

**Impact template (REF3a)**

<p><b>Institution:</b> York St John University</p>
<p><b>Unit of Assessment:</b> 19 (Business and Management Studies)</p>
<p><b>a. Context</b></p> <p>The UoA 19 researchers in the York St John University Business School have an applied approach to their research work. The research environment in which they work is lively and supportive both at the local level within the Business School and the wider university level. The applied nature of the UoA’s research ensures that the potential impact of the research is constantly foregrounded.</p> <p>The UoA’s work impacts variously on communities, professional bodies and organisations. Its research influences policy and practice in a range of settings, from historic tourist destinations to improving business practice among local hoteliers. Research findings can be shown to impact on graduate recruitment, national and international practice in leadership, coaching and mentoring, and sustainable businesses with socio-environmental and economic impact.</p>
<p><b>b. Approach to impact during the period 2008-2013</b></p> <p>The notion of ‘impact’ is culturally embedded within the UoA. Staff are concerned with influencing policy and practice in a range of organisations locally, nationally and internationally. The university as a whole has ‘impact’ as a key driver of its research and, in line with this, opportunities are created for UoA 19 researchers to engage in discussions on the applications and impact of their research. By introducing ‘impact’ as a central discussion point related to any type of research, the concept becomes culturally embedded into normal practice. The notion of ‘impact’ provides us with questions (see strategy section) with which to assess proposals and potential outputs and research funding is distributed internally on the basis of project plans that make clear reference to impact as well as academic significance.</p> <p>The UoA’s approach to impact is to encourage and support colleagues to:</p> <ul style="list-style-type: none"> <li>• Engage in a regular series of research events held both internally and externally</li> <li>• Interact regularly with professional bodies</li> <li>• Involve themselves in project work within business settings</li> <li>• Attend inter- and multi-disciplinary writing workshops and retreats</li> <li>• Provide financial support and time allocation for professional events</li> <li>• Regularly interact with business organisations both internationally and locally.</li> </ul> <p><b>Examples:</b> Through the UoA’s approach in offering funding support for impactful activities, Dr Jimura presented on the concept of Historic Urban Landscape at the UNESCO international seminar in Hanoi, Vietnam, in April 2009. This contributed to an important debate that led to the adoption in November 2011 of a new Recommendation on the Historic Urban Landscape, the first such instrument on the historic environment issued by UNESCO in 35 years. The recommendation urges the integration of policies and practices of conservation of the built environment into the wider goals of urban development to reflect the inherited values and traditions of different cultural contexts. Through the UoA’s approach to supporting international travel for research and impact purposes, Dr Andreas Walmsley’s work as an early researcher has already impacted on the understanding of the career paths of graduates, more specifically the transition from higher education into employment and self-employment in Europe (see case study). Dr George Boak’s</p>

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work within the NHS is both applied and practical in that it has influenced both policy and practice through the application of research influenced innovative approaches to leadership development. Additionally, Dr Boak organises the quarterly York Coaching seminars for coaching practitioners from the wider region and the UoA provides accommodation and refreshments to support these events in order to fulfil its commitment to interactions with practitioners. For example, Professor Garvey lead a recent seminar on a specific research based approach to practical coaching.

The UoA has provided Dr Greig Mill with time and a fully funded PhD student to support his work on sustainability in business. Professor Garvey's work in coaching and mentoring is extensive and far reaching both nationally and internationally. Its impact is global in terms of policy and practice in, for example: the NHS in the UK; the Association of Professional Engineers and Geoscientists of Alberta (APEGA) (a professional body of 66,000 members) and Novachem in Canada; the British Council in Africa; and a range of other international businesses that have been influenced in their policies and practice by his research. For example, Novachem is operationalizing Garvey & Alred's (2010) three stage process model of mentoring. Professor Garvey is a national steering committee member for the 'Mentorship for Health Research Training Fellows Scheme' which he launched with a keynote in 2012 recommending approaches to mentoring practice and providing evidence that mentoring is impactful. He is currently developing a research based Webinar series for participating health practitioners, thus extending the potential impact of his work. These will be operational in 2014. Professor Garvey is an active member of the European Mentoring and Coaching Council, a professional body which has 5,000 members in 67 European countries. He contributes to the EMCC's research conference. The UoA's active support to Fergal O'Connor is helping him to apply statistical modelling techniques in the analysis of commodity markets. His study of the relationship between innovation and the economic environment impacts on all types of businesses and provides an evidence base for strategic change.

**c. Strategy and plans for supporting impact**

The key questions that need to be answered if research findings are going to have worthwhile social, economic or cultural impact – and UoA 19's interest lies mainly with economic impact – are, firstly, 'what is required for people to change their thinking?' and, secondly, 'how, once they have changed their thinking, can they be supported to change their worlds accordingly?' UoA 19's strategy for supporting impact is informed by a consideration of these questions and is based on the concept of a 'community of discovery' which includes business partners and potential partners alongside the UoA's researchers as part of this 'community.' It is through extensive interactions, both formal and informal, with key players in the economy – from influencers and policy-makers to the managers of SMEs – that answers to both of these questions will come.

Internal inter-disciplinary discussions among UoA 19 researchers, and between them and other researchers in the Business School, have focussed on how to make research findings accessible and available to those whose application of them will ensure the most significant economic impact, and how to reach out most effectively to the business community in the process. The UoA's impact strategy was, in essence, to network as extensively as possible across the local and regional business communities. To this end a series of annual and one-off events were planned for the York St John campus, and forward planning included both extensive participation in other events in York and the strategic positioning of researchers in the UoA on influential Boards and

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committees. Examples include:

- Establishment and regular meetings of the Evidence Based Leadership Network (2009-10)
- Hosting of Vince Cable's address to Chamber of Commerce (2010) and regular participation in Chamber activities
- Annual hosting of Tourism Futures Conference (2009-2013)
- Annual participation in Venturefest and extensive promotion of enterprise via annual 'Enterprise Days' and management of YSJ's 'Acorns' business start-ups programme

**d. Relationship between the unit's approach to impact and the submitted case studies**

The two case studies offer positive evidence of the successful implementation of the UoA's strategy to achieve impact in its research work. The two studies not only reflect the multi- and inter-disciplinary nature of the UoA's research but also its international reach. Additionally, the case studies clearly demonstrate 'community of discovery' in action. This is demonstrated in Professor Garvey's case through his work with professional bodies, business organisations of different types and collaborations with academics from other universities. In Dr Walmsley's case, we also see inter-university collaboration and engagement with a specific business sector where impact is evidenced in changes to policy and practice.