

LEADERSHIP AND MANAGEMENT SKILLS AND THEIR CONTRIBUTION TO ECONOMIC DEVELOPMENT

A presentation by Irene Bell, EDAS Board Director to the Cross Party Group on Skills

Scottish Parliament

27 February 2014



AIMS:

- To keep Topic on the agenda
- To share our members views on Leadership & Management
- To offer some perspectives on effective leadership
- To offer some perspectives on `new` economic and social models
- To gauge interest in engaging further...
- To make some short-term recommendations on the way forward...



What Do Our Members Say?

Different for each sector

Different interpretation of success

Different types
of leadership for
different goals
Different ways to
measure success

Public Sector

- Need long-term vision
- Ambition & Leadership missing
- Need a more Global Mind-set
- Take Chances
- Failed economic model
- Universities lack business engagement and leadership education

Third Sector

- Aim to deliver
 Outcomes
- Need to improve leadership to empower and deliver
- Foster an entrepreneurial spirit
- Grow the sector
- Culture and Values equal Leadership
- Improve the business model



What Did Our Keynote Speakers Say?

Mainly from a private sector perspective Different emphasis on relationship between leadership and productivity

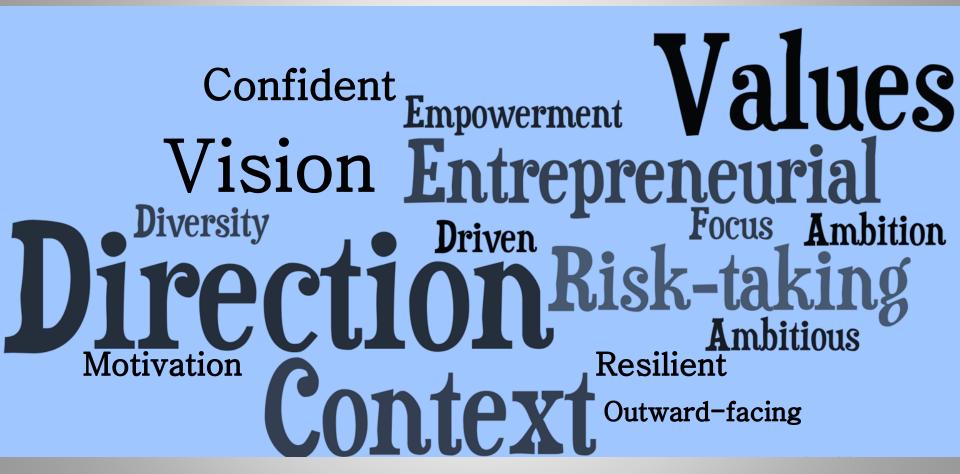
Ewart Keep

- Leadership defined in context deployed
- Difficult to measure the impact of individual leadership
- Leadership `style` or `strategic choice`
- Productivity comparisons unfavourable – why?
- Short-termism, lack of incentives, poor people mgt skills, weak TU`s...
- Role of the workplace

Crawford Gillies

- Ambitious leadership Vision
- Link between leadership and performance
- Effective leadership and impacts
- Leadership culture
- Nurture leadership
- Collaborate through SFP
- Graduates prepared in leadership skills
- Public sector should work to strengthen leadership teams

EFFECTIVE LEADERSHIP...



Despite 'Different Views' from 'Different sectors' Coalesce around:

- Attributes, Behaviours, Capabilities and Knowledge of Effective Leaders
- To the extent to which they are enabled to make strategic choices
- Impacts of `Poor` management or leadership
- Leadership for Growth
- Role of Universities in leadership development
- 'Failed' economic or business models

The Future – divergence or convergence? New Models or ways of thinking?

`GOOD CAPITALISM`

(Hutton, W. 2013)

MEASUREMENT
AND IMPACT OF
EFFECTIVE
LEADERSHIP PER
SECTOR

(UKCES Surveys, 2013 and The Strategic Forum/Strategic Partnerships in Scotland)

`SHARED VALUE`

(Porter, M. E. and Kramer, M.R. 2011)

LEARNING FROM ABROAD

(Payne, J. 2010)

LINK
BETWEEN
'INTANGIBLE'
ASSETS &
GROWTH

(UKCES, 2011)

COLLABORATIVE LEADERSHIP DEVELOPMENT

(`Leadership Strategy for Scotland`s Social Services`, 2014)



Creating Shared Value Video

https://www.youtube.com/watch?v= 1vK3cxnP6I4

CONCLUSIONS AND WAY FORWARD?



- Inconclusive...however, an opportunity to do things differently
- Involve the research community more move analysis and thinking forward
- Use to inform policy and practice
- What can we do now?

THANK YOU – ANY QUESTIONS?



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