

# ***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  
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## 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...

A word cloud of leadership traits on a blue background. The words are in various sizes and orientations, with 'Direction' and 'Context' being the largest. Other prominent words include 'Values', 'Entrepreneurial', 'Risk-taking', 'Vision', and 'Empowerment'. Smaller words include 'Confident', 'Diversity', 'Driven', 'Focus', 'Ambition', 'Ambitious', 'Resilient', 'Outward-facing', and 'Motivation'.

Confident Empowerment Values  
Vision Entrepreneurial  
Diversity Driven Focus Ambition  
Direction Risk-taking  
Motivation Ambitious  
Context Resilient  
Outward-facing

**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)

**`SHARED VALUE`**

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

**LINK  
BETWEEN  
`INTANGIBLE`  
ASSETS &  
GROWTH**

(UKCES, 2011)

**MEASUREMENT  
AND IMPACT OF  
EFFECTIVE  
LEADERSHIP PER  
SECTOR**

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

**LEARNING FROM  
ABROAD**

(Payne, J. 2010)

**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?**

## Selected References:

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- Strategy for building leadership capacity in Scotland's social services 2013 - 2015  
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- [Creating Shared Value Video https://www.youtube.com/watch?v=1vK3cxnP6I4](https://www.youtube.com/watch?v=1vK3cxnP6I4)
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- EDAS Keynote Speakers' presentations at <http://www.edas.org.uk>