

41066 **Develop, maintain, and improve operational relationships to support an entity's performance**

Kaupae Level	5
Whiwhinga Credit	15
Whāinga Purpose	<p>This skill standard is intended for people who can contribute to the operational objectives of an entity.</p> <p>This skill standard will provide learners with the knowledge and skills to develop, maintain, and improve operational relationships to support an entity's performance.</p> <p>This skill standard can be used within programmes leading to the New Zealand Diploma in Business (Level 5) [Ref: 2459] – Core, or in other 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. Develop operational relationships to support an entity's performance.	a. Determine type and importance of internal and external stakeholders within the scope of role and area of responsibility.
	b. Establish operational relationships with internal and external stakeholders within scope of role and area of responsibility.
2. Maintain operational relationships to support an entity's performance.	a. Determine approaches to maintain operational relationships with internal and external stakeholders.
	b. Set up and maintain timely and professional communication with internal and external shareholders to check operational objectives are being met.
	c. Communicate business information with internal and external stakeholders to meet operational objectives.

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
3. Evaluate operational relationships and identify improvements that support an entity's performance.	a. Use appropriate monitoring or feedback tools to evaluate the effectiveness of operational relationships with stakeholders.
	b. Identify areas for improvement in stakeholder engagement and propose strategies to enhance relationship effectiveness.

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

Assessment specifications:

Assessment must be conducted in real business context(s) and/or based on scenario(s) which must reflect the requirements and practicalities for conducting business in Aotearoa New Zealand.

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 the 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](#).

Definitions:

Kaitiakitanga refers to preservation, guardianship and enhancement of the world and its treasures for the benefit of all.

Manaakitanga is realised by mana-enhancing behaviour and practices for the care of ākonga, whānau, hapū, iwi, and community.

Rangatiratanga refers to autonomy realised through the enactment of a Māori worldview in response to the aspirations and driving motivators of ākonga, whānau, hapū, and where relevant, the Māori community and sector stakeholders.

Scope of role and area of responsibility refers to the responsibilities, authority, and boundaries of an individual's position within an entity, including the tasks they are expected to perform and the limits of their decision-making.

Tika refers to acting in good faith and doing what is right.

Whakawhanaungatanga refers to connecting, fostering, and maintaining relationships based on respect, integrity and understanding for the benefit of all.

Ngā momo whiwhinga | Grades available

Achieved.

Ihirangi waitohu | Indicative content

Developing operational relationships

- use of stakeholder matrix
- use of stakeholder engagement plan
- internal stakeholder engagement
- awareness of core functions in an entity and how these core functions engage with each other
- being tika
- cultural values
- networking
- whakawhanaungatanga.

Supporting entity performance through relationships

- building stakeholder loyalty
- performance of people and business performance
- identifying types and importance of stakeholders
 - value of stakeholders
 - stakeholder loyalty
 - recognising value
 - new business
 - stakeholder analysis and stakeholder power
- kaitiakitanga
- rangitiratanga.

Stakeholder approaches

- values-based approaches
 - inclusive approaches that align with an entity's strategy, mission, and vision
 - te āo Māori values guiding an entity's approach and practices
 - relationship management approaches
 - recognising different cultural values in stakeholder approach
- relationship building practices.

Soft skills involved in stakeholder engagement

- active listening
- seeking clarification
- understanding non-verbal communication
- personalisation
- accepting feedback.

Maintaining operational relationships

- communication tools
 - email and messaging platforms
 - video conferencing
 - use of shared calendars
 - understanding your audience.
- collaboration platforms
 - project management tools
 - document sharing and co-authoring.
- relationship management practices
 - regular check-ins
 - feedback loops
 - stakeholder mapping.
- professional development tools
 - workshops and training
 - communities of practice.
- conflict resolution tools
 - awareness of accessible mediation frameworks
 - clear protocols.
- self-management
 - professionalism
 - time management
 - goal setting to support maintenance of operational relationships.
- whakawhanaungatanga
- manaakitanga
- kanohi ki te kanohi/face-to-face.

Monitoring or feedback tools

- regular check-ins
- feedback loops
- stakeholder mapping
- customer or client reviews.

Rauemi | Resources

- Malcom Pacific Immigration – [Embracing cultural diversity](#)
- Ministry of Business, Innovation, and Employment – [Communicating with others](#)
- Simply stakeholders – [How to build strategic relationships](#)
- University of Auckland – [Business efficiency from a Te Ao Māori perspective.](#)

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Services Industry Skills Board
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	26 February 2026	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

Please contact Services Industry Skills Board at qualifications@servicesisb.nz to suggest changes to the content of this skill standard.