

Institution: University of Leeds
Unit of Assessment: C19 Management and Business
<p>a. Context</p> <p>Engaged scholarship at Leeds University Business School (LUBS) pre-dates recent impact debates; however, since 2008 we have sought new ways to embed impact within our research culture. We have also invested in research that focuses on knowledge exchange, and worked to ensure that impact goals are mainstreamed in our research. LUBS staff contribute to the wider understanding of knowledge translation through our work with the Academy of Social Sciences, Association of Business Schools (ABS), European Commission group on New Horizons funding, and Department for Business Innovation and Skills (BIS). LUBS staff have also written definitively on knowledge translation, for example in the <i>British Journal of Management</i> (2011), and led a two-year Researcher Development Initiative (RDI) grant for the Economic and Social Research Council (ESRC), specifically addressing how researchers might incorporate engagement in order to build capacity in this field.</p> <p>Our knowledge-exchange strategy focuses on working directly with individual businesses, organisations, policymakers and intermediaries, including professional and trade associations, to produce societal benefits and economic value. We work with our external partners through: a) mainstream research projects that have a strong focus on knowledge exchange; b) knowledge-transfer partnerships (KTPs) that are match-funded by partner organisations and research councils (including the Technology Strategy Board); c) ESRC follow-on grants; and d) collaborative (previously CASE) PhD studentships.</p> <p>We have conducted KTP projects (total value £160k) with ASD Lighting (J Clegg), Dawmed International (J Clegg, Cross), Yorkshire Bank (Schenk-Hoppe, Summers), Leeds Teaching Hospital NHS Trust (Kirkpatrick), Pfizer Health Solutions (King, Summers) and Rinicom (Allen). Two ESRC Follow-on projects (worth £170k in total) and Impact Grants have also been conducted: <i>Improving crowd event preparation and management</i> (C Clegg) and <i>Developing a regional network to address leadership and development in small and medium-sized enterprises</i> (SMEs) (Thorpe). LUBS' commitment to knowledge exchange is further evidenced by the eleven collaborative PhD studentships in the last REF period that have been match-funded by the ESRC, Engineering and Physical Sciences Research Council (EPSRC) and Dorothy Hodgkin Postgraduate Awards. These are with organisations such as Yorkshire Water, Balfour Beatty, Cisco, Arup and the China-Britain Business Council.</p> <p>More generally, LUBS works with companies, the public, third-sector organisations and policymakers to maximise the impact and social/economic benefits of our research. We have instigated a partnership model with key UK and foreign-owned corporations, including Nestlé, Rolls-Royce, Yorkshire Bank, Intel, Goldman Sachs, and Marks and Spencer. LUBS has also secured impact by working through intermediaries, such as trade unions (for example, the Trades Union Congress), professional bodies (Solicitors Regulation Authority and Chartered Management Institute) and wider networks of companies. An example of the latter is the ManETEI (Management of Emerging Technologies for Economic Impact) network – funded to €3.6m by Marie Curie – which brings together LUBS and IE University, Spain, with international corporations Intel, GlaxoSmithKline and Lux, to support industry-led doctoral training.</p> <p>We have produced research that matters to UK government, influencing trade policy, enabling business growth and improving public-sector leadership. LUBS staff have engaged with government departments, including BIS, the NHS, UK Trade and Investment (UKTI) and HMRC, as well as international organisations such as the European Union, United Nations, and the Organisation for Economic Co-operation and Development. A high-profile example is the Credit Management Research Centre, which has contributed to the Breedon Task Force expert economists' panel, worked with the National Audit Office (e.g. on better debt management for HMRC), and produced policy-focused research reports for the British Venture Capital Association, Nesta and the Welsh Assembly.</p> <p>Our research has also contributed to economic development in the region, where we have multi-level engagement with regional bodies (Leeds City Region, the Local Enterprise Partnership, Leeds City Council and other local authorities) and national policy bodies (such as UKTI, the NHS and the Bank of England). We have helped hundreds of SMEs, through our coordinating role within</p>

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the Northern Leadership Academy, and our direct involvement with schemes such as the Goldman Sachs 10,000 Small Business Programme. A current focus is on fast-growing companies, social enterprises and medium-sized enterprises that have the potential to export. Through collaboration with UKTI, managers are being given leadership and business skills to develop and sustain export ventures and management.

b. Approach to impact

The goal of embedding impact in all our research activity has become a central part of LUBS' strategy. We try to promote *three* types of impact that can be distinguished in terms of the level of user involvement (see table, section d). First are *directly usable outputs*, where the research has enabled both LUBS and intermediaries to deliver programmes and advice that flow directly from the research conducted. Second is *knowledge translation*, where knowledge is produced within the academy but its implications for practice are more fully articulated in partnership with users such as companies, corporate networks, industry sectors and policymakers. Third and most radical is *co-production*, where user groups are involved in designing and co-creating the research from the outset. Practitioners also support knowledge transfer in LUBS as members of the strategic advisory board members, guest lecturers, providers of placement opportunities (including for PhD students), and mentors to undergraduate students.

Knowledge exchange is formalised and embedded in policy and practice through the monitoring of impact at school level, as an explicit criterion for the recruitment and promotion of staff, and by our eleven multidisciplinary research centres, providing the infrastructure and resources supporting academic staff in research and knowledge translation. All centres are required to identify key user communities and develop plans for their engagement, with £100k allocated to this in 2011–13.

The goal of increasing knowledge exchange and impact is supported by four further mechanisms/initiatives, the first being ***university and school support for new research projects and dissemination***. LUBS has a dedicated research office, with an impact manager who advises and assists with grant writing, including knowledge-exchange activities and collaborative PhD studentships. LUBS researchers receive further support for disseminating their research from a press office, with sponsorship from Yorkshire Bank, *Financial Times* and Royal Bank of Scotland. Faculty have also benefited from a dedicated university KTP team, which provides support for projects from inception, through funding proposal generation to project closure. Seedcorn funding is available from various sources, including an open call for Higher Education Innovation Fund (HEIF) funding, and similar programmes run by the Business and Professional Services (BPS) Hub and Leeds Social Science institute (LSSI).

Second, LUBS (and the university) supports impact through ***training and development to improve research capacity and enhance impact***. Training opportunities for early- and mid-career researchers are numerous, including events run by senior faculty through research centres and by eminent visitors (e.g. Van de Ven, from the USA); cross-social science workshops and masterclasses organised by LSSI; and external events, such as seminars organised by the Northern Advanced Research Training Initiative. Programmes incorporating the latest theory and research on external partnering and impact have been developed by LUBS staff, and delivered widely to members of the business-school community (so far 361 participants in 16 workshops in Leeds and elsewhere in the UK). These are funded by Vitae, ESRC's RDI, and the ESRC National Centre for Research Methods. There have also been extensive training opportunities for postgraduate research students, embedding an understanding of impact at an early stage of their careers. Included here are events organised by LUBS itself (such as the annual doctoral conference), the Staff and Departmental Development Unit and the White Rose Doctoral Training Centre (DTC). To support this training, Leeds has led the way in providing internship opportunities for PhD students, a specific recommendation of the recent Wilson review of UK universities. In partnership with the LSSI, LUBS runs a student placement scheme that offers PhD students three-month match-funded research placements in public, private and third-sector organisations. LUBS also has ESRC funding from the White Rose DTC to run a regional *collaborators club* that aims to further develop these internship opportunities for PhD students.

Third, our approach towards enhancing knowledge exchange has been supported by a number of ***strategic investments***. These include the appointment to professor of individuals with strong track records in engaged research (e.g. **Bruine de Bruin, Dymski, Pandza**) and of more junior

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academics with specific industry/practice experience (Duff, Grimshaw, Heisig, Roberts, Sigaroudi). As part of this strategy, LUBS provided match funding for the appointment of three Foundation of Management Education Fellows, and three Business and Management Fellows funded by the ESRC/Society for the Advancement of Management Studies. More generally, LUBS made a significant investment in the Business and Professional Services (BPS) Hub, part-funded by HEIF5 and directly focused on impact, with significant cross-faculty involvement (see section c).

Lastly, knowledge exchange is supported by **LUBS' External Communications Manager and the central communications team of the University**. LUBS publishes an alumni magazine (circulation 12,500 p.a.) to promote research and impact work to practitioners (e.g. on enterprise, creating impact in changing times, health and ethics, and crisis management). The faculty also runs high-profile events to engage regional partners in our research, e.g. the *Financial Times* seminar series and masterclasses.

c. Strategy and plans

We aim to extend this work on impact and engagement, in particular through knowledge-exchange grants and collaborative studentships. This will help to forge new corporate relationships, as indicated by a recent ESRC knowledge-exchange project with Marks and Spencer (led by **Robson**), focusing on the internationalisation of retailing. At the same time, our aim is to extend and diversify our approach to knowledge exchange. Following the recent report of the ABS Task Force on Innovation in Business Schools (which academics at LUBS helped to formulate), we are developing a faculty-wide *innovation agenda* that will shape all our research and differentiate us from other UK business schools. The importance of impact in LUBS research culture will be embedded at every level, by placing greater emphasis on: a) co-development, to ensure that external stakeholders are involved in the design of our research; b) engagement, to communicate our research to wider constituencies of stakeholders; and c) impact, to ensure our research is used to influence practice more generally.

To raise the capacity and capability of staff, we will continue to emphasise the importance of impact in our policies and procedures by creating stronger incentives for our research centres to prioritise impact and engagement activity, and creating competitive targeted funding to pursue particular engagement agendas. Other incentives include changes to our workload model and new-staff recruitment. We will also develop more systematic approaches for tracking impact to evaluate the progress being made. Linked to this, there will be a stronger emphasis on capacity building, to cement the importance of impact in the careers of academics from early-career to senior levels. We aim to double the number of collaborative studentships for PhDs over the next period, including those funded by the White Rose DTC and from our own sources. Working with the White Rose DTC, we aim to further embed the practice of external internships for our PhDs.

Further investments will be made in impact and engagement, through the BPS Hub. As part of a wider faculty and university investment strategy (of over £6m between 2011 and 2015), the hub will be used as a focused, strategic gateway to develop longer-term research partnerships. For example, plans are underway for LUBS to obtain Enterprise Charter Status, drawn up through ABS, to engage with regional SMEs and start-ups, and offer a regional pilot for SME engagement. As a cross-faculty resource, the hub will also help to diversify our research and potential income to new areas, for example with projects focusing on the governance of *alternative business structures* in legal services, education management, the governance of clinical commissioning groups, and leadership. A further benefit of this hub approach will be to develop closer links between executive education (managed through the hub) and research. We envisage a more dynamic relationship between these two activities, whereby executive education will be informed by our research strengths, with the training itself targeted in ways that help to enhance the impact of our research. This approach has already been pioneered in certain parts of LUBS, notably the Centre for Innovation in Health Management (CIHM).

Using the hub (and other resources), LUBS will diversify the ways in which impact is achieved by stressing the importance of inter-disciplinary collaborations for producing impact. Alongside existing collaborations with engineering (e.g. around regenerative-medicines research and social-technical systems), more recent projects offer significant benefits in terms of impact. An example of this is the EPSRC-funded i-BUILD (Infrastructure BUbusiness models, valuation and Innovation for Local Delivery) project, with the Faculty of Engineering and Faculty of Environment. This promises

to lead to radically new ways of evaluating and enhancing the efficiency of infrastructure investments of direct relevance to policymakers. LUBS is fully committed to the government-led big data initiative and during 2013 contributed to a Leeds social sciences big data forum organised by LSSI. This led to a number of cross-faculty big data research bids (Administrative Data Research Centre, National Centre for Research Methods and Business & Local Government Research Data Centre) building on existing large data work and external relationships. All three bids were shortlisted for interview and the outcome of the last two was not known at the time of submission.

d. Relationship to case studies

Our impact case studies reflect our conceptualisation of the knowledge-translation process, and relate to our approach to achieving impact described in section b. All have received active support from relevant research centres, while some have also involved KTPs (**Kirkpatrick, Wilson**) and connected to wider initiatives such as the Northern Leadership Academy (**Thorpe**). In all our cases, there has been significant engagement with user groups, although this ranges from directly usable outputs to research that was co-produced. As the following table shows, the cases also differ with regard to the target audience: either multiple (network) or single organisations.

	Impact users(s)	
Impact approach	Multiple user groups	Single large organisation
Directly usable outputs	Thorpe: leadership	Kirkpatrick: NHS
Knowledge translation	Kafouros, Buckley, J Clegg: investment Wilson: credit	Gerrard: Saracens
Co-production	Stuart: union learning	Allen: Police C Clegg, M Robinson: Rolls-Royce

Thorpe's and **Kirkpatrick's** case studies best illustrate the approach of *directly usable outputs*. **Thorpe's** research on management learning and leadership has helped business-education providers improve their services, directly benefited businesses through the delivery of training programmes, and influenced government policy. **Kirkpatrick**, working with colleagues from the CIHM and our Accounting and Finance Division, has addressed the problem of lack of clinical and managerial engagement in the NHS, resulting in a toolkit and training programmes that overcome barriers to better medical leadership.

By contrast, our *knowledge-translation* cases involved a greater level of user participation. **Kafouros, Buckley** and **J Clegg** utilise long-term relationships with government, international bodies and a global corporation (Nestlé). As a result, Nestlé improved its communications strategies and evaluation of foreign investments, while trade intermediaries improved the services they offer to British businesses. **Wilson** targets UK industry institutions, policymakers and practitioners, resulting in improved credit-management practices in a large number of organisations. This led to an enhanced understanding of business-financing problems for policymakers. Gerrard's knowledge translation directly benefits an elite sports team, the Saracens, with significant impacts on practice in both the boardroom and the locker room. The research conducted led to the development of analytical tools that have benefited other sports teams and influenced TV's coverage of sport.

Lastly, our cases illustrate a *co-production* approach to knowledge exchange, where user groups work in closer partnership with academics to design the research and to secure impact. The outcomes are often of mutual benefit, leading to new knowledge and understanding for the academics, and improvements and change within participating organisations. Cases led by **Stuart, Allen** and **C Clegg** all applied this model. **Stuart's** research, part-funded by trade unions, has contributed directly and indirectly to shaping policy on skills development, and has improved performance in learning and training. **Allen** has worked closely with UK police forces and national police organisations to improve the effectiveness of police use of mobile technology, having a direct impact on policing practice. **C Clegg** and Robinson's extensive work with Rolls-Royce has also benefited many areas relating to new product innovation in civil aviation.