

Where we are in 2012?

Northern Leadership Academy
Richard Thorpe
Leeds University Business School
Ossie Jones
University of Liverpool Management School

- A collaboration to raise the levels of leadership within the north. The aim being to close the widening gap in productivity between north and south
- 'think tank' to evaluate what works and collect evidence of good practice
- An advisory board to promote the initiative
- Programmes and a web –site to aid the dissemination of good practice

2005 – The Northern Way Initiative

- ESRC – Evolution of Business Knowledge in Small Firms
- NLA think tank research activities
- NWDA – LEAD and Action learning
- Allan Gibb and the work of the Small Business centre at Durham

The development of a research led knowledge base

What the grant proposal said:

- An initiative that goes to the heart of impact and engagement.
- Originally written for the Yorkshire and Humberside region its remit could be broadened to leverage more?
- The project had four features:
 - Scholarly engagement with the SME sector.
 - Maintain (support) the network of HEIs (and others) in a 'knowledge translation process for SMEs'.
 - Challenge the conceptual boxes that academia creates for itself which reduce HE ability to interact with the SMEs sector.
 - Develop constructive collaboration with other support agencies in order to enhance our ability to deliver support and intervene at various points in the knowledge translation value chain.

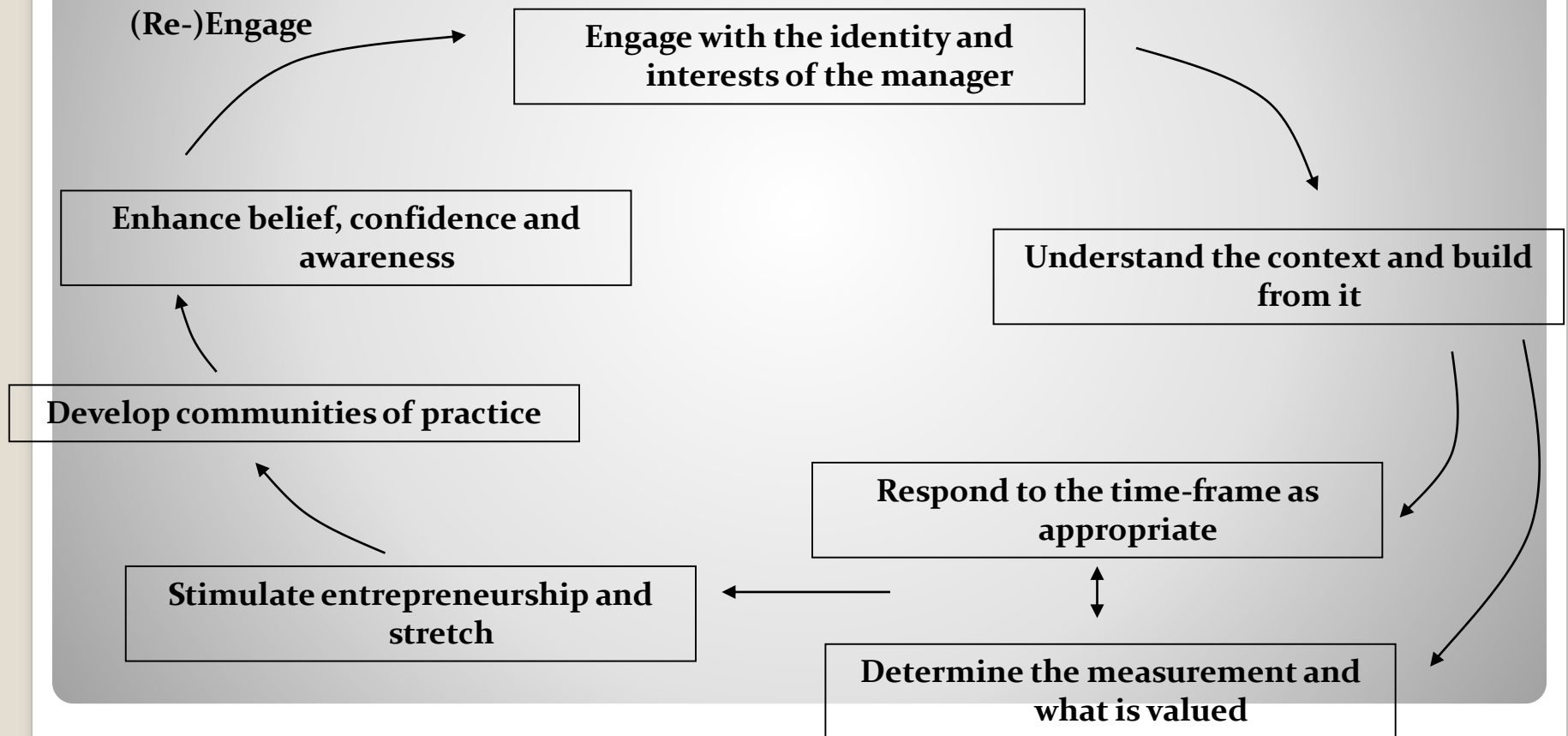
Follow on Grant as a catalyst

Regional GDP per capita levels, England Standard Statistical Regions, 1871–2007

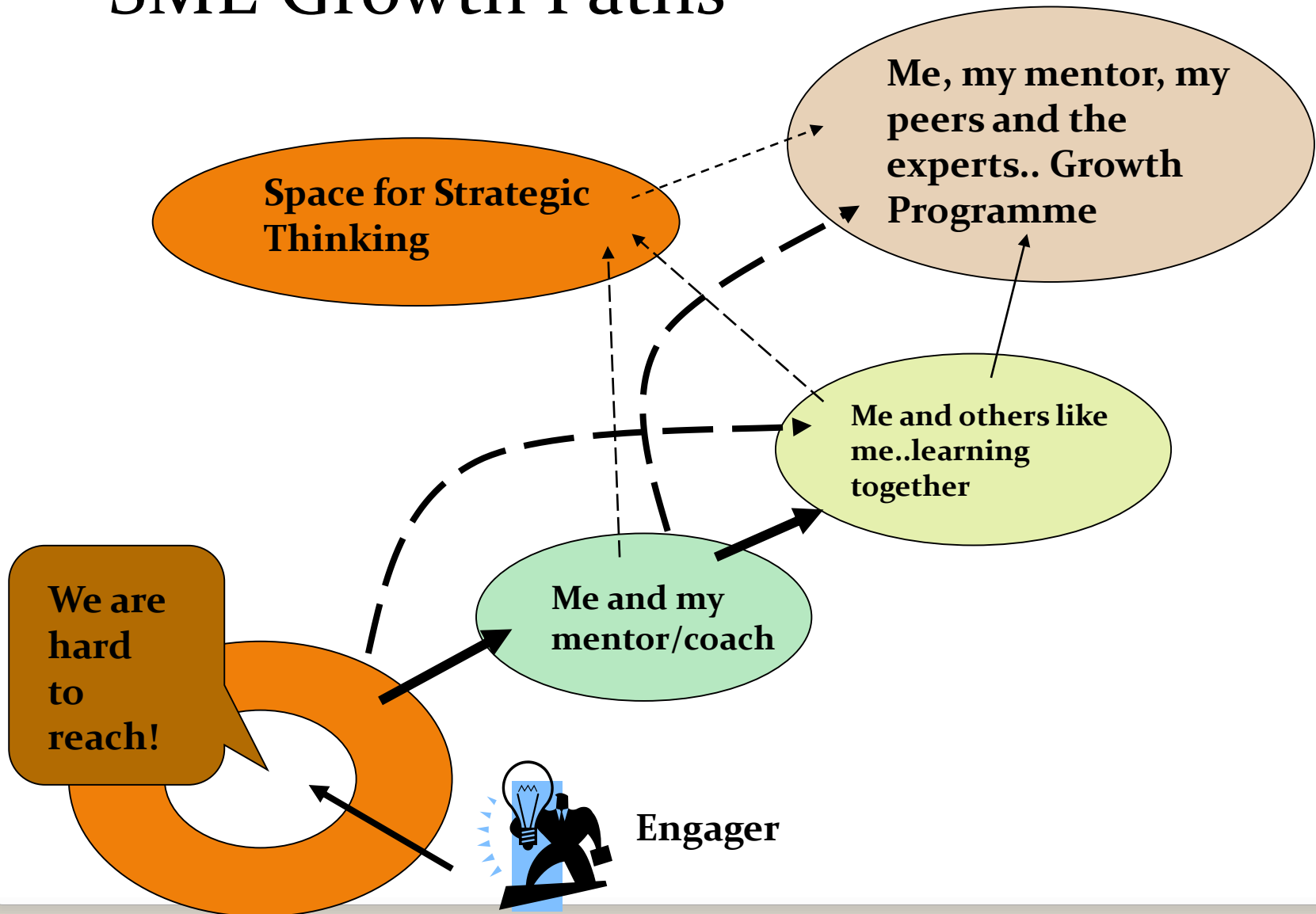
Standard Statistical Regions (UK = 100)	1871	1911	1981	2001	2007
London	141.9	165.6	126	133.9	164.9
Rest of SE	89.5	86.3	108.4	119.0	101.3
East Anglia	97.0	76.8	94.7	109.1	91.9
South West	88.6	85.7	91.8	88.4	89.3
East Midlands	106.2	90.6	91.9	91.0	86.2
West Midlands	84.8	78.4	95.6	89.7	83.4
North West	106.0	97.2	89.1	89.3	83.9
North	94.1	89.5	92.9	85.5	75.2
Yorkshire & Humber	91.3	76.2	90.2	75.6	81.6
Coefficient of variance (%)	10.8	15.8	11.4	16.9	17.7

Source: Crafts (2005a) and BIS calculations of ONS Regional Accounts

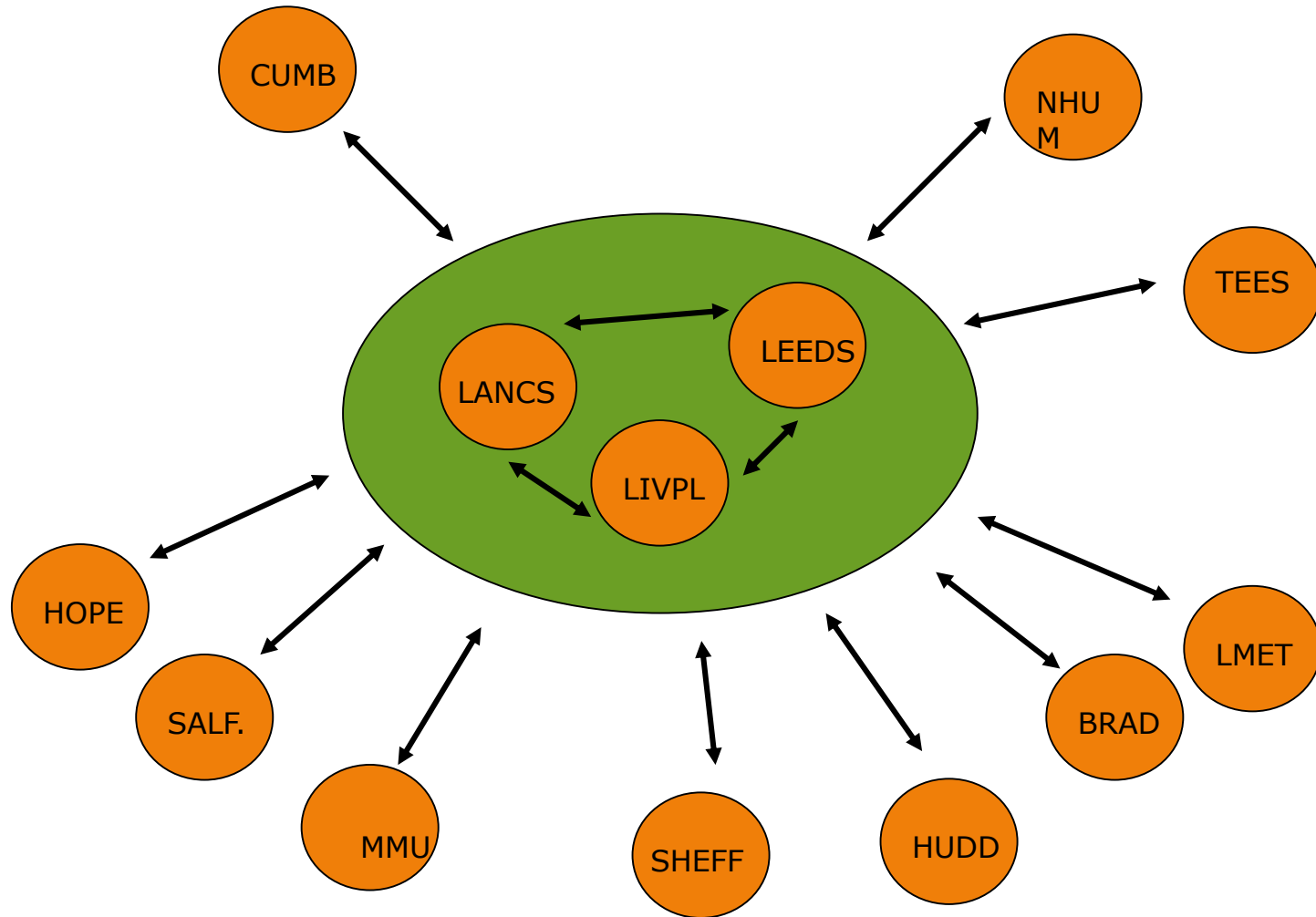
What Works in SME Leadership Development – NLA Principles



SME Growth Paths

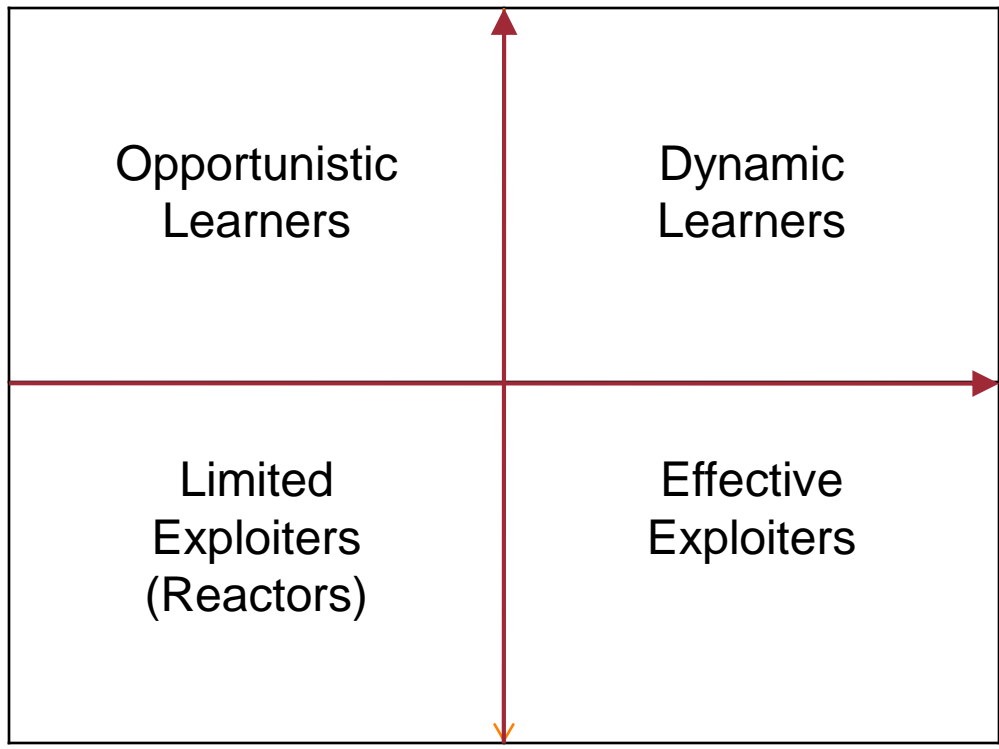


NLA PARTNER NETWORK



Knowledge and Growth in SMEs

Knowledge Exploration



Limited Communication & Reflection

Sophisticated Communication & Reflection

Knowledge Exploitation

Our proposal

1. Engagement to stimulate demand
2. Focus efforts on those SMEs in manufacturing, engineering and other high value-adding process sectors
3. Network Development – each HEI will support their local SMEs through the creation and development of networks that bring together high growth leaders
4. support SME leaders through coaching on an individual basis and action/peer learning
5. Access to 'experts' on demand
6. Knowledge Transfer Partnerships
7. Work with partners....SSCs, NSAs, our network
8. Connect to LEPs
9. Private sector support