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| <b>Title</b> | <b>Apply tour group leadership skills</b> |                |           |
| <b>Level</b> | <b>5</b>                                  | <b>Credits</b> | <b>10</b> |

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| <b>Purpose</b> | People credited with this unit standard are able to: design a professional development plan that assists in developing own personal leadership style in a tourism context; evaluate roles within a tour group as the leader of a tour group; and demonstrate leadership skills as the leader of a tour group. |
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| <b>Classification</b> | Tourism > Visitor Services |
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| <b>Available grade</b> | Achieved |
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### Guidance Information

- Standard industry texts referred to in, or applicable to, this unit standard include but are not limited to –  
 Collier, A. and Brocx, B. (2004). *Tourism Industry Management*. Auckland, NZ: Pearson Education.  
 Denning, S. (2007). *The Secret Language of Leadership: How Leaders Inspire Action Through Narrative*. San Francisco, Ca: John Wiley & Sons.
- Definitions  
*Contexts* may include but are not limited to – the size of the group, purpose of the group, group dynamics, relation of group to leader, setting, culture, ethnicity, beliefs, values.  
*Feedback* is usually observed, or requested in verbal or written form, and typically covers feelings, levels of satisfaction, comfort, strengths and weaknesses, personal performance, or suggested improvements.  
*Leadership* refers to influencing a group of people to move towards the achievement of a goal. Concepts that embody leadership may include but are not limited to – charisma, inspiration, mana, kudos, influence, efficacy, prestige, authority, merit.  
*Leadership styles* include, but are not limited to – autocratic, democratic, laissez faire, consensus, empowering, motivational, situational.  
*Tourism workplace* refers to any organisation involved in the domestic tourism industry, the inbound tourism industry, or the outbound tourism industry. Tourism workplaces may include but are not limited to – transport operators, accommodation providers, attraction and activity operators, food and beverage establishments, visitor information centres, travel retailers, travel wholesalers.  
*Tourism workplace policies and procedures* refer to documented instructions about workplace expectations, these must include but are not limited to – customer service delivery, personal presentation, legislation, organisational structure, business objectives.

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## Outcomes and performance criteria

### Outcome 1

Design a professional development plan that assists in developing own personal leadership style in a tourism context.

#### Performance criteria

- 1.1 Trainee's own personal development objectives are outlined in accordance with tourism workplace policies and procedures.
- Range may include but is not limited to – realistic, achievable, supported by reasoned judgements, based upon accepted best practice in tour guiding, ethical, in tune with leadership principles, fitting roles and responsibilities, suitable for area of work operation, matching resources, matching context.
- 1.2 The plan takes into account potential obstacles to developing a leadership style.
- Range obstacles may include but are not limited to – public speaking, topic knowledge, self-confidence, language, group dynamics, organisational culture, visitor types, cultural differences; evidence of two obstacles is required.
- 1.3 The plan outlines strategies for professional and personal development that are in keeping with personal capacity.
- Range professional and personal development may include but is not limited to – openness to and readiness for growth, acknowledged strengths and weaknesses, availability of time to give attention to identified areas.
- 1.4 The plan is evaluated in conjunction with a person of authority, and feedback is used to adjust the plan in accordance with tourism workplace policies and procedures.
- Range person of authority may include but is not limited to – adviser, mentor, manager of workplace, fellow employee, personal coach, friend, family member, poutoko iwi, kaumātua.

### Outcome 2

Evaluate roles within a tour group as the leader of a tour group.

Range may include but is not limited to – tour guide, or tour leader, assistant tour guide, other operators or service providers, member of tour group.

**Performance criteria**

2.1 Task processes and relationship processes within a tour group are described in accordance with standard industry texts.

Range task processes may include but are not limited to – task achievement, quality improvement, performance enhancement; relationship processes – breaking the ice, individual development, team building, interactive skills, inclusiveness; evidence of two task processes is required.

2.2 Critical success factors for team leadership are identified, and their importance is explained.

Range may include but is not limited to – team support, responsibility for process monitoring, boundary management, external communications, protection, cultural awareness.

**Outcome 3**

Demonstrate leadership skills as the leader of a tour group.

Range leadership skills may be demonstrated as part of one tour or over multiple tours.

**Performance criteria**

3.1 Briefing techniques appropriate to the group are demonstrated in accordance with tourism workplace policies and procedures.

Range may include but is not limited to – learning styles, cultural appropriateness, language, previous experience, size of group, age, environment, level of difficulty, individual competency of group members.

3.2 Instructions appropriate to a tour group are issued in accordance with tourism workplace policies and procedures.

Range appropriate instructions may include but is not limited to – health and safety requirements, concession conditions, environment requirements, behaviour as a group, tikanga.

3.3 Leadership of a tour group on a specified task is demonstrated in accordance with the needs of the group, critical success factors, and with tourism workplace policies and procedures.

Range leadership may include but is not limited to – group participation, individual challenge, team approach, problem solving; evidence is required of a minimum of three tasks as leader of a tour group.

- 3.4 Feedback is obtained from the group and analysed, and the leadership style evaluated, in accordance with tourism workplace policies and procedures.

Range feedback may be formal or informal;  
evidence is required of evaluation of the leadership style used.

**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       | 22 May 2009   | 31 December 2018         |
| Review       | 2       | 16 March 2017 | 31 December 2024         |
| Review       | 3       | 27 April 2023 | 31 December 2024         |

#### Consent and Moderation Requirements (CMR) reference

0078

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