



West Midlands  
Regional  
Observatory



**Regional Skills Partnership  
Cross-cutting Issues 2006**

**Management &  
Leadership**



# **Regional Skills Partnership: Management & Leadership Cross-cutting Issues 2006**

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# 1 Introduction

The Data Group's 2005-2008 work programme, approved by the Board in July, includes the following priorities:

- 'Demand side' analysis relating to both employers and individuals, taking account of the issues highlighted in the Skills White Paper and reflecting the key focus of the RSP.
- Identification of what drives strong regional economic performance and competitiveness, benchmarking West Midlands performance against other regions and consideration of the extent of, and barriers to, movement into higher value added products, services and markets.
- The associated requirement for basic, generic and higher level skills such as management, leadership and entrepreneurship.

This paper considers key trends and 'cause and effect' factors associated with the development of management and leadership skills in the West Midlands with the objective of feeding into:

- The strategic thinking and policy development work of the RSP
- The planned workshops and think tanks to explore solutions and specific actions

We have reviewed the regional, national and international evidence base and considered areas for potential further research and investigation relating to:

- The importance of management and leadership skills in improving economic performance and competitiveness
- Management and leadership and innovation
- Motivation of managers
- Management and leadership skills and capacity: benchmarking the UK against international competitors
- Management and leadership skill needs

- Management and leadership skills in the West Midlands: regional benchmarks
- Skills gaps and deficiencies among the Region's managers and leaders
- Developing management and leadership skills
- Management and leadership skills development in the West Midlands

## **2 Summary of key issues**

### **2.1 Management and leadership and economic performance**

Management skills play a significant role in influencing business performance and, subsequently, enhancing UK competitiveness. The evidence demonstrates that investment in management and leadership and improvements in management structures, resource planning and staff training and development can have a positive impact on 'bottom line' business performance.

Effective management and leadership is also essential to stimulate innovation. The most innovative companies have managers and leaders that inspire their workforce, have management teams that are resilient and open to new people and ideas and use innovative communication, evaluation and planning tools.

### **2.2 Benchmarking the UK's management skills and capacity**

In terms of overall management skills and capacity the UK performs poorly against its international competitors. Too often the training of managers is seen as a cost rather than an investment and is either neglected or an early casualty of cost-cutting.

Organisations in the UK are less likely to integrate HR management into their overall business strategy, have a progressive ethos for development of managers place an emphasis on vocational qualifications and to evaluate the impact of management development activity.

UK organisations tend to have weaker career structures for managers and are less effective than their European counterparts in fostering their internal labour markets through promotion and retention. This can lead to the under-utilisation of skills at junior management levels and the emergence of skill gaps and shortages at higher levels of management.

There is a particular issue relating to culture and life cycle. The capability of UK managers in older, long standing companies, whose cultures may have become

entrenched and inflexible, compares poorly with those from smaller, newer and faster growing firms, and particularly those that are subsidiaries of overseas owned organisations.

## **2.3 Management and leadership skill needs**

UK managers and leaders are beginning to identify the particular skills and competencies they need to develop to become more effective in their role, notably people management skills in motivating and coaching staff, the ability to manage and control resources and strategic thinking.

UK employers recognise that managers and leaders need to develop a wide range of competencies including those beyond the area of 'core' management skills such as communication, team working, problem solving and customer handling.

## **2.4 Management and leadership in the West Midlands**

There are numerous examples of good practice in management and leadership in the West Midlands delivering tangible improvements in business performance. Nevertheless, the evidence suggests that management skill gaps and shortages are significant in the Region and well above the national average in a range of sectors.

Skill gaps are most common among newly recruited and inexperienced staff, those at more junior levels and those with no formal qualifications. Encouragingly, however, many companies affected are investing in new training provision and expanding trainee management programmes.

## **2.5 Developing management and leadership skills**

Research has identified a range of approaches to management and leadership adopted by strong performing, competitive businesses. These include the development of people centred and task based leadership styles, transformational leadership which binds people around a common purpose, dispersed leadership which encourages the sharing of power and the development of management skills within teams and the manager or leader as an 'organisational architect'.

In the UK manufacturing sector a multi-faceted approach to developing management and leadership skills, involving work based learning (i.e. learning from doing), ideas

and concepts (i.e. learning from books and courses) and social interaction (i.e. learning from people), has proved particularly effective. Key catalysts for development include pursuing professional qualifications, customised training and more informal mentoring and coaching.

Within the West Midlands there is a strong motivation among managers and leaders to undertaking further training and development. Much of the training being undertaken, both in the form of taught courses and informal work based development is focused on up-skilling and improving performance.

However, there is still a significant proportion of managers and leaders who have not participated in any training or development since leaving school and their skills may be in need of updating. Barriers to participation in training and development include the time commitment required and the cost, timing and quality of training available. There are also negative attitudes among some of the Region's managers and leaders with a general lack of interest, a view that they already have all the skills and qualifications they need and/or a perception that they may be too old to participate in training.



# 3 Conclusions and discussion points

This paper highlights a range of issues and questions relating to management and leadership skill development in the West Midlands that may merit further investigation and research. This could be done by looking to influence the methodologies of major national surveys, working with regional partners to improve data collection and analysis and commissioning new gap filling research:

## 3.1 The business case for management and leadership development

- To what extent does management and leadership development lead to improvements in business performance in areas such as productivity, innovation, customer satisfaction and bottom line turnover and profits?
- Will the planned work to monitor and evaluate the RSP management and leadership work stream programmes provide the evidence base required to assess this?

## 3.2 Attitudes and motivations

- Would it be useful to consult further with participating companies to explore attitudes towards, management and leadership development? For example:
- To what extent is investment in management and leadership development seen as an investment or a discretionary cost – by employers and by managers and leaders themselves? To what extent do employers appreciate the role of management and leadership in delivering competitive advantage?
- To what extent are employers developing organisational structures and career paths to promote the retention and progression of managers and leaders?

- What are the practical and attitudinal barriers to participation in management and leadership training and development? **Do the practical barriers highlighted by managers and leaders perhaps mask more deep seated attitudinal barriers?**
- How 'fit for purpose' is the range of management and leadership development provision in the Region?

### 3.3 Specific management and leadership skill needs and gaps

- What are the trends in skill needs and gaps relating to specific management and leadership competencies? Is the situation improving?
- **Are there differences in levels of management competence across the Region? Do variations reflect the mix of industries of particular areas or local environments that may be reinforcing attitudinal barriers?**
- How robust and sustainable are existing sources of data on management skill needs and gaps linked to specific competencies? (for example data collected as part of the Shropshire Chamber of Commerce Management Matters Project) Is there a case for extending this project beyond 2006 and/or exploring the feasibility of supporting further research in this area?



## 4 Management and leadership and economic performance

The demand for management skills, both within the managerial occupational group and beyond, has increased significantly in recent years. The nature of management skills required is also changing, with the management skill set becoming increasingly broad and demanding. A significant proportion of employers have identified management skills as among the most important in terms of future skills needs. Management skills play a significant role in influencing business performance and, subsequently, enhancing UK competitiveness<sup>1</sup>.

Managers are a highly influential employee category in terms of creating high performing workplaces. Organisational capability at a management level is essential to improve competitiveness. Managers are typically the decision-makers with regard to seizing opportunities afforded by information and communication technologies and are pivotal in how proactively and effectively change is managed<sup>2</sup>.

Research in the manufacturing sector has revealed that business performance is strongly linked to the quality of management techniques and that there is a correlation between management practice and<sup>3</sup>:

- Total factor productivity<sup>4</sup>
- Sales per employee
- Sales growth
- Growth in market share
- Stock market valuations

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<sup>1</sup> Sector Skills Development Agency: SSDA Research Report 8: Sectoral Management Skills and Capacity, 2005

<sup>2</sup> Chartered Management Institute: Developing Managers a European Perspective, 2005

<sup>3</sup> McKinsey/LSC 2005

<sup>4</sup> A measure of the productivity of companies after controlling for the quantity and quality of other inputs such as labour and capital

There is evidence that investment in management and leadership by UK companies and in particular investment in people management, can lead to significant improvements in ‘bottom line’ performance:

- Key ‘enablers’ of improvements in productivity include good management structures, effective resource planning, ensuring staff have appropriate skill sets and appropriate training and development programmes<sup>5</sup>. People management standards such as Investors in People (IIP) provide a catalyst for the implementation, embedding and maintenance of associated systems and procedures, which tend to have a particularly positive impact on the performance of new organisations or those undergoing a transition in the size and/or complexity of operations<sup>6</sup>.
- The implementation of IIP has led to improvements in productivity for one in five UK businesses. Over the last three years IIP recognised companies have increased their profits by an average £505 per employee per year, which compares with £197 per employee per year for other companies as a result of improved efficiency, reduced waste, increased sales, improved staff motivation, lower turnover and reduced absenteeism<sup>7</sup>.

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<sup>5</sup> Investors in People UK: People and Productivity, 2001

<sup>6</sup> Institute for Employment Studies: Doing business better – the long term impacts of Investors in People

<sup>7</sup> Databuild Research & Solutions: Investors in People Impact Assessment, 2004

# 5 Management and Leadership and Innovation

It is widely argued that one way of overcoming the UK's productivity gap with its international competitors is by promoting greater levels of innovation. Data suggests that the UK's science base is excellent, but all too often we fail to capitalise on the knowledge we create and develop high value products and services that can compete in the global economy.

If this issue is to be addressed a range of factors need to be considered, including investment, skills, institutional structures and regimes, as well as the crucial question of organisational management and leadership. Effective managers and leaders motivate their staff and design organisational contexts to enable them to function effectively and can influence the process of innovation via the introduction of appropriate systems, structures, processes, culture, competencies and networks<sup>8</sup>.

The primary challenges for organisational leaders in promoting innovation are to:

- Recognise and develop appropriate leadership for the different stages of the innovation process. How leaders are selected, supported, evaluated, motivated and developed is likely to differ depending upon which stage of the innovation process they are responsible for. For instance, transformational leadership skills may be more useful in early-stage innovative activity, such as R&D and product development, but transactional leadership skills are also essential to the smooth functioning of commercialisation.
- Create organisational contexts that support the innovation process. A key challenge for managers and leaders design their organisation to allow the effective co-ordination of both incremental and more radical types of innovation.

Research suggests that the most innovative companies have visionary managers and leaders that inspire their workforce by setting and communicating a clear corporate vision and strategic direction. Management teams tend to have a commitment to investment in innovation, the stamina to see things through and are resilient, capable

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<sup>8</sup> AIM Management Research Forum in co-operation with the Chartered Management Institute: Leadership for Innovation, 2005

of re-generation and open to new people with new passions to maintain momentum. They tend to use innovative staff communication, key performance indicators to measure progress and strategic planning tools.<sup>9</sup>

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<sup>9</sup> The Manufacturing Foundation: Innovation Essentials, 2003

## 6 Motivation of managers

Organisations need to be more energetic and dynamic if they are to succeed in today's competitive and global economy and much of this dynamism will be determined by how motivated their managers and leaders are. While many UK managers are highly motivated, there are key challenges for businesses to ensure that they do not become frustrated or disillusioned. Survey evidence indicates that<sup>10</sup>:

- Some 55% of UK managers feel highly motivated at the start of the working week and 64 per cent are driven a sense of purpose in their work. 85% have initiated their own career development and 43 per cent are driven by a determination to be seen as 'professional'.
- 45 per cent of managers claim that the values of their organisation motivate them to a great extent. Yet whilst motivation is high, there still needs to be greater alignment between personal and organisational values. Too many businesses lack the passion, trust and innovation sought by many managers.
- Younger managers are creating a 'pressure cooker effect' as flatter structures put a lid on progress. Almost 60 per cent of managers under the age of 40 are seeking promotion within the next three years, but only a third will stay within their current organisation to achieve it. 45 per cent cite flat organisational structures as the most significant barrier to career progression. While this can lead to the under-utilisation of skills at junior management levels it can also result in skill gaps and shortages at higher levels of management.

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<sup>10</sup> Adecco and the Chartered Management Institute: Business Energy Survey, 2005

# 7 Management skills and capacity – international comparisons

Too often the training of managers is either neglected or an early casualty of cost-cutting, because it is seen as a cost rather than an investment. Where management training is undertaken it is often non-strategic and piecemeal and rarely evaluated. This is more the case in the UK than in many competitor locations. For example Pan-European research reveals that<sup>11</sup>:

- While there has been a pronounced increase in reported management development activities across Europe since the early 1990s, spending per manager per year in the UK is well below the EU average. On average Germany spends by far the most on developing its managers, followed by the Scandinavian countries.
- Organisations in the UK are more likely to take a short term, tokenistic and non-strategic approach. They are less likely to integrate HR management into their overall business strategy than their counterparts in other European countries, have a progressive ethos for development of managers and to believe that HR management can help deliver competitive advantage.
- Compared to companies in Spain, Norway and Germany UK firms place less emphasis on vocational qualifications despite the evidence that more qualified managers tend to be more effective.
- Medium sized companies in the UK in particular tend to commit relatively low levels of resource on management development across a wide range of methods and UK managers tend to have a narrower range of competencies.
- There is a particular issue relating to culture and life cycle. The capability of UK managers in older, long standing companies, whose cultures may have become entrenched and inflexible, compares poorly with those from smaller,

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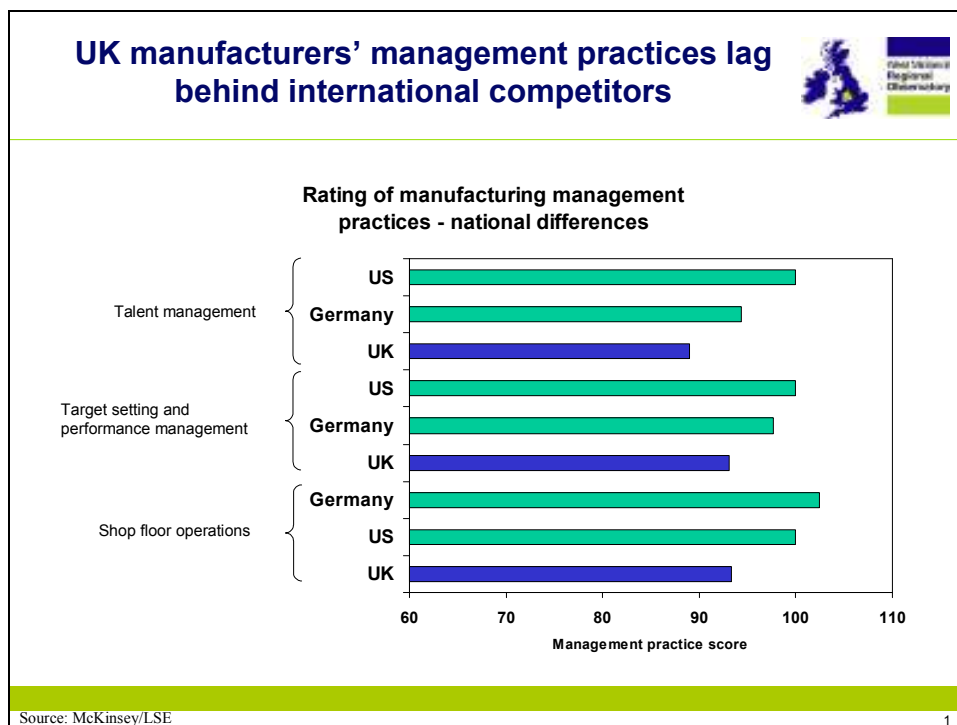
<sup>11</sup> Chartered Management Institute: Developing Managers a European Perspective, 2005

newer and faster growing firms, and particularly those that are subsidiaries of overseas owned organisations.<sup>12</sup>

- Organisations in the UK are less likely to evaluate the impact of management development activity in a systematic way, using business measures such as productivity indices, sales targets, innovation, customer satisfaction, profit or turnover
- UK organisations tend to have weaker career structures for managers and are less effective than their European counterparts in fostering their internal labour markets through promotion and retention

Research on management practice in the manufacturing sector reveals that, while there are examples of excellent practice within some UK companies matching the best in the US and Germany, overall the UK lags behind in terms of:

- Shop floor operations and the adoption of lean manufacturing
- Target setting and performance management
- Talent management in terms of recruitment, retention and development



<sup>12</sup> Sector Skills Development Agency: The Comparative Capability of UK Managers – Research Report No 17, April 2006

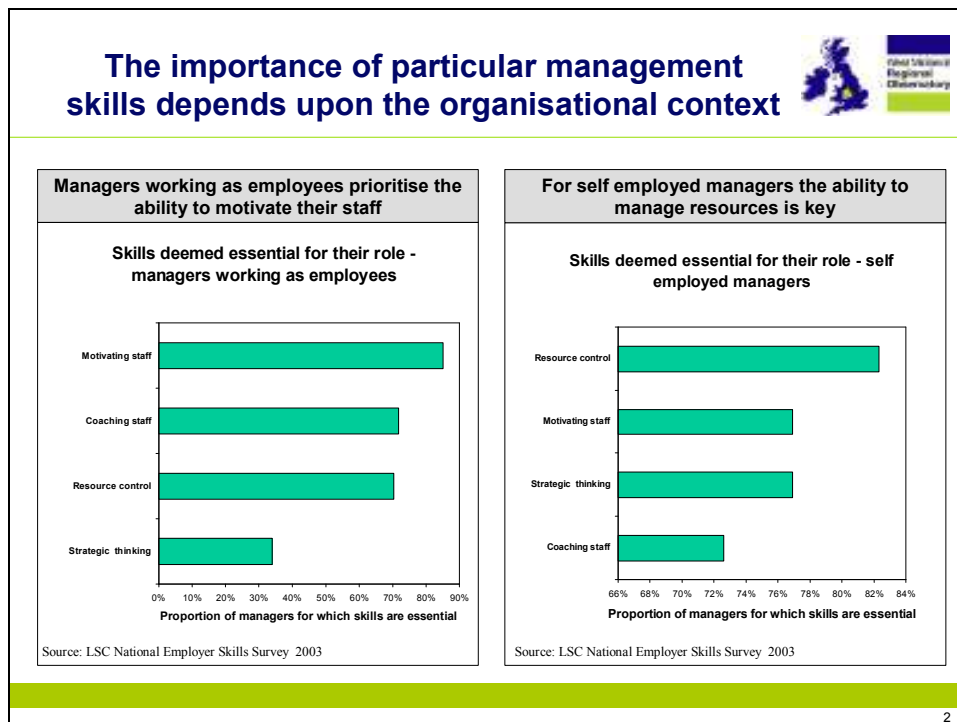
The research also reveals that the critical factor underpinning better management performance among international competitors is investment in management skills. Well managed companies are more likely to invest in management development and the acquisition of appropriate qualifications.

# 8 Management and leadership skill requirements

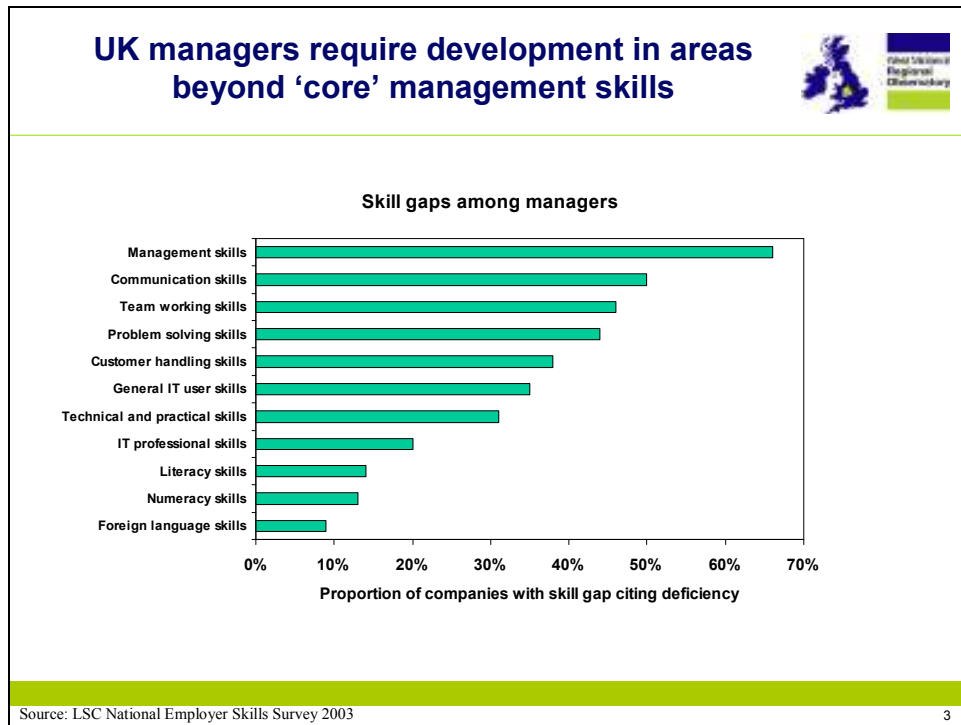
While as demonstrated in section 7 the UK lags behind in terms of management development and performance, research demonstrates that UK managers are beginning to identify the particular skills and competencies they need to develop to be more effective in their role, notably:

- People management skills in motivating and coaching staff
- The ability to manage and control resources
- Strategic thinking

The relative importance of these skills and competencies depends upon the organisational context. While managers working as employees within companies give people management skills particularly high priority, for self employed managers the ability to control resources is key.



UK employers recognise that their managers need to develop a wide range of competencies, often beyond the area of ‘core’ management skills. In particular, a significant proportion of managers need to develop better communication, team working, problem solving and customer handling skills.



## 9 Management and leadership in the West Midlands

There are numerous examples of good practice in management and leadership in the West Midlands delivering tangible improvements in business performance. Table 1 provides examples from among recipients of the Midlands Excellence awards.

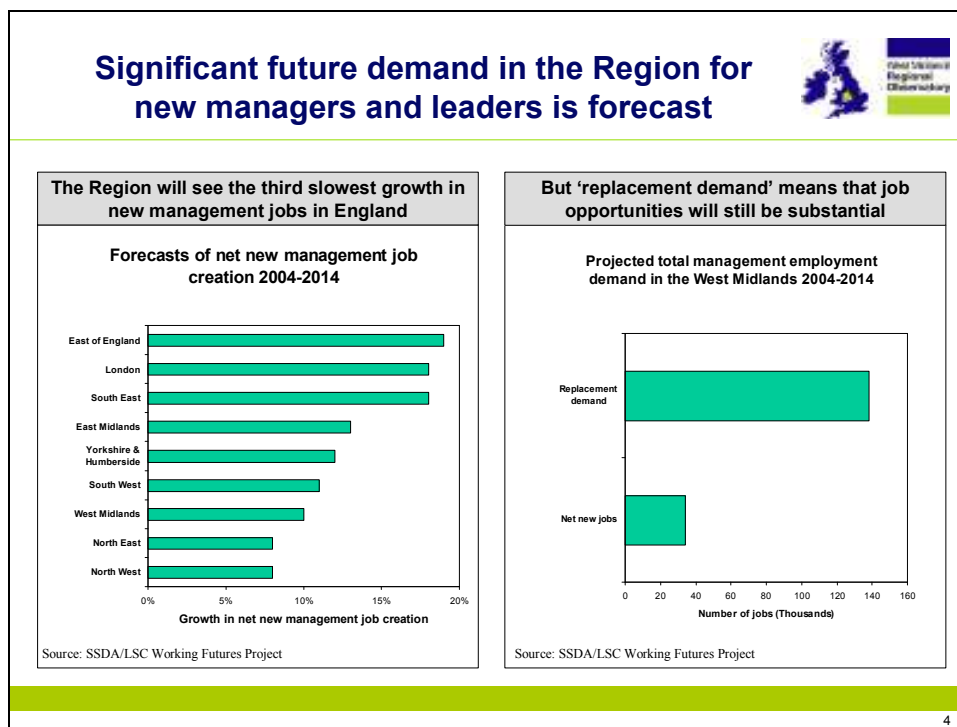
Table 1: examples of excellent practice in management and leadership in the West Midlands

| Company                          | Activity  | Business benefit  |
|----------------------------------|---|---|
| Malvern Instruments              | Restructuring the organisation around project teams, developing new marketing and customer service strategies | Improved customer focus, trebling of revenue, two thirds increase in productivity   |
| West Bromwich Building Society   | Changing the organisational culture and a programme of staff coaching and mentoring                           | Increase in turnover of 39%, 15% growth in business assets, 14% increase in pre-tax profit,   |
| WHS Halo                         | Introduction of improved supply chain management systems  | Business growth, new product development, reduced stock levels, faster customer response times                                      |
| Richmond Motors Group            | Investment in new IT systems and software   | Improved productivity, better management information, improved customer service   |
| TNT                              | Development of a new approach to marketing and customer service   | Better matching of products to customer needs, Improved business performance relative to competitors year on year                   |
| Jarvis PLC                       | Introduction of HR management system  | Better targeted investment in training and development, more effective assembly of project teams with the right mix of competencies |
| Optima Infrastructure Management | Adopting good practice in procurement and supply chain management   | Collaborative working in areas such as project planning and/ design, pricing and risk management                                    |
| RICOH                            | Introduction of a flexible, cell-based production system  | Reduction in lead time to retailers of more than 400%   |

Source: Midlands Excellence

# 10 Management and leadership skills: regional benchmarks

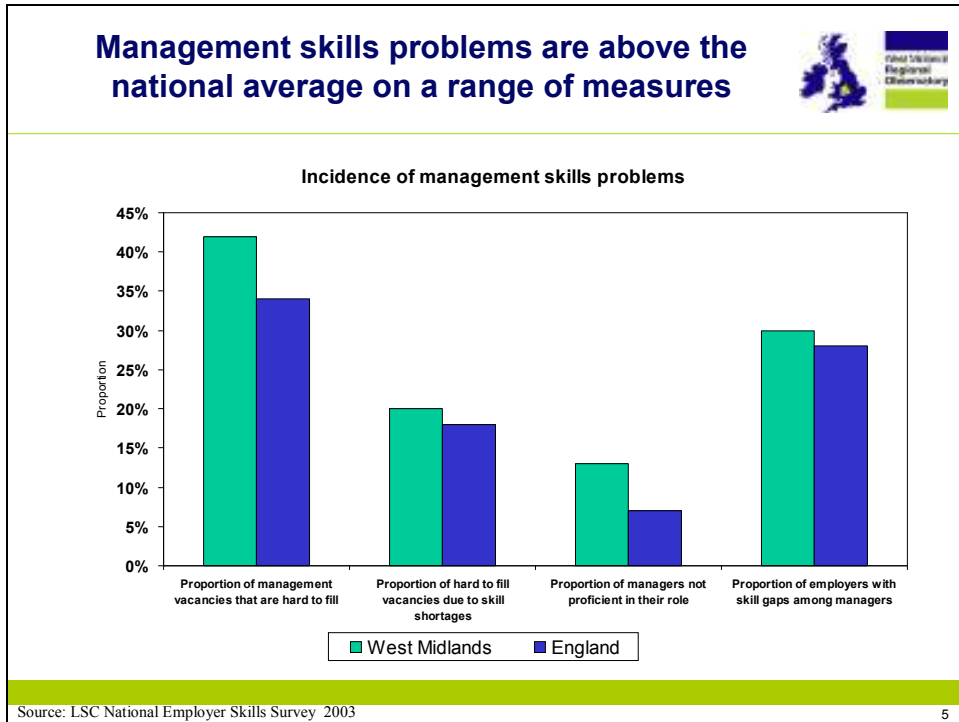
However, despite these examples of excellent practice in the Region the evidence suggests that overall there is a weaker demand for management skills than in many other parts of the country. Nevertheless while the West Midlands is forecast to experience the third slowest growth in net new management jobs in England, replacement demand generated by retirements and career changes will create substantial management job opportunities. Over the next decade more than 170,000 additional managers and leaders are likely to be required in the Region.



In the West Midlands management skills gaps and shortages are above the national average:

- Some 42% of companies with vacancies for managers are encountering problems in filling them, compared with 34% nationally
- Some 20% of hard to fill vacancies for managers are due to long standing skill shortages compared with 18% nationally

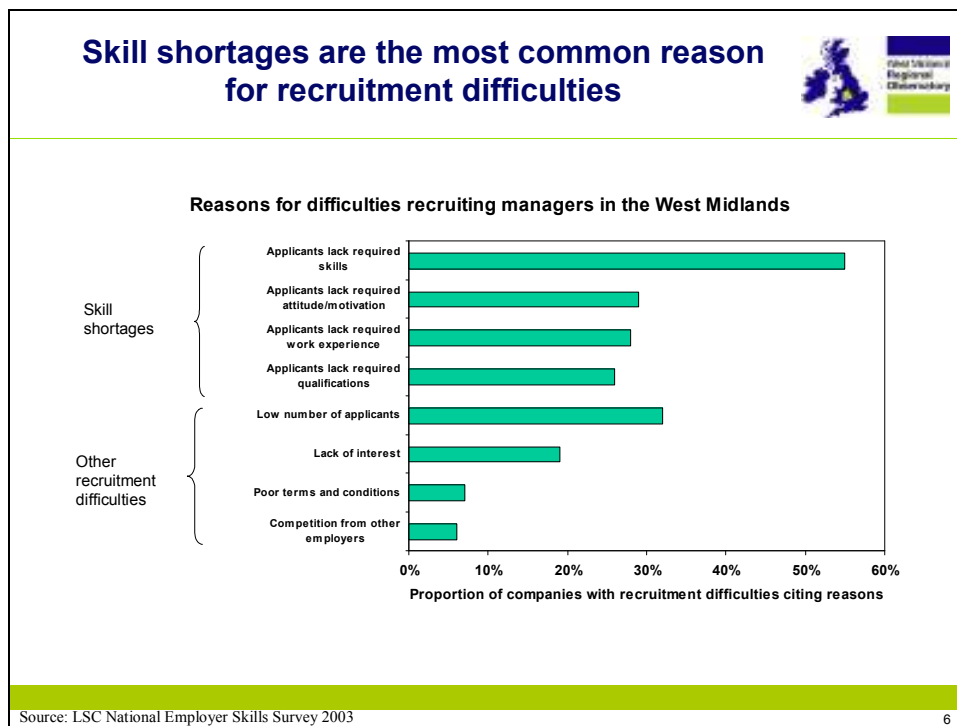
- Some 13% of managers are not proficient in their role compared with 7% nationally
- Some 30% of companies identify skill gaps among their managers compared with 28% nationally





# 11 Skill gaps among the Region's managers and leaders

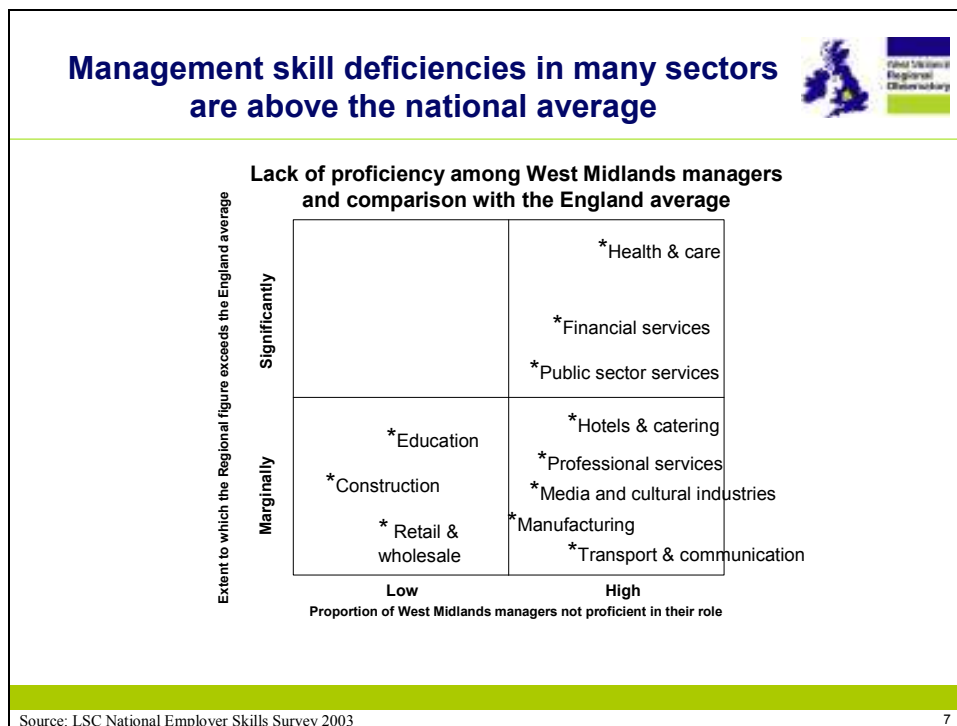
Of those companies in the Region with difficulties recruiting managers some 55% cite a lack of appropriate skills among job applicants, 29% cite a lack of the appropriate attitude or motivation, 28% cite a lack of appropriate prior work experience and 26% cite a lack of required qualifications



Skill deficiencies among West Midlands managers are significant in a number of sectors:

- In health & care, financial services and public sector services the proportion of managers deemed by their employer to not be proficient in their role is particularly high and significantly above the national average
- In hotels & catering, professional services, media & cultural industries, manufacturing and transport & communication the proportion is only marginally above the national average but still significant

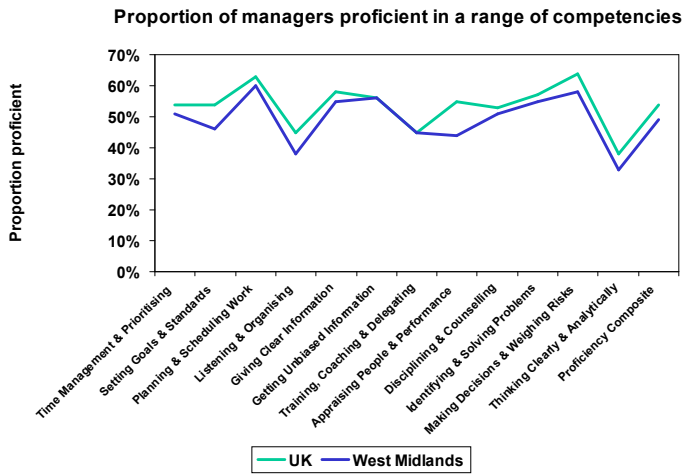
- In education, retail & wholesale and construction the proportion is lower but still above the national average.



There is deficit between management skills in the West Midlands and the rest of the country in a range of specific competencies<sup>13</sup>. Skill levels are significantly below the rest of the UK in the areas of setting goals and standards, listening and organising, appraising people and performance, making decisions and weighing risks and thinking clearly and analytically. Managers without prior qualifications and younger, more junior and less experienced managers tend to be least competent.

<sup>13</sup> It should be noted that this analysis draws a survey of managerial proficiency conducted by Shropshire Chamber of Commerce that is based on a relatively small sample of managers. While the findings are indicative of Regional and national trends more detailed, fine grained analysis is not possible

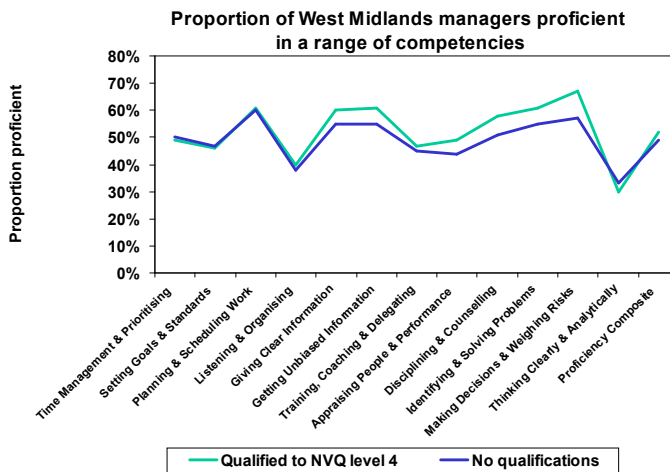
## The Region's managers are less proficient in a range of specific competencies



Source: Shropshire Chamber of Commerce – AWM funded West Midlands Management Matters Project

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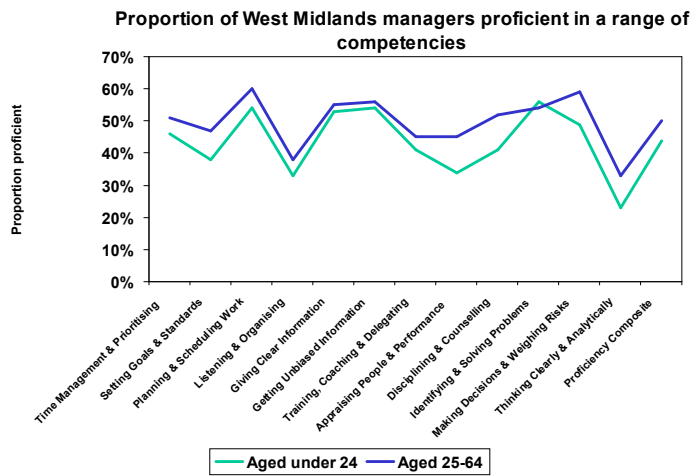
## Better qualified managers tend to be more proficient



Source: Shropshire Chamber of Commerce – AWM funded West Midlands Management Matters Project

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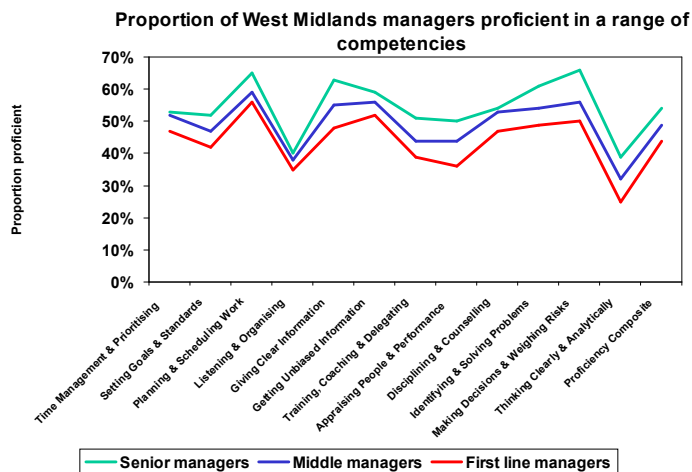
## Younger, less experienced managers tend to be less proficient



Source: Shropshire Chamber of Commerce – AWM funded West Midlands Management Matters Project

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## Middle and first line managers are less proficient than senior managers



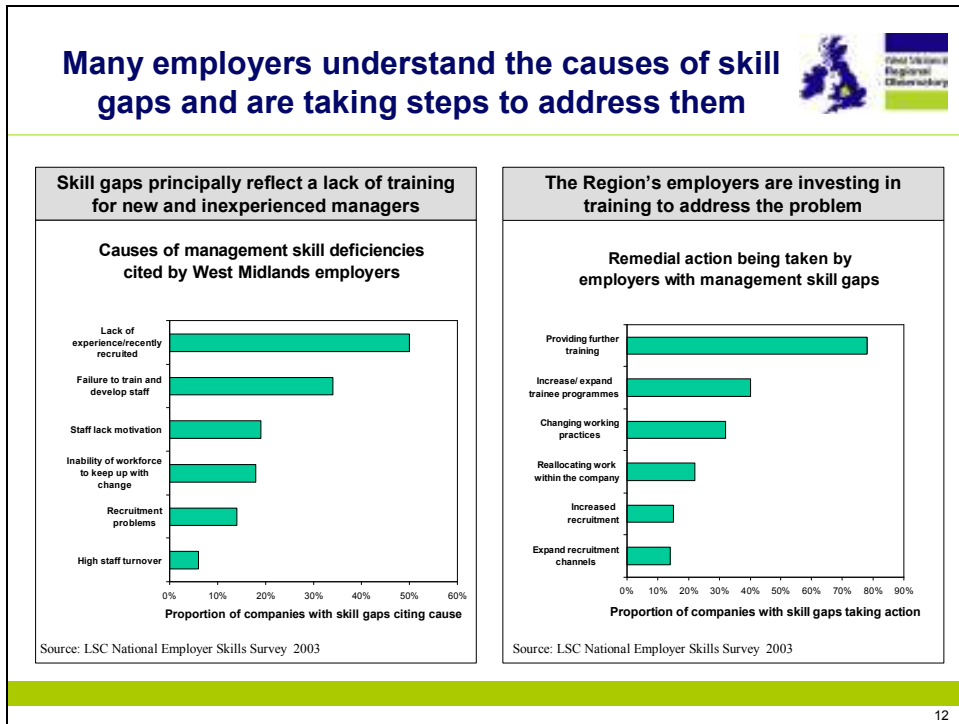
Source: Shropshire Chamber of Commerce – AWM funded West Midlands Management Matters Project

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Encouragingly, many companies are taking steps to identify the causes of management skill deficiencies and taking action to resolve them:

- 50% of those companies with management skill gaps highlight issues with newly recruited and inexperienced staff and 34% identify deficiencies in their training and development policies

- Some 78% are investing in new training provision and 40% are specifically expanding their trainee management programmes



# 12 Developing management and leadership skills

## 12.1 Common approaches

Research has identified a range of approaches to management and leadership adopted by strong performing, competitive businesses.<sup>14</sup>

- The development of specific leadership styles, for example a people centred approach which is often associated with increased morale and job satisfaction or a task focused approach which is often associated with better performance. The best leadership style, however, will adopt elements of both approaches.
- The adaptation of specific leadership styles depending on the nature of the task and the characteristics of subordinates. Examples include directive (focusing on clear task assignments), supportive (showing concern for employee well being and creating a good working environment), achievement-oriented (setting high expectations of employees) and participative (inviting employee input into decisions).
- Transformational leadership which is concerned with binding people around a common purpose and promoting change by facilitating, teaching and fostering cultures of creative change and growth.
- Distributed or 'dispersed leadership' which is shared among staff at different levels, for example within self-managed work teams, and requires a sharing of power between leaders and followers. Team members thus take on multiple leadership roles that include improving the team's environment, managing influence channels, horizontal networking and handling external relations, all of which demand strong interpersonal, negotiation and presentation skills.

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<sup>14</sup> AIM Management Research Forum in co-operation with the Chartered Management Institute: Leadership for Innovation, 2005

- The manager or leader as an ‘organisational architect’ that develops the organisations’ policies, strategies and structures. They also ensure their implementation via a process of facilitation, guidance and coaching.

## 12.2 Manufacturing case study

Research on the UK manufacturing sector highlights the particular management development approaches that companies have found beneficial. While a mix of work based learning (i.e. learning from doing), ideas and concepts (i.e. learning from books and courses) and social interaction (i.e. learning from people) has proved effective, the research identifies a range of specific catalysts for development<sup>15</sup>:

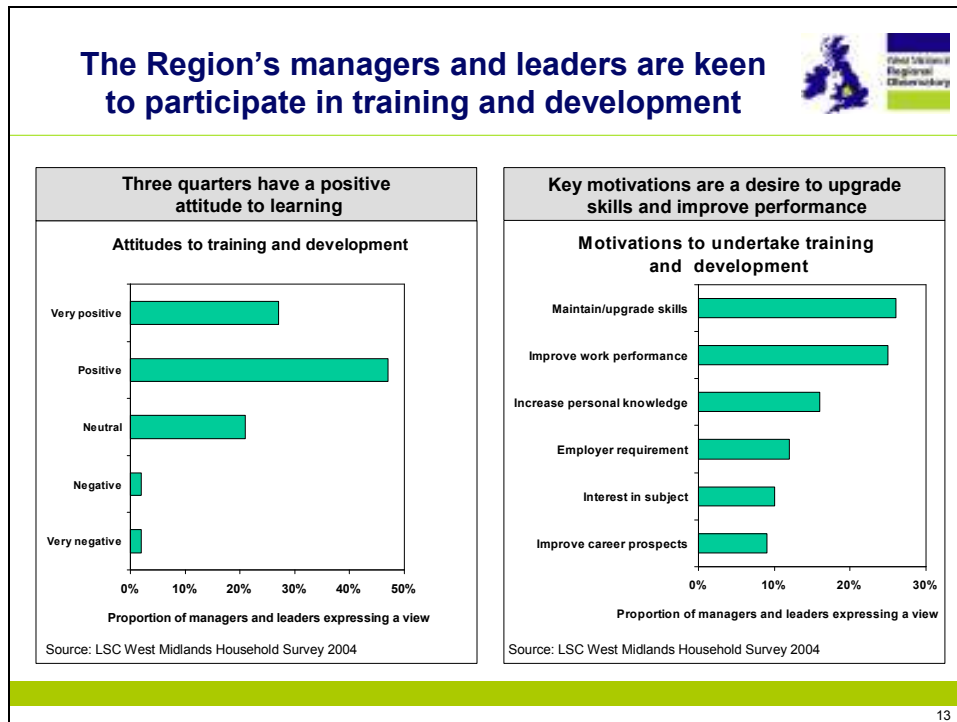
- Pursuing MBA programmes and other professional qualifications
- Training courses - stimulating reflection on the approach to management and leadership and changes in behaviour at work
- Mentoring and coaching – often on an informal basis
- Observing positive role models – gaining ‘leadership lessons’ both within work and outside (for example teachers, parents and other relatives)
- The impact of negative role models – stimulating the rejection of certain behaviours and the development of more appropriate management and leadership styles
- A significant leadership challenge at an early age – with a need to take risks and give people a significant level of responsibility and accountability, while they are in their twenties and early thirties
- Being ‘thrown in at the deep end’ and thrust into a leadership role, often completely unprepared, at very short notice – offering the opportunity to learn from success and any experiences of failure
- International or multicultural experience – reflecting on and dealing with different management and leadership styles
- Voluntary and community work – stimulating thinking outside the ‘comfort zone’ and challenging preconceptions
- Team sports – providing lessons about team work and motivation

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<sup>15</sup> The Manufacturing Foundation in partnership with the Leadership Trust Foundation: Stimulating leaders, 2005

## 12.3 Progress in the West Midlands

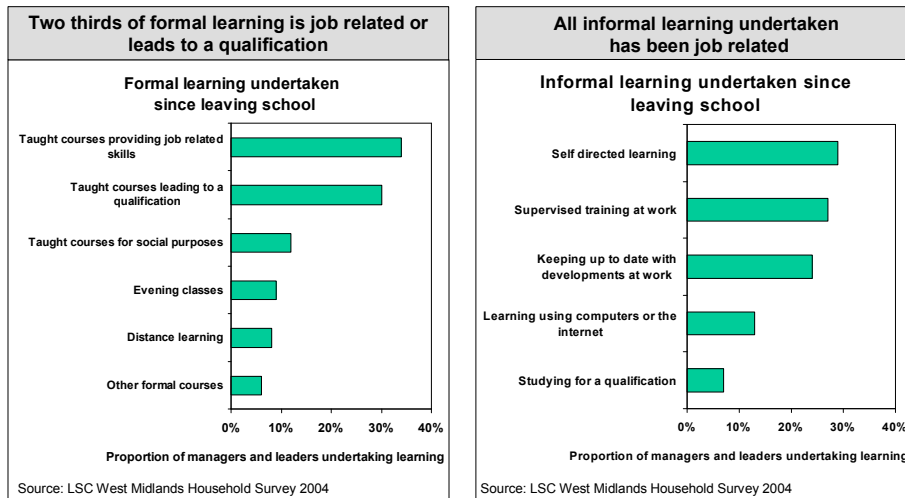
The evidence suggests that there is a strong motivation among the Region's managers and leaders to undertaking further training and development. Three quarters have a positive attitude to learning with nearly half feeling that further training and development would be useful and a further 27% feeling that such activity is essential. Key motivations are a desire to maintain and upgrade their skills and to improve their performance.



Much of the training undertaken is work related and designed to improve the performance of managers and leaders:

- Only 20% of those who have participated in formal learning since leaving school have been involved in evening classes and other courses for social purposes. More than a third have participated in courses providing job related skills and 30% have participated in courses leading to a formal qualification.
- All of the informal learning undertaken by the Region's managers and leaders has been job related. Nearly 30% of those participating in informal learning have done so under supervision in the workplace and nearly a quarter have done so to keep up with developments at work.

## The majority of training undertaken is work related and focused on improving performance

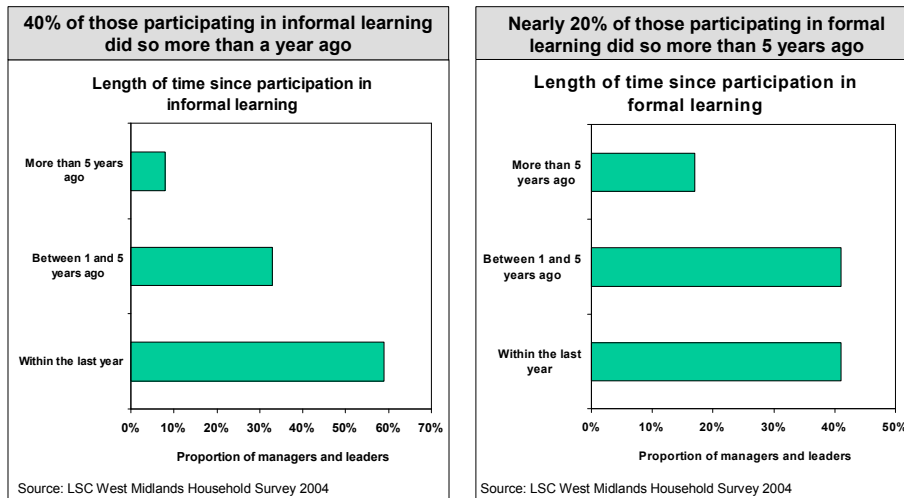


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However, there remains significant scope for further investment in management and development in the Region:

- A significant number of the Region's managers have not participated in any training and development since leaving school. Some 14% have not participated in any formal/taught courses and nearly 30% have not participated in any informal learning.
- Some considerable time has elapsed since many of the Region's managers and leaders undertook their training and development and their skills may be in need of updating. Some 40% of those participating in informal work based training did so more than a year ago and nearly 20% of those participating in formal training did so more than 5 years ago.

## The skills of many of the Region's managers and leaders may need updating



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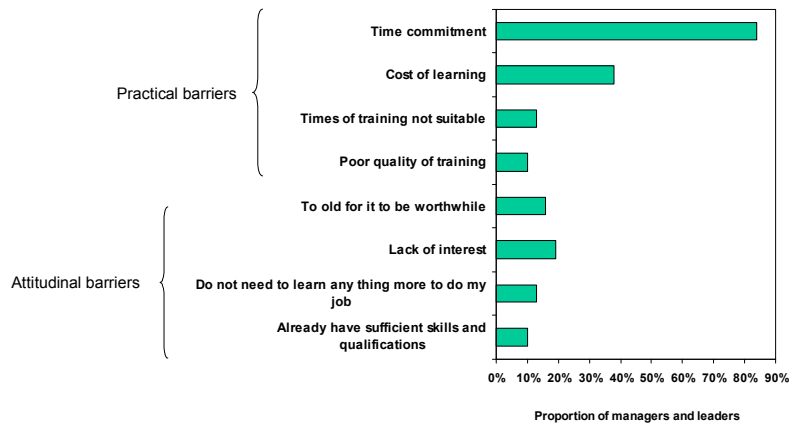
The Region's managers and leaders cite various barriers to participation in training and development:

- Practical issues include the time commitment required and the cost, timing and quality of training available
- There are also negative attitudes among some of the Region's managers and leaders with a general lack of interest, a view that they already have all the skills and qualifications they need and/or a perception that they may be too old for it to be worthwhile participating in training

## There are both practical and attitudinal barriers to participation in training and development



Barriers to participation in learning cited by the Region's managers and leaders



Source: LSC West Midlands Household Survey 2004

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## 12.4 The impact of regional management and leadership development initiatives

Existing programmes are already having a positive impact on the performance of the Region's managers and leaders and may offer examples of good practice on which to build. For example, qualitative feedback from participants in the Institute of Directors Management and Leadership Development Programme highlights the following tangible benefits:

- A great context for understanding the myriad of issues facing organisations today
- Time to reflect in an atmosphere that encourages you to challenge how well your company is run
- Adding breadth to knowledge in areas not covered in a functional director's role
- Better understanding of roles and responsibilities, benchmarking capability against others in your industry, sharing real experiences and skills
- Enhancing our approach to the process of change within the business
- Understanding of correct use of analysis and decision making tools
- A wider view of corporate governance issues

- Broader understanding of company law, financial and strategic matters
- A comprehensive grounding in corporate law

## Full Document Information

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