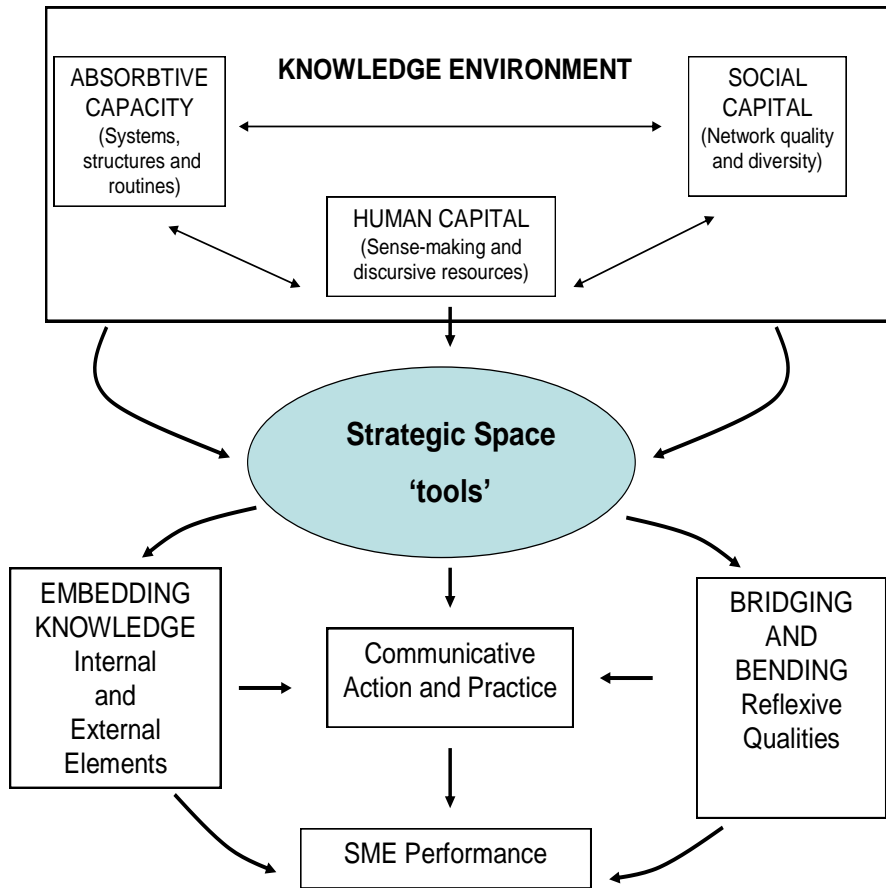




New Learning & Educational Insights: Research into Practice



Evolution of Business Knowledge



Human Capital:

The business's ability to communicate ideas to a range of people both internal and external in a language they understand.

Social Capital

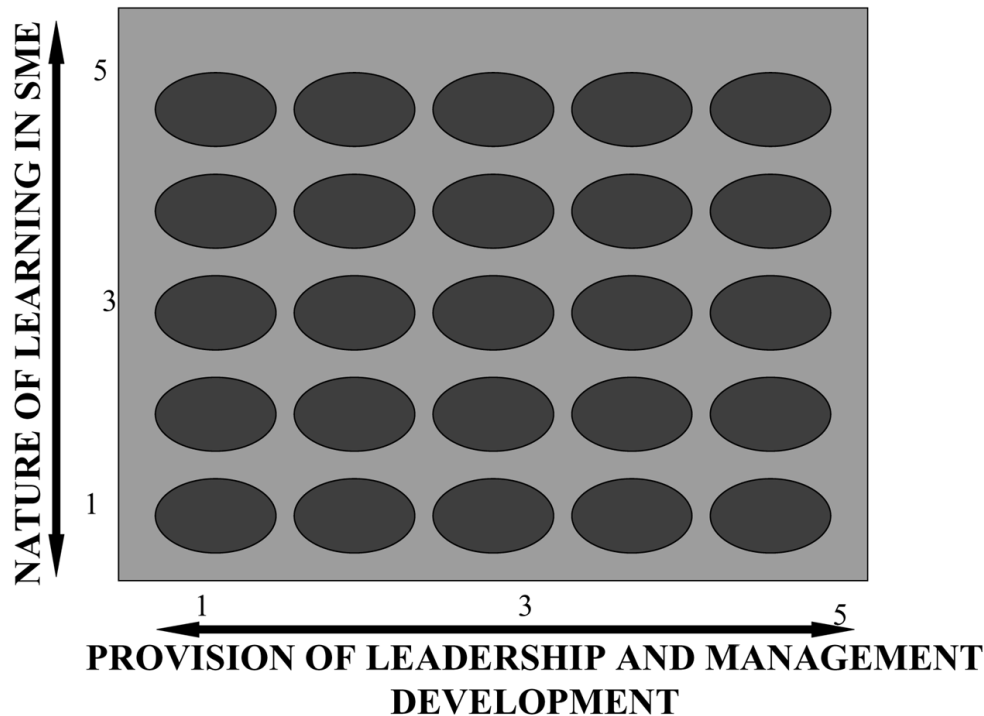
The business's ability to access learning and knowledge from others through the number and quality of relationships in both formalised networks and informal contacts.

Absorptive Capacity

The business's ability to embed routines for knowledge exploration reshaping and retention of knowledge.



How Businesses Learn



Creating Strategic Space

Business Growth

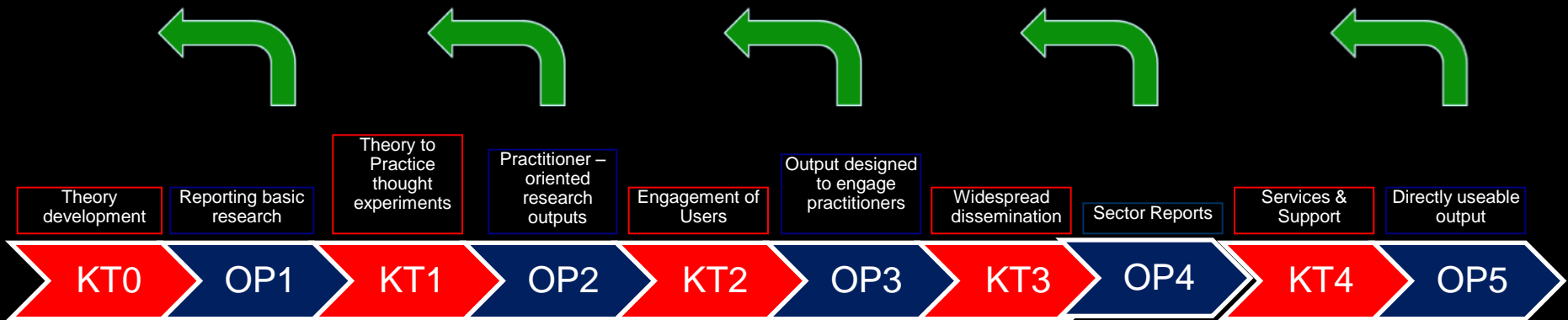
Intellectual Capital – academic input
Social Capital – networking
Financial Capital - £

Adapted from:
Thorpe et al (2008) *Towards 'Leaderful' Communities in the North of England*,
OakTree Press:Cork



Creating Impact

Renewal and Extension of Research Agendas



Enhance our capacity to create impact from our research



Leadership Development Principles UNIVERSITY OF LEEDS

Understand the Context and Build from it

Ensure that all development programmes take into account the lived experience of the manager and their day to day issues and problems linking into the 'best practice' appropriate.

Respond to the Time-frame as appropriate

Take into account the short-term planning horizons and business goals and enable the manager through the development process to embrace longer term strategic planning.

Determine the Measurement and what is valued

Using existing practices to provide a developmental learning programme that encourage the adoption of appropriate performance measurement systems.

Stimulate Entrepreneurship and Stretch

Assess the manager's existing capacity and design developmental activities to encourage the exploration of potential and stretch building on entrepreneurial behaviour incrementally.

Develop Communities of Practice

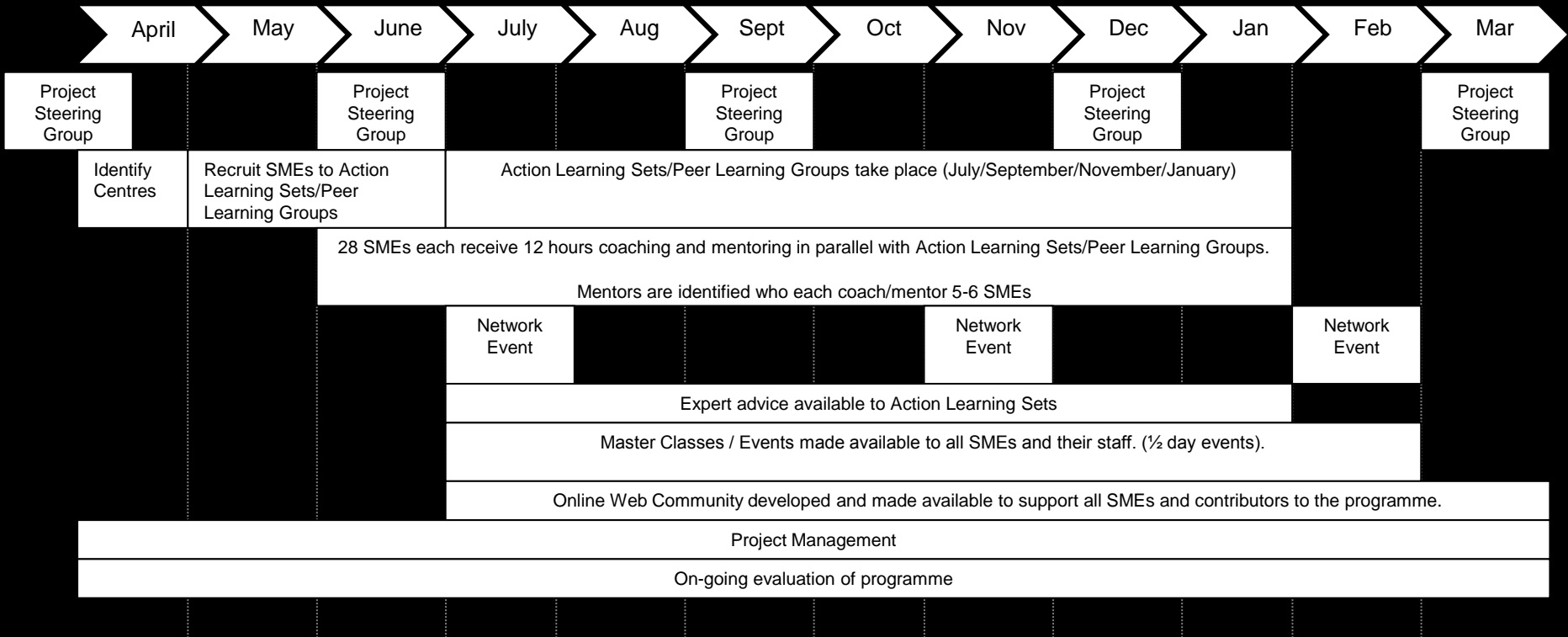
Ensure that the learning connects to action and considers the impact of the managers sharing information, seeking help from others resulting in the creation of collective knowledge which enables, sustains constructs and advances practice.

Enhance Belief, Confidence and Awareness

Use appropriate language, context and pedagogy ensuring all relate to the manager's business and to their own identity.



Leadership Journeys





Development of SMEs and individuals – c.219 organisations, c.396 individuals

Shared principles and ways of working – Journeys Model, Action Learning

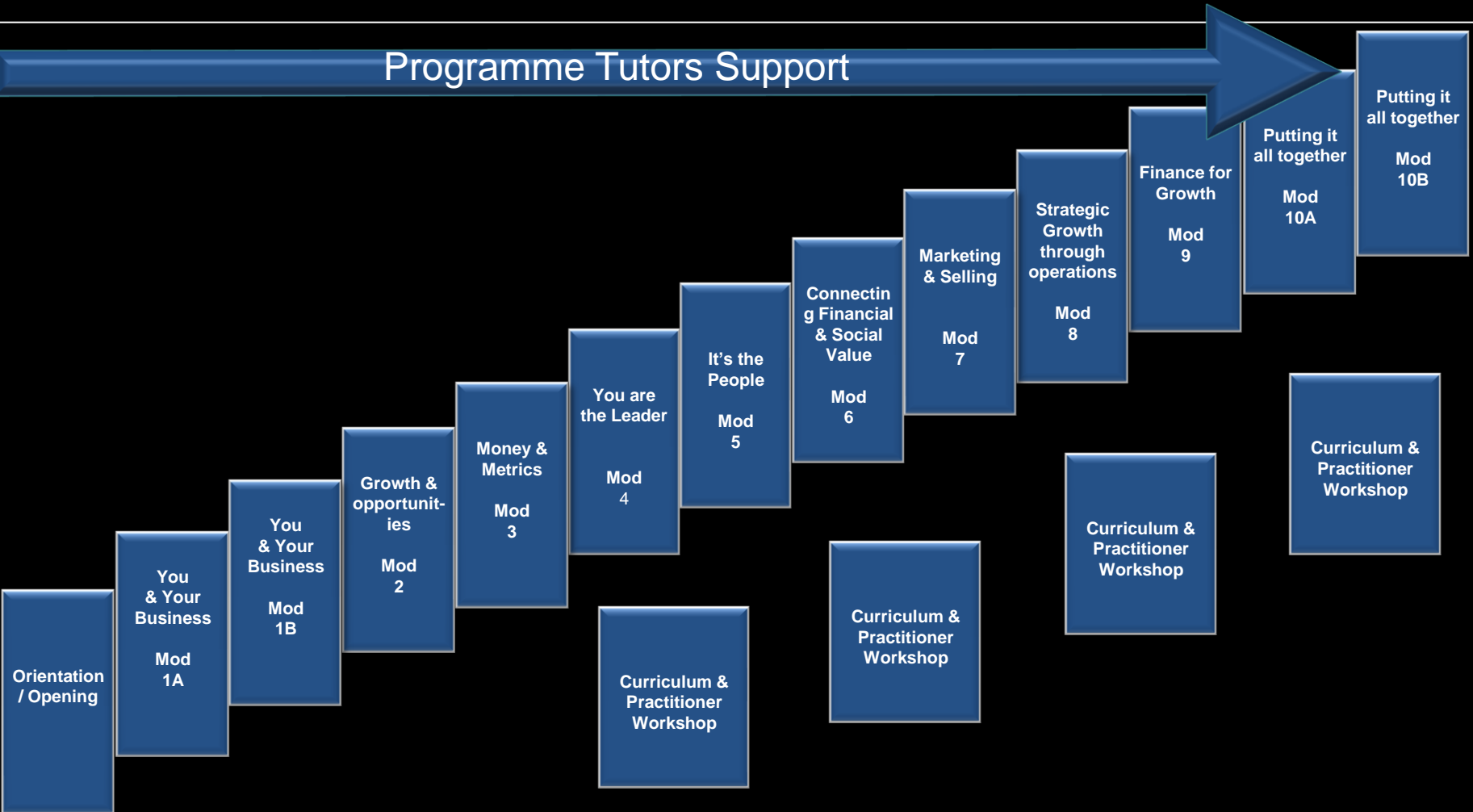
Collaborative Working – 10 Institutions working together in a network



10,000 Small Businesses Programme

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Programme Tutors Support





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Thorpe, R (2007). *The Evolution of Business Knowledge in SMEs: Full Research Report*. ESRC End of Award Report, RES-334-25-0015. Swindon: ESRC

Thorpe , R (2008). *Towards 'Leaderful' Communities in the North of England: Stories from the Northern Leadership Academy*, Cork: Oak Tree Press

Holden R, Nabi G, Gold J, and Robertson M, (2006). Building capability in small businesses: tales from the training front, *Journal of European Industrial Training*, Vol. 30 No. 6, 2006 pp. 424-440