<b>Rēhitatanga   Registration</b>	1	18 December 2025	N/A
<b>Kōrero whakakapinga   Replacement information</b>	N/A		
<b>Rā arotake   Planned review date</b>	31 December 2030		

Please contact at Ringa Hora Services Workforce Development Council at [Qualifications@ringahora.nz](mailto:Qualifications@ringahora.nz) to suggest changes to the content of this skill standard.