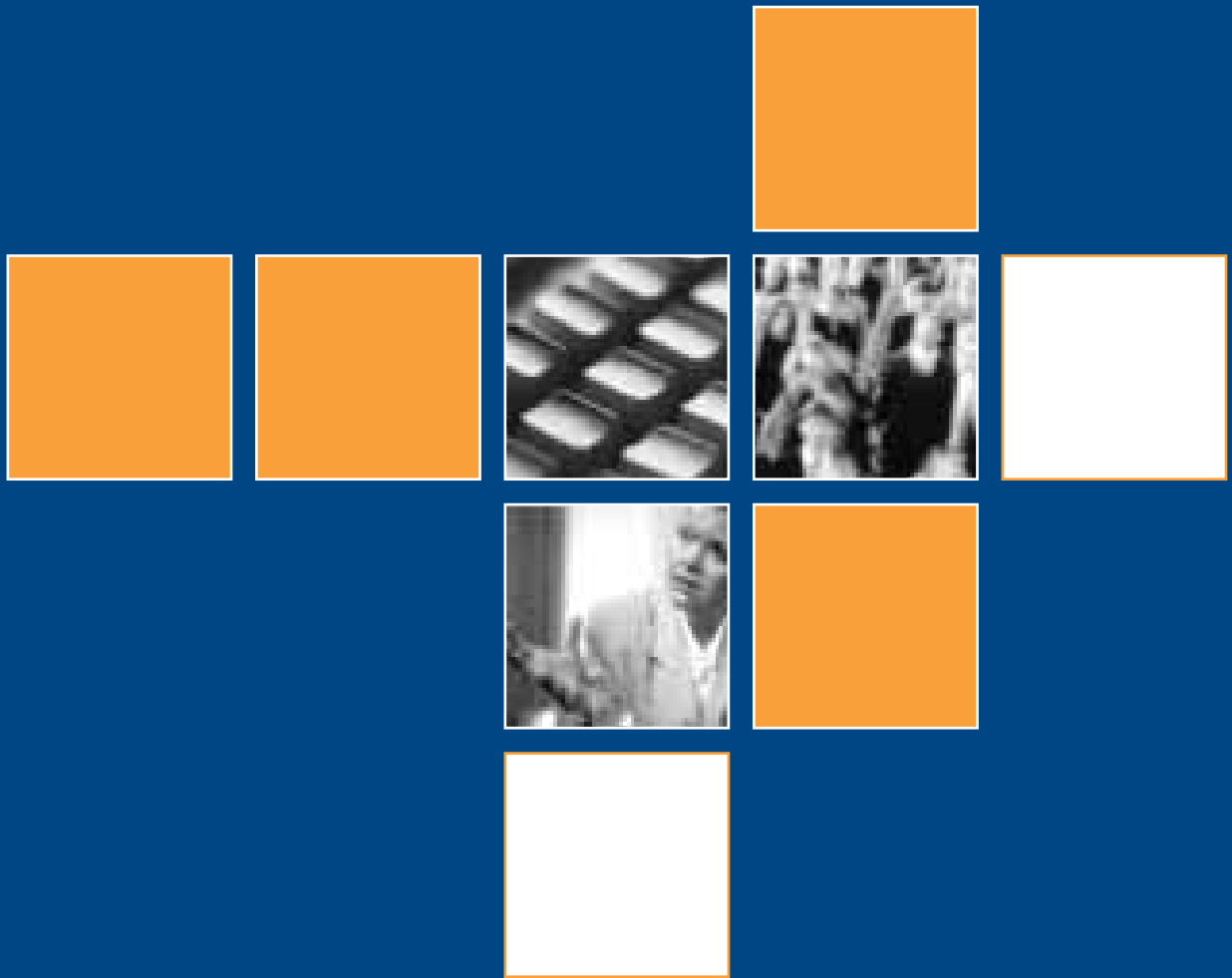


Joining Entrepreneurs in their World: Improving Entrepreneurship, Management, and Leadership in UK SMEs



Joining Entrepreneurs in their World:

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211 Piccadilly London W1J 9HF

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Telephone 020 7830 9780

Fax 020 7830 9781

The council for Excellence in Management & Leadership is an initiative established by the DfEE and the DTI in April 2000 to ensure that the UK has the managers and leaders of the future to match the best in the world

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Introduction

The Council for Excellence in Management and Leadership was established in April 2000 to develop a strategy to ensure that the UK has the managers and leaders of the future to match the best in the world. Each Council member undertook to chair a working group to address this aim from a particular perspective.

This summary highlights the thinking and recommendations of the SME Working Group, chaired by Sarah Anderson. The majority of the Working Group of eleven consisted of entrepreneurs (see Appendix 1)- vital to ensure that the recommendations were reflective of the reality of small businesses and not just the observations of experts and academics.

Overview

Small businesses are the backbone of the British economy, accounting for more than half of the UK's turnover. Failures are frequent and often are thought to be due to management and leadership weakness. Clearly, helping improve the quality, calibre and capacity of leaders in small and medium sized businesses can have a significant impact on the British economy.

Even more so because entrepreneurs provide the key to Workforce Development in smaller businesses. If entrepreneurs are not engaged, then their workforces will not be either. But small business entrepreneurs are also the hardest to reach and reluctant to engage in external activities away from their day to day business.

There is a plethora of schemes available, many publicly funded, the majority offering formal learning opportunities. However, entrepreneurs feel confused by the array of opportunities, find the approach bureaucratic and often irrelevant to their needs. There is little demand or desire for formal training opportunities and a strong preference for informal learning opportunities that mirror their own working practices.

The provision currently available is largely supply led - for us to achieve our goal of improving management and leadership abilities in entrepreneurs, it is vital that we stimulate demand and meet that demand with relevant, accessible solutions¹.

Entrepreneurs are clear about the abilities, skills and experience that are needed to be good managers and leaders. Whilst the language and tone is different, the core skills closely mirror those identified by the Council overall. Entrepreneurs emphasise that the crucial skills needed to build strong businesses are people abilities and strategic and analytical thinking abilities.

The real challenge is to join entrepreneurs in their world - stimulating demand, helping identify priorities for learning and giving the entrepreneur ownership of their own learning opportunities. Crucially, entrepreneurs must be responsible for making their own choices and decisions - the starting point must be for the entrepreneur to choose a partner they trust to help identify the priorities and challenges. This is most likely to be their accountant, bank manager, lawyer or a trusted 'mentor'.

The Working Group has developed four headline recommendations that can form the basis of a strategic approach to improving the management and leadership abilities of entrepreneurs. It is our belief that this is the first step to achieving healthier, stronger management skills right through small and medium sized businesses. In summary, the recommendations are:

1. Stimulate latent demand : Raise awareness of need and provoke curiosity to find out more
2. Enable entrepreneurs to assess priority development needs : Make widely available through intermediaries the Business Improvement Tool for Entrepreneurs (BITE) and other comparable self-assessment diagnostic tools
3. Sign-post entrepreneurs to potential solutions: Develop a qualitative sign-posting system, available on-line and through other media
4. Make it happen:
 - i. Recruit a network of intermediaries from the public and the private sectors
 - ii. Provide funds for a widespread marketing campaign
 - iii. Incentivise and stimulate informal learning opportunities
 - iv. Set up accountability, governance and monitoring framework.

The importance of SMEs to the British economy

Including the thinking of entrepreneurs is vital if the Council's aim is to be realised. SMEs are the backbone of the British economyⁱⁱ and, all too often, an unheard voice. This is partly because of the size, breadth and diversity of SMEs - it is also partly a reflection of the very challenges addressed in this report in terms of SMEs business demands frequently precluding engagement in formal processes and procedures. Entrepreneurs are also understandably reluctant to spend time away from the business.

	No Employees 0 employees	Small 1 to 49 employees	Medium 50 to 249 employees
No of businesses	2.59 million	1.1 million	26,000
Proportion of all UK businesses	69.6%	29.5%	0.7%
Proportion of UK turnover	7.4%	29.8%	13.9%
Proportion of UK private sector employment	13.5%	30.1%	11.5%

The Working Group decided to focus on the smaller scale SMEs ie those with less than 50 employees for three key reasons :

- The rate of closure of small, young businesses is high - 37.5% closing within the first three yearsⁱⁱⁱ and, often, the reason cited is poor management and leadership skills.
- Access to relevant learning is difficult, particularly for smaller businesses, where there is, perhaps, the greatest need.
- These are the entrepreneurs which are the hardest to reach; if we can engage them, then the bulk of the challenge will have been addressed.

The SME Working Group's Approach

Evidence Gathering

The Working Group believed that it was vital to understand the beliefs and opinions of entrepreneurs and achieved this by conducting a number of evidence gathering sessions^{iv}. In all, 30 entrepreneurs and SME managers gave evidence, broadly addressing the following three questions :

- What are the key management and leadership abilities that are needed in SMEs?
- How do entrepreneurs and their staff develop management and leadership abilities?
- What management and leadership development could/ should be provided for entrepreneurs and their staff?

Mapping the existing offer

In tandem, the Working Group commissioned a review and mapping of the existing offer for SMEs, considering availability, funding and access routes^v.

Developing hypotheses and propositions

Armed with the outputs from the first two stages, the Working Group developed a number of hypotheses and propositions to be taken forward. This included the development of a self assessment, diagnostic tool - the Business Improvement Tool for Entrepreneurs (BITE) (see Appendix 2).

Piloting BITE

The Business Improvement Tool for Entrepreneurs has been piloted with entrepreneurs both by academic researchers who tested its wording and impact, and by a number of intermediaries - potential partners in the delivery of BITE and its outcomes.

Engaging Intermediaries

The role and importance of intermediaries was highlighted by the witness testimonies - accessing advice and support for assessing business needs is vital to the success of any initiatives for supporting management and leadership development. It is clear that entrepreneurs will only fully engage if they are responsible for managing their own agenda, working with partners of their own choice. Therefore, the Working Group believed it crucial to engage intermediaries through a Task Force to assess their reactions to, and enthusiasm for, the propositions developed.

Summary of Key Findings

Entrepreneurs emphasised the importance of people skills and strategic and analytical thinking abilities as the crucial qualities for success. Task abilities such as financial skills and technical competence are important, but generally believed to be less fundamental to successful business development. Managers of SMEs broadly support this, although they are more likely to believe that task abilities are of greater importance.

There was, as you might expect, a rich diversity of personal and business experience amongst the people giving evidence. In spite of this, there were a number of patterns that emerged that have formed the basis for the development of the central propositions :

- Strong reliance on personal and informal practices including observation, informal mentoring, life experiences
- Some, limited, use of formal management courses was evident but always in addition to informal approaches and not as a substitute

“My view of leadership is a little anarchic and is completely against control, lots of formal reports, filling out forms, process skills... It’s about the skills of negotiating, promoting, listening, questioning, proving by example, leading in direction...” Quote from Entrepreneur

The entrepreneurial witnesses suggested several ways in which management and leadership support could be improved :

- Informal forums for sharing experiences
- Mentoring from a ‘trusted individual’ - typically this might be an entrepreneur’s accountant or lawyer, it might also be an individual who inspires them and who has relevant experience and expertise. The crucial issue is that it is an individual of the entrepreneur’s own choosing
- Rationalisation of existing support - entrepreneurs are confused by the existing offer, unaware of how to access it or assess quality, unmotivated by ‘courses’ and, often, not engaging with government funded intermediaries such as Business Link

In short, entrepreneurs want development opportunities to meet their needs.

The review of existing provision reinforced the beliefs of entrepreneurs. The mapping exercise demonstrated that there is a plethora of publicly funded initiatives, many of which appear to be driven by Government agendas and funding, rather than any direct demand from SMEs themselves. In summary, the existing provision is thought to be very ‘supply led’ and there is a crucial absence of ‘demand led’ solutions that understand and reflect the needs of the entrepreneur. The key to successful provision of support for management and leadership development in SMEs is to join the entrepreneur in their own world, providing support that reflects their own personal aspirations and ambitions and enables the entrepreneur to take ownership of their own development.

For management and leadership development to be effective, it must be integral to the entrepreneur's life - quite simply, the evidence suggests that entrepreneurs will probably not engage if it means taking actions outside their own world.

“I think small businesses need to learn from other small businesses and those people in business support, whether they are a private consultant, whether they are an accountant, whether they are a solicitor, whether they are a banker, whoever they may be, their role is to actually provide the contacts into a network, if you like, of other small businesses and coaches and mentors and non-execs.” Quote from Entrepreneur

Moving Forward

The Working Group has developed an approach that, the Group believes, has the capability for stimulating demand amongst entrepreneurs and then providing access to solutions that will meet that demand and enable them to develop and enhance their management and leadership abilities.

The thinking and recommendations fall into four key areas :

- Stimulating demand amongst entrepreneurs
- Enabling entrepreneurs to assess priority development needs
- Sign-posting entrepreneurs to potential solutions
- Making it happen

“... you have got to start with a clean sheet of paper and you’ve got to start developing things that entrepreneurs and small businesses actually feel are appropriate and stop packaging solutions that have been developed elsewhere for large companies and just throwing them at small firms and hoping they work.”
Quote from Entrepreneur

Recommendation 1 : Stimulate demand amongst entrepreneurs

Stimulate demand amongst entrepreneurs, raising awareness of the management and leadership challenges and provoking curiosity to find out more.

- Distribute a ‘Cosmo’ style quiz and an invitation to choose a trusted individual to assist the entrepreneur with a self-diagnosis (see Appendix 3)
- Intermediaries promote and encourage entrepreneurs to devote an hour to a self-diagnosis
- Promote success stories, of fellow entrepreneurs
- Work with existing entrepreneur networking groups and organisations, eg Academy of Chief Executives/ Cluster Groups

Recommendation 2 : Enable entrepreneurs to assess priority development needs

BITE, the Business Improvement Tool for Entrepreneurs, is a self assessment diagnostic tool, designed and evaluated by entrepreneurs, to enable them to understand their own, and their staff’s, development needs. We need to:

- Market BITE and other comparable self-assessment diagnostic tools through existing networks, organisations and business advisors;
- Allow partner branding of BITE

Ensure diagnostic tools meet the following criteria, at least :

- They help entrepreneurs to explore their own management and leadership strengths and needs
- Non-experts can administer them
- They provide sign-posting to a range of learning opportunities, not just a particular product
- The entrepreneur remains in the driving seat

The National Federation of Enterprise Agencies, NFEA, manages the Business Volunteer Mentoring Associations programme, through its network of Enterprise Agencies and through other agencies supporting start-ups and micro businesses. Currently, volunteer mentors for start-up and micro businesses are using BITE with their clients in Nottinghamshire, Derbyshire and Leicestershire. The volunteer mentors find BITE an effective and accessible way of stimulating discussions about the skills of the entrepreneur in a manner which is non-threatening and encourages personal reflection. It is working well, supporting the aim that BITE could be administered without needing special training or expertise.

Recommendation 3 : Sign-post entrepreneurs to potential solutions

Entrepreneurs are very ‘time poor’ - having stimulated initial interest and enthusiasm, it will be crucial to capitalise on this effectively and immediately. A sign-posting system will enable the entrepreneur - with a self-chosen trusted individual, if they wish - to identify development opportunities, including informal options.

The suggested blueprint for the sign-posting system would be :

- Accessible through multiple points of contact
- To include informal as well as formal development opportunities
- Available in different ways, including Internet based
- Free to entrepreneurs, providers and others
- To include non-qualification opportunities as well as qualification courses
- Qualitative so that entrepreneurs can make informed decisions, for example, each entry to carry a review from an identified entrepreneur - along the lines of the book reviews at Amazon.com
- Learning opportunities to be described in laymen’s ‘outcome’ terms

Substantial Government funds need to be made available for the start-up and development of such a sign-posting system and consideration will also have to be given to the cost of its on-going maintenance. This proposal forms part of a bigger proposal from CEML to develop an on-line sign-posting system linking individuals, organisations and providers to learning needs matched by appropriate development opportunities.

The University for Industry (Ufi) Hub in Leicestershire has mapped BITE against part of the 'learndirect for business' portfolio. For trialling purposes, it has developed a ‘stand alone’ diagnostic for use by entrepreneurs that relates issues raised by completing BITE to specific courses within the learndirect portfolio of short manageable chunks of learning. This version of BITE is currently being piloted with a number of learning centres in the county, many of which are private providers with extensive links to small businesses.

Recommendation 4 : Making it happen

i. Recruit a network of intermediaries from the public and the private sectors through a widespread marketing campaign

CEML has formed a group of more than twenty intermediaries, from the public and the private sectors, to work as a Task Force to evaluate these proposals and to help develop ways of implementing them effectively (see Appendix 4). The Task Force has met three times and has been enthusiastic about BITE and the process of engagement with entrepreneurs which we have developed through the other recommendations. It is encouraging that a number of the Task Force members are already taking the agenda forward in their own organisations. Our involvement of intermediaries needs to be built upon to recruit a comprehensive network committed to the process of engagement with entrepreneurs.

BITE has been promoted to Business Link operators through the Small Business Service and is currently being used in 5 Business Link areas in a variety of formats, reflecting the underpinning design of BITE as a tool to be taken into the world of the entrepreneur. It is, for example, being used as a tool in peer based learning groups; intermediaries - banks and solicitors - are also being encouraged to use it in their interaction with entrepreneurs in a professional capacity. A similar approach is being adopted through the National Training Organisation networks in the West Midlands.

ii. Provide funds for a widespread marketing campaign

A widespread marketing campaign needs to be mounted to raise awareness among intermediaries and entrepreneurs. Some limited funds will need to be made available from Government (through SBS) for this purpose and also for providing scope for the development, marketing and distribution of the BITE and other appropriate materials.

Many of ACCA's own members are small firms themselves and could be interested in branding BITE as one of their own products, as they do for generic audit and assurance products. ACCA has undertaken to inform their members of the development of this new diagnostic tool, developed to alert entrepreneurs to their wider needs, which could present ACCA members with new business opportunities. The response to this approach and the take-up from ACCA members is currently being tracked.

iii. Incentivise and stimulate demand for informal learning

The lack of support from Government for informal learning methods needs to be reversed. It will be important to recognise the contribution of management and leadership development through such informal learning as mentoring, skill swapping, work-shadowing, cluster and networking groups and non-executive directors. We recommend that a substantial Challenge Fund for Informal Learning is created to support and enhance existing networks and clusters and informal learning opportunities.

iv. Set up accountability, governance and monitoring framework

CEML has recommended to Government that a new Strategic body for Management and Leadership is set up in order to implement the strategy which they propose. This body should oversee the SME work by :

- maintaining and formalising the role of the Intermediary Task Force, to manage the development and transition of our proposals
- setting up an accountability and governance framework for the Task Force.

We expect that this body will have the authority to make sure these proposals in their entirety, and the other proposals which CEML recommend, are implemented. If Government does not accept the Council's proposals for the Strategic Body, then we strongly recommend that either the LSC or the SBS takes responsibility for the delivery of the proposals for SMEs. We also recommend, in these circumstances, that the Small Business Council monitors progress on an annual basis.

Conclusion

Entrepreneurs have developed this strategy for fellow entrepreneurs – for that reason, we believe it will be successful. Initial signs are very encouraging: intermediaries – banks, accountants, Business Links, Chambers of Commerce – are enthusiastic and piloting BITE. Sign-posting is the final building block for success and we strongly support and endorse the Council’s proposal for an on-line sign-posting system. For this to be successful, it must provide access to local learning opportunities, formal and informal, supported with qualitative, objective appraisals of their effectiveness, tailored to identified needs.

Appendix 1

Members of the SME Working Group

Sarah Anderson CBE (Chair SME Working Group), Chief Executive, Mayday Group

Simon Bartley, Consultant

Tony Cann CBE, Chairman, Group of Private Companies

Viki Cooke (Chair SME Task Force), Joint Chair, Opinion Leader Research

Ram Gidoomal CBE, Chairman, Winning Communications

William Kendall, Chief Executive, Whole Earth Foods

Paul Kiss, Managing Director, Abbey Pynford plc

Keith Moxham, Managing Director, M & F Components Ltd

Professor Ken O'Neill, Professor of Entrepreneurship and Small Business Development, The Management Institute, University of Ulster

Andy Powell, Chief Executive, NTO National Council

Tony Robinson OBE, Chairman, Small Firms Enterprise Development Initiative (SFEDI)

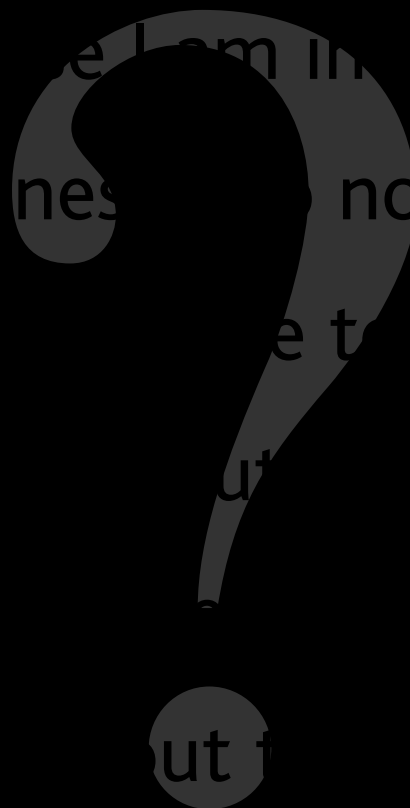
Chris Steel, Managing Director, Steel Design

Dr Lew Pierren, Policy Research Consultant, CEML

Appendix 2

Business Improvement Tool for Entrepreneurs

Business Improvement Tool for Entrepreneurs



This quote is from one of the entrepreneurs who had just completed the Business Improvement Tool for Entrepreneurs (). They enjoyed the opportunity to sit back for once with a trusted friend or advisor and decide what steps they could take to develop themselves and their business further. What you will get from BITE is entirely personal; you won't receive any formal assessment, feedback or results. The benefit of going through the questions is developing your own way forward. All your answers remain confidential.

Management
Leadership

Eight Key Areas

The questions below cover eight key areas that entrepreneurs say are important to success.

Do not feel obliged to slavishly answer every part of BITE, if an area or question isn't working for you then move on. For example, the questions in areas 4 and 5, *motivating others* and *delegating to others*, are most appropriate to those entrepreneurs who employ staff.

1. Decisions, strategies and setting goals

- Can you smile happily, knowing that the business is achieving the things you set out to achieve with it, or might your smile be hiding some frustration? Why do you feel this way?
- What important decisions did you take in the last year which had a really positive effect on your business? What decisions were less successful? How do you feel about making these tricky, 'need to get it right' decisions?
- Do you have a clear vision and strategy for your business? Who knows about what you want to achieve? Would it help to involve more people in taking important decisions? Why?
- If you wanted to sell your business tomorrow, how ready would you be and could you put a value on it?

How could you improve your decision making and goal setting capabilities?



2. Creating personal drive

- Is your get up and go still there or has it nearly got up and gone – just how motivated have you felt in the last year? Why do you feel this way?
- What things in the business perk you up and make you really want to make things happen? What things just sap your drive, confidence and willingness to keep pushing the business forward?

How could you increase your get up and go still further?

3. Communicating with others

- Have you got the 'gift of the gab' or do you find it difficult to communicate with others?
- How well do you communicate with staff, customers and others? Do they buy into your vision and are they inspired to think the world of you and your business?

How can you improve your communication with others?

4. Motivating others

(Feel free to skip this area if you have no staff)

- Do your staff enjoy their day at work or are they watching the clock? Why is this? What is your staff turnover? Is this too high?
- Are you and your staff team players or can you occasionally spot a knife in the back or a solo performance that leaves the rest of the team in disarray?
- Are you putting enough into developing your staff? What opportunities are provided for them?

How could you improve your ability to pep up your team?

5. Delegating to others

(Feel free to skip this area if you have no staff)

- How well do you manage your time?
- If you either had to (for example – illness) or chose to (for example – a holiday of a lifetime) take three months away from the business, what would your business look like when you came back? How happy would you be with this?
- What examples can you give, over the last year, when you've delegated to others? How did it go?

How could you improve your delegation?

6. Winning business

- What made the difference between the best deals you struck this year and the ones you'd rather forget?
- Are you doing as much as you can to win and keep customers? Why is this?

How could you improve your ability to win and keep business?

7. Keeping control of quality and administration

- If 'wow' is for super-efficient, all singing, all dancing and 'yuk' is for 'seat of the pants' not very efficient ways of keeping everything going – do your systems feel closer to 'wow' than 'yuk'? Why is this?
- Do you feel happy that your systems protect you from disaster or someone robbing you of your data or dosh?
- Is the Internet and e-business doing the business for you? If not, why not?

How could you improve the performance of your quality and administrative systems?

8. Dealing with money

- How comfortable do you feel dealing with your accounting and finance?
- How do you feel outsiders like banks judge your finances?

How could you improve your control of money and finance?

QUICK SUMMARY

We've now looked at eight areas that are important to success. In answering the questions on these areas – which are the most important things you've raised that you feel you must do something about? (Somewhere between four to ten points are certainly enough). KEEP THESE IN MIND AND TURN OVER THE PAGE – and we'll try and prioritise these things and look at ways you can deal with them.

Please turn over >

Appendix 3

'Cosmo' version of Business Improvement Tool for Entrepreneurs

...GET SOME BITE BACK INTO YOUR BUSINESS ...RIGHT NOW!

The Business Improvement Tool for Entrepreneurs (BITE)

was developed by owner managers of small businesses for owner managers of small businesses. It helps you to work out where you're going and choose how you're going to get there. IT'S FREE AND YOU DON'T DO IT ALONE.

As one entrepreneur said, "Because I am involved in the business I do not always get enough time to sit down and think about the business. What this does is prompt you to think about things."

SO NOW CHECK OUT IF YOU'RE READY TO BITE -

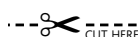
If, for the three questions below, on a scale of 1 to 5 (1 – being 'unsure, less than confident, 5 – being 'it's cool, super confident') you score less than unlucky 13 – then YOU'RE REALLY READY TO BITE!

If you wanted to sell your business tomorrow, how ready would you be and could you put a value on it?
(1 - 'Call me later!' to 5 - 'A great deal – done and dusted!')

Are you running the business or is the business running you?
(1 - 'Overrun by the business' to 5 - 'The business runs itself')

Are you doing as much as you can to win and keep customers?
(1 - 'er...no!' to 5 - 'peak performance!')

Have you scored under 13?... then use your FREE BITE voucher below



CUT HERE

YOUR FREE BITE VOUCHER

This voucher entitles you to a FREE interview with a person you choose to ask you the BITE questions. At the end of the interview you can decide how you wish to take things forward. You will not be sold anything. All the organisations below are committed to conducting the BITE free of charge to their customers/clients. So if you know and like an adviser from any of these organisations - you could ask them to conduct your BITE interview.

If you prefer to choose someone else to conduct your BITE then you can obtain a copy of the BITE, free of charge from 0800 121212 or by visiting www.smallbusinessbitesback.com

Participating organisations include: Banks - Lloyds TSB, HSBC, RBS/NatWest, Barclays ...
Accountants - Association of Certified Chartered Accountants, Institute of Chartered Accountants in England and Wales, Baker Tilly ...
Small Business Advisers - British Chambers of Commerce, National Federation of Enterprise Agencies, Business Links, Learn Direct ...
Investors in People (UK), Federation of Small Businesses ...

Council for Excellence in
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Appendix 4

Members of the SME Task Force

Viki Cooke, Joint Chair, Opinion Leader Research

David Battersby, Managing Director, Hospitality and Leisure Manpower

Cameron Beard, Development Director, SME Market, learndirect

Alan Bretherton, Chief Executive, National Federation of Enterprise Agencies

Anthony Carey, Institute for Chartered Accountants (England and Wales)

Mike Davis, Group Public Policy Director, Barclays Bank plc

Brian Dunsby, Senior Vice President – Special Interest Groups, International Council for Small Business

John Evans, Gerald Thomas & Co

Samantha Gemmill, Managing Director, Creative Media Matrix

Teresa Graham OBE, Senior Partner, Baker Tilly

Martin Henry, Chairman, Centre for Enterprise

Professor Robin Jarvis, Head of Small Business, Association of Chartered Certified Accountants (ACCA)

Alan Jones, Chief Executive, Wales Management Council

Ian Kinder, Small Business Service, Department of Trade & Industry

Professor Andrew Lock, Dean, Leeds University Business School

Norman Makler, Business Education Support and Training Policy Unit, Federation for Small Businesses

Fiona Mellett, Organisation Development Manager, Chamber Business Enterprises, Manchester

Stephen Nightingale, Business Marketing, HSBC plc

Stephen Pegge, Head of External Affairs, Lloyds TSB Business

Chris Pierce, Professional Standards Executive, Institute of Directors

Dr Ken Poulter, Director, Small Business Service, Department of Trade & Industry

Tony Robinson OBE, Chairman, SFEDI

Peter Russian, Development Manager, Investors in People UK

Dr Michael Sanderson, Chief Executive, Engineering and Marine Training Agency (EMTA)

Don Scriven, Chairman, West Midlands Regional Management Skills Group

David Sears, Deputy Director General, British Chambers of Commerce

Mark Smith, Business Implementation Manager, learndirect

End notes

- i The Performance and Innovation Unit Report on Workforce Development also emphasises the importance of a demand-led approach, recognising the challenges which this poses for the supply-side. In Demand, Adult skills in the 21st century, PIU Report, December 2001.
- ii Department of Trade and Industry (1999) Small and Medium Enterprises (SME) Statistics for the United Kingdom 1998, SME Statistical Unit, DTI, August, URN 99/92.
- iii Small Business Service Statistics April 2001, <http://www.sbs.gov.uk/statistics/survival2001.pdf>
- iv See Perren, L. and Grant, P. (2001) Management and Leadership in UK SMEs: Witness Testimonies from the World of Entrepreneurs and SME Managers, Council for Excellence in Management and Leadership, London.
- v See Perren, L.J., Davis, M. and Kroessin, R. (2001) Mapping of UK SME Management and Leadership Development: Organisations, Initiatives and Fragmentation, Council for Excellence in Management and Leadership, London.

Notes

Notes

The Council for Excellence in Management and Leadership, chaired by Sir Anthony Cleaver, was established in April 2000 by the Secretaries of State for Education and Employment and for Trade and Industry. Its aim is to develop a strategy which will ensure that the UK has the managers and leaders of the future to match the best in the world.

This report was prepared by the SME Working Group, one of a number of Groups established by the Council to develop its work. The Group is chaired by Sarah Anderson CBE, a member of the Council.