

# **WALES MANAGEMENT COUNCIL**

*Leading Wales towards excellence in leadership and management*

## **Leadership and Management Development Strategies in Wales and England**

**Best practice  
Common ground  
Contradictions**



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The Wales Management Council is an employer-led body, funded by the Welsh Assembly Government to promote the development of managers in the private, public and voluntary sectors in Wales.

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The Wales Management Council aims to inspire, motivate and drive change in the perception, delivery, take-up and funding of management and leadership development in Wales.

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SkillsActive is the Sector Skills Council responsible for the sport and recreation, health and fitness, playwork, outdoors, and caravan industries, with lead responsibility for leadership and management development across the Skills for Business Network.

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The SkillsActive vision is to create a skilled workforce in an industry equipped to fulfil its potential at the centre of the economic and social development of the nation.

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## FOREWORD

SkillsActive, the lead SSC for leadership and management development across the UK, has invited the Wales Management Council to review the current strategic proposals for leadership and management development in Wales against the published strategies available from the RDAs and SSCs to

- identify common issues
- highlight best practice
- explore contradictions
- support or challenge the initiatives that are currently being proposed in Wales and elsewhere in the UK.

The research has drawn heavily on the information available on the websites of

- SkillsActive, <http://www.sfbn-mandl.org.uk/>
- each of the English Regional Development Agencies

plus a small number of face to face discussions with those involved in RDA leadership and management programmes at Advantage West Midlands, Leadership South West, London Development Agency, Northern Leadership Academy, SEEDA and the Management and Leadership Network in Northern Ireland.

The research is based on the information available in September and October 2007, and comes with a caveat that many of the RDA and SSC strategies are in process of revision or refinement.

The Wales Management Council sees this as a piece of work that has immediate validity in the connections, contradictions and best practice that it identifies, but believes that the research should be repeated regularly to ensure that it keeps up to date with the changing priorities of SSCs and RDAs, as dictated by local economic pressures and the national strategy that is being developed by the new Commission for Employment and Skills.

The Wales Management Council's interpretation of the strategies and action plans of both the RDAs and the SSCs is entirely its own. We apologise if this is in any way faulty or inaccurate, but we hope that the response from all parties to correct this will itself help to stimulate debate about best practice in leadership and management development across the UK.

Christopher Ward  
Chief Executive  
Wales Management Council

November 2007

The quotations on the next page are taken from the Wales Management Council's report *Action for Growth – A strategy and action plan for management and leadership development in Wales 2007 – 2010*, published in June 2007. They reflect the current ambivalence in thinking about leadership and management development in Wales, and we believe elsewhere.

## Observations about leadership and management development

“No one is asking for management and leadership development in small businesses, so there is clearly no market for it.”

“Management is common sense. I was born with that, and don’t need to be taught it.”

“Management development is a solution looking for a problem.”

“If managers don’t know what they don’t know, how are they going to know if what you have to offer is going to do them any good?”

“We worry about changing the hearts and minds of people who are not interested in management and leadership development, but why bother? Let them sink or swim. Concentrate on those who are interested.”

“I’ve built my business with no help from anyone over the last 30 years. What can you tell me that I don’t know already?”

“Show me that this management and leadership development stuff works, and I’ll try it.”

“NVQ, ILM, IIP, CMI, MBA, SFBN, DIUS, DBERR, SSC, MA, MSDA ..... and you want me to take you seriously!”

“Why should I bother to train people. They’ll only leave to get a better job.”

“In the training supermarket, which aisle would you go down first, the one headed ‘Make more money’, or the one headed ‘People management skills?’”

“Our national strategy should be to concentrate on small successes which have a cumulative impact, not mega projects.”

“My clients know what they want, but subsidies and government targets have forced them down training paths that are largely irrelevant to them.”

“We need to rethink management and leadership development as a gym – professional equipment with professional help to tone and strengthen the flabby bits. Every business should have the equivalent of a personal trainer.”

“Businesses should be entirely responsible for investment in management and leadership training, with no public subsidy of any sort.”

“Sheep dips get rid of ticks, but by themselves they don’t make tastier lamb.”

“Public funding should be pump-priming, but we have forgotten how to make the water flow once the pump is primed.”

“We spend too much time thinking about management and leadership by measuring how much water is in the well, not whether it’s drinkable.”

“Leadership has been the “hot topic” for so long, it’s now lukewarm. What really matters now is emotional intelligence, networking, corporate social responsibility, ethics, spiritual values, all summed up in an understanding of the meaning of work.”

“We talk globalisation, but are we still locked in Anglo-Saxon or Western European attitudes to management and leadership that are alien to the countries and societies that will soon dominate the business world?”

“Management development in SMEs can be described as the inappropriate in pursuit of the uninterested, so why do we bother about it all?”

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## I. INTRODUCTION

“Leaders and managers in Wales and England are the key to economic growth.”

How often do we hear statements like that, but

- what do the policies and strategies look like, from government and publicly funded agencies, that reflect that statement?
- is there common ground, and a body of best practice that we can all tap into?
- what can regions, governments, and agencies learn from each other?
- is greater co-operation, cross-regional collaboration, or sharing of best practice possible, or even desirable?

These are just some of the questions that this report is designed to address.

It does so via an exploration and analysis of the reported strategies of the Welsh Assembly Government, Regional Development Agencies in England, and the SSCs across England and Wales, plus brief descriptions, in the appendices, of the reported strategies in Northern Ireland and Scotland.

This report has three audiences:

- for policy makers in Wales it provides evidence of what works, or has the greatest currency, in other regions and sectors, to support proposed initiatives, and highlight new initiatives that deserve closer attention.
- for SkillsActive, and their SSC colleagues, we hope that it will provide food for thought about the priorities for SSCs and their engagement with other initiatives across England and Wales.
- for the RDAs, we hope it will bring together in accessible form a body of evidence of what is going on outside their own regional boundaries, that may also provide food for thought and evidence of best practice that is worthy of emulation.

The report begins with an overview and summary of the key issues, and makes a number of observations about the **best practice, common ground** and **contradictions** that emerge from the available evidence.

This report then provides a statistical profile of businesses in Wales, with some comparisons with the rest of the UK, to provide a context for its own strategy, and a point of connection for both RDAs and SSCs who may use the data as a comparison with their own region or sector.

The next three chapters explore in depth the leadership and management development strategies in

- Wales
- The Regional Development Agencies
- Sector Skills Councils

with a number of comparative analyses to highlight commonalities and differences.

A final chapter then explores a number of examples of how the strategies described previously are translated into action on the ground.

There are five appendices:

- A pictorial overview of the “influencers” and “providers” in Wales
- The key section on leadership and management from the Leitch Final Report
- Leadership and management development strategy in Northern Ireland
- Leadership and management development strategy in Scotland.
- Other reports available from the Wales Management Council.

## 2. OVERVIEW

### Common Conundrums

If the importance of good leadership and management to the UK economy is a self-evident truth, why is it such a struggle to get the leadership and management development agenda “on the map” and “into the market”?

If the impact – positive or negative – of leaders and managers on their businesses or organisations is so obvious that it “goes without saying”, why we do have to spend so much time and effort talking about it?

Why do we not demand the same standards of strategic and technical competence in our business leaders and managers, who are in control of the lives, fortunes and destiny of many thousands of people, as we do of our surgeons, doctors, lawyers, plumbers or electricians?

These are just some of the conundrums that lie behind all the leadership and management development strategies of governments, Regional Development Agencies, Sector Skills Councils, and other agencies and providers across the UK.

And if the underlying questions are common, so are some of the presenting facts of the market.

### Market issues

- Small businesses dominate most sectors and regions
- There is an over-abundance of supply of leadership and management development support, though not necessarily of “quality supply”
- Engagement with “hard to reach” SMEs is the key for many, yet .....
- There is a very strong emphasis on giving direct support to those companies with real “growth potential”, but
- There is little evidence of robust means to identify growth potential in the first place.
- Generic solutions for regional or sectoral problems are at odds with the bespoke solutions demanded by the market, so .....
- One-to-one solutions – advice, mentoring, coaching – are seen by many as the most productive means of engagement to meet clients’ individual needs, yet .....
- The plethora of advisors and advice networks are variable in quality and impact, and frequently insist on laborious and repetitious diagnostic processes that alienate rather than encourage the client to engage in the development on offer
- It is questionable whether many “general business advisors” are sufficiently versed in leadership and management development issues to identify failings and help their clients in this area

- Spurious emphasis is given to the “trust” that banks, accountants, and financial advisors enjoy in the eyes of the small business community. Whilst this may be manifestly true in relation to financial matters, it does not in itself imply that this trust extends to advice and guidance on skills matters.
- The recognition that businesses learn best from each other has stimulated a strong focus in many areas on networks and “action learning sets” (or their close equivalent) to help people capitalise on the experience of others.

### **Leitch recommendations**

Over and above all this, are fundamental questions that pre-date Leitch, but have been given greater emphasis by his final recommendations, as to whether it is appropriate, or necessary, to use public funds to help businesses develop the skills of their managers. Leitch argues that the higher the skill, the more individuals and organisations are expected to pay for development and training. This would seem to suggest that public subsidy for leadership and management development is not long for this world.

And then we have the final conundrum.

### **“Higher skills”**

Leadership and management are referred to as “higher skills”, and higher skills are linked with Higher Education, yet the Leitch report, (see extract in Appendix 2) says

A greater proportion of those classified as ‘managers’ by the Labour Force Survey hold low-level qualifications than in other ‘higher’ level occupations, such as professional occupations. For example, 41% of managers hold less than a Level 2 qualification. This varies significantly across sectors and between firms.

If we focus on “higher skills” (arguably Level 3 and above) are we completely missing the point about the real needs of the market? And are the universities best placed to meet those needs?

### **Solutions**

These are huge issues, and they do not lend themselves easily to instant or short term solutions, yet governments and agencies need such for voter credibility, and demonstrable impact.

So do we run the risk of exacerbating the problem by superficial or inappropriate “remedies” that fail to engage the market, cumulatively reduce the credibility of subsequent initiatives, and inevitably waste public money because the impact is so low?

It is therefore not surprising that this brief review of strategies in Wales and England raises more questions than answers, and highlights a vast range of initiatives that are all worthy in themselves, which must be seen as part of a multi-faceted approach or menu of options

There is no single solution that suits all.

## **Separate tracks**

But in a very complex environment, what is most surprising is the apparent lack of cross-referencing, and cross-regional and cross-sector engagement, that would help everyone enter into a challenging and constructive debate about “what works”.

It is helpful to explore this through a railway analogy. We have a sense that there are two railways running. One is the RDA mainline, with few stops, serving major centres. The other is a more local SSC service, meeting local needs, in places not directly served by the mainline service. Both services have the same destination, “economic growth”, but few seem interested in sharing experience, or comparing notes on who uses their service and why. And to complicate the picture further, on this analogy, Wales, Northern Ireland, and Scotland, have different railway systems altogether.

If we were trying to decide how best to “run this railway”, we might argue that a more joined up approach would be beneficial, but it is clear that local and sectoral issues are just that. They have many issues in common with other areas, but there is no obvious method of sharing resources or routes to market. What works for the market in Surrey or in the Cultural Services sector, may not work in Lancashire or in the Transport sector. Yet, there are any number of common problems, where the solutions, experience and best practice in one area could well inform and contribute to those in another.

Regional or sectoral patriotism (or parochialism) makes the situation worse. The “not invented here” syndrome is rife, and huge prejudice that a one sector or region would, by definition, have nothing to say about the issues and needs of another.

On top of that, “skills are a devolved issue”, and so not only are the governments, institutions, and agencies different in Wales, Scotland and Northern Ireland, but so of course are their strategies, which are not connected to some of the common initiatives that operate in all the English regions.

## **Collaboration**

But does collaboration have any validity or meaning?

Some argue that “doing it yourself is what gets things done”, and trying to work with others, particularly those not on your patch, is just a time-consuming distraction.

Others are still working out the basic needs of the region or sector, and do not have a strong enough platform from which to start a dialogue with others.

And there is the other argument that the regions and sectors are all part of the big UK jigsaw (to change the metaphor), and that cumulative success comes from fitting many different shapes and sizes together, not finding universal solutions.

But accepting the truth of regional and sectoral difference, there is no question that many of the problems are common, and therefore exploring the way others address these must be a way to test, validate, improve or develop new solutions whoever and wherever you are.

## **Cross-regional initiatives**

English regions have the advantage of a number of initiatives that operate in various forms across the country:

- Train to Gain
- Skills Brokers
- Leadership and management programme £1000 support.

These form the backbone of many of the differently branded initiatives in each RDA, and have an impressive track record, as presented in the Leitch Final Report, with strong arguments that they should be continued and extended. The Wales Management Council's recommendations urge the Welsh Assembly Government to review these and consider their adoption, or a local variant in Wales.

### **Key issues**

In Wales the Wales Management Council has argued for many years that the key issues are:

- Evangelism
- Diagnosis
- Information
- Quality assurance
- Mentoring
- Networks
- Investment
- IIP
- Evaluation

These are explored in more detail in Chapter 4, and the chart at the beginning of Chapter 5 shows the extent to which these are reflected RDA strategies across the UK – and the correlation is high.

### **Centres of Excellence**

The Wales Management Council believes that a key imperative for Wales is to create a Leadership and Management Excellence Centre to drive the whole agenda forward.

The Wales Management Council itself, and the Management and Leadership Network in Northern Ireland, are embryonic versions of this. Wales and Northern Ireland are the only regions in the UK to have "Management Councils" as such, but other regions, particularly the North, South West, and South East have already established "Leadership Academies" (in various forms and with other names) to achieve the same purpose.

It is clear to us in Wales that this central resource and driving force is essential if the efforts of the wide variety of players on the leadership and management development field (see Appendix I for a diagram of the Welsh players) are to be co-ordinated in any meaningful way.

### **Universities**

In parts of England, but not in Wales, the Universities, and particularly the Business Schools, are very closely involved in delivering or providing "thought leadership" to the agenda in their areas. This is clearly providing considerable benefits of resource and intellectual challenge, but only in depth evaluation will tell whether this "higher level" input contributes effectively to the "lower level" needs of some of the regions' businesses.

## Portals and websites

The Northern Leadership Academy is notable in its considerable investment in a portal that enables SMEs, large organisations, public sector and voluntary bodies to access leadership and management information and resources that are particularly relevant to their needs. This portal, launched in June 2007, has a depth and breadth of material that is unparalleled in other parts of the UK, but it begs two questions:

- will the SMEs who need it most, use it most, or will it only be of interest to those who are already fully engaged in leadership and management development?
- should other regions consider buying-in to a resource that can be adapted and extended to include information about local provision and providers, to avoid the re-invention of wheels?

## IIP and NOS

Other initiatives or resources notable by the absence in many of the strategies are

- Investors in People
- National Occupational Standards for Management and Leadership.

The former, post-Leitch, is currently under review, but it is interesting that the experience in Wales is that the promotion of the Leadership and Management Model, which has disappeared from the IIP UK agenda, has resulted in many organisations taking it up as a way in to IIP Standard, rather than as an extension of it, as has been the conventional approach.

SkillsActive has responsibility, through the Management Standards Centre, for the promotion and revision of the NOS for Management and Leadership. Revision and extension is on-going, but it is clear that there is still have some way to go before regions, sectors and businesses recognise the NOS as a valuable resource.

## What works?

At the end of the day, and more importantly at the start of the day, we are all pursuing the holy grail of “what works?”

And the fact that regions and sectors are asking that question clearly indicates that they don’t know, or at least are not sure.

So many of the initiatives are well-founded intellectually, have strong subjective evidence of benefit, and would appear to link to economic development agendas, if only by using the formula *better managers = better business = better Region or Sector*. But everyone wants to know, have they really made a difference – to businesses and the economy – and if not, what should we do differently in future.

We hope that this research is just a small step down the “what works?” road, and if nothing else it will prompt people to say:

“If it works for them, why wouldn’t it work for me?”

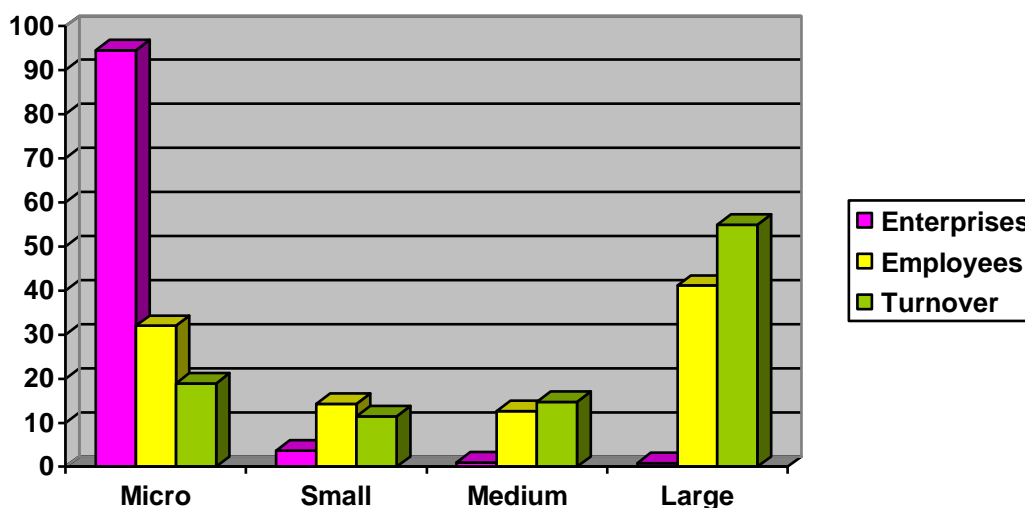
### 3. MARKET STATISTICS

#### a. Enterprises

The latest National Statistics for the number of enterprises in Wales are for 2006. These statistics are for enterprises with some activity in Wales, regardless of the region of registration. Enterprises are all private sector enterprises, plus public corporations and nationalised bodies. Local and central government organisations are excluded.

An enterprise is taken to be an entire organisation, including its head office and all the individual UK sites, where they may be located. The figures given for employment and turnover for Wales in this analysis relate only to the sites located in Wales.

Employees	Enterprises		Employment		Turnover	
	'000	%	'000s	%	£billion	%
None	138.7	72.9	159.6	16.2	5.2	6.6
1-4	32.1	16.9	92.9	9.4	5.8	7.3
5-9	9.0	4.7	63.4	6.4	4.0	5.1
10-19	4.2	2.2	58.6	5.9	3.5	4.4
20-49	2.9	1.5	82.4	8.4	5.6	7.1
50-99	1.1	0.6	56.5	5.7	4.3	5.5
100-199	0.7	0.3	51.9	5.3	5.8	7.3
200-249	0.2	0.1	15.9	1.6	1.5	1.9
250-499	0.5	0.2	54.6	5.5	6.0	7.6
500-999	0.4	0.2	56.9	5.8	5.8	7.3
1000+	0.8	0.4	293.6	29.8	31.8	40.1
TOTAL	190.6	100.0	986.3	100.0	79.3	100.0



Micro = less than 10; Small = 10 – 50; Medium = 50 – 250; Large = more than 250 employees  
 Left axis and all columns are percentages of total of all businesses in Wales.

The key facts to break out of this table are that:

- There are 52,000 enterprises in Wales with more than one employee

- 98% of all enterprises in Wales have less than 50 employees, and represent 46% of employment, and 31% of turnover.
- 97% of all enterprises in Wales have less than 20 employees, and represent 38% of employment, and 23% of turnover.
- 2% of enterprises in Wales have more than 50 employees, and represent 54% of employment, and 69% of turnover.
- There are only 1700 enterprises with more than 250 employees, representing 41% of employment, and 55% of turnover.

The comparison with the rest of the UK is as follows:

<i>Employees</i>	<i>Enterprises</i>		<i>Employment</i>		<i>Turnover</i>	
	Wales	UK	Wales	UK	Wales	UK
	%	%	%	%	%	%
Micro (0 – 9)	94.5	95.2	32.0	29.5	18.9	19.0
Small (10 – 49)	3.7	3.9	14.3	14.4	11.5	14.0
Medium (50 - 249)	1.0	0.7	12.6	12.9	14.7	15.0
Large (250+)	0.8	0.2	41.1	43.2	54.9	52.0

Enterprises and employment in Wales by industry:

<i>Industry</i>	<i>Enterprises</i>		<i>Employment</i>	
	'000	%	'000	%
Agriculture	15.8	8.3	31.2	3.2
Production	13.4	7.0	193.8	19.6
Construction	39.3	20.6	80.7	8.2
Distribution, hotels, restaurants, transport	44.6	23.4	327.6	33.2
Financial and business services	37.8	19.8	169.1	17.1
Private sector health and education	16.8	8.8	126.5	12.8
Other services	22.8	12.0	57.5	5.8
TOTAL	190.5	100.0	986.4	100.0

## b. Managers

Approximate figures for managers based on the above statistics are:

<i>Employees</i>	<i>Employment '000s</i>	<i>Ratio</i>	<i>Managers '000s</i>
None	160	1:1	160
1-4	93	1:4	23
5-19	122	1:5	24
20-50	82	1:6	14
50-500	179	1:8	22
500+	351	1:13	27
TOTAL	987		270

**c. Management and leadership development providers**

In 2004 Cardiff Business School published a *Review of the Provision of Management Development and Leadership Training in Wales*. This report is available in full on the Wales Management Council website.

The headline data is that there are an estimated 1601 organisations in Wales offering at least 17,000 management and leadership programmes – approximately one course for every 12 managers.

**d. Other data**

Businesses Schools	11
Higher Education Institutions	13
Further Education Colleges	23
Sector Skills Councils	24
Enterprise Agencies	14
Chartered Management Institute members	3500
IIP companies	2000
Institute of Directors members	980
Local Authorities	22

**e. Key players in the Welsh market**

See Appendix I for a chart of the key players in the Welsh market both as influencers and providers.

## 4. WALES STRATEGY

The Wales Management Council's leadership and management development strategy for Wales from 2007 to 2010 builds on and expands initiatives that are already in place, and aims to create new and innovative plans to "change the face of management and leadership development in Wales."

The Leitch Final Report has signalled with great clarity that current targets are inadequate if the UK is to achieve the objective of developing world class skills by 2020. The situation in Wales is no different from other parts of the UK. Wales needs to set its sights higher, and accelerate the initiatives that will make a significant difference to every business, every organisation, and to the economy as a whole.

The Welsh Assembly Government has yet to confirm its formal response to recommendations in the Leitch Review (which are primarily for England), but there is no doubt that the "spirit" of these recommendations will influence government thinking and policy-making.

Leitch calls for a "new partnership" between government, employers and individuals, and in Wales this will be achieved through an interaction between

- Welsh Assembly Government
- Sector Skills Councils
- public and private training providers, and
- companies and organisations

that will collectively contribute to the development of leadership and management skills across Wales.

The proposed strategy for Wales embraces all four groups, and each has an important contribution to make to its implementation, addressing issues relating to

- partnership
- the higher the skill, the greater the investment expected from companies and individuals (as proposed by the Leitch Review)
- building on the success of initiatives with a proven track record
- the importance of the Sector Skills Councils in the whole skills agenda.

The evolution of existing plans, initiatives and programmes, covers the following key themes:

- **Evangelism and promotion**

Develop an all-Wales promotional campaign to promote good management and leadership.

- **Diagnosis**

As a natural part of this campaign, encourage people to question their own management skills, to give them greater confidence in their personal strengths, and to identify weaknesses that need to be minimised.

- **Information**

All partners – information providers, Sectors Skills Councils, government, enterprise agencies, other intermediaries and membership organisations – focus on the needs of the small business end-user and collaborate to find simple solutions to the problems of a plethora of providers, a paucity of information, and difficulty of access.

- **Workshop programmes**

Review the take-up and impact of the current 3-year workshop programme, and revise the programme (if required) to take account of individual and sectoral needs, to fill market gaps and address market failures.

- **Mentoring**

Co-ordinate the planning, promotion and implementation of a major programme to train, deploy and build a supportive network of coaches and mentors across Wales.

- **Networks**

Invest in the facilitation of learning networks within industry sectors, across supply chains, and on business parks, using “network facilitators” to start the process, who then bow out when each network is self-sufficient and self-supporting.

- **Investors in People**

Re-focus the promotion of IIP to the needs, expectations and aspirations of SMEs, and capitalise on the interest in the Leadership and Management Model as an important driver for change across Wales.

- **Investment**

Move government policy and promotion from public investment in the development of management and leadership skills, to a new emphasis on the importance of this investment being made by companies and individuals, based on clear evidence of the benefits from practising leaders and managers in all sectors.

- **Qualifications**

Review the relevance of existing leadership and management qualifications in the light of key messages from UK and sector specific strategies, and continue to recognise and promote the importance of informal learning.

- **Evaluation**

Implement regular surveys of management and leadership development activity and impact, to provide an evidence base for policy, programmes, promotion and publicity.

New initiatives are then required to address

- **Language**

Engagement with the market place is the key issue now, just as it was five years ago. The first step is a revolution in the language we use to talk about and promote leadership and management development.

- **Speed**

Too much takes too long, and leads to disillusion and dissatisfaction, therefore the timelines for implementation of this strategy must be tight and immediate.

- **Innovative solutions**

The Wales Management Council has made the following ten new recommendations to engage the market, and enhance the delivery of leadership and management initiatives across Wales:

- **Public funding: the £1000 initiative**

Set up a leadership and management development funding programme to provide a match-funded £1000 for SMEs with more than 10 staff, based on the English model that was recognised and applauded by the Leitch Review.

- **Think Tank: the voice of managers**

Create an active think tank of SME managers to provide advice, guidance, and challenge, to policy makers and programme developers in government.

- **Advice: advising the advisors**

Provide training and guidance to advisors of all kinds on leadership and management issues so that they can better develop their clients' skills.

- **Skills brokerage: find me the help I need**

Develop a network of skills brokers, based on the English model, who can provide informed and focused advice and guidance on development opportunities and funding routes.

- **Quality assurance: who's the best for me?**

Set up a central resource where those providers who wish to participate provide rolling list of on-line testimonials from their clients which can be freely accessed by the public.

- **Conferences and awards: exemplars of excellence**

Provide direct, annual support to the *Leading Wales Awards* and *Lead On* conference to ensure their continuation, and to the development of a new *High Performance Wales* award.

- **Best practice (UK): what can we learn at home?**

Maintain a watching brief on management and leadership development strategies and plans in other parts of the UK, and use best practice examples to inform our own development plans.

- **Best practice (overseas): what can we learn abroad?**

Establish strong links with key economies in other parts of the world, and through visits by them and to them, build a body of evidence to help develop our own thinking about leadership and management in a world economy.

- **Targets: what gets measured gets done**

Explore ways that are high on innovation and low on bureaucracy to set targets that will enhance the quality of leaders and managers in Wales, and give greater focus to personal ambition and development initiatives of all kinds.

- **Programme management: making the jigsaw pieces fit**

Create a leading body, the *Leadership and Management Excellence Centre (LMEC)* to drive the leadership and management agenda forward in Wales, and make this the central resource for anything and everything to do with the development of leaders and managers.

The Cabinet Sub-Committee for Jobs and Skills of the National Assembly for Wales considered many of these recommendations in March 2007 and endorsed the paper on the next page presented to them by the Department for Children, Education, Lifelong Learning and Skills. This paper now forms the basis for the development of more detailed plans, including proposals for projects that will be supported by the ESF elements for the new Convergence Fund programme.

Across Wales there are also extensive networks of publicly funded business advisors providing, high level advice for larger, fast growing businesses, general business advice, and more focused HRD and IIP advice, to support these initiatives through direct interaction with businesses across Wales.

*Business Link* does not exist in Wales, but there is a one-stop telephone and on-line information resource called *Business Eye* which links enquirers to programmes and advisors.

Many of these proposals are reflect or are reflected in the strategies of the English RDAs, particularly:

- Skills brokerage
- Networks
- Focus on high growth businesses
- Business advice and support
- Promotion
- Information
- Mentoring and coaching
- Diagnosis

These are explored in more detail in the next chapter.

## **Leadership and Management Development in Wales**

### **Summary**

Lord Leitch has called for a step change in the development of skills within the UK. The development of leadership and management skills is highlighted by Leitch and by other bodies as a key component in the drive to improve UK competitiveness and through that to safeguard existing and provide new job opportunities. DEIN and DELLS<sup>1</sup> are collaborating with the Wales Management Council upon the development of a new strategy to take forward this agenda in Wales. This paper sets out and seeks endorsement of the anticipated direction of the new strategy.

### **Background**

1. Key Welsh Assembly Government strategic documents such as W:AVE, A Learning Country: Vision into Action, and the Convergence Programme document recently submitted to the European Commission all reference the importance of effective leaders and managers as key drivers for economic growth and as essential in the development of a skilled workforce.
2. The recent report by Lord Leitch determines that many employers need support to ensure that they have sufficient management and leadership ability to deploy skills effectively. Over one half of CBI employers cite improving leadership and management skills as the most significant factor contributing to competitiveness.
3. DEIN and DELLS have been working closely with the Wales Management Council to implement proposals contained within the joint action plan entitled "Improving Management Development and Leadership in Wales". This action plan was launched jointly by Jane Davidson and Andrew Davies in July 2005.
4. This Action Plan, with other strategic documents, including the Wales Management Council Agenda for Growth and the Skills and Employment Action Plan 2005, provide a platform on which to build a new strategic plan for Leadership and Management Development in Wales for 2007 – 2013.

### **Issues**

5. The new strategy will be required both to build upon and to expand the work started in the implementation of previous action plans and must lead to the creation of new and innovative approaches that will revolutionise our approach and dramatically 'up the game' for Wales.
6. In line with the Leitch recommendations for skills development, it is vital that we make a 'step change' in the approach taken to developing leaders and managers in Wales. To achieve the impact needed it is certain that additional funding will need to be made available to support the implementation of the new strategy which DEIN and DELLS are currently developing with the Wales Management Council. The scale of the funding

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<sup>1</sup> These departments have now been renamed the Department for the Economy and Transport (formerly the Department for Enterprise, Innovation and Networks), and the Department for Children, Education, Lifelong Learning and Skills (formerly the Department for Education, Lifelong Learning and Skills).

requirement is yet to be identified but there is a clear potential to draw down European funding to support attainment of our objectives. The new strategy will therefore be important in providing the framework for the use of European funds to support Leadership and Management Development activity.

7. It is recommended that the new strategy should focus upon:

- The development of a **promotional campaign** to promote Leadership and Management Development as a solutions focused key to business success.
- Encouragement and support in the use of **diagnostic tools** to help managers identify their learning needs in the context of improving business performance.
- The development of an **information source** for employers and individuals which makes sense of and enables access to the plethora of Leadership and Management Development provision available.
- Review and re-definition of the Leadership and Management Development **workshop programme**, to provide a sector focused response to needs identified through the Sector Skills Agreement process, which addresses market failure and targets the hardest to reach SMEs.
- Development of a major programme to train and build a supportive network of **coaches and mentors** across Wales.
- Investment in the facilitation of **learning networks** within industry sectors and across supply chains.
- Consideration of how innovation can be applied to encourage the take up of the **Investors in People** model as an important driver for Leadership and Management Development.
- Consideration of how **flexible funding arrangements** might support agreed priority activity.
- Further development of the expertise within the **HRD adviser network** to promote Leadership and Management Development within companies.
- Building the capacity of the information source to allow **quality assurance** mechanisms to influence selection process
- Use of **best practice examples from home and abroad** to inform future development and enable Wales to benchmark against the best.

March 2007

## 5. RDA STRATEGIES

The chart below compares the key elements in the leadership and management development strategy in each Regional Development Agency with the Wales strategy described in the previous chapter. Topics are grouped to highlight common priorities and frequency of mention.

	Wales	North West	South West	East of England	South East	West Midlands	North East	Yorkshire	East Midlands	London
Skills brokerage	•	•	•			•				•
Networks	•	•	•	•			•			
Focus on high growth businesses	•	•			•	•		•	•	
HE provision	•	•		•	•			•		
Evangelism and promotion	•	•	•						•	
Leadership Academy	•	•	•		•		•			
Information	•	•	•	•						
Mentoring /coaching	•	•		•			•		•	
Advisor / business support skills	•			•	•	•				
Diagnosis	•	•	•							
Graduate skills development/use		•		•				•		
Research	•		•				•			
FE provision		•			•					
Best practice (UK)	•	•								
Investment – change culture	•	•								
Qualifications	•				•					
Focus on (hard to reach) SMEs	•									•
Action learning						•		•		
Events	•		•							
Website	•		•							
Newsletter/bulletins	•		•							
Sectoral approach			•							
Investors in People	•									
Management Standards	•									
Workshop programmes	•									
Evaluation	•									
Think tank	•									
Quality assurance	•									
Awards	•									
Best practice (overseas)	•									
Targets	•									

The following summaries of the strategies of the nine Regional Development Agencies in England are taken from the latest information available from their websites or directly provided by them. Many of these strategies are currently being revised and refocused, and therefore these summaries may not be fully up to date, or represent what is actually happening on the ground.

<b>Advantage West Midlands</b>
<p><b>To become a higher value added, more inclusive region we need to create a more positive attitude to work and a stronger culture of life long learning and continuous development. This change has to be driven by inspirational leaders and a general rise in the aspirations and ambitions of everyone in the region.</b></p> <p>Ensure that the region has the highest quality leaders and managers who are able to inspire their people, drive innovation, enterprise and productivity and make the most effective use of the skills and talents of everyone within their organisations. In the highly competitive global markets where West Midlands businesses need to succeed, attracting, retaining and utilising high quality leaders and managers that reflect the diversity of the region and the changing demography is absolutely critical.</p> <ul style="list-style-type: none"> <li>• Work with business support services and training providers to develop their capacity to engage with leaders and managers on their business agenda and to provide leaders and managers with the skills they need to make their businesses more successful – this action should also grow the market for leadership and management training through a better alignment between training provision and market need.</li> <li>• Subsidise some training for leaders and managers – with particular focus on action learning and coaching and mentoring for leaders in businesses with high growth potential.</li> <li>• Target specialised brokerage services on our high-performing “aspirational” business leaders in key strategic, middle market companies and groups of leaders in SMEs (particularly those with high growth potential).</li> </ul>

<b>East of England Development Agency</b>
<p><b>A skills base that can support a world-class economy</b></p> <p><i>Developing higher level skills to support the knowledge economy</i></p> <ul style="list-style-type: none"> <li>• Increase participation in higher education</li> <li>• Implement capital expansion programme to help deliver the widening participation agenda, support knowledge transfer, teaching, research and technology</li> <li>• Develop more effective mechanisms for matching supply and demand of higher level skills within the region</li> <li>• Support specific schemes to encourage SMEs to recruit graduates</li> <li>• Support leadership and management development programmes that move the economy to a higher skills business model.</li> </ul> <p style="text-align: right;"><i>Continued.....</i></p>

## **Growing competitiveness, productivity, entrepreneurship**

### *Building a more enterprising culture*

- Improve the business planning and management skills of entrepreneurs to help improve performance and growth

### *Providing a coherent and integrated business support service*

- Ensure greater coordination between business support services and skills development, and raise the awareness of those services across the region
- Ensure business support is better tailored to the needs of businesses and reflects the diversity of enterprises in the region
- Build a well signposted and coherent infrastructure of high quality advice, mentoring, business champions and support services

### *Supporting the accelerated and sustained growth, productivity and competitiveness of the region's businesses*

- Co-ordinate and focus support among organisations that provide assistance to businesses in key sectors and clusters
- Deliver tailored business support in key sectors and clusters focused on those that offer the best prospect for economic growth
- Create forums, networks and mentoring opportunities between businesses to exchange ideas, experience and best practice
- Continually review the classification of businesses that should receive specialist support.

## **East Midlands Development Agency**

### **Main challenges:**

- **Raising employer demand for skills and quality of employment**
- **Increasing employer demand for higher level skills in private sector**
- **Matching skills supply to the needs of employers**
- **Meeting needs of an ageing population and an ageing workforce**
- **Tackling exclusion and sub-regional disparity**

### Priorities for action

- Raising productivity
  - Improve productivity of businesses in the region
  - Raise employer demand for skills
- Achieving equality
  - Improve sub-regional employment and skills levels and reduce economic exclusion
  - Increase participation and attainment amongst 14-19 year olds

We aim to raise demand for skills and employment through targeted investment in innovation and support for businesses. We will increase market awareness of the business benefits of innovation and encourage businesses to use the region's innovation assets e.g. universities, research institutes, incubation centres and science parks. Existing knowledge transfer activities will be embedded into the wider business support network and programmes created to facilitate graduate employment in SMEs.

Evidence shows the level of entrepreneurial activity within the East Midlands is improving. In this context enterprise is about establishing and growing businesses but, more importantly, about establishing an entrepreneurial culture within the existing and future workforce. We want to stimulate demand rather than drive supply at potential entrepreneurs. We will support

*Continued .....*

entrepreneurs of all ages and backgrounds through the Universal Start Up offer and we are developing a High Growth SME Coaching programme which will be developed to support entrepreneurs to grow their businesses. We recognise that self-employment is a particularly effective route back in to work for those with health related barriers to employment and Jobcentre Plus will lead on this support through New Deal for Self-Employed.

### **London Development Agency**

#### **Joint LDA /LSC Leadership and Management programme which has been developed to offer support to London businesses that employ between 2 and 250 staff.**

The focus of the programme has been on engaging with hard to reach businesses and it has proved particularly successful in engaging with businesses that employ between 2 and 19 members of staff.

The LDA provides support for businesses that employ between 2 and 19 members of staff and the LSC is funding businesses that employ between 20 and 250 members of staff.

Essentially the programme offers brokerage and up to £1,000 to support SME owners, managers or managing directors gain the skills/knowledge to address either a range or a particular business issue affecting their company performance.

The brokerage service is being offered by the three LSC Train to Gain brokerage contractors (Triangle Fusion, Prevista and the London Brokerage Consortium (LBC)) and it is the role of the broker to work with the SME owner, manager/MD to identify a business related learning/training issue, agree the individual learning plan and identify a number of appropriate solution suppliers. Once a supplier has been identified and the company has purchased the training they can re-claim up to £1,000 towards the cost of the training.

### **North West Regional Development Agency**

#### **Develop leadership, management and enterprise skills**

- Develop world class management/leadership and corporate social responsibility/environmental management skills by:
  - Focussing support on managers of companies looking to grow and first line management/supervisory staff with no formal management training
  - Developing the Northern Leadership Academy, strengthening the network of Leadership Centres and Development Programmes, and developing mentoring opportunities.

Research shows management/leadership and “work organisation” skills are crucial for companies, ensuring the skills/ideas of the whole workforce are used effectively. Key issues include developing the demand for leadership skills and considering making leadership development a condition of taking up business support grants.

Lead: Skills for Business, NWDA

- Develop enterprise skills:
  - In schools, FE and HE, including the Northern Enterprise in Education Initiative
  - For people considering starting businesses

*Continued .....*

The NWDA is the lead organisation with the Skills for Business Network for addressing leadership, management and enterprise skills, as identified in the Regional Economic Strategy. There is a strategic drive in the NW for improved leadership and management skills to enhance business performance, productivity and innovation.

The NWDA is currently working with the Northern Leadership Academy to deliver an internal coaching and leadership solutions project to address the actions in the RES.

The NWDA project runs from Sept 06 to Mar 09 and has four strands:

- To develop a Leadership and Management Action Plan for the NW, prioritising strategies, actions, resources and investment
- To deliver a Regional High Growth Coaching Programme, an national DTI pilot programme to provide specific support for 20 high growth SMEs
- To deliver a Regional Business Volunteer Mentors Programme, providing mentoring for 500 businesses through enterprise agencies
- To deliver Coaching and Mentoring Programmes, based on gaps and priorities identified in the Leadership and Management Action Plan for the NW.

Priorities for NW Leadership and Management Action Plan include support and/or investment in initiatives seeking to:

- Raise the profile of leadership and management development
- Provide a mix of generic and sector-specific development opportunities
- Enhance participation in networking events, coaching and mentoring
- Encourage succession planning and provide development at all levels, from middle management to strategic leadership
- Link leadership and management to entrepreneurship, innovation and corporate and social responsibility
- Share the costs of programmes by seeking contributions from public organisations, businesses, and employees
- Increase the amount of bite-sized and flexible provision
- Use brokerage services and diagnostic tools to identify skill needs and increase the level of effective signposting
- Provide provision that meet quality standards
- Support leadership development that is critical to business sustainability and success
- Be open to all managers and leaders in SME organisations, including new leaders
- The company's values and culture fits directly into their business planning and training and development plans
- Support the inclusion of Social Enterprise

Draft objectives and priorities for Action Plan:

*Continued .....*

**Objective 1:**

**Developing the region's leadership and management development infrastructure**

- Ensure there is a flexible and responsive supply of quality leadership and management solutions that meet employers; changing needs
- Ensure that L and M skills interventions are fit for purpose and enhance development at all levels from supervisory management, middle management to strategic leadership

**Objective 2**

**Developing the region's high impact competitive sectors to increase productivity**

- Ensure that investment is targeted where it will have most economic impact on the NW region. This includes the use of leadership and management development to encourage higher levels of productivity, innovation and enterprise in NW businesses

**Objective 3**

**Increasing the awareness and benefits of leadership and management skills development, stimulate demand and engagement and provide effective signposting/brokerage to the right opportunities**

- Drive up the demand in the NW region for leadership and management development through: proactive employer engagement and networking, effective IDB (information, diagnostic, and brokerage), skills promotion and signposting to appropriate solutions and opportunities
- Seek to change the investment and training cultures of employers and individuals in the NW so that leadership and management development is seen as integral to business sustainability, competitiveness and personal success.

**Objective 4**

**Maximising the contribution of organisations that fulfil the corporate and social responsibility, innovation and new enterprise agenda**

- Support leaders and managers to be more responsible employers, through relevant networking and sharing of knowledge and best practice
- Through appropriate L and M learning and support programmes, encourage graduates to develop positive attitudes and knowledge of CSR that will derive future benefits with their own enterprise/ workplace/communities as they become managers and leaders within NW region.

**Objective 5**

**Influencing national, pan-regional and sub-regional partners, policies and programmes**

- Communication and implementation of this L and M Skills Action Plan to ensure delivery of transformational Regional Economic Strategy actions and relevant Leitch report recommendations.

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The NWDA is the national lead for RDAs on Skills and Employment, and manages the RDA L and M network to ensure RDAs pro-actively contribute to the development and implementation of the Leitch recommendations and actions and ensure two-way communication between the needs of the regions and national policy.

## ONE North East

**Leadership is key to strengthening the North East's competitiveness. The Agency will gather evidence, economic analysis and policymaking to shape the Regional Economic Strategy (RES).**

Northumbria University has been commissioned to develop a North East Regional Leadership Strategy. Involving the public, private and third sector, this first leadership strategy for the region will help direct our future investment in this important field and also co-ordinate efforts by partners in the nurturing of existing and potential leaders at all levels. An area where One NorthEast is taking a strategic lead is in migration with the development of a Regional Talent Attraction and Retention Strategy to attract talented people into the North East labour force. The Leadership Programme is supported by a Regional Leadership strand of activity.

### ***Regional Leadership***

Good leadership is acknowledged as being one of the most important ingredients in the growth of the North East economy. Research into world best practice in regional economic development shows that effective leadership is a critical characteristic of successful regions. A report commissioned by the Government's Performance and Innovation Unit has also shown that developing good leaders can be a key means of boosting local and regional performance.

There is need for significant effort to be put into developing the leadership qualities of individuals, businesses and institutions in the region. This will help close the economic gap between North East and the rest of the country.

The Agency has a particularly important role to play in driving forward this leadership agenda.

The challenges cover a broad spectrum, from regional government through to community leadership. In practical terms, the Agency will address four main issues:

- Communicating vision and strategy
- Bringing together and offering leadership at a regional level
- Building the confidence, aspirations and networks of leaders
- Developing leadership talent in individuals

### *Integrating Regional Leadership*

In developing a shared vision progress cannot be made by organisations acting in isolation. One of the findings from research has been the poor light in which different sectors see each other.

In reality, business, public sector organisations and those in the voluntary, community and social enterprise sectors talk about similar issues, but they do so in their own specialised and technical language. Encouraging discussion between them will develop a shared understanding of good leadership and partnerships, and how this can benefit the region and the wider North.

In order to help facilitate this, the Agency aims to develop a leadership strategy and set up leadership projects.

We are also working with the Northwest Development Agency and Yorkshire Forward to develop a Northern Leadership Academy for business, community, public and political leaders as part of The Northern Way. This will include a set of North East based exchanges, placements and programmes between the public, private and voluntary sectors.

### *Building the Confidence, Aspiration and Networks to Lead*

The region needs to build the confidence and aspirations of individuals to succeed and lead. There are a number of initiatives already in existence to help achieve this, including networking, mentoring and the Common Purpose project to develop community leaders. Despite these, the region's leadership potential remains unrealised.

*Continued .....*

Essential to leadership know-how is the development of regional, UK and global networks so best practice can be shared.

Key aims for future development will include:

- Introducing measures to support those currently under represented, such as women and ethnic minorities
- Developing the leadership potential of future entrepreneurs
- Raising the region's business competitiveness in key sectors and organisations, through stronger leadership
- Raising the region's public sector efficiency and vision through exposure to world-class leadership techniques and practice.

#### *Developing Leadership Talent in Individuals*

Leadership is a dynamic process that requires fresh talent to reinvigorate businesses and communities as well as public services. Developing talented individuals is a broad form of succession planning.

However, there is no evidence base or common understanding of whether, or how, leadership development contributes to the increased productivity of businesses and efficiency of organisations. While there are schemes in existence which encourage leadership skills within the region, they pull in different directions and there is duplication in the way they are administered.

The Agency is supporting research that will help identify the role of leadership development and training in improving productivity. This will be used to identify best practice and rationalise existing activity.

### **South East of England Regional Development Agency**

#### **Develop support mechanisms that ensure entrepreneurs can access leadership and management skills they need to innovate and thus grow successful businesses.**

Rationale: A successful world-class economy needs business leaders and managers who embrace and exploit innovation challenges posed by global competitiveness. They need to be able to access high quality, appropriate solutions for personal development. Lead: HEIs, Private Providers, Public Sector, Businesses.

- Leadership and management advisers for growth businesses
- Leadership and management academy = community of practice, based at University of Surrey, to bring together HEIs and private providers.

#### **Maximise the number of people ready for employment at all skill levels, and ensure they are continually equipped to progress in the labour market.**

- Ensure education and training providers deliver skills provision and services to meet business requirements and stimulate the demand for higher skills, including the use of Sector Skills Agreements.
- Clarify and simplify the skills offer to businesses across the region and address skills deficits, particularly those at intermediate level.
- Increase the % of working age population with qualifications at Level 2 from 66% in 2003 to at least 80% by 2016, and the % with qualifications at level 4 or higher from 28% in 2003 to at least 40% by 2016.
- Ensure that all young people and adults of all ages in the region have access to relevant diplomas, vocational and work-based learning opportunities, including the number and range of quality apprentice-ships and other vocational opportunities, including foundation degrees – in skills centres and elsewhere.

## South West England Regional Development Agency

**Developing a simple brokerage system offering skills advice and guidance to better meet the need of employers**

**Raising demand for leadership and management skills and enhancing the quality of professional development provision**

The Regional Analysis demonstrates that investing in leadership and management is the most effective strategy for improving skills utilisation and hence productivity. The region also has significant skills gaps in this area. Leadership and management will therefore remain a priority for the RSP and be the focus for co-ordinated action. The RSP will:

- Fully implement the SW Leadership and Management Strategic Framework, led by RSP partners with the support of Leadership South West by September 2009
- Strengthen the market for leadership and management development and promote the cycle of learn, apply and share articulated in the Leadership and Management Strategic Framework to ensure effective utilization across organisations
- Ensure the European Funds are targeted to expand and grow programmes and to fill gaps in existing provision.
- Work to achieve effective integration of activities across the range of partners supporting leadership and management programmes in the region.
- Review the leadership and management offer across the region to identify gaps in provision and develop a strategy and actions that will focus partners' resources and delivery.
- Support the development of a sectoral approach building on the outcome of the Sector Analysis and the work of the Sector Operations Group.

The South West Regional Skills Partnership has identified leadership and management as a priority for the region. The Agency invests in two south west leadership and management projects to support this:

**Leadership South West**, a regional hub of expertise in leadership (based at the Centre for Leadership Studies, University of Exeter) is tasked with raising awareness on the benefits of leadership development in businesses. It does this through

- Maintaining the Leadership South West website
- Communicating to business leaders and intermediaries through the *Leadership Matters* newsletter
- Providing a regional research base
- Maintaining a database of providers of leadership development
- Providing a wide range of network events.

Additional they deliver the IOD Company Direction Programme, Leadership Toolkit 2006 Portfolio, Creating Cultural Leadership and Inspire (a programme for women in professional leadership.)

The **Regional Leadership and Management Programme** is a two year pilot due to end in April 2007 which provides south west businesses with specialist leadership and management skills brokerage, including a diagnostic to identify need and a subsidy of £800 to assist with the cost of undertaking leadership and management development training. The programme is managed by LSC South West and delivered through the Business Link network.

## Yorkshire Forward

### **Improve higher level skills to capture the potential of people with degrees**

- Foster excellence in management and leadership skills across the North, through for example, the Leadership Academy. Lead by: Business Link, Northern Way, LSC, Skills for Business network.
- Expand Knowledge Transfer Partnerships that encourage SMEs to recruit graduates and apply their skills. Lead by: HE, Northern Way
- Develop a programme to retain more graduates in the region. Lead by: HE/YF.
- Expand HE provision, including Foundation Degrees, and presence in areas such as Humber South Bank, Doncaster, Barnsley and Scarborough. Lead by: HE/FE

## 6. SSC STRATEGIES

SkillsActive have compiled, and are currently updating, a list of the top three issues facing each SSC in relation to the development of leaders and managers in their “footprint”, and the top three solutions to those issues.

These are presented below, first as an overview of the most frequently mentioned issues and solutions, then by each SSC in alphabetical order, and finally from the SkillsActive website a summary of the key solutions that SkillsActive are taking forward on behalf of the whole Skills for Business Network.

### a. Key issues

This list is in order of the frequency of mention. Individual, sector-specific issues are not included.

	<i>Issue</i>	<i>Reported by</i>
1	First line and supervisory management skills	Automotive, Energy/Utility, SEMTA, Skillfast, Health, Logistics, SkillsActive
2	Project management	Asset, Cogent, Construction Skills, e-skills, Lifelong Learning, SEMTA
3	Leadership skills	Asset, Automotive, Construction, Financial Services, GoSkills, Proskills
4	Customer care/focus	Energy/Utility, GoSkills, Proskills
5	Financial management	Asset, Lifelong Learning, SEMTA
6	Graduate entrants	Improve, People 1st, Skillfast
7	Management skills	Asset, Construction, People 1st
8	People management	Financial, GoSkills, Justice
9	Small business management	Improve, Skillfast, Logistics
10	Communication skills	Asset , Proskills
11	Strategic leadership	SEMTA, Financial Services
12	Change management	Improve
13	Negotiation skills	Asset

## b. Key solutions

This list is in order of frequency of mention. Individual or bespoke solutions to sectoral needs are not included.

	<b>Solution</b>	<b>Reported by</b>
1	HEI degrees and/or graduate training	e-skills, GoSkills, Improve, People 1st, Logistics, Skillsmart
2	National Occupational Standards for L and M	Health, Justice, SkillsActive
3	Action Learning	Automotive, Justice, Skillsmart
4	Brokerage services	Asset, Creative Cultural
5	Investors in People	Cogent, GoSkills
6	Skills Academies	Construction, SkillsActive
7	Coaching/Mentoring	Proskills, Skillsmart

## c. Analysis by SSC

Shaded sections indicate that no information is available on the SkillsActive website.

<b>SSC</b>	<b>Issues</b>	<b>Solutions</b>
<b>Asset Skills</b>	Developing management skills to respond to growth	Series of developmental workshops to address these core elements
	CPD needed to improve; communication; negotiation; project management; financial management	Provide organisational needs analysis support to employers
	Enhance leadership skills to respond to business drivers	Provide broker access to both funding sources and training provision
<b>Automotive Skills</b>	First-line/supervisory management skills	Development of a framework that encourages individual career development (cpd) and progression
	Leadership skills (informal)	First-line/supervisory management qualification – Level 3
	Short-termism and silo-oriented thinking	Action Learning e.g. negotiations and customer handling skills
<b>Cogent</b>	Upskilling	“Upskill” bespoke system
	Project management	
	Innovation	
<b>ConstructionSkills</b>	Leadership and management development	Promotion of IIP
	Project management skills	Development of Skills Academies
	Health and safety management training	Management and Supervisory Development Programme

<b>Creative &amp; Cultural Skills</b>	Diversity in leadership	Cultural Leadership Programme
	Governance	Powerbrokers
	Career paths/development	Creative knowledge lab
<b>Energy &amp; Utility Skills</b>	First line manager development	Influencing economic regulators
	Contractor supervisor qualification	Development of tailored Utility Supervisor qualification
	Customer care	Industry m and l training package
<b>e-skills UK</b>	Ability of managers and leaders to exploit technology for business benefit	Business IT Guide
	Business and interpersonal skills of new potential managers and project managers entering IT sector	ITMB full HE Hons first degree which contains project management, business and interpersonal skills learning as well as pure IT professional skills
	Coherent qualifications framework for IT professional workforce from entry level to senior leadership	e-skills PROCOM, the IT Professional Competency model, as part of Sector Qualifications Strategy.
<b>Financial Services Skills Council</b>	Strategic thinking	First line management training
	People management and leadership	Second line management training
	Direction, cultural leadership	Managing in a small business
<b>GoSkills</b>	People management	M&L Forum/Steering group for employers
	Leadership and leadership development	Promotion of IIP
	Customer and quality focus	Foundation degree framework
<b>Government Skills</b>		
<b>Improve Ltd</b>	Shortage of management and technical trainees, especially at graduate level	Develop and implement graduate management training programmes
	Address productivity improvements and management of change issues	Develop and implement sector specific improvement training and support programmes
	Increase management and leadership capability in small business/SMEs	Develop a Learning Together support network for businesses and links to providers
<b>Lantra</b>		
<b>Lifelong Learning UK</b>	Collaborative partnership working skills	
	Business skills	
	Financial and project management	
<b>People Ist</b>	Managers being promoted earlier without appropriate training or experience	UK Skills Passport – signpost to relevant M&L programmes and funding; good employer guide to demonstrate employer best practice etc.
	Many existing managers are not trained as managers – 54% of managers do not possess the minimum level of qualification required for their position	Develop and Undergraduate Management “Apprentice” programme and develop a robust management Apprenticeship offering a high calibre entry route
	Low number of graduates entering sector	Identify a spine of qualifications to satisfy sector development need.

<b>Proskills UK</b>	Customer service	On-site work-based supervisory/management training
	Communications/Fundamental leadership	Flexible coaching systems for managers, particularly SMES
	Health and Safety	Industry based panel of experts to provide training/seminar/cpd system of training
<b>SEMTA</b>	Best in class skills for management and leadership functional areas, covering e.g. change, financial, entrepreneurial, general, innovation, knowledge, risk, people and project management.	Demonstration of best practice and the identification of productivity and competitiveness improvement on a regional basis
	Improve commercial and strategic leadership	Installing progression routes for management/leadership skills within companies by working more closely with SEMTA
	Expand the capability/capacity of team leaders and first time supervisors.	SEMTA have created a Business to Skills Model and Business Impact Model in conjunction with Warwick University to help employers focus their goals and measures of success
<b>Skillfast-UK</b>	Higher than average incidence of skills deficiencies with regard to managers and supervisors	Solutions for Business – a suite of leadership and management solutions
	Broader skills base for SME managers	Lean learning – specialist advice and guidance
	Attracting able graduates to fill management roles in sector	Beyond the Borderline – international trade
<b>Skills for Care and Development</b>		
<b>Skills for Health</b>	Progression into first line management/supervisory role – M&L skills gap	Use of NOS (e.g. as part of sector competence frameworks and integral part of developments within the sector).
	Specific M&L skills gaps – customer service, team leadership, people/risk/financial management. Workforce development, clinical and financial leadership	Working with strategic bodies/partners re country/regional solutions
	Workforce planning skills (particularly linking service and work-force planning and development).	Development of internal SSC M&L strategy, outlining way forward.
<b>Skills for Justice</b>	Managing across organisational boundaries	Action learning
	People management	Diversity training
	Quality management	Use of National Occupational Standards
<b>Skills for Logistics</b>	Progression from ‘shop floor’ into management	Generic competency framework based on “The Stairway”
	Skills shortfall at junior and middle management	Foundation Degree framework
	Management skills for micro businesses and SMES	Management Guides for SMEs

<b>SkillsActive</b>	SME succession planning	Developing exemplar internal M&L strategy
	Taking technical people to be managers of the future	Skills Academy
	Perceived lack of training available for private sector	Use of M&L National Occupational Standards
<b>Skillset</b>		
<b>Skillsmart Retail</b>	Wider range of skills needed for Store Managers (Multiples and independents) due to increasing complexity of role	Promotion of Action Learning, Coaching and Mentoring programmes
	Survival/succession for proprietors/managers of independent stores	Working with partners to provide solutions, i.e. brokers, COVEs, Trade Associations, Town Centre managers, SSCs etc.
	Training not linked to qualifications (plethora of very good unaccredited in house training)	Promote sharing of expertise by larger retailers. Working with partners to promote Foundation Degrees. Accreditation of in-house training programmes.
<b>SummitSkills</b>	Globalisation, particular re environmental technologies	Overhaul current curriculum content
	Lack of current and future skills planning	Business-focused in-company training
	Lack of management focus on competitor analysis, competitive advantage, and formal benchmarking	Minimal variety of needs and issues between industries, so more common solutions are possible.

#### d. SkillsActive Solutions

SkillsActive's solutions 'offer' below is based on the issues raised consistently in the Sector Skills Agreements and reflects many of the priorities and solutions identified above:

- **Action Learning**  
Solve both short and long term business issues using collective wisdom of a supportive group.
- **Inspirational leadership**  
Provides rich insights into what makes inspirations leaders tick and show individuals how to improve their own performance.
- **Managing people**  
The number one issue raised by our SSA survey across all SSCs. Work is underway to identify and share best practice solutions.
- **First level manager**  
Another key issue from the SSA work. For this too, work is underway to identify and share best practice solutions.
- **NOS for M&L**  
World class standards that underlie the other solutions and provide 100 ways to improve organizational and business performance.

## 7. STRATEGY INTO ACTION

The strategies outlined in the previous two chapters highlight the differences in priorities between the Regional Development Agencies and the Sector Skills Councils. Inevitably the RDAs take a broader approach to the issues in their region, while the SSCs focus on the particular skills needs and issues in their sector. However, it appears that there is little or no relationship or cross-reference between the two.

Without attempting to explore in detail what is happening “on the ground” in each RDA or in each SSC’s “footprint”, the following more general observations may help to encourage all parties to think more creatively about how they can learn from each other.

Here are few examples, which are entirely our interpretation of the information we have received. The summary headings are again our own: they do not represent any published policy statements, but are used to highlight differences of approach across the regions:

- **Wales**

***An ambitious policy, with little evidence on the ground, as yet***

According to our analysis, Wales has the broadest strategic plan. But this is the inevitable result of it being written by the Wales Management Council, who though funded by the Welsh Assembly Government, sits outside the mainstream of publicly funded delivery. The Wales Management Council can therefore afford to be very wide-ranging in its recommendations. On the ground, activity is less so. There is a very large cohort of government funded advisers, both generalist and specialist, a strong emphasis on support for businesses with high growth potential, a three year rolling leadership and management workshop programme, and work in progress on coaching and mentoring services, better information, and wide engagement with the SME community.

- **North of England**

***A major investment in an on-line portal supporting all sectors***

The Northern Leadership Academy has enjoyed a level of funding (£5 million across two years) that is the envy of many. They have focused that resource on the development of [www.northernleadershipacademy.co.uk](http://www.northernleadershipacademy.co.uk), an outstanding website and portal which provides a very wide range of information focused on the particular needs of the four key sectors, corporate, public, voluntary and small business. The portal is a close collaboration between the universities of Lancaster, Leeds and Liverpool, and was launched in June 2007. It is too early to assess whether the website is being used most by SMEs, who arguably need it most. The consortium behind the website are also developing “hubs” of direct engagement across the region, and focusing on action learning and mentoring as the key development methods.

- **South East England**

***A focus on intermediaries to build capacity and quality of engagement***

In the South East there is another close collaboration with universities led by University of Surrey that focuses on developing the skills of the advisor and support network so that these intermediaries are better able to serve the varied needs of their clients. They believe, with justification, that this is far more productive, and cost effective, than

endeavouring to engage “hard to reach” SMEs directly. Their market focus is very much on growth businesses and entrepreneurs who are likely to have the greatest impact on the economy of the area.

- **South West England**

***Increasing the productive engagement of HE with the business community***

Leadership South West, based at the University of Exeter, through a website, newsletter, publications, networks and conferences is seeking to increase the engagement of the Higher Education sector in the south west with business, to raise awareness of leadership and management issues, promote constructive debate, and develop leadership and management skills across the region.

- **East Midlands**

***A major mentoring programme piloted and now being rolled out***

East Midlands has focused on mentoring and coaching as the key method of enhancing business performance, skills development and increased GVA. A pilot with 300 mentees has been extensively and positively evaluated, which has encouraged the development of a “Mentoring 4 All” campaign and roll-out of wider coaching and mentoring provision.

- **London**

***Leadership and management development not a major priority***

By contrast with other regions, London puts very little emphasis on leadership and management, and the Mayor regards regeneration and helping disadvantaged sectors as of much greater importance. Their strategy mentions “hard to reach” SMEs as a target, but in actual numbers the target was around 400, which has now been reached and the funds to support the initiative exhausted.

- **Sector Skills Councils**

***Wales as an example, but not necessarily an exemplar***

The impact of the SSCs “on the ground” across the UK is difficult to quantify. It is also clear that some see direct engagement and delivery as a key to their role and effectiveness, others believe that have a more strategic role to play. SkillsActive is co-ordinating cross-sector activity, but outside of the National Occupational Standards for Management and Leadership, it is difficult to assess at this stage how much impact the five strands of activity described at the end of the last chapter are having.

We are aware of a number of small initiatives in Wales, which are good examples of the work SSCs are doing, but it remains to be seen whether these are exemplars of good practice that others should follow, or short term solutions to a much large and longer problem.

**Asset Skills** have developed a national and regional leadership and management development strategy, which describes the skill needs of the sector, and recommends a number of development routes. One proposal, to advise on and monitor this strategy, is the creation of Leadership and Management Forum in Wales, with a membership of Asset

Skills employers, but an independent chair. However, this proposal has yet to be implemented.

**Skillsmart Retail** have run a number of successful development programmes for women managers in their sector in collaboration with a private sector consultancy and training company.

**Skills for Justice** have developed an “action learning” programme in Wales involving all the participants in their sector.

**Skillset** have worked with Cardiff Business School to develop a leadership and management programme for a small number of managers from each of the key media areas in their footprint.

**ConstructionSkills** are putting considerable emphasis on leadership and management in the local strategy, and see this as a key part of their development programme.

**SEMTA** have a leadership and management development programme that is currently being evaluated for its impact and effectiveness.

This list is partial, and may well be out of date, but that in itself reflects two issues:

1. The lower level of resource that each SSC has to support any programmes that are unique to Wales
2. The lack of engagement of the SSCs in Wales with those bodies, such as the Wales Management Council, that could provide impartial advice, guidance and support, and could well be instrumental in helping each SSC implement their strategies.

Finally, in this section, it is important to emphasise that while this report is concentrating on the activities of the RDAs and SSCs, they are not the only players.

Appendix I sets out in pictorial form the number of different “influencers” and “providers” operating in Wales, or outside, who have an impact on the leadership and management agenda. Every region in the rest of the UK has a similar picture, albeit with many name changes.

It is clear that many of the RDAs see their role as co-ordinating and enhancing the skills and expertise that is available from many different bodies, and that their level of effectiveness, engagement and impact depends on this.

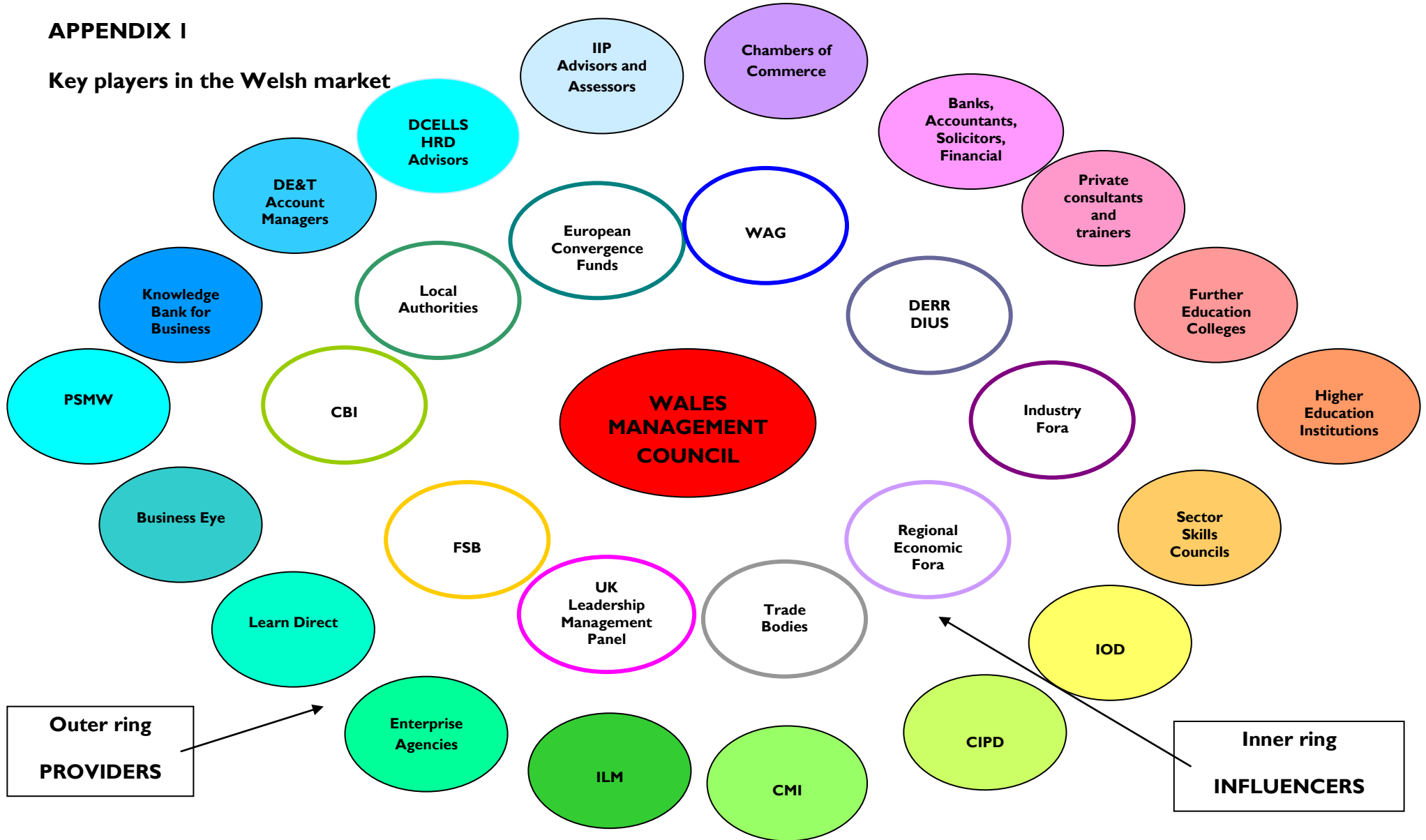
Our question would be, do the SSCs take the same view? We would challenge those involved in each SSC in Wales particularly, but this may well apply elsewhere, to ask: with how many of the bodies in the Wales diagram, or their regional equivalent, do they have active and productive relationships?

Common agendas invite at least a consideration of common solutions. And as this report demonstrates there is a great deal more common ground than people might expect.

## **Appendices**

# APPENDIX I

## Key players in the Welsh market



## APPENDIX 2

### Leitch Final Report – Leadership and Management

The Leitch Final Report *Prosperity for all in the global economy – world class skills*, published in December 2006, is having a major impact on current thinking about skills development in England, and other parts of the UK.

The following is the section headed “Management and leadership”, paragraphs 5.13 – 5.21, on pages 89 – 91.

Good management is a prerequisite to improving business performance, a key aspect of which is effective use of workforce skills. It is managers in a business that decide on product and service strategies, whether to invest in training and how to deploy the skills of their workers. Improving management skills in the UK has two important effects: it increases the demand for skills and their effective deployment in the workplace, and it improves the overall standards of performance in organisations.

While there are examples of very good management, the UK has some serious problems with management and leadership. Recent work found that the quality of management practice in manufacturing varied widely within countries and sectors, and overall the UK was ranked behind USA, Germany and France. A greater proportion of those classified as ‘managers’ by the Labour Force Survey hold low-level qualifications than in other ‘higher’ level occupations, such as professional occupations. For example, 41% of managers hold less than a Level 2 qualification. This varies significantly across sectors and between firms.

Employers invest a great deal in improving management. The provision of management training is only part of the solution. The Review’s interim report showed that employers were up to five times more likely to provide training for managers or other senior staff than those with low or no qualifications. However, a recent study showed that the UK spent €1600 per manager on management development, less than any other country in Europe and compared with €4,400 in Germany.

Improving management and leadership is already a key objective for business. The CBI describes it as one of the most important priorities, with over one half of their employers believing that it is the most significant factor contributing to competitiveness. The Small Business Service (SBS) also sees management and leadership as vital, stating that ‘leadership and management capability is a key determinant of business success’.

The Government has introduced measures to help employers improve the quality of management and leadership in the UK. This has included measures within the Skills Strategy, the formation of the Commission for Excellence in Management and Leadership funding for related training in small businesses and for Investors in People attainment, and the ongoing work of the Leadership and Management Advisory Board.

In the Skills Strategy, DfES allocated £43.7 million for a Leadership and Management programme, offering managers of organisations between 20 and 250 employees up to £1,000 financial support to develop leadership and management skills. This has been largely brokered alongside the Train to Gain programme. Nearly 18,000 managers had their needs assessed, and nearly 17,000 had agreed a Personal Development Plan by the end of March 2006. The SBS found that for every £1,000 of financial support grants given to small businesses through the Leadership and Management Development Programme operated by the LSC, an average additional investment of over £2,000 has been triggered. 35,000 organisation are recognised by Investors in People and a further 23,000 organisations are working towards recognition, demonstrating a commitment to effective management practices.

The UK needs world class management skills to deliver the benefits of world class skills. Improving management and leadership is a complex and challenging problem. Training will only make a contribution to tackling this problem if management training meets the needs of employers. To ensure this, the Review recommends that the Leadership and Management Advisory Panel advise the Commission for Employment and Skills on developing National Occupational Standards for management with the Management Standards Centre and building on the work already done by the Chartered Management Institute. The Panel must work closely with SSCs so that key management qualifications are identified as part of Sector Qualification Strategies.

The Review has developed recommendations to increase employer investment in management skills. As discussed above, the Leadership and Management Programme has successfully supported management development for firms between 20 and 250 employees and has levered in significant private investment. The Review recommends that it be extended to firms between 10 and 20 employees, so that smaller firms are able to access its help and grow.

Employer engagement with HE and commitment to continuous professional development can also help to drive up the quality of management. The growth in UK business school provision shows that employers and universities can successfully work together. The Review's recommendation that the focus of HE be expanded to focus on workforce development will facilitate this, as will the recommendation that funding be demand-led.

## APPENDIX 3

### Northern Ireland strategy

**“By 2015 Northern Ireland will be a leader in deploying management and leadership capabilities fit for 21st Century challenges.”**

Four key themes:

- Understanding the demand
- Improving skills levels
- Improving the quality and relevance of current provision
- Tackling the barriers to involvement and investment

#### **1. Understanding the demand for management and leadership development**

- Management and leadership needs of individual sectors to be formally addressed in all Sector Skills Agreements by March 2008
- Sectoral baseline analysis to be completed by March 2008
- Management and leadership development needs to be addressed in the Regional Employment and Skills Action Plan.

#### **2. Improving the skill levels of managers and leaders**

- MLN to have established 10 cross-sectoral and geographically- spread employer forums across Northern Ireland by March 2009
- NI Council for Voluntary Action and its partner organisations to develop a range of policies, programmes and resources to support management development in voluntary and community organisations by March 2008
- The Local Government Staff Commission will form a new management and leadership group for local government to promote and coordinate development within the sector by September 2007
- The Centre for Applied Learning will provide mandatory management training and development programmes for first line managers, and a range of appropriate leadership programmes for senior staff within the Northern Ireland Civil Service by September 2007.
- Implementation of the revised and extended marketing strategy to lead to an additional 500 Northern Ireland employers registering to work with the IIP Standards by March 2009.

#### **3. Improving the quality and relevance of management and leadership development programmes**

- Consultation on identified government programmes to be complete by March 2008
- Skills Active will work with the Management Standards Centre to encourage the adoption of the National Occupations Standards in management development training as part of the Sector Qualification Strategies
- FE colleges will work closely with the Skills Expert Group and Workforce Development Forums to ensure they respond to the management and leadership skill needs of employers, In addition, the qualifications offered will be from the National Qualification and Credit Framework which will be based on the NOS for Management and Leadership

*Continued .....*

- The universities will consider their contribution to management development and will bring forward proposals to the Department to enhance and extend their role complementing what is on offer already through organisations such as Institute of Directors.
  - The Dept of Education will continue to provide a range of opportunities through both formal and non-formal education to support the development of competences in young people which underpin management and leadership skills.
- 4. Tackling the barriers to involvement and investment in management and leadership development**
- New management development diagnostic, Management Analysis and Planning (MAP), to be available through DEL Management Development Branch by June 2007
  - MLN will publish an annual survey which identifies barriers to investing and engaging in management and leadership development and will make recommendations on actions required to remove them. The survey will also benchmark NI's performance against international and world class performance
  - Government departments and enterprise development agencies to place greater emphasis on assessing and developing the management capabilities to achieve business improvement when considering additional support for client organisations.

## APPENDIX 4

### Scotland strategy

The following are extracts from Scottish Enterprise's Skills Strategy 2007 - 2012

#### **The importance of management and leadership**

A range of research identifies a positive correlation between management and leadership development and company performance. The OECD found that investment in management training results in lower SME failure rates, increased profitability and overall competitiveness. In our work with companies, management and leadership development appear to be of crucial importance in supporting overall company growth. The implication is clear: investment in management and leadership goes hand-in-hand with good company performance.

The evidence suggests that we should take further steps to increase the capacity of managers to drive company productivity and growth. This would complement our current approach to integrating workforce development support within the context of wider company growth strategy, which businesses tell us works well.

#### **Growth**

Our skill interventions will address four key issues within businesses and industries that determine productivity:

1. **Competence** – helping businesses to develop the skills to match their business needs via training programmes, products and bespoke solutions.
2. **Culture** – assisting businesses to develop appropriate culture in terms of management, learning, development and HR practices via activities such as Investors in People.
3. **Capability** – assisting companies to develop their leadership and management capabilities.
4. **Capacity** – helping companies to develop their capacity for growth via assistance in areas such as analysis of skills needs, ICT utilisation, recruitment and retention.

#### **Our Focus**

Scottish Enterprise will focus resource on addressing competence, culture, capability and capacity in businesses and industries.

**In relation to industries**, Scottish Enterprise will:

- develop bespoke Skills Action Plans for each of its priority industries that will ensure skills integrate with the wider development plans for these industries
- further tailor skills interventions to the needs of priority industries in the light of demand evidence and assessment of market failure
- work with key partners in the provision of skills support to priority industries e.g. Scottish Funding Council, training organisations
- work with other industries with growth potential.

**In relation to businesses** with growth potential and ambition, Scottish Enterprise will further:

- integrate our suite of skills activities with our business development activities
- develop greater flexibility in terms of delivery to customers, e.g. just in time, bite size training where appropriate
- develop support for Leadership & Management and Recruitment & Retention.

We will also place greater focus on developing the workforce in small businesses, primarily through advice, information, guidance and counselling, and working with partners.

We recognise the challenge of low skills within the workforce and the constraint this places on productivity and growth within businesses. Recognising the multi-faceted nature of this problem, we

will work with our partners to ensure this issue is tackled in a joined-up manner.

We will also work with our partners in two critical areas:

- identifying and sharing evidence of demand for skills in the economy (e.g. with the Skills for Business Network)
- collectively raising aspirations and appreciation of the benefits of workforce development and training to businesses and individuals (e.g. with Learndirect Scotland).

Scottish Enterprise's current leadership and management provision is as follows:

Scottish Enterprise has rationalised its products and services to offer a consistent level of service across twelve local offices. There is one main leadership skills transfer programme on offer to client/account managed companies (of which there are c.1200). This programme is targeted at current business leaders and is called "Leadership for Growth". This is a 6 month programme aimed at the owner manager/CEO of companies. It consists of a personal assessment/profile resulting in an action plan, and a financial contribution towards 14 hours of mentoring, and about 6 workshops, and support to implement a business project.

Scottish Enterprise also offers other products and tools which can help to develop the knowledge and practice of leaders and managers, e.g. market development training, and lean management.

For those companies not client/account managed by Scottish Enterprise there are a number of events and online resources available through the Business Gateway, [www.bgateway.com](http://www.bgateway.com).

In the Highland and Islands the priorities are:

#### **Developing people who are in work**

Motivated and appropriately-skilled people are a fundamental component of increased productivity, innovation, growth and business success. The level of investment in training by business varies considerably and skills development is not always sufficiently integrated into business planning. Raising awareness of the role of skills in business performance, addressing barriers to investment and stimulating demand will contribute to the growth of more businesses of scale.

#### **Priorities of action**

- Fostering a strategic approach to people development by businesses, supported through the provision of business advice, business improvement tools and online resources via the Learningworks web portal.
- Developing sector skills plans, informed strongly by industry, with priority given to identified skill needs and sectors which are significant in the Highland and Islands economy.
- Generating increased graduate recruitment into Highland and Islands companies as part of the development of the knowledge economy.
- Raising management and leadership skills and those required to seize the transformational potential of ICT and e-business, seeking to bring about a step change through significant infrastructure development.

## **APPENDIX 5**

### **Reports by the Wales Management Council**

#### **2007**

Older Workers in Wales – contribution, involvement, management

Management Think About It

Action for Growth – A Strategy and Action Plan for Leadership and Management Development in Wales, 2007 – 2010

Wales Management Council Annual Review 2006-2007

#### **2006**

Tomorrow's Manager – Skills, Development, Investment

Measuring the Difference – A toolkit to help you evaluate the impact of management and leadership development in your organisation. (*Abbreviated version of Cardiff Business School research*)

Measuring the Difference – How to evaluate the impact of management and leadership development. (*Full report of Cardiff Business School research*)

Management – Think About It Again

Wales Management Council Annual Review 2005 – 2006

#### **2005**

Managers and Leaders in Wales – An Agenda for Growth

High Performance Wales - Real experience, real success: high performance working in practice

Management and Leadership Development in Wales – A review of current practice 2004 – 2005

Management – Think About It

Wales Management Council Annual Review 2004 - 2005

#### **2004**

Mentoring in Wales

Pressing the Right Buttons – The marketing of management and leadership development in Wales

Wales Management Council Annual Review 2003 – 2004

#### **2003**

Management and Leadership Development and Training in Wales – An Agenda for Action

Management and Innovation

Management and e-Business

Best Managed Workplaces in Wales 2003

Wales Management Team Challenge 2003

Wales Management Council Annual Review 2002 – 2003

All these publications are available for free download from [www.walesmanagementcouncil.org.uk](http://www.walesmanagementcouncil.org.uk).



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