

## 1.0 Introduction

The development of management and leadership skills in the economy has gained prominence across government.<sup>1</sup> The government along with other stakeholders such as, the Wales Management Council, ELWa, the Welsh Development Agency, and the Council for Excellence in Management and Leadership, have all recognised the importance of good management skills to the economy as a whole.

The Agenda for Action Strategy compiled by the Wales Management Council highlights research inside and outside Wales since 1999 has confirmed a lack of hard information about manager numbers and take-up of MLD. One of the key strategic aims of the strategy is:

*'To ensure managers can make an informed choice of the best management and leadership development solutions for their business or organisation and themselves, and increase their involvement and participation in MLD activities'*

### 1.1 The Research Brief

Cardiff Business School was commissioned by ELWa to conduct a research study into the provision of management and leadership training and development in Wales.

The main objective was;

*"To determine the level and nature of current provision of management and leadership development and training in Wales".*

Two key aims were highlighted in the tender:

- Examine current management and leadership development training in Wales
- Map existing provision, including identifying any potential gaps in provision

These will underpin the future development of a comprehensive database of organisations in Wales offering services in this area.

The focus of the brief was to concentrate on quantitative as opposed to qualitative data.

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<sup>1</sup> DTI/DfEE (2001), HM Treasury (2000), PIU (2001)

The project team would like to thank all the representatives from both the public and private sectors that have contributed to this report.

## 1.2 Methodology and Report Structure

This report presents the findings from the detailed research programme undertaken by the consultancy team between November 2003 and March 2004.

The project is based on an analysis of a variety of primary and secondary data. Secondary information was drawn from sources of published material, academic literature, government departments, consultancy reports and web-based material.

Various documents were retrieved and reviewed from established sources, such as the Small Business Service (SBS), The Council for Excellence and Management (CEML), the Sector Skills Development Agency (SSDA) and the Department for Trade and Industry (Dti).

The report is structured into the following sections:

**Section Two** contains information on the mapping of existing support. It also includes an overview of the research methodologies adopted which included a mix of desk based research, quantitative research (e.g. questionnaire surveys and analysis) and qualitative research (e.g. face to face consultations).

**Section Three** presents the findings of our quantitative assessment of providers of management and leadership development (MLD) in Wales. The analysis provides an insight into the types of organisations offering MLD, how they are funded and information on their client base.

**Section Four** provides a SWOT analysis of the existing Learning Network, examining the complex relationship between Influencers, Funders, Employers and Deliverers. The focus is on the network in Wales; however brief consideration has been given to organisations outside Wales.

**Section Five** concludes the report with a summary of the findings and recommendations.

Finally there are a number of Appendices that provide background information in terms of the research process undertaken.