

Leadership in the UK: Raising our ambition

L&M Advisory Panel
Paper: Leitch Submission 0.2
August 2006
DRAFT FOR REVIEW

Personal letter from Ian Smith to Lord Leitch.

1 Leadership in the UK

- 1.1 This paper sets out the key recommendations of the Leadership and Management Advisory Panel to the Leitch review team [See section 3]. A summary of these recommendations can be seen below:

Employers to lead...

1st Proposal: Business should lead the way in creating networks of forums so that leading practice in leadership and management is collectively shared for the benefit of all.

2nd Proposal: The Skills for Business network must ensure that in setting out their sectoral ambitions they critically review and address the leadership and management needs of each sector.

3^d Proposal: We need an aspirational national award for recognising outstanding leadership and management practice by employers.

Inspiration to learn...

4th Proposal: We need nationally consistent criterion for recognising providers who offer fit for purpose leadership and management development segmented for all levels, for individuals and employers, encompassing both informal and formal learning opportunities.

5th Proposal: We propose that the Small Business Council establishes a Task group with the Association of Business Schools to determine how leading UK business schools can improve the accessibility of their resources to small businesses

6th Proposal: All business support providers should be proactive in their knowledge and signposting to informal leadership and management learning opportunities for their clients

Incentives to act...

7th Proposal: The current LSC leadership and management programme works. We propose that it should be extended in scale and reach to all enterprises with more than 10 employees

- 1.2 How do these recommendations meet the requirements of the Leitch Review? [DN To be completed]
- 1.3 Commitment of the Panel to support their implementation [DN To be completed]

2 Our ambitious challenge

- 2.1 We start from the perspective that the absolute case for leadership and management does not need to be made. If government does not believe in the fundamental role that leadership and management plays in driving ambition for economic prosperity, productivity and to improve social justice there is no need to read further.
- 2.2 However, we do understand that in developing your recommendations of the long term ambition for skills in the UK you will be faced with a near infinite list of priorities. Our proposition is that it is effective leadership and management that orchestrates and delivers these ambitious challenges. In our own thinking we've used the analogy of London hosting the Olympic Games in 2012. It will not just be the level of competition on the field, or the facilities or the 70,000 volunteers to support the Games that will make for a great visitor experience. It will be determined by the UK's efforts as a whole. For overseas visitors to London the determination of a great experience starts from the moment the passenger plane touches down through to when they leave. At every point in between there is a role to be played and the need for ambitious leadership and management to ensure success.
- 2.3 As a Panel we passionately believe that inspirational leadership and effective management is the **key** to unlocking the high skills high value economy that you have set out as your challenge for the UK in your first report. Whilst we as a Panel know of many examples of outstanding leadership and management and note the year-on-year increase in the take up of management qualifications;ⁱ we remain greatly concerned about leadership and management principally in three areas:
- the relative productivity performance of UK leaders and managers on a world stage;
 - the effectiveness of current leadership and management development opportunities; and
 - our collective capacity to meet long term economic needs of expanding growth in leadership and management professions.

Our relative leadership and management performance

- 2.4 Ever since the publication of the Government's Skills Strategy in 2003ⁱⁱ we all can quote by rote that '20% of our productivity gap with Europe is attributable to skills'; but in learning this citation we overlook from the same analysis that just under 50% of our productivity gap with the US is attributable to Total Factor Productivity (TFP)ⁱⁱⁱ.
- 2.5 Simply stated, if there are two businesses of the same size, inputs, market opportunities, etc. but one is based in the US and one in the UK, the US business will produce a 130 crates of widgets and the UK business 100. Half of that difference in performance will be attributable to how the US business more effectively deploys the resources it has. Now obviously businesses don't run themselves; it is the skills and decisions that leaders and managers make that determine how resources are deployed. The evidence and our own experience suggest that US leaders and managers are more effective in this task and there is little comfort in noting that relative TFP is on a par with Germany and France when the US is so much further in the lead^{iv} v. As noted by the Centre for Economic Performance: *"The differences in management practices between the UK and US can explain 10-15% of the productivity gap between the two countries"*^{vi}

2.6 When seeking to understand the causes of these deficiencies in practice our assessment is to support the findings of previous studies. Principally UK managers are, relative to the US, slow in the adoption of best practice techniques^{vii viii} and performance gaps in management practice are particularly in evidence at the lower and middle management levels. This reflects the overall skill deficit in the UK labour force^{ix}. We support the conclusions of the Council for Excellence in Management and Leadership which was concerned about management and leadership performance in SMEs.^x

Right size wrong shape

2.7 We don't believe that this deficit in productive performance is simply a lack of supply of development opportunities. As was found by the Council for Excellence in Management in Leadership in 2002^{xi} there is no shortage of leadership and management development opportunities for leaders and managers in the UK^{xii}. From short courses to long courses, informal to formal methods, action based, one to one and peer based, someone offers it. Moreover, participation in such programmes is on the rise^{xiii}. It forces us to ask ourselves that yes, we want to see more take up of leadership and management development, but are we sure that the offer is fit for purpose?

2.8 Questions continue to be raised about the varying quality of management education in a system dominated by qualifications that may have little overall effect on the quality of skills in our growing management population^{xiv xv}. Put another way – the supply of management qualifications may well be moving, but it might be doing nothing to address the skills gap. Therefore in thinking about supply is it right size, wrong shape? This begs the question of how different it should be. In particular, managers in smaller businesses cover a much wider variety of roles. Therefore, the functional specialisms often found in mainstream management education – for example, finance, marketing, operations – are simply not appropriate^{xvi xvii}.

2.9 No doubt we have some leading business schools, but how appropriate is their offer to SMEs? Considering development opportunities at Level 2 and 3 we are concerned with the lack of segmentation and general fitness for purpose of what is on offer. We have reviewed this evidence sufficiently to cause us to reflect and ask are we sure that UK's 4 million plus managers are able to access development opportunities that will really help us achieve our collective ambitions? It is because of this need to reflect that we have chosen not to argue the case for leadership and management by reference to a lack of 'qualified' leaders and managers since we do not believe that simply more of the same will solve the problem.

The growing demand for leaders and managers

2.10 Finally, as noted in your interim report the evidence finds that the occupational groups that are expected to show the largest expansion demand in the next 15 years are at the higher end of the occupational spectrum. Specifically between 2004 and 2020 there is anticipated to be an expansion of managers and senior professionals of some 890,000 individuals^{xviii}. Therefore we fully comprehend that to meet the ambitious challenges you have set we need to increase both the quantity and quality of leadership and management in the UK. However, we believe strongly that there is a sequencing order and we have to address quality of performance and provision first.

3 Tackling the challenge head on

3.1 Effective leadership and management is **key** to unlocking the high skills high value economy that you have set out as your challenge for the UK in your first report. It is the catalyst for the ambitions of individuals, businesses and society as a whole. We take as a given that you know and believe this also. Our challenge is in setting out proposals that will demonstrably meet the challenges that you have set head on.

Starting with caveats is a high risk strategy but we want to demonstrate honesty in our leadership

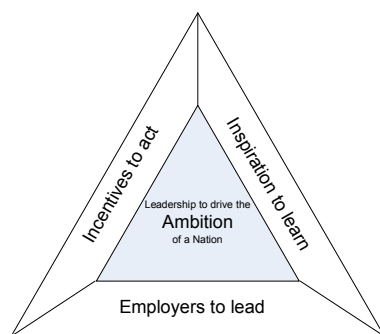
3.2 This Panel was established in 2005 and was the last of 30 recommendations made by the Council for Excellence in Management and Leadership (CEML) in 2002. In reviewing the work of CEML, and both pre and subsequent policy statements we start from the perspective that much of what we could propose has been previously recommended. Our disappointment to date is how readily Government has accepted these recommendations but then failed to implement them.

3.3 We therefore have chosen to demonstrate leadership by being decisive and focusing on those propositions that really will make a difference; anticipating that through your work you will provide leadership in ensuring that what is recommended is implemented.

3.4 We also recognise that leadership and management is a huge arena, potentially encapsulating 4 to 4.5 million people in the UK economy. Leaders and managers work in the private, public and voluntary sectors, working at all levels and in all sizes of organisations. Equally this pluralism of leadership and management roles is matched, if not exceeded, by the range of development and training opportunities available from MBAs delivered by world class business schools through to informal peer groups based on local trading estates. It is therefore far too simplistic to talk about employers' needs on the one hand and supply on the other. Consequently our proposals are as specific as they can be without oversimplifying the complex landscape into which they will have to be delivered.

Clear propositions to act upon

3.5 In seeing inspirational leadership and effective management as the key to raising our nation's ambitions we have clustered our proposals around three themes – employers to lead, inspiration to learn and incentives to act.



Employers to lead

3.6 This is not the usual platitude for employer led boards constrained by their terms of reference or level of public funding. This is about recognising that whilst there is much to be improved in terms of our leadership and management capabilities there is also much to be celebrated and built upon. In essence these first four proposals are about harnessing the insights and expertise of world class leadership and management practice in the UK to both stimulate and meet the demand for leader and manager development.

1st Proposal: Business should lead the way in creating networks of forums so that leading practice in leadership and management is collectively shared for the benefit of all.

3.7 Let's start with examples from the Panel. Managers from Oracle are mentors for managers in local schools in Reading. Oracle has also offered senior school managers the opportunity to participate in Oracle's in-house management programmes. A director from Bain & Company acts as a mentor to the CEO of Crisis and provides access to its wider training and development resources. [DN any further examples from Panel members] These are examples of leading employers in the UK supporting the development of others. They do this not because of any obligation to do so but because they understand that all businesses benefit from an economy brimming with a vibrant and inspiring pool of leaders and managers.

3.8 Our first proposal is for leading employers to look at what more they can do. It is about taking the energy too frequently expended on blaming others and, as employers, to accept our responsibilities in developing all leaders and managers because it makes business sense to do so. This support can be through leadership ambassadors, mentoring, informal learning groups and opening up access to internal management programmes etc. We propose that groups of employers come together to ensure a concerted and coordinated campaign to promote the value of supporting the development of leaders and managers, particularly for the public, voluntary and smaller enterprises. It is being done; we basically propose that much more can be done.

3.9 Our recommendation is that this proposal be led by [DN the natural home is a consortium of CBI, IOD, BCC and FSB as in Enterprise Insight; the issue is in respect of their capacity to effectively take this role up. Alternatives sought?]

2nd Proposal: The Skills for Business network must ensure that in setting out their sectoral ambitions they critically review and address the leadership and management needs of each sector.

3.10 We recognise the emphasis that you are placing upon developing strategies that align to the sectoral interests of employers in defining their skill needs. We have real reservations about the collective capacity of the Skills for Business Network as a whole to act in the strategic role envisaged; however we also anticipate that if this view is widely shared it will be addressed.

3.11 Assuming it is, our 2nd proposal is for the Sector Skills Councils, in implementing their employer compacts, to critically review the leadership and management needs of their sector in order to take specific actions to:

- Use the current Management Standards to ensure that leadership and management needs are effectively reflected in all vocational standards at all levels expressed through Sector Qualification Strategies.
 - Seek to review and rationalise the plethora of particularly management development learning programmes that are of low value to leaders and managers.
 - Have clear agreements within employer compacts as to specific targets for expected levels of attainment of management qualifications and that these become embedded through employer led licence to practice.
- 3.12 In doing this we will be improving both access and standards of learning opportunities for literally millions of managers and aspiring managers. It is a critical task and one which has to be done effectively.

3rd Proposal: We need an aspirational national award for recognising outstanding leadership and management practice by employers.

- 3.13 We envisage a future where school leavers and graduates going to their first interviews are capable of asking more challenging questions of their interviewers than their interviewers can of them. It will be a future where potential recruits will be increasingly looking at the capabilities and leadership talents of an employer in making their career decisions. This won't happen overnight or without interventions in schools to raise the aspirations of young people [DN separate proposal?] but it will happen as talented young people develop skills and abilities that employers don't know how to utilise. Where highly talented individuals will be in short supply and employers will have to prove that they know and can meet the aspirations of their employees. It is a future where rather than employer bodies grabbing the headlines with statements about failing educational standards, that new recruits grab the headlines with claims of failing employers.
- 3.14 With this in mind our 3rd proposal is for a nationally recognised award for employers to aspire to which, when achieved, acknowledges they are at the leading edge of leadership and management practice. We are not looking for a Standard; our assessment is that all too often this inhibits innovation as particularly large employers strive to achieve consistency when the opposite is demanded.
- 3.15 Our ambition is for a competitive award similar to the Best Companies to Work For awards or National Training Awards where year on year leading employers go head to head to prove who is best at the leadership and management of their organisation. The aim is raise awareness and public value as to what constitutes great leadership and management practice.

Inspiration to learn

- 3.16 As was found by CEML in 2002, there is no shortage of leadership and management development opportunities in the UK. From short courses to long courses, informal to formal methods, action based, one to one, peer based. You name it, someone offers it. Moreover participation in such programmes is on the rise yet there is no discernable improvement in performance. It forces us to ask ourselves that yes we want to see more take up of leadership and management development, but are we sure that what is on offer is fit for purpose?

4th Proposal: We need nationally consistent criterion for recognising providers who offer fit for purpose leadership and management development segmented for all levels, for individuals and employers, encompassing both informal and formal learning opportunities.

- 3.17 Our ambition is that all leaders and managers should have access to skills development opportunities that truly meet their needs and raise their ambitions as to what is possible. We want them to gain the skills, confidence and the inspiration to lead.
- 3.18 What is needed are learning opportunities that address management skill gaps, particularly at Level 3; but which are high quality, innovative and properly segmented to meet specific market niches; particularly in support of the needs of SMEs, social enterprises and those working in the public sector.
- 3.19 We therefore propose the establishment of a National Skills Academy (NSA) for leadership and management to lead the development and delivery of a network of providers, predominately through reinvigorated Centres of Vocational Excellence (CoVEs) but also partnering with emerging RDA sponsored Academies, such as the Northern Academy of leading HEIs.
- 3.20 Such an NSA offers an opportunity to develop a delivery system that is based on employers' needs that is outstanding in terms of delivery excellence, one that is a 'cut above the rest'. As an employer led Panel we are willing to take on the leadership of its development ensuring that it has real leverage in raising standards of delivery and genuine employer investment. This is a key opportunity and one that we will not miss.

5th Proposal: We propose that the Small Business Council establishes a Task Group with the Association of Business Schools to determine how leading UK business schools can improve the accessibility of their resources to small businesses.

- 3.21 Earlier this year the Panel joined with representatives of UK Business Schools to discuss how business education could best support the development of leaders and managers in the UK. We were encouraged by what has been achieved by Business Schools, but like Business Schools themselves remain concerned with how they can better engage and co-ordinate demand from SMEs.
- 3.22 Our aspiration is to see how the insights and expertise of the UK's leading business schools can be made more accessible to growth orientated and highly ambitious SMEs. Our concern is simply that the UK's leading business schools whose own business models are predominately corporate and international do not see the UK's SME base as a predominant market opportunity.
- 3.23 This has to change. Our 5th proposal is for the Small Business Council to work with the Association of Business Schools to determine how leading UK business schools can improve the accessibility of their resources to SMEs. We want to see emerging from this work clear timescales and indicators of improving access by SMEs to the UK's leading business schools.

6th Proposal: All business support providers should be proactive in their knowledge and signposting to informal leadership and management learning opportunities for their clients.

- 3.24 Referring again to CEML, they recommended that much more needs to be done in recognising the contribution of management and leadership development through informal learning such as mentoring, skill swapping and non-executive directors. We share this

conclusion and find that it is a view that continues to be underlined in the annual reports of the Small Business Council.

3.25 Our proposal is to again restate the importance of promoting and intelligently signposting leaders and managers to informal learning opportunities. We propose that:

- The Learning and Skills Council ensures within the brokerage service for Train to Gain that there are a sufficient number of specialist brokers who can confidently help leaders and managers to assess their priority needs and refer to a wide range of high quality informal learning opportunities for leadership and management development; much more than ‘the usual suspects’.
- The current Government led Business Support Simplification programme must incorporate a review of leadership and management provision.
- The Skills for Business Network, Regional Development Agencies and the LSC should work jointly to develop an intelligent signposting service for high quality informal learning opportunities. Entrepreneurs are time poor, a directory of all possible options does not add value, agencies need to look again at how these could work more effectively.

Incentives to act

3.26 As leaders and managers we know that taking time to invest in our own development is important, but it often falls low down on the burgeoning list of things to do. We need to raise awareness of leadership and management opportunities, but we also need to provide incentives to act. Our last proposal is concerned with creating incentives to take action for which there is obviously a public cost, but for which we believe the investments create much bigger returns.

7th Proposal: The current LSC leadership and management programme works. We propose that it should be extended in scale and reach to all enterprises with more than 10 employees

3.27 Following the government’s skills strategy in June 2003, DfES allocated £43.7M to the LSC to run a national Leadership and Management programme. The programme commenced with a pathfinder phase to full rollout in all local LSC areas from September 2004. It offered MDs, or other key directors, of organisations with 20 – 250 employees, a free in-depth assessment, Personal Development Plan (PDP) and £1,000 financial support to develop their individual leadership and management skills.

3.28 As a Panel, and again consistent with the views of the Small Business Council, we are highly supportive of this programme. At the end over 27,000 directors had been engaged of which just under 17,000 had been through a personal prioritisation of their needs and had an agreed action plan in place. Of these 17,000, 65% were new clients to Business Link. The emerging evaluation data is very positive; directors responded that the programme had influenced or was likely to influence the following: improved working practices within the business (88%), increased investment in training and skills within the business (73%) and improved business growth (71%). The programme works, but again like the Small Business Council we are concerned that the programme becomes lost within the general Train to Gain offer. Our proposal therefore is that whilst it is delivered as part of Train to Gain we propose that funding is ring fenced and that the programme is extended to all enterprises with more than 10 employees; specifically focusing on ‘hard to reach’ and social enterprises.

4 Investment and Returns

4.1 The following table sets out the investment and returns for each proposal. [DN any further comments from Panel Members on potential ‘returns’ would be welcome]

Proposal	Public Investment		Return
1.	£3m	Funding for an employer-led body to set up, manage and promote an initiative to encourage 120 large/ medium sized companies (over 3 years) to share their management practice, expertise and resources with small businesses: This would include coaching, access to in-house management development, mentoring and e-mentoring	<ul style="list-style-type: none"> • 120 medium/large participate • 5000 SME managers benefit from the initiative over three years • £6m leverage generated
2.	£3m	Skills for Business network review and effectively address leadership and management needs of sectors. Sector budgets enhanced, with at least 50% of additional funding targeted at the 6 largest sectors which represent 50% of all UK managers.	<ul style="list-style-type: none"> • Increase uptake in management qualifications
3.	£1.5m	Nationally recognised award for employers to be implemented through an organisation such as UK Skills (National Training Awards) or Best Companies Ltd.	<ul style="list-style-type: none"> • Sponsorship from leading businesses and employer organisations • Increased awareness amongst businesses • 1000 businesses enter Awards
4.	£10m	A cross-sector National Skills Academy for leadership and management would provide a nationally consistent criterion for recognising leading edge provision. Employer-led and 50% funding to come from the private sector.	<ul style="list-style-type: none"> • £10m leverage from private sector • Raise qualification levels and improve standard of provision on offer • 350 managers enrol in first year
5.	No direct cost	Small Business Council Task Group with Association of Business Schools to improve accessibility to small businesses	<ul style="list-style-type: none"> • Improved accessibility to existing HE provision • 20% increase on current participation rates
6.	£0.9m	Business support providers to be proactive in their awareness of and signposting to informal learning opportunities. More specifically, by investing in the LSC’s existing Train to Gain service, broker organisation should be equipped to provide expert and impartial advice on L&M provision – both formal and informal.	<ul style="list-style-type: none"> • 50% of businesses accessing Train to Gain service to benefit from effective signposting
7.	£100m	Funding over 3 years to ensure the continuation and expansion of the LSC’s L&M Programme to be made available to companies with 10-250 employees.	<ul style="list-style-type: none"> • 60,000 businesses to be engaged and 25,000 to derive significant benefit • 70% businesses improve productivity & growth ; 60% profitability; 75% increase training investment

5 Our willingness to lead

- 5.1 The Leadership and Management Advisory Panel was established in 2005, following the recommendation of the Council for Excellence in Management & Leadership.
- 5.2 Our role is to offer strategic advice to Government Ministers, the Boards of Non-Departmental Public Bodies and other major agencies on the ways and means to improve leadership and management across the private, public and voluntary sectors in the UK. This includes identifying priorities for greatest impact and acting as a champion in promoting management and leadership activity with employers.
- 5.3 Our main objectives are:
- to gain an understanding of how leadership and management drives performance and to use this to build a convincing business case for investment in leadership and management learning;
 - to examine the wide range of leadership and management activity and identify area that require better coordination or where there are any gaps and areas of duplications and
 - to develop a dialogue with a wide range of employers so that our advice is grounded in the real world.
- 5.4 In terms of going forward, we see our role as ensuring that the recommendations, as outlined in this proposal, are implemented to meet the needs of employees. This will fall within the remit of our current terms of reference. [DN Need to clarify role of panel going forward]
- 5.5 The panel is chaired by Ian Smith, Regional Senior Vice President Oracle UK, Ireland, Israel & South Africa. Ian has served in this role since 1999. He is also a board member of the e-Skills Sector Skills Council and sits on the National Employment Panel's Performance Committee.
- 5.6 More generally, the panel draws on the experience of a number of senior leaders from across the private, public and voluntary sectors. The group is employer led and possesses a deep understanding of small businesses, management education and the distinct needs of the nations and regions of the UK.

6 Technical specification

6.1 Insert terms of reference of the Advisory Panel [DN Need to obtain terms of reference]

Our ambitious challenge

ⁱ See table below : Source: Sector Skills Matrix, (Labour Force Survey Data)

<http://www.ssdamatrix.org.uk/>

Highest Qualification of Mangers: percentage	2001	2002	2003	2004	2005
S/NVQ level 4 and 5	30	N/A	40	41	42

ⁱⁱ HM Government (2003) *21st Century Skills: Realising Our Potential*, CM5180

<http://www.dfes.gov.uk/skillsstrategy>

ⁱⁱⁱ O'Mahony, M, de Boer, Willem (2002) *Britain's relative productivity performance: Updates to 1999*,

National Institute of Economic and Social Research <http://www.niesr.ac.uk/pdf/BRPP02.PDF>

^{iv} See table below. Source: O'Mahony, M, de Boer, Willem (2002) *Britain's relative productivity performance: Updates to 1999*, National Institute of Economic and Social Research p.17

<http://www.niesr.ac.uk/pdf/BRPP02.PDF>

Total Economy	US	France	Germany
Labour productivity (Value added per hour worked) Relative levels (UK = 100)	130	129	117
Percentage Contribution	%	%	%
Total Capital – of which:	52	80	81
Physical Capital	51	80	81
Skills	1	12	19
Total Factor Productivity	48	8	0
Total	100	100	100

^v As noted by a CIPD report that: "on average, UK companies are the worst managed... the United States companies easily came top" CIPD (2006) *Public Policy People: Productivity and Performance*, CIPD, p.14

<http://www.cipd.co.uk/subjects/maneco/ecolabmrkt/smrtwrk.htm>

^{vi} Bloom, N, Dorgan, S, Dowdy, J, Van Reenen, J and Rippin, R, (2005) *Management Practices Across Firms and Nations*. <http://cep.lse.ac.uk/management/management.pdf>

^{vii} AIM (2004) *Adoption of Promising Practice*, Advanced institute of Management Research p.21

<http://www.aimresearch.org/publications/adoption.pdf>

^{viii} DTI (2006) *UK Productivity and Competitiveness Indicators 2006*, DTI Economic Paper No. 17, p.43

<http://www.dti.gov.uk/files/file28173.pdf>

^{ix} DTI (2003) *UK Competitiveness: moving to the next stage*, DTI Economics Paper No. 3, p.37

<http://www.dti.gov.uk/files/file14771.pdf>

^x SME Working Group, CEML (2002b) *Joining Entrepreneurs in Their World*, Council for Excellence in

Management and Leadership. p.1 <http://www.managementandleadershipcouncil.org/downloads/r3.pdf>

- ^{xi} CEML (2002) *Managers & Leaders: Raising our Game*, Council for Excellence in Management and Leadership <http://www.managementandleadershipcouncil.org/reports/final.htm>
- ^{xii} CEML (2002) *Managers & Leaders: Raising our Game*, Council for Excellence in Management and Leadership <http://www.managementandleadershipcouncil.org/reports/final.htm>
- ^{xiii} See endnote one.
- ^{xiv} ABS, (2006) *UK National Forum for Employers and Business School Deans: February 2006 Report*, Association of Business Schools. <http://www.cihe-uk.com/docs/PUBS/0602BusinessForum.pdf>
- ^{xv} Keep, E, and Westwood, A (2003) *Can the UK learn to manage?*, The Work Foundation p42. <http://www.theworkfoundation.com/Assets/PDFs/ukmanage.pdf>
- ^{xvi} “The range of skills and competences required to run a small or medium sized enterprise effectively are qualitatively as well as quantitatively different to those needed in the context of a larger organisation - Johnson, S, and Winterton, J, for DfEE (1999) *Management Skills*, Skills Task Force Research Paper 3, Department for Education and Employment. p28
- ^{xvii} “[Small businesses] represent a challenge to business educators which have not been resolved...The vast majority ... focus on the needs of large organisations which can employ a critical mass of often specialist managers. The world of the SME is very different and calls for radically different types and methods of [management education]. Keep, E, and Westwood, A (2003) *Can the UK learn to manage?*, The Work Foundation pp29-30, <http://www.theworkfoundation.com/Assets/PDFs/ukmanage.pdf>
- ^{xviii} See table below: Source, CE/IER employment projections, Leitch Interim Report Table 3.1 p.63 http://www.hm-treasury.gov.uk/independent_reviews/leitch_review/review_leitch_index.cfm

Position	Employment Share 1984 %	Employment Share 1994 %	Employment Share 2004 %	Projected Employment Share 2020 %	Expansion Demand 2004-2020 (thousands)
Managers & Senior Officials	12	14	15	17	890