

## 40922 Generate and evaluate strategies to lead an inclusive and engaged workplace culture

<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>The skill standard will provide learners with the knowledge and skills to develop, implement, and evaluate strategies to foster an inclusive and engaged workplace culture.</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. Generate strategies to lead an inclusive and engaged workplace culture.	a. Utilize resources to inform strategies and a plan for leading inclusive and engaged workplaces.
	b. Design strategies that build an inclusive and engaged workplace culture.
	c. Produce a plan with strategies to lead an inclusive and engaged workplace culture.
2. Implement strategies to lead an inclusive and engaged workplace culture.	a. Lead and implement strategies in accordance with the plan.
3. Monitor and make adjustments to the implemented strategies for an inclusive and engaged workplace culture.	a. Monitor and measure the implementation of the strategies in accordance with the plan.
	b. Adjust implemented changes to the strategies and the plan.
4. Evaluate the effectiveness of the strategies and the plan.	a. Evaluate the effectiveness of the implemented strategies and the execution of the plan.
	b. Review how the effectiveness of an inclusive and engaged workplace culture supports organisational performance.

## **Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria**

### *Assessment specifications:*

Strategies 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](#).

### Definitions

*Inclusive and engaged workplace culture* refers to a positive workplace culture that values diversity and team engagement. This includes being inclusive of differences in between colleagues such as age, gender, ethnicity, religion, disability, sexual orientation or identification, neurodiversity, education, and national origin.

*Strategy* refers to any action or activity designed to establish and maintain an inclusive and engaged workplace culture.

## **Ngā momo whiwhinga | Grades available**

Achieved

### **Ihirangi waitohu | Indicative content**

Inclusive and engaged workplace culture

- team engagement
- growth and development
- increased participation
- inclusivity
- diversity
- wellbeing.

## Resources to inform the plan

- environmental scan
- data
- reports
- culture surveys.

## Strategies

- methodologies such as strength-based leadership model
- employee engagement models
- cultural approaches
- leadership plan.

## Monitoring and measuring the success of the plan

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

## Rauemi | Resources

- Groundwork.org.nz – [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#)
- Employment Relations Act 2020
- Diversity Works – [Template: Diversity and Inclusion Strategy](#)
- Diversity Works – [Policy Template – Workplace Diversity and Inclusion Policy.](#)

## Pārongo Whakaū Kouna | Quality assurance information

<b>Ngā rōpū whakatau-paerewa  </b> Standard Setting Body	Ringa Hora Services Workforce Development Council
<b>Whakaritenga Rārangi Paetae Aromatawai  </b> DASS classification	Business> Business Operations and Development > Organisational Direction and Strategy
<b>Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga  </b> CMR	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 Ringa Hora Services Workforce Development Council at [Qualifications@ringahora.nz](mailto:Qualifications@ringahora.nz) to suggest changes to the content of this skill standard.