

Title	Evaluate leadership in a road transport operation		
Level	5	Credits	5

Purpose	People credited with this unit standard are able to: demonstrate knowledge of the concept of leadership in a road transport operation; examine and develop own leadership style; and evaluate own and organisational performance against common management errors in the road transport industry and implement improvements.
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Classification	Commercial Road Transport > Road Transport Management
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Available grade	Achieved
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Guidance Information

- 1 Legal requirements relevant to this unit standard include:
 Contract and Commercial Law Act 2017;
 Employment Relations Act 2000;
 Health and Safety at Work Act 2015;
 Land Transport Act 1998;
 Road User Charges Act 2012;
 Land Transport (Road User) Rule 2004.
- 2 Any new, amended, or replacement Acts, regulations, Rules, standards, codes of practice, or Waka Kotahi NZ Transport Agency requirements or conditions affecting this unit standard will take precedence for assessment purposes, pending review of this unit standard.
- 3 Definitions
 The *principles of natural justice* that apply to this unit standard are:
 - a the principle that both sides of a case are to be heard;
 - b the principle that the merits of the case should be judged by a person with no interest in the outcome.
 A *road transport operation* may form part of an organisation or it may constitute the whole organisation.

Outcomes and performance criteria

Outcome 1

Demonstrate knowledge of the concept of leadership in a road transport operation.

Performance criteria

- 1.1 The role of a leader is explained in terms of motivating and supporting staff, setting goals and monitoring performance, and demonstrating organisational culture, values, and compliance with road transport law.
- 1.2 The typical characteristics of an effective leader are defined in terms of attitude, skills, and behaviour.
- Range may include – visionary, charismatic, knowledgeable about the road transport industry, listening skills, accessible, integrity, handling others' achievements, accepting accountability, showing initiative, communications skills, inspirational, understanding and developing people, lateral thinker, positive approach, self-disciplined;
a minimum of ten characteristics is required.
- 1.3 The impact of effective leadership and ineffectual leadership is explained in terms of financial results, staff attitude, customer service, creating job satisfaction, compliance with road transport law, and organisational direction.
- 1.4 Behaviours that negate effective leadership are explained.
- Range may include – interference, sarcasm, prying, bossiness, unwillingness to delegate, bullying, lack of decision-making, willingness to flout road transport law, drunkenness or substance abuse, physical intimidation, willingness to take short cuts;
a minimum of seven behaviours is required.
- 1.5 Ways of leading by example are explained.
- Range may include – personal presentation and habits, adhering to road traffic law, promoting best practice in occupational health and safety, treating staff at all levels with respect, demonstrating organisational values, applying the principles of natural justice, monitoring staff levels of stress and fatigue;
a minimum of five examples is required.
- 1.6 Different management styles are evaluated against the characteristics of an effective leader.
- Range may include – traditional team player, analytical problem solver, dominant controller, charismatic motivator, hands-off, hands-on, customer focused, glory-grabber, timid;
a minimum of five styles is required.

1.7 Leadership challenges for managers in the road transport industry are explained.

Range the powerplay between drivers and despatchers and/or managerial staff, managing a commercial business on a public thoroughfare, legislative responsibilities for drivers and loaders and despatchers.

1.8 The impact on the road transport industry when managers of road transport operations fail to show leadership in their own operation are explained.

Range overweight vehicles, under-payment of Road User Charges, exceeding legal driving hours, exceeding speed limits, failing to report accidents, failing to advise rights under legislation relating to the carriage of goods;
a minimum of five is required.

Outcome 2

Examine and develop own leadership style.

Performance criteria

- 2.1 Own behaviours are evaluated against the behaviours identified as characteristic of an effective leader.
- 2.2 Action plans to improve own leadership style are developed and are specific, measurable, achievable, realistic, and time-bound.
- 2.3 Achievements against action plans are monitored and changes are made to action plans as required.

Outcome 3

Evaluate own and organisational performance against common management errors in the road transport industry and implement improvements.

Performance criteria

- 3.1 Own behaviour and management system are analysed against the common management errors in the road transport industry and appropriate strategies to improve style and systems are developed and implemented.

Range refusal to accept personal accountability, failure to train and develop staff, failing to manage driving staff showing signs of fatigue, having poor vehicle maintenance policies, making commitments that are not able to be delivered within driving hours and speed limits law, not having drug or alcohol policies, not having employment contracts, being a buddy rather than a boss, accepting incompetence, bullying staff.

This unit standard is expiring. Assessment against the standard must take place by the last date for assessment set out below.

Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	27 July 2005	31 December 2022
Review	2	25 June 2007	31 December 2022
Review	3	16 April 2015	31 December 2022
Review	4	29 April 2021	31 December 2027
Review	5	25 July 2024	31 December 2027

Consent and Moderation Requirements (CMR) reference

0014

This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.