

Food and Fibre Leadership micro-credential

February 2024

Background

Muka Tangata, the Workforce Development Council for people, food and fibre, is working with representatives and leaders across our industries, and from other WDCs, to design a new micro-credential to formalise training for emerging leaders.

The micro-credential aims to support people moving into leadership roles to become more confident in themselves and what they're doing, enabling them to be autonomous, engaged, and versatile.

The new leadership micro-credential is being informed by Food and Fibre Centre of Vocational Excellence (CoVE) research and will support a leadership ecosystem for Aotearoa New Zealand's food and fibre sector. It will also be listed and available via the New Zealand Qualifications and Credentials Framework (NZQCF) for use by all industries interested in emerging leadership training.

The micro-credential content meets changing industry needs and is targeted at emerging leaders such as:

- supervisors who desire upskilling to lead teams, including large groups of seasonal workers,
- people who came into New Zealand with the 2021 residency visa, who may be trained in leadership in other countries but who now need experience and/or development in the New Zealand context,
- older people in the workforce wanting to do less physical work and become skilled team leaders.

Development Rationale

The new micro-credential is being developed to replace an existing informal course that has been delivered in the horticultural sector over the last two years and will also replace the "Leadership for Primary Industries" micro-credential developed by Nelson Marlborough Institute of Technology which was retired in December 2023.

Micro-credentials benefit training in the following ways:

Learners can:

- obtain a recognised award for each segment of learning without necessarily having to complete a full qualification.
- continue to complete further micro-credentials to improve their career prospects.

Industry can:

- access micro-credentials that recognise and award their employee for the specific skills they have developed.

Providers can:

- access Tertiary Education Commission (TEC) funding.
- tailor the course offerings based on what best suits their market, regions and resources.

Engagement Process

Muka Tangata formed a working group made up of industry experts, leaders and key providers to design this micro-credential for emerging leaders.

Once the micro-credential is listed on the NZQCF, providers will be able to access funding through TEC.

The engagement process began in August 2023 and a series of meetings have since been held with working group members to:

- define the goals and purpose of the project,
- scope existing products available in leadership training for primary industry sectors,
- review the programme of learning that has previously been used in leadership training in the horticulture sector,
- review Food and Fibre CoVE leadership research findings to inform micro-credential learning outcomes,
- confirm the appropriate level and structure of the micro-credential,
- review higher level leadership training programmes to ensure congruence for industry upskilling and career progression, and
- produce and refine draft learning outcomes and indicative content for further consultation.

Outcomes to date:

- This micro-credential will be **Learning Outcomes based only**, meaning no skill standards will be developed for this micro-credential and no unit standards will be prescribed to meet the Learning Outcomes.
- [Ringa Hora](#) may develop skill standards for this micro-credential as part of their Review of Business Qualifications in 2024.
- Learning Outcomes will be written to meet Level 4 requirements of the NZQCF.
- Providers may develop programmes using appropriate existing unit standards or design their own courses to meet the specified Learning Outcomes of the micro-credential.
- To access TEC funding, providers will need to follow the usual Muka Tangata [programme endorsement](#) and WDC/NZQA [consent to assess](#) and/or programme approval processes.

Acknowledgement

We extend our gratitude to all industry members and stakeholders who have dedicated their time and expertise to this process to date. The feedback and input received has been invaluable in shaping the draft Learning Outcomes and indicative content of this micro-credential.

Muka Tangata is committed to ensuring that our training products are fit for purpose and contribute to the long-term success and progression of leadership in the food and fibre sector. Please let us know if there are other stakeholders who could add value to this mahi.

Draft Components and Learning Outcomes

The Learning Outcomes, although in draft, are now ready for wider distribution and public consultation.

DRAFT FOR PUBLIC CONSULTATION	
Component 1 – Leading Self	10 credits
Learning outcomes: On successful completion of this micro-credential ākonga learners will be able to: <ol style="list-style-type: none">1. Implement actions to develop self-leadership, resilience, and personal wellbeing.2. Evaluate and adapt specific areas for self-development in a leadership role.	
Indicative content - Learning outcome 1: <ul style="list-style-type: none">• Emotional intelligence and self-awareness techniques in leadership.• Manaakitanga, empathy and intuition in leadership.• Leadership/rangatiratanga models to support resilience and self-leadership e.g. VUCA, BANI, The 4 Cs, ABCDE, The 7 Cs, HERO, RAIN etc.• Identification of own personality type and strengths: e.g. Tetramap, Myer-Briggs Type Big Five, Enneagram, DISC etc.• Identify own personal wellbeing resources and gaps.• The role of a leader including when to delegate responsibilities and/or authority.	
Indicative content - Learning outcome 2: <ul style="list-style-type: none">• Understanding and applying reflective practices to critically evaluate self-leadership e.g. performance in delegation, accountability, leadership resilience, own wellbeing.• Growth mindset principles and application.	

Component 2 – Leading Others

10 credits

Learning outcomes:

On successful completion of this micro-credential ākonga | learners will be able to:

1. Promote an inclusive environment and implement interpersonal and coaching skills to motivate and engage teams.
2. Evaluate and adapt effectiveness of leadership communication and behaviours for positive team performance.

Indicative content - Learning outcome 3:

- Apply knowledge of self to interact with others effectively.
- Leader as Coach - Apply knowledge of personality types and emotional intelligence skills to engage and motivate others.
- Courageous conversations and de-escalation techniques e.g. leadership communication, when to defer to HR team.
- Apply knowledge of Māori principles to develop team purpose and shared goals.
- Respond to cultural diversity to develop a positive team culture.

Indicative content - Learning outcome 4:

- Understanding and applying reflective practices to critically evaluate leadership performance in team engagement and motivation e.g. communication, conflict resolution, cultural competency, adherence to organisational HR policies and practices, meeting workplan timeframes.
- Selecting and using a mentor for leadership skill development.
- Methods for collecting team feedback for leadership development.

Public consultation and expert feedback

We are now seeking feedback from the public and subject matter experts on the draft Learning Outcomes and indicative content (as above) for the new micro-credential.

You can review and provide feedback on the proposed micro-credential here: [Emerging Leaders micro-credential feedback](#)

Ngā mihi nui,

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