

# HRD & Leadership Research Unit

*Knowing how to inspire, create and develop talented leaders*



The HRDL is partnered by:





### The Problem

Organisations such as the CBI, the Institute of Directors (IoD) and the Chartered Institute of Personnel and Development (CIPD) all agree that two of the biggest challenges facing employers are developing effective leaders and harnessing the talent of their workforce.

Meeting these challenges are also recognised by the UK Government and the EU as critical in securing future prosperity and economic recovery. Whilst there is much existing research on the three topics of leadership, leadership development and talent management. Current knowledge and understanding is limited of how these connect and how best to integrate organisation practice on each to achieve maximum impact.

### The Solution

Leeds Business School is establishing a new research unit known as the Human Resource Development & Leadership Unit (HRDL).

The unit will draw together current projects related to Human Resource Management (HRM), Human Resource Development (HRD) and Talent Management from within Leeds Business School as well as from across Leeds Metropolitan University. It will also initiate new projects and disseminate and share new knowledge to inform organisational and professional practice.

HRDL will work closely with the renowned Centre for Diversity in the Professions also situated within the Leeds Business School. Leadership development and talent management are both of critical importance in professional services. Diversity issues arise in all sectors and contexts

when employers engage in developing leaders and managing talent. The staff and research of the unit will bring added value to the work and outputs of the HRDL.

### The Opportunity

To launch HRDL, Leeds Business School will partner with a maximum of ten sponsor organisations. The focus of these partnerships will be the specific research project.

### Developing talented leaders

**Purpose:** To investigate and assess models and practices of leadership development and their application in their relevance to talent management

**Research Questions:**

- What processes are adopted by employers to identify and select leadership talent and how and why do these vary by sector?
- How do employers develop identified leadership talent and how and why does this vary by sector?
- What measures and indicators do employers use to assess effectiveness of leadership development and how and why does this vary by sector?
- Which models and processes of leadership talent development are most effective in varying contexts; e.g. organisation size, economic sector and industry/market.

**Methods:** Multiple case studies drawing on access to sponsor organisations and other employers.

**Duration:** Three years

**HRDL can provide a broad umbrella of services and needs for each project which will be of interest and relevance to each sponsor. We can also provide sub-projects which can be more focused and specific to your organisations needs.**



## The Benefits

### Gold Level £15,000 per annum for three years

Nominate one person as a member of the Project Steering Committee. The Steering Committee will meet three times per year and will advise on and contribute to shaping specific questions and sub-projects within the overall project.

- Two delegate places at an annual conference for and exclusive to project sponsors. The annual conference will disseminate results of the research projects and also provide networking opportunities with other sponsors and members of Leeds Metropolitan University's research community.
- Five days consultancy per annum from a member of HRDL on a subject/topic of their choice.
- Two seminar/master classes held annually exclusively for project sponsors.
- Two classes held annually on a subject/topic of the sponsors choice.
- Staff development opportunities for staff employed by project sponsors; for example through contributing to research activities, workshops, seminars and guest lectures.
- Sponsor name and logo to be featured on all centre publicity materials including HRDL web pages on Leeds Metropolitan University's website.
- Returns associated with Corporate Social Responsibility through sponsoring university research and the public good.

### Silver Level £10,000 per annum for three years

Nominate one person as a member of the Project Steering Committee. The Steering Committee will meet three times per year and will advise on and contribute to shaping specific questions and sub-projects within the overall project.

- Two delegates place at an annual conference for and exclusive to project sponsors. The annual conference will disseminate results of the research projects and also provide networking opportunities with other sponsors and members of Leeds Metropolitan University's research community.
- Two seminar/master classes held annually exclusively for project sponsors.
- Two classes held annually on a subject/topic of the sponsors choice
- Staff development opportunities for staff employed by project sponsors; for example through contributing to

research activities and to workshops, seminars and guest lectures.

- Sponsor name and logo to be featured on all centre publicity materials including HRDL web pages on Leeds Metropolitan University website
- Returns associated with Corporate Social Responsibility through sponsoring university research and the public good.

### Bronze Level £5,000 per annum for three years

Nominate one person as a member of the Project Steering Committee. The Steering Committee will meet three times per year and will advise on and contribute to shaping specific questions and sub-projects within the overall project.

- One delegate place at an annual conference for and exclusive to project sponsors. The annual conference will disseminate results of the research projects and also provide networking opportunities with other sponsors and members of Leeds Metropolitan University's research community.
- One seminar/master class held annually exclusively for project sponsors.
- One class held annually on a subject/topic of the sponsors choice.
- Staff development opportunities for staff employed by project sponsors; for example through contributing to research activities and to workshops, seminars and guest lectures.
- Sponsor name and logo to be featured on all centre publicity materials including HRDL web pages on Leeds Metropolitan University's website.
- Returns associated with Corporate Social Responsibility through sponsoring university research and the public good.



## The Expertise

The Unit and project will be directed by Professor Jim Stewart, Running Stream Professor in Human Resource Development. Jim designed and developed the Doctorate in Business Administration at Leeds Business School. He is an internationally renowned researcher and writer who has authored and co-edited 13 books and conducted research projects on HRD and talent management funded by the UK Government, the European Union, the Economic and Social Research Council, the Chartered Institute of Personal Development in the private and public sectors. Jim is Chair of the University Forum for HRD, an international network of universities, and holds three appointed national roles with the Chartered Institute of Personnel and Development.

Professor Jeff Gold is a member of the Unit and will provide a leading contribution to the project. Jeff is Professor of Organisational Learning at Leeds Business School and like Jim he is a prolific researcher and writer. He works closely with a number of large employers on leadership development, talent management and coaching interventions and is the co-author with Richard Thorpe and Alan Mumford of Leadership and Management Development; Strategies for Action and co-editor with Alan Mumford and Richard Thorpe of Gower Handbook of Leadership and Management Development. Jeff was a founding member and currently a Fellow of the Northern Leadership Academy.

Vicky Harte is Research Officer of the Unit and was formerly Research Officer of the Leeds Metropolitan University Institute for Enterprise. Vicky has extensive

experience of designing and conducting research studies in enterprise, entrepreneurialism and education including longitudinal projects. Her work on design of evaluation studies has been published across Europe.

Dr Rick Holden is a member of the Unit and will contribute his expertise to the project. Rick is Principle Lecturer (Research) in Leeds Business School and a former Director of an earlier HRDL Research Unit in the school. He is editor of the Journal Education and Training. Rick has researched extensively on the graduate labour market, education and training methods, life long learning, SME growth and development.

Other members of the Unit and contributors to the project will be drawn from the HRM Subject Group in the Business School. Members of the Group include experienced and skilled researchers who also have extensive experience of professional practice and working with employers. They include but are not limited to the following.

Dr Crystal Zhang  
 Dr Niki Kyriakidou  
 Dr Julia Claxton  
 Dr Helen Rodgers  
 Vivienne Griggs  
 Catherine Glaister

The HRDL Unit will have close links with the Leeds Metropolitan University Centre for Diversity in the Professions led by Professor Hilary Sommerlad and will call on the expertise of Hilary and other members of the Centre in examining the diversity implications of leadership development and talent management.

7133

## Contact Us

Professor Jim Stewart  
 Room 505  
 The Rose Bowl  
 Leeds Metropolitan University  
 Portland Way, Civic Quarter  
 LS1 3HE  
 Tel: 0113 812 7008  
 E: j.d.stewart@leedsmet.ac.uk

Vicky Harte  
 Room 505  
 The Rose Bowl  
 Leeds Metropolitan University  
 Portland Way, Civic Quarter  
 LS1 3HE  
 Tel: 0113 812 7008  
 E: v.harte@leedsmet.ac.uk



[www.leedsmet.ac.uk/fbl/HRDL](http://www.leedsmet.ac.uk/fbl/HRDL)