



SE Leadership & Management Skills Survey - Summary Findings -

John Gilsenan, Market Dynamics
Prepared for SE Regional Skills Forum
29th Nov 2024

Background / Methodology

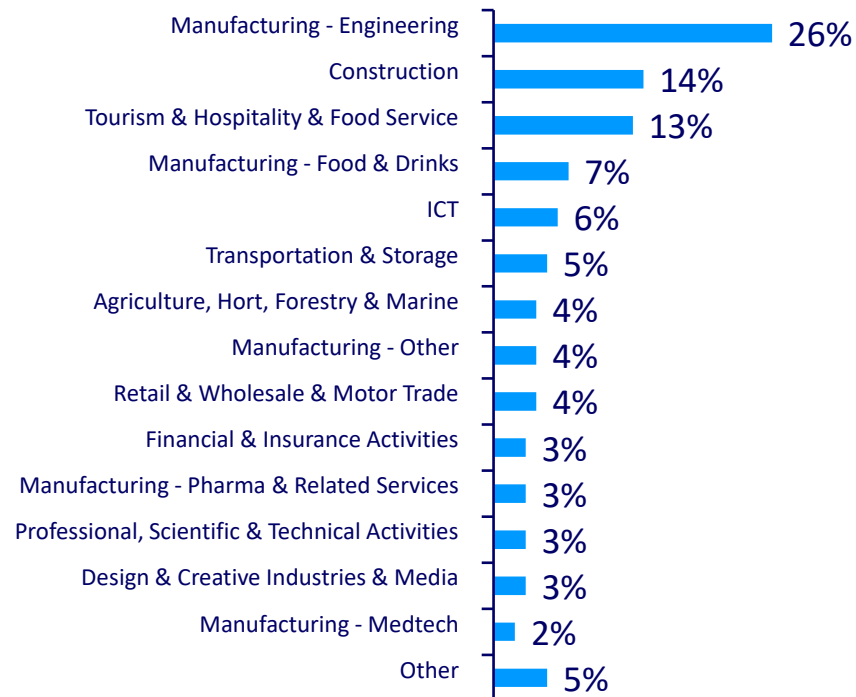
- SE Regional Skills Forum – survey project to assess upskilling needs across all enterprise types in the South-East region to investigate management skills and ensure regional education/training is optimally aligned to regional enterprise requirements.
- Market Dynamics commissioned to conduct combined online / phone survey
 - Short questionnaire developed and programmed online
- Survey Process
 - Introductory letter sent to SE RSF target list
 - Survey link emailed to list + reminders at weekly intervals
 - Comprehensive program of phone calls conducted by Market Dynamics to invite participation, run in parallel
 - The survey was closed and an analysis of findings conducted by Market Dynamics
- Total of 205 completed surveys achieved from businesses employing 5,500+ managers

Survey Demographics

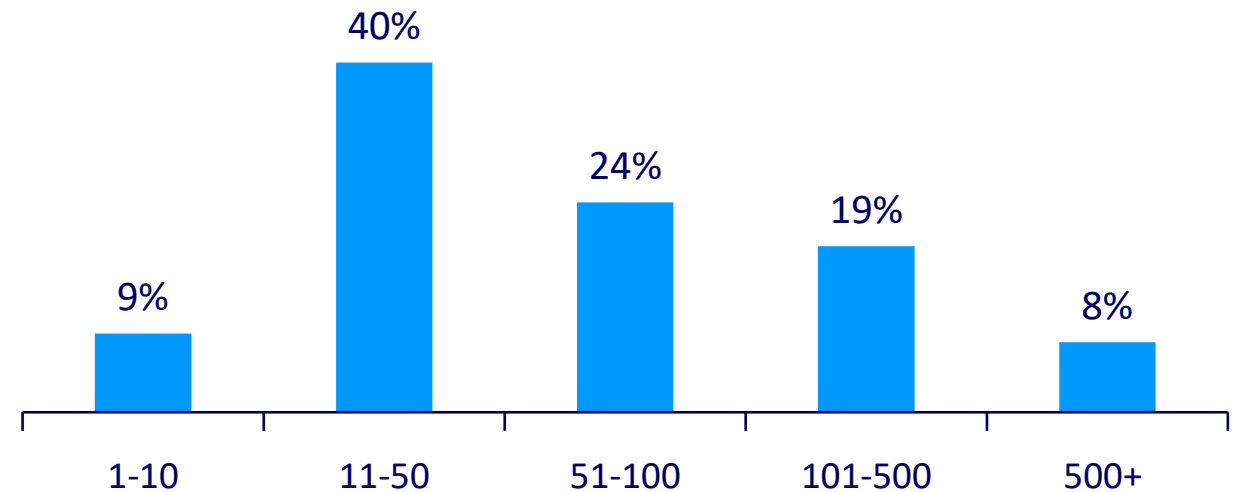
Which of these categories best describes the industry your business operates in? (n=217)

How many people are employed in the business? (n=205)

Industry Sector



Employee Sizeband

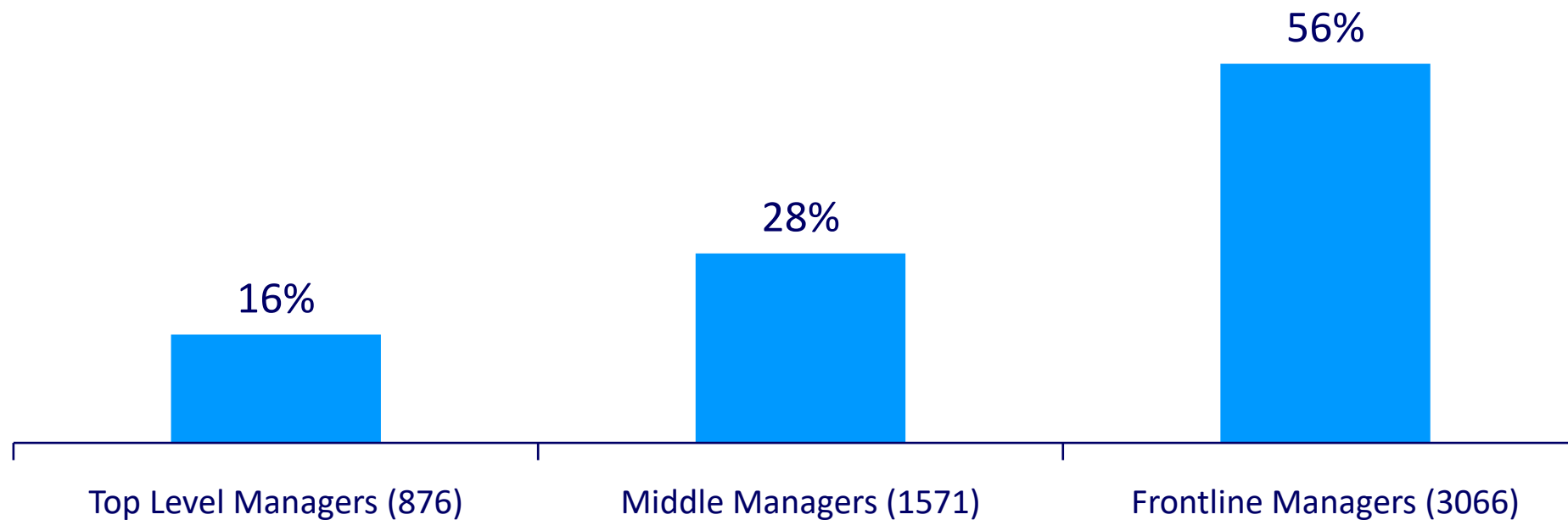


Broad mix of industries and business sizes –
most focus on businesses with 10+ employees

Managers at Different Levels

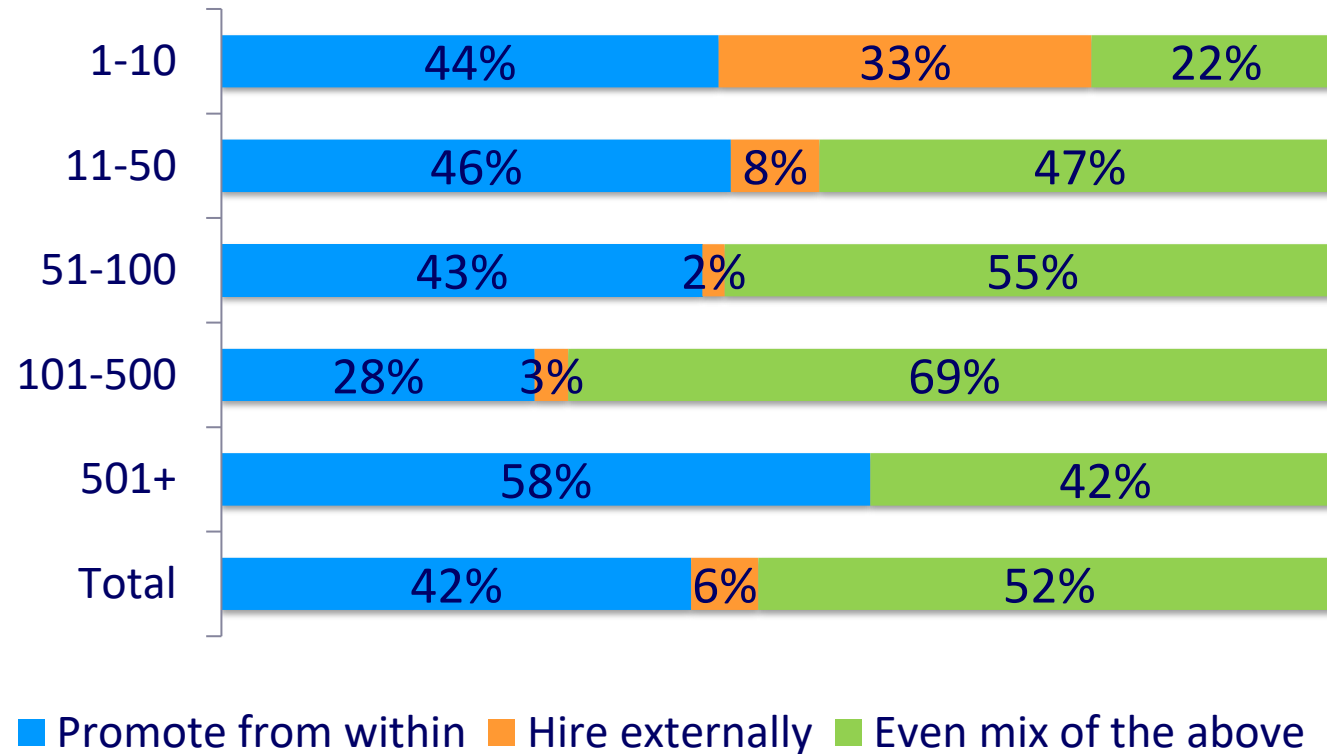
Based on the descriptions above, approximately how many managers do you have in each category? (n=205)

Total of 5,513 managers
in businesses surveyed



Management Hiring Profile by Business Size-band

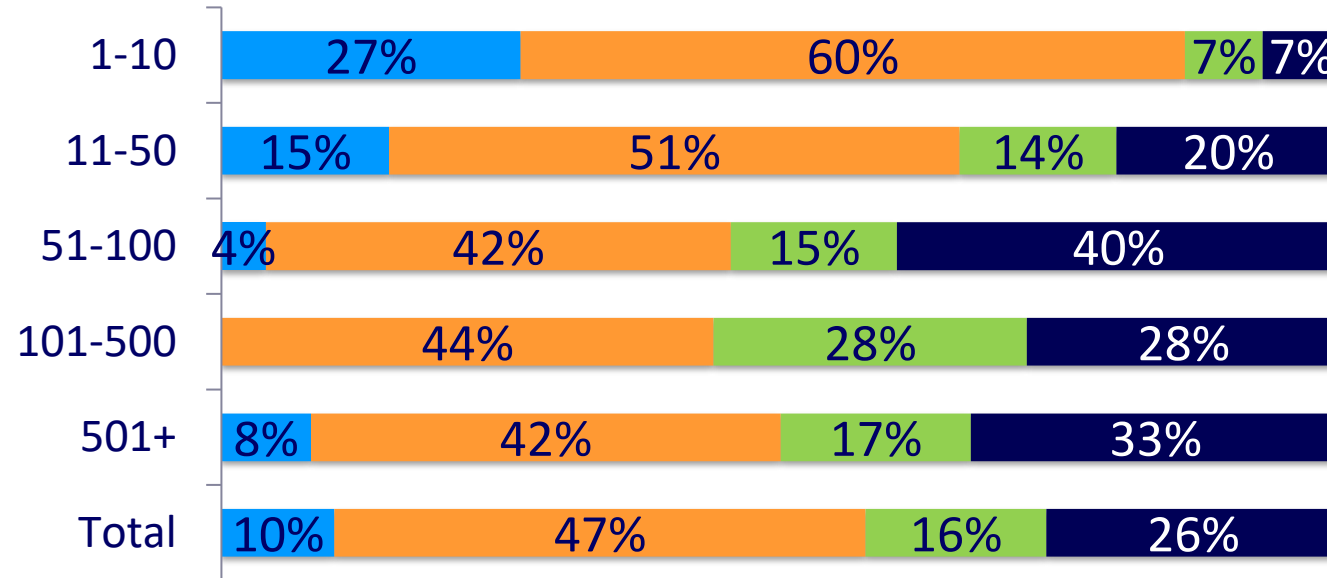
When managerial vacancies arise, does your company tend to primarily promote from within the organisation, hire external talent or an even mix of both? (n=196)



- Over 40% of businesses of up to 100 employees tend to **primarily promote from within** when managerial vacancies arise
- Positive indication of advancement opportunities when staff retention is challenging
- Largest businesses (501+) most able to develop managers in-house

Requirement for Supplemental Management Skills Training

Based on your experience in recent years to what extent have you needed to supplement existing managers' management skills with further education and / or training? (n=176, 'Don't Knows excluded)

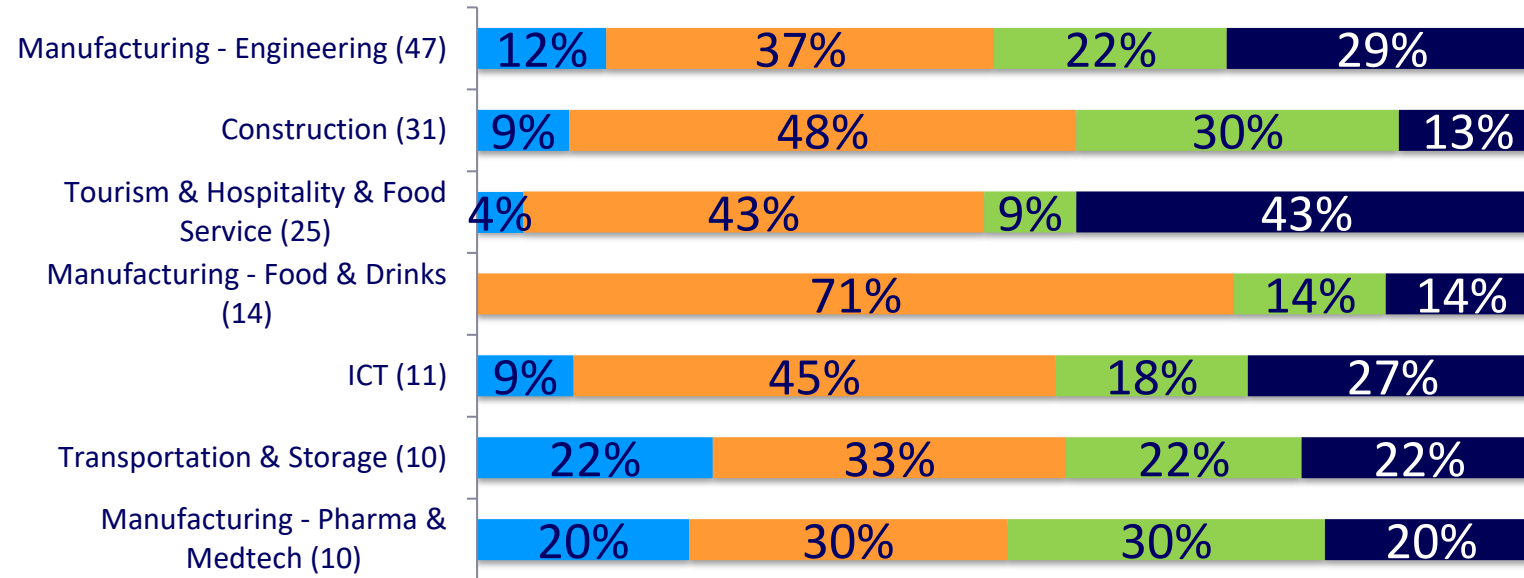


- Very little additional management education / training required
- Moderate amount of management education / training required
- Much additional management education / training required
- Varies a lot for different managers

- Almost half of respondents indicated that a **moderate amount** of additional management skills education and training required
- Just 10% say very little required** – clear indication of market demand

Requirement for Supplemental Management Skills Training

Based on your experience in recent years to what extent have you needed to supplement existing managers' management skills with further education and / or training?

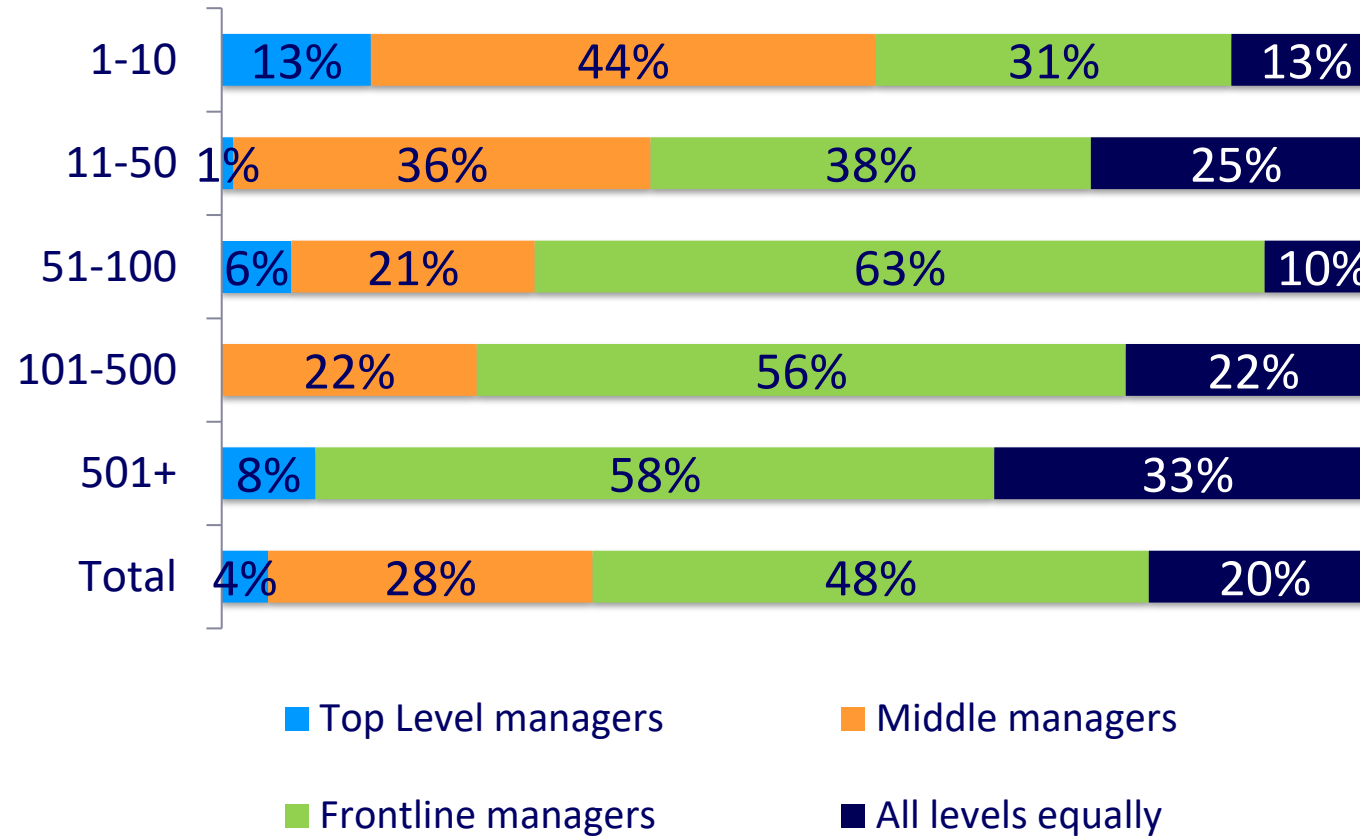


- Very little additional management education / training required
- Moderate amount of management education / training required
- Much additional management education / training required
- Varies a lot for different managers

- Key sectors indicating high requirement for **additional management skills education and training**
- Interesting – Tourism H&F – variations for different managers

Management Levels Requiring Most Education / Training

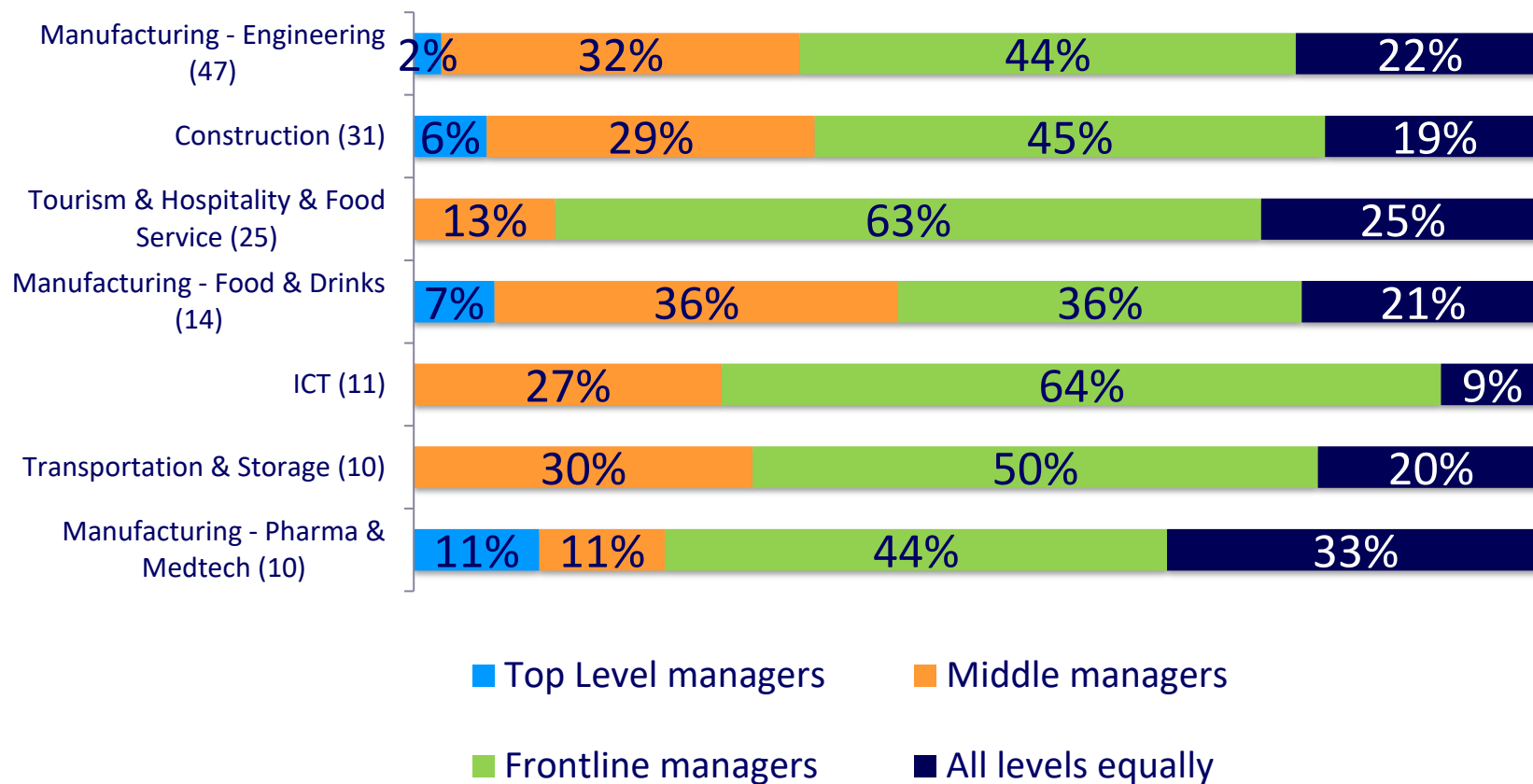
At which management level do you tend to have most requirement for additional management education and training?
(n=180, 4% of respondents with 'no requirement' excluded)



- **Frontline managers** – most additional education required
- Extent varies by size of business

Management Levels Requiring Most Education / Training

At which management level do you tend to have most requirement for additional management education and training?



- Major sectors – **Frontline managers** also most required

Management Skills Deficiencies Identified

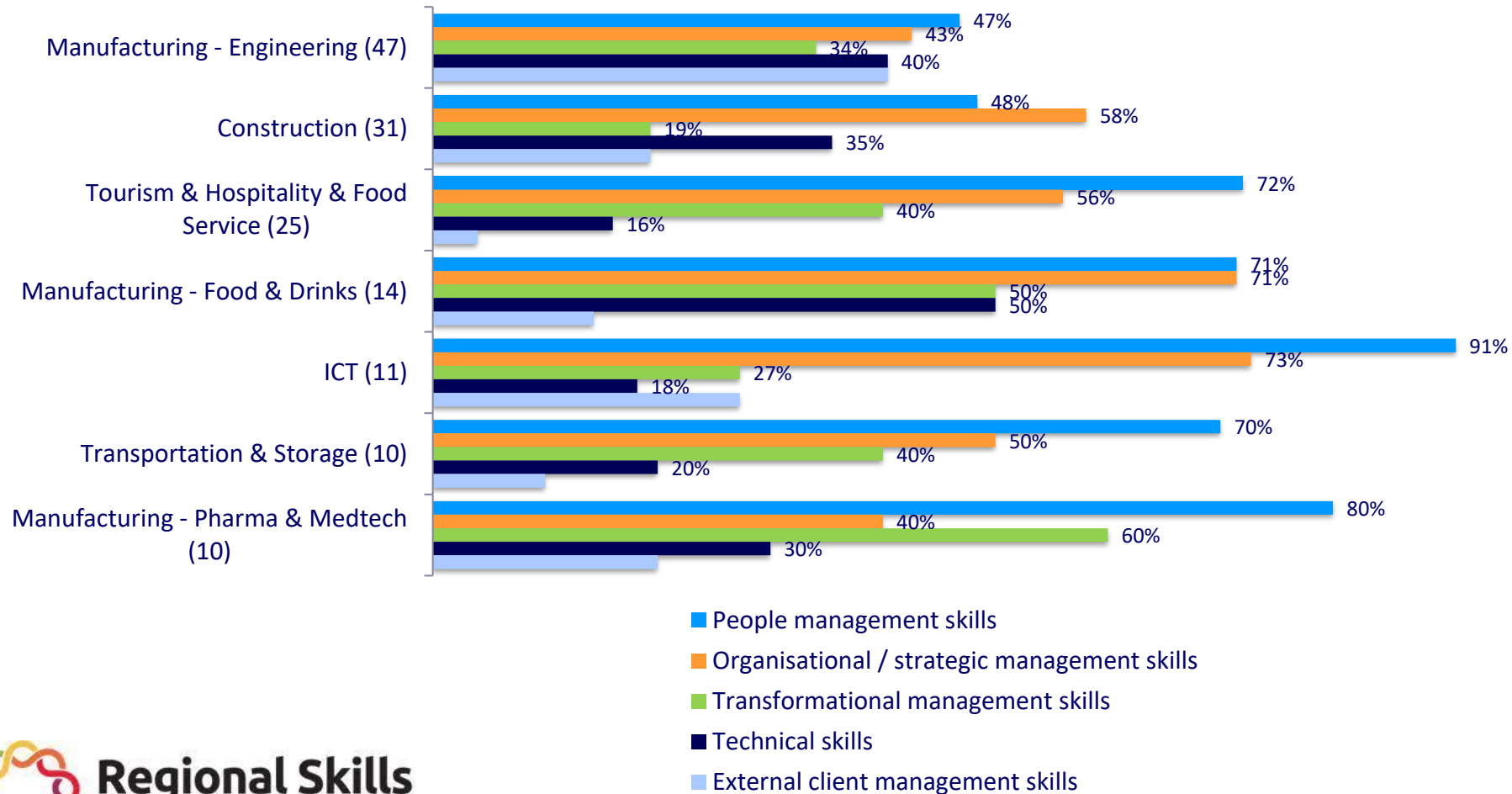
Please indicate in which, if any, of the following areas have you identified a deficiency in skills in your organisation in the past 2 years? [Multiple responses allowed]. (n=188)



- Skills deficiencies identified in common types of skills required by managers
- 'NONE of the above' – 7%

Management Skills Deficiencies Identified

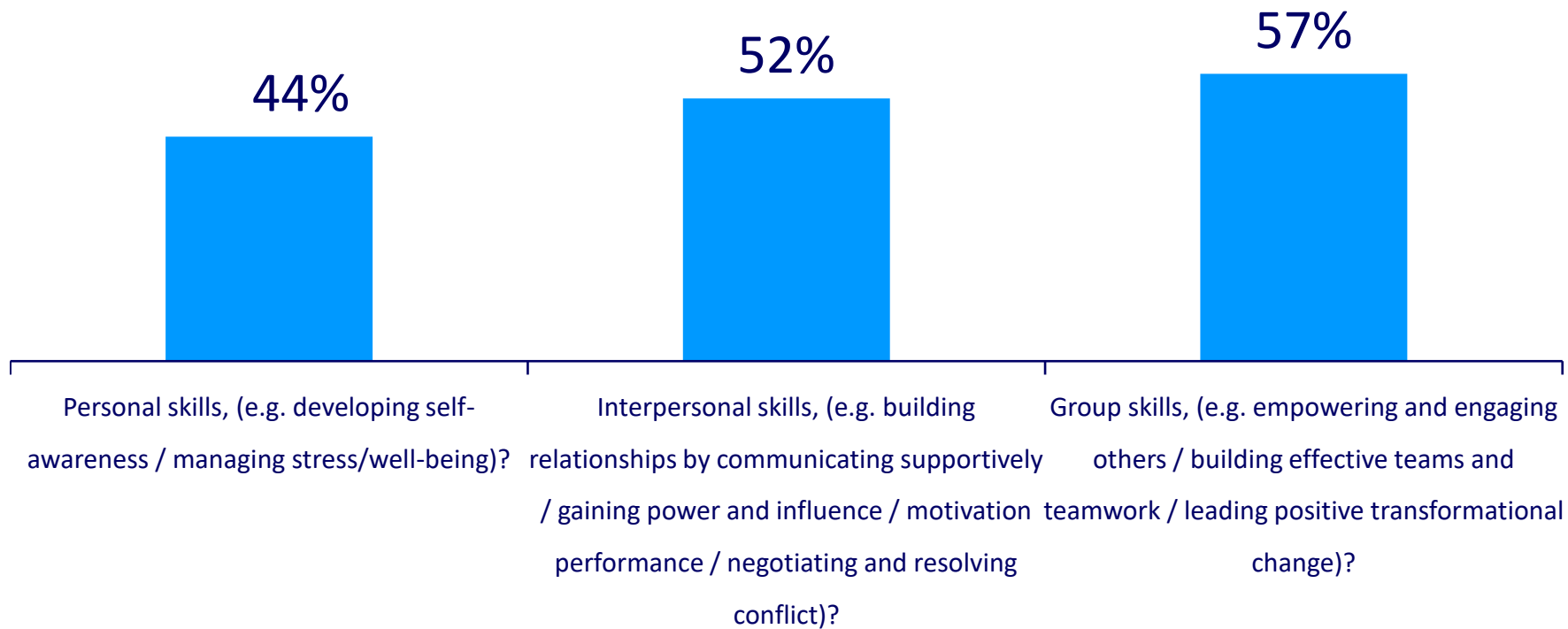
Please indicate in which, if any, of the following areas have you identified a deficiency in skills in your organisation in the past 2 years? [Multiple responses allowed]



- **People management** skills deficient in many sectors
- **Organisational / strategic management** skills an issue in selected sectors
- **Transformational management** lacking in key industries

Personal, Interpersonal and Group Skills Needs Identified

Has your organisation, in the past 2 years, identified a need for any of the following types of skills / training for your existing managers? (n=185)

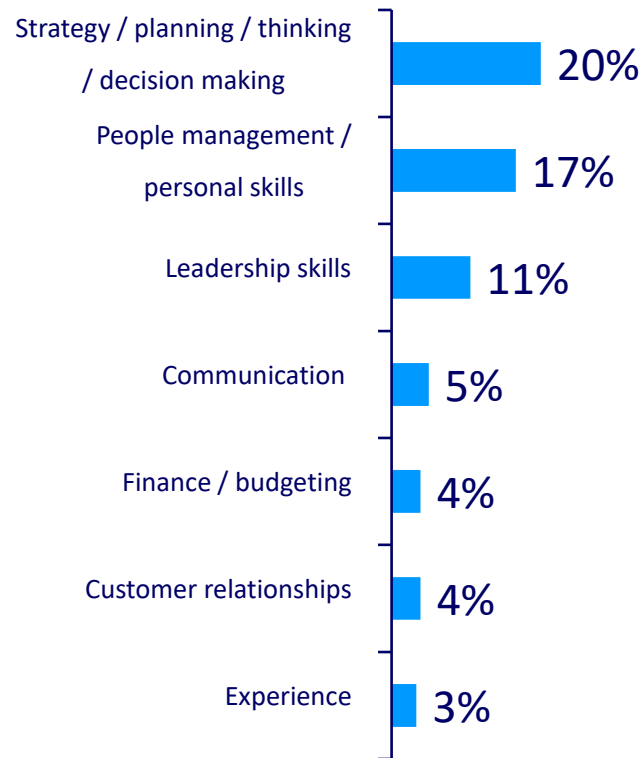


- **Softer skills training** required in many businesses
- Three linked skills very important in modern work environments

Management Skills Requirements Identified

What, if any, are the top skills requirements you have identified for each management level in your organisation? [If NONE, write None] (n=178)

Top Level



Middle

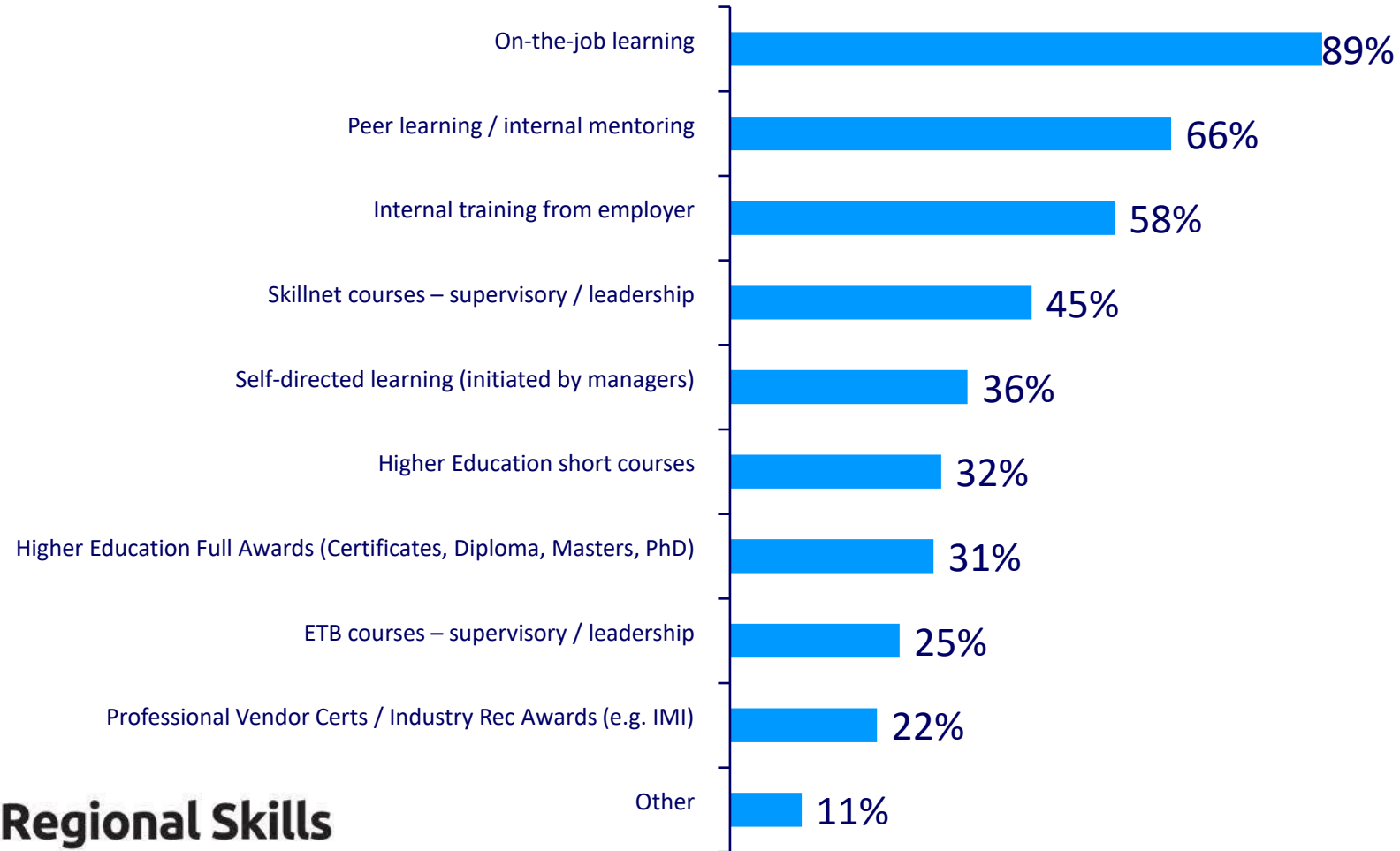


Frontline



Methods Used to Improve Management Skills

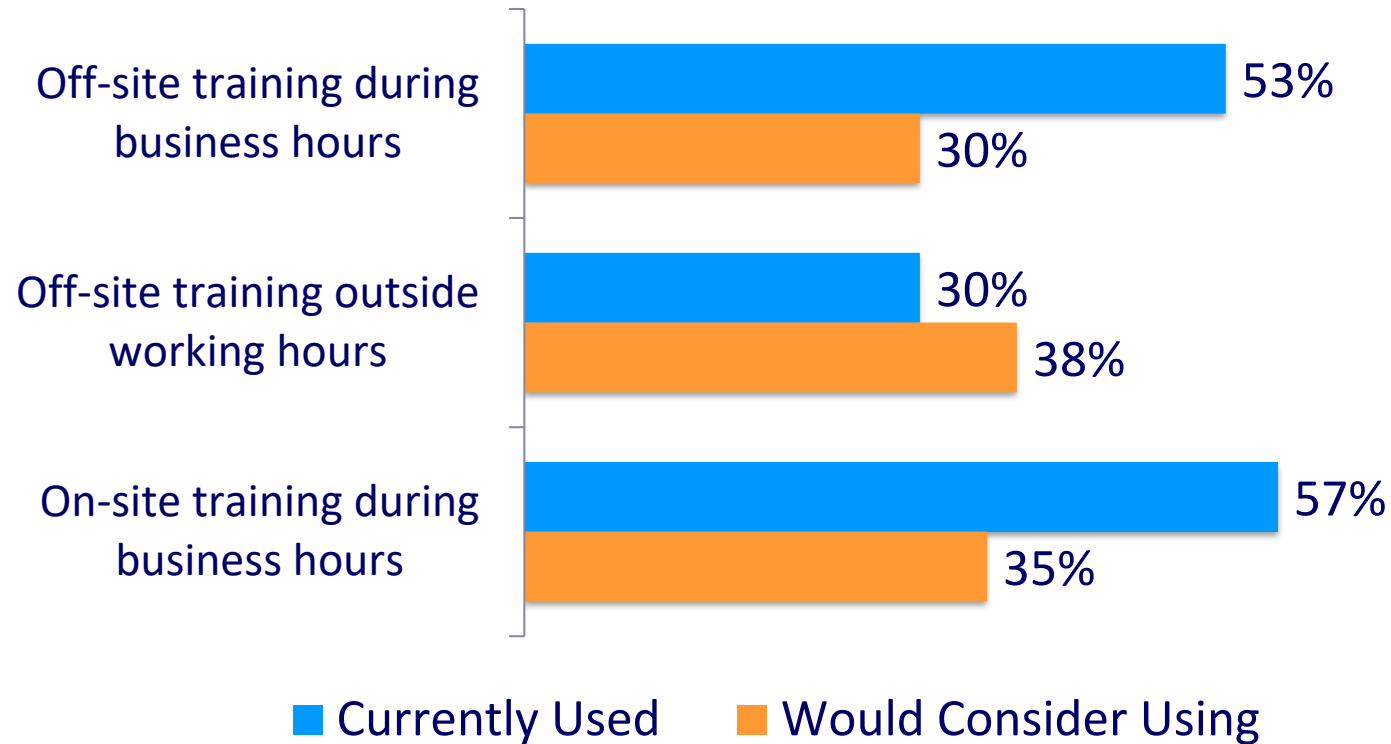
Please state which of the following internal or external methods you have used in the past 2 years to improve management skills in your organisation. [tick all that apply] (n=176)



- **Internal methods** pre-dominate as would be expected
- **Skillnet** heads external providers
- Almost a third engaging with **higher education full-awards and short courses**

Education & Training Methods in Use – By Sizeband

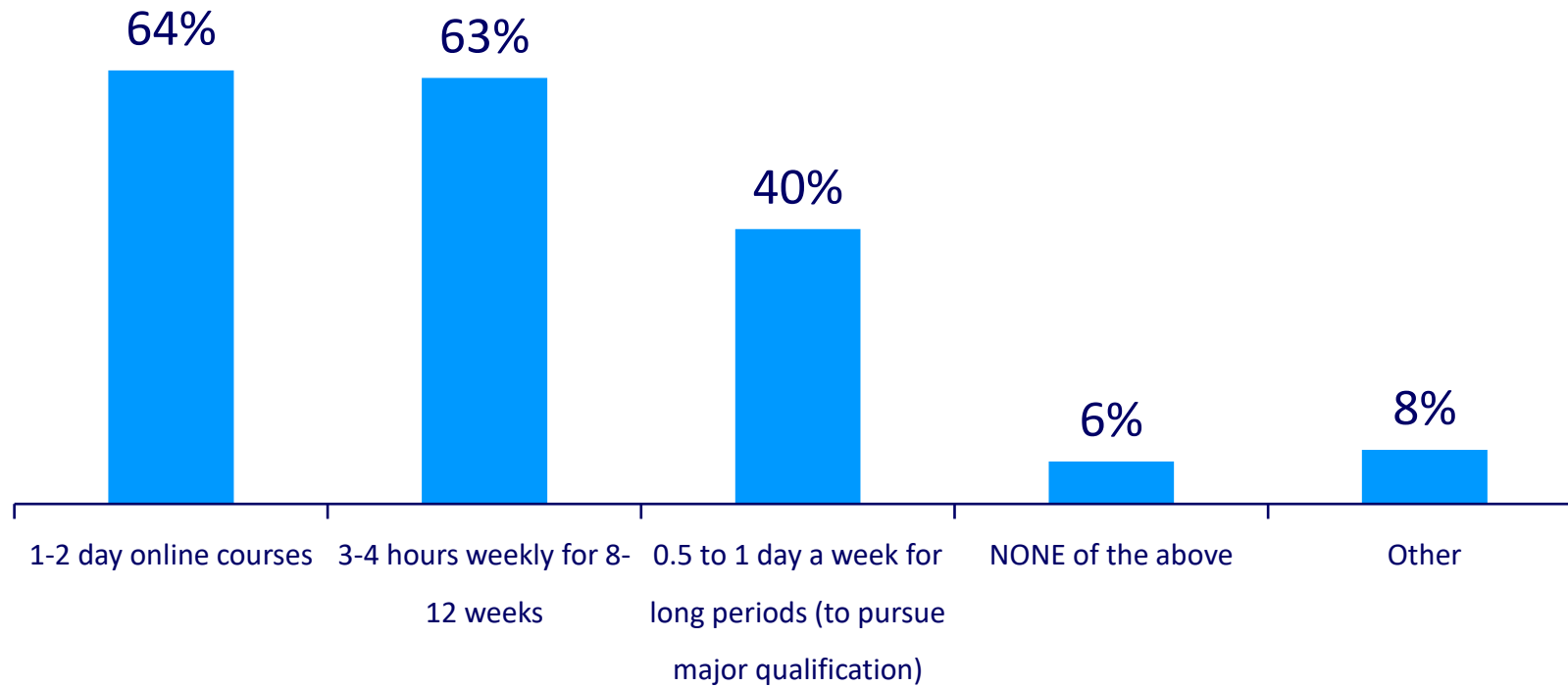
Which of the following methods / formats are you funding already, or would be willing to fund to further develop the management skills of your management team. [Tick all relevant]? (n=176)



- Those who 'would consider' exclude current users
- **Very high numbers either using already or would consider all methods**
- Verbatim comments support this – i.e. if a course is suitable businesses are flexible on delivery method

Preferred Education & Training Formats

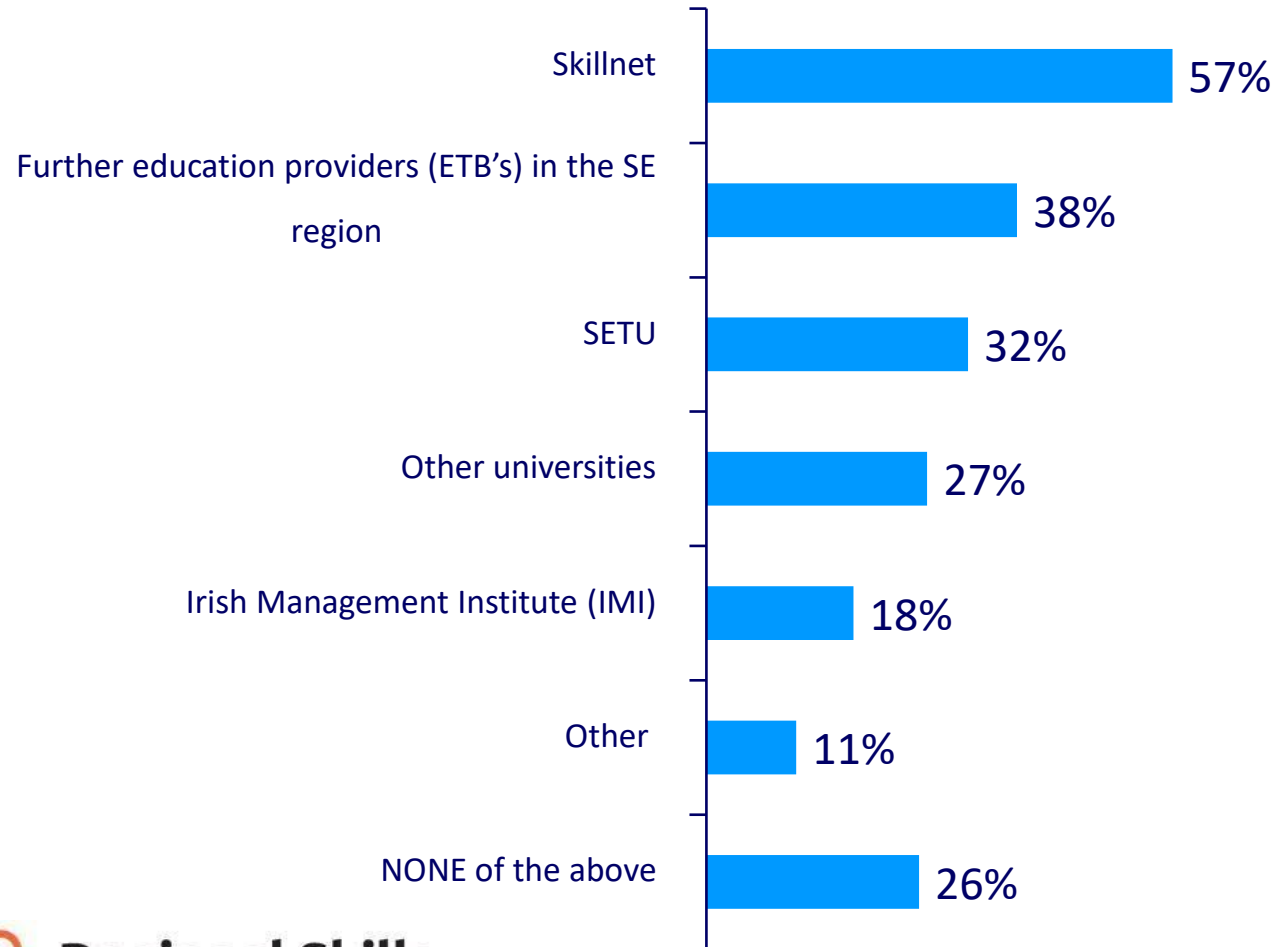
Which of the following formats / amounts of time during working hours would you be willing to fund to further develop the management skills of your management team? (n=176)



- Significant numbers would consider various methods
- Few rule out all formats

External Education & Training Providers

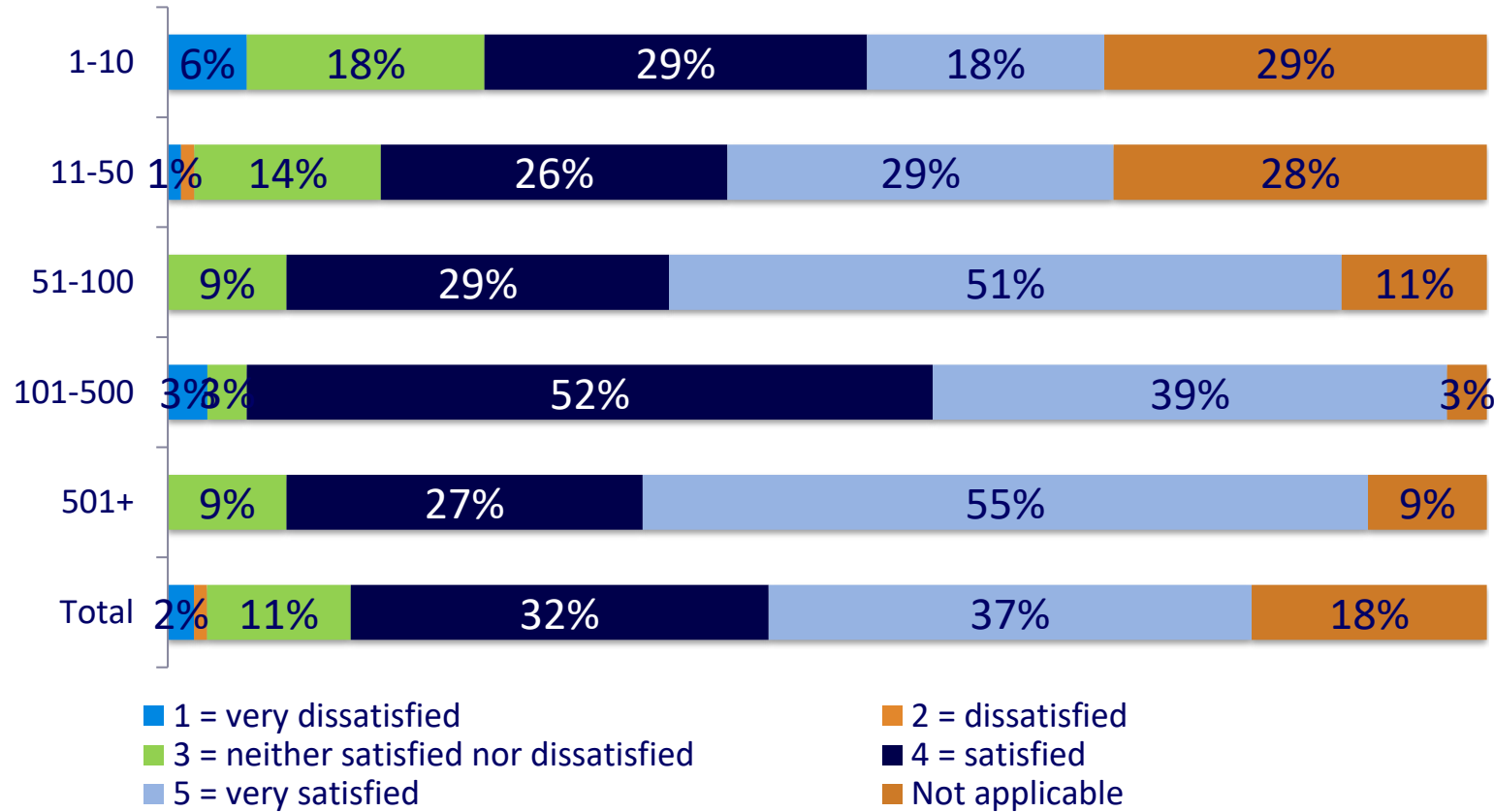
Have you, in recent years, engaged with any of the following education providers for training and education to improve management skills of your managers? [Tick all that apply] (n=176)



- **Skillnet and ETBs** key providers
- **SETU and other univs** also prominent
- No external supplier used by a quarter – opportunity to improve this statistic

Satisfaction with External Providers

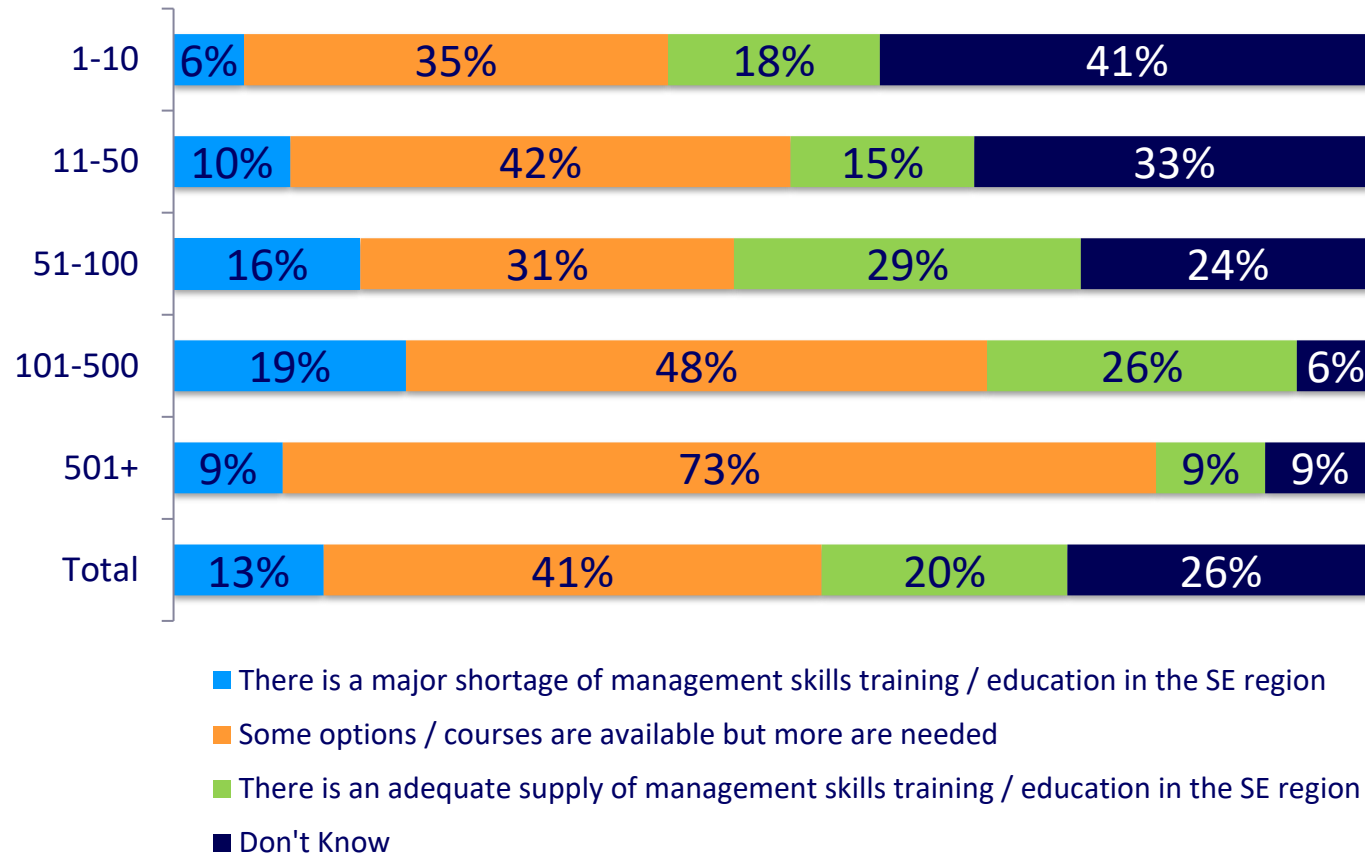
On a scale of 1 to 5 where 1 is very dissatisfied and 5 is very satisfied, how satisfied were you with your experience with these education providers? (n=176)



- **High levels of satisfaction** with external providers
- Particularly from larger businesses

Availability of Management Skills Training and Education

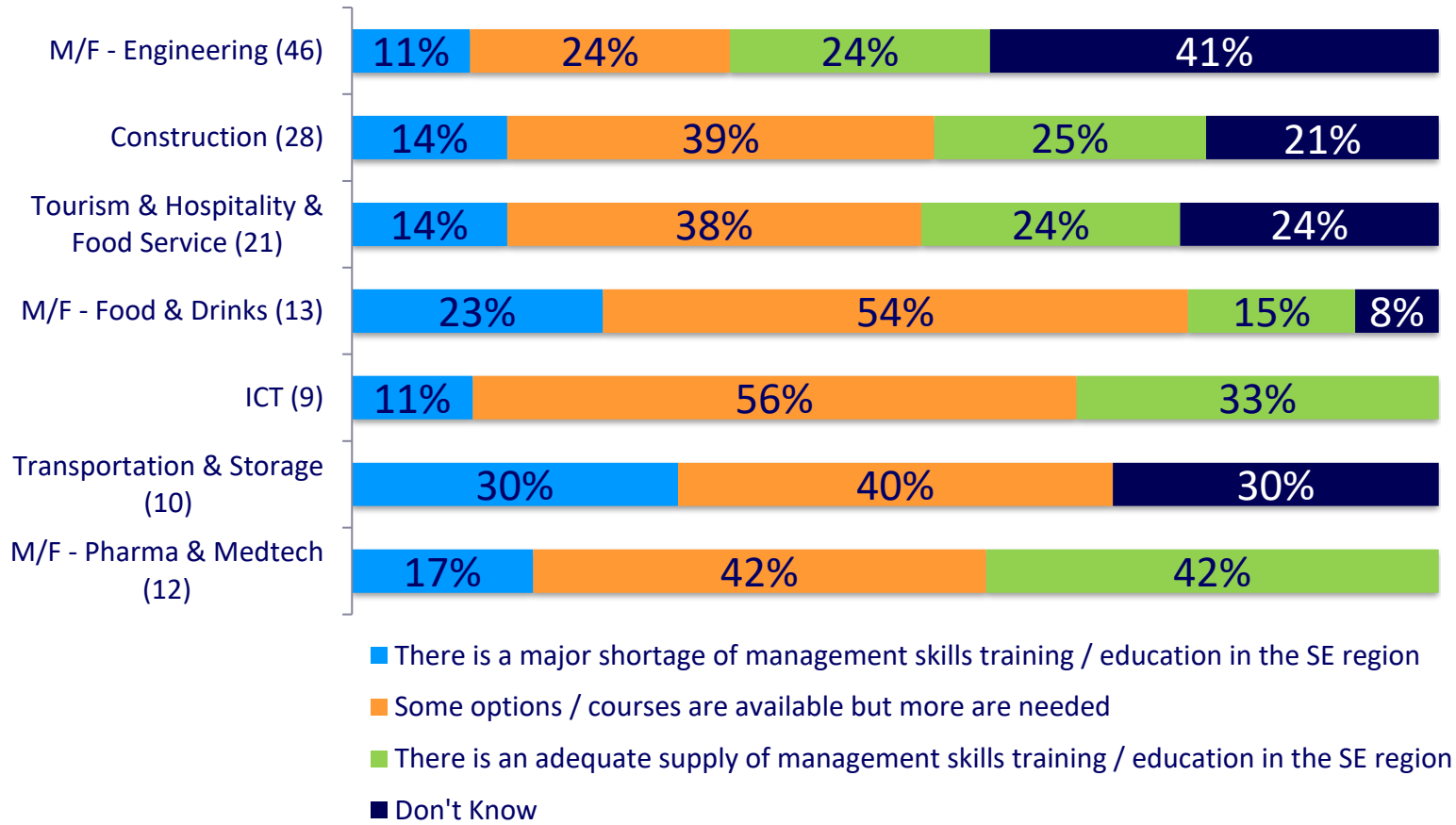
Based on your recent experience, which of the following statements most accurately reflects your views on the availability of management skills training / education in the SE region? (n=176)



- Few claim major shortage of management skills training and education
- Many businesses – particular larger – believe more options/courses needed
- High level of 'Don't Know' responses – a quarter of 51-100 sizeband – one third of 11-50 – better information needed

Availability of Management Skills Training and Education

Based on your recent experience, which of the following statements most accurately reflects your views on the availability of management skills training / education in the SE region? (n=176)



- **Individual sectors** – some claim major shortage of management skills training and education
- High level in **Transport & Storage** linked to lack of knowledge
- High level of 'Don't Know' responses – **Construction and Tourism & HF** – better information needed for these high demand sectors
- **NB** – beware low base numbers