

# ‘Employability, skills development and enterprise creation (*Momentum*, University of Worcester)’

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Based upon research conducted by Dr. Gerry Palmer, Jeff  
Parry and Tim Maxfield (Sept 2014 - ).

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[www.worcester.ac.uk](http://www.worcester.ac.uk)

# Presentation content

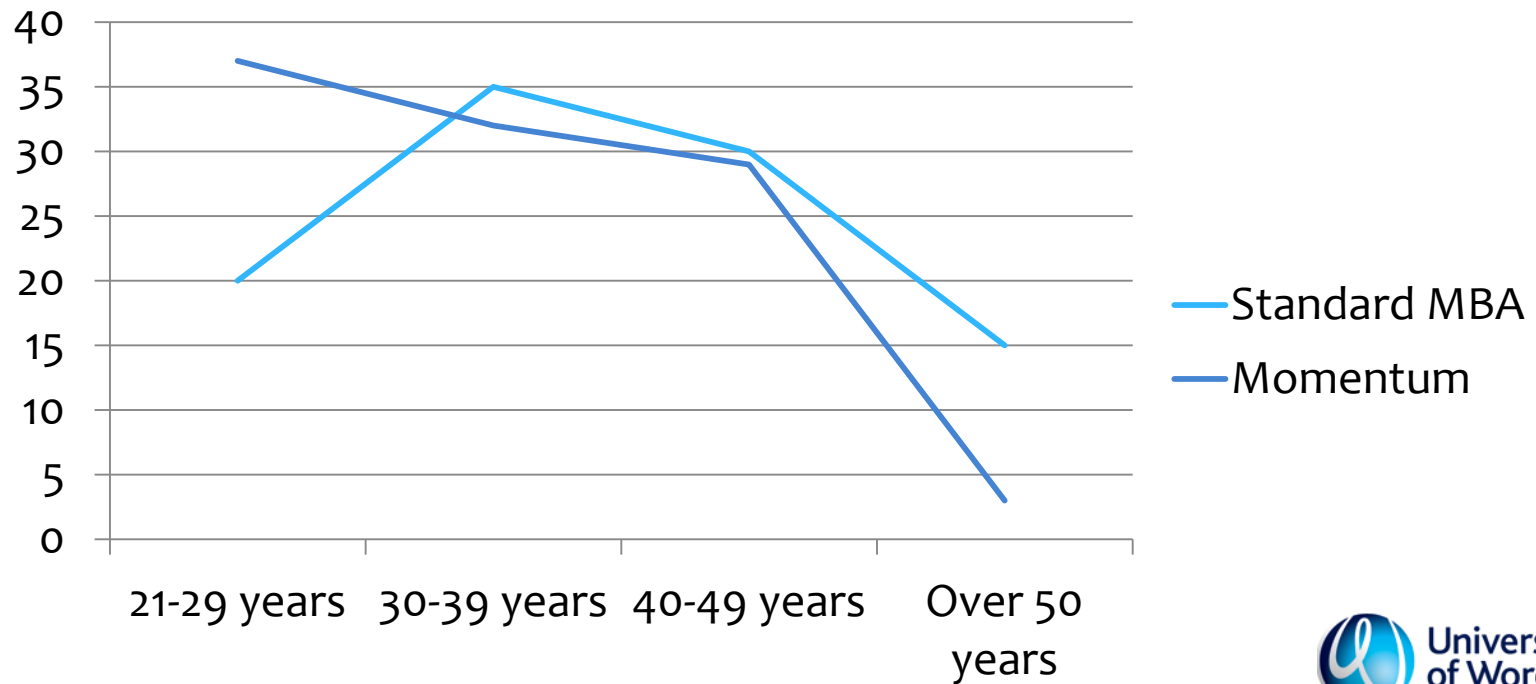
- \* Background to the *Momentum* project : PSS1 (Sept 2014- July 2016)
- \* Group demographics
- \* Student experience
- \* Employer feedback
- \* Enterprise Creation, and establishment of the University of Worcester Incubator
- \* Lessons learned

# Momentum

- The *Momentum* project : A two-year, part-time Postgraduate Diploma in Leadership and Management, leading to an Executive MBA.
- \* Aimed at:
  - \* Recent graduates
  - \* Employees in employment
  - \* Business starters
- \* 121 expressions of interest
- \* 58 candidates interviewed (April – August 2014)
- \* 40 postgraduate students recruited



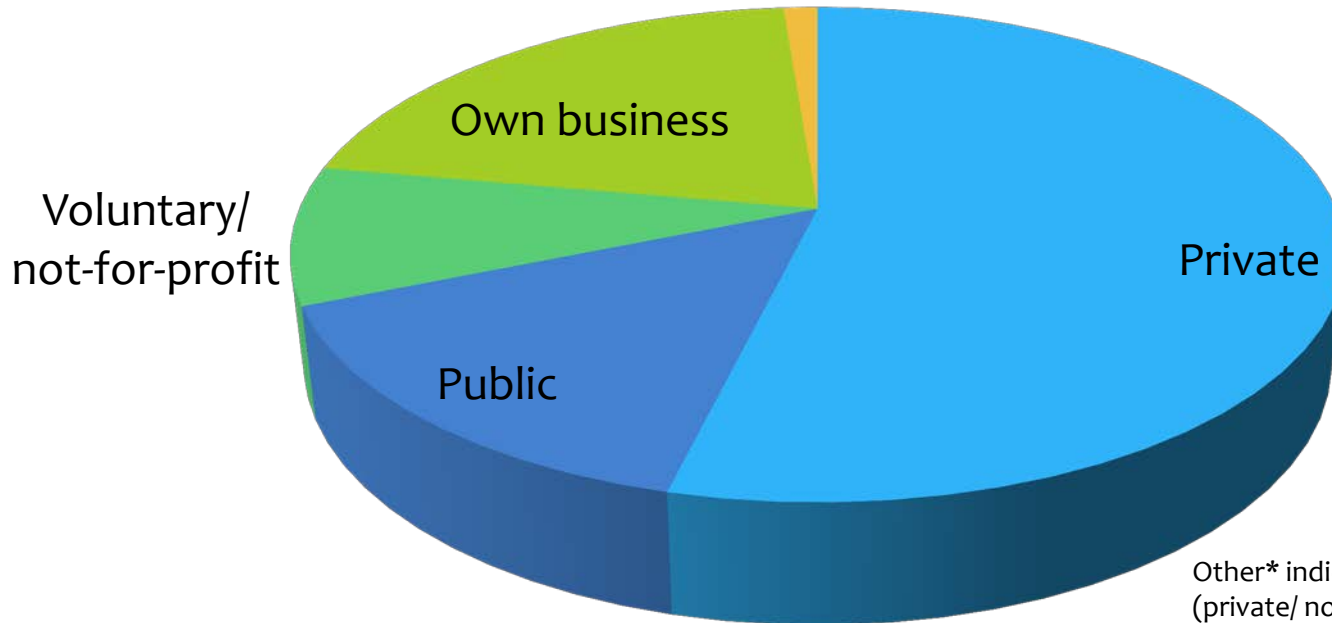
# Demographics 1: age profile of Momentum



# Demographics 2: Sector

%

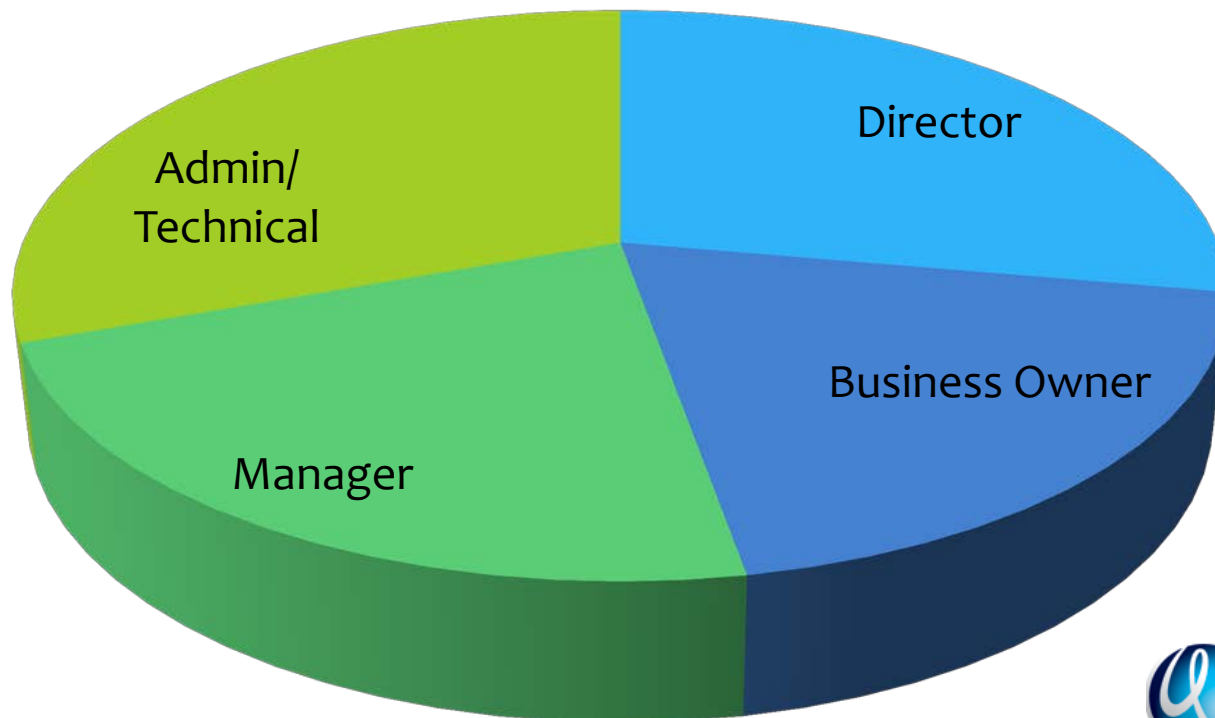
Other\*



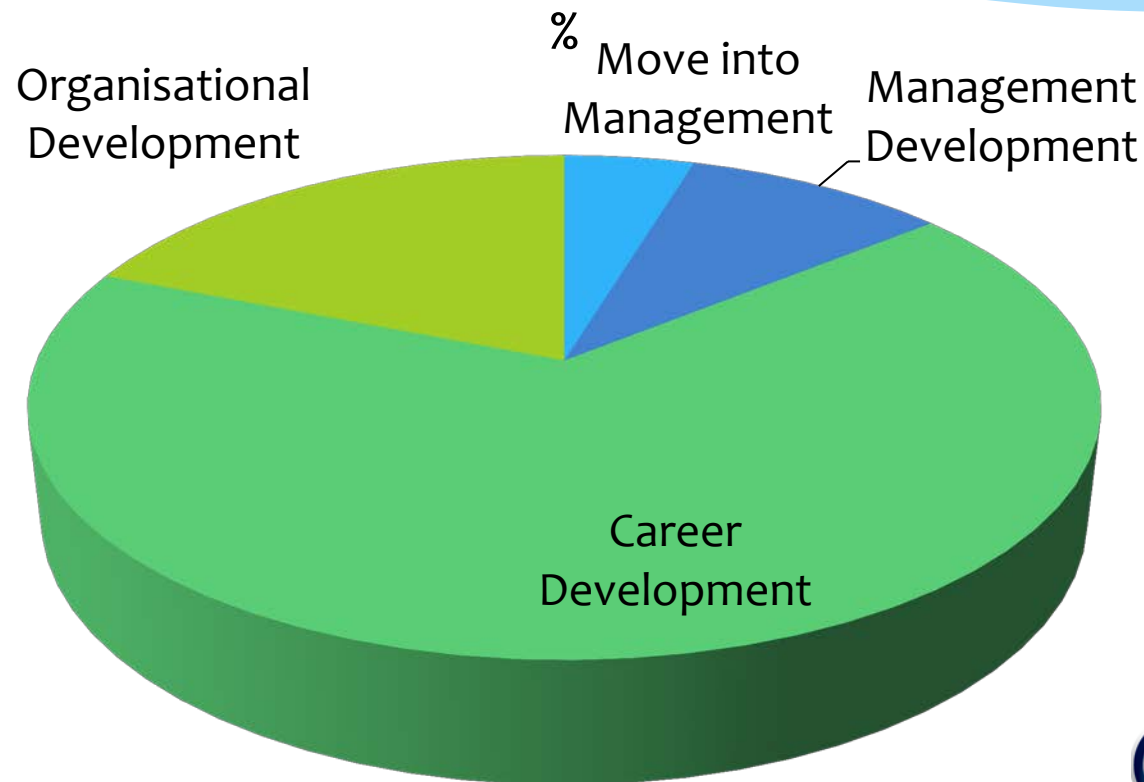
Other\* indicates Housing Association  
(private/ not-for-profit)

# Demographics 3 : Role

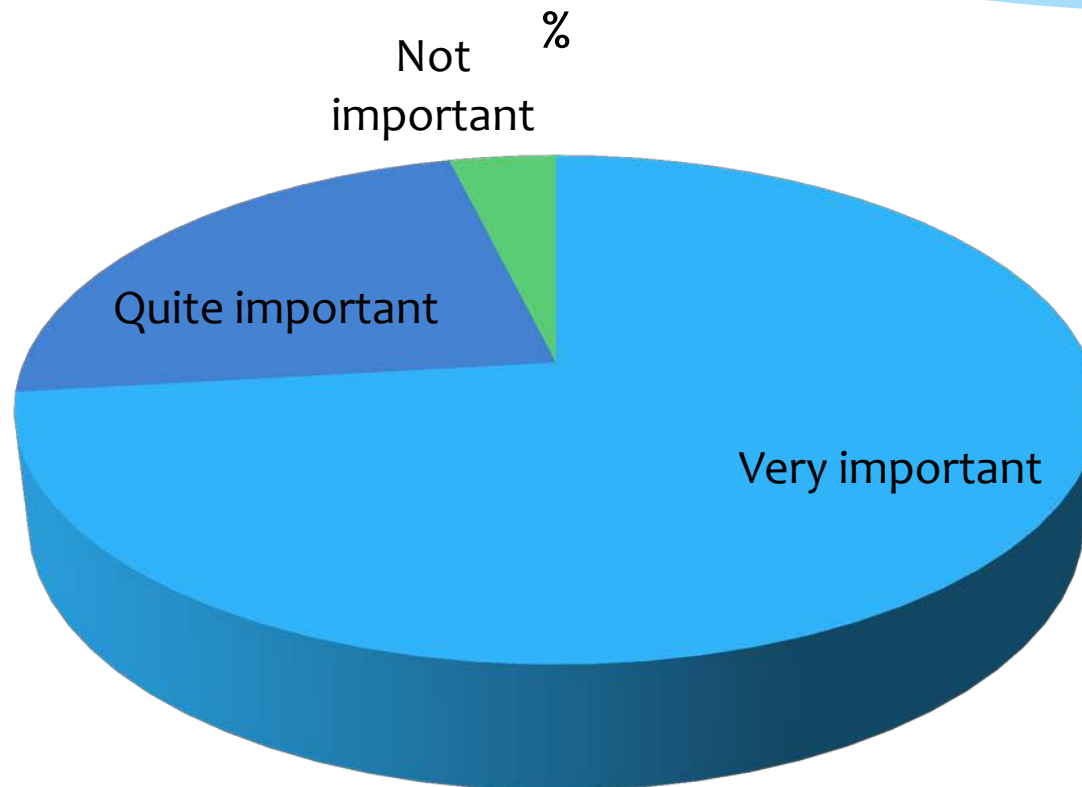
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# Motivations for joining (face-to-face / telephone interviews with 26 students across all target groups, Nov 2014-Feb 2015)



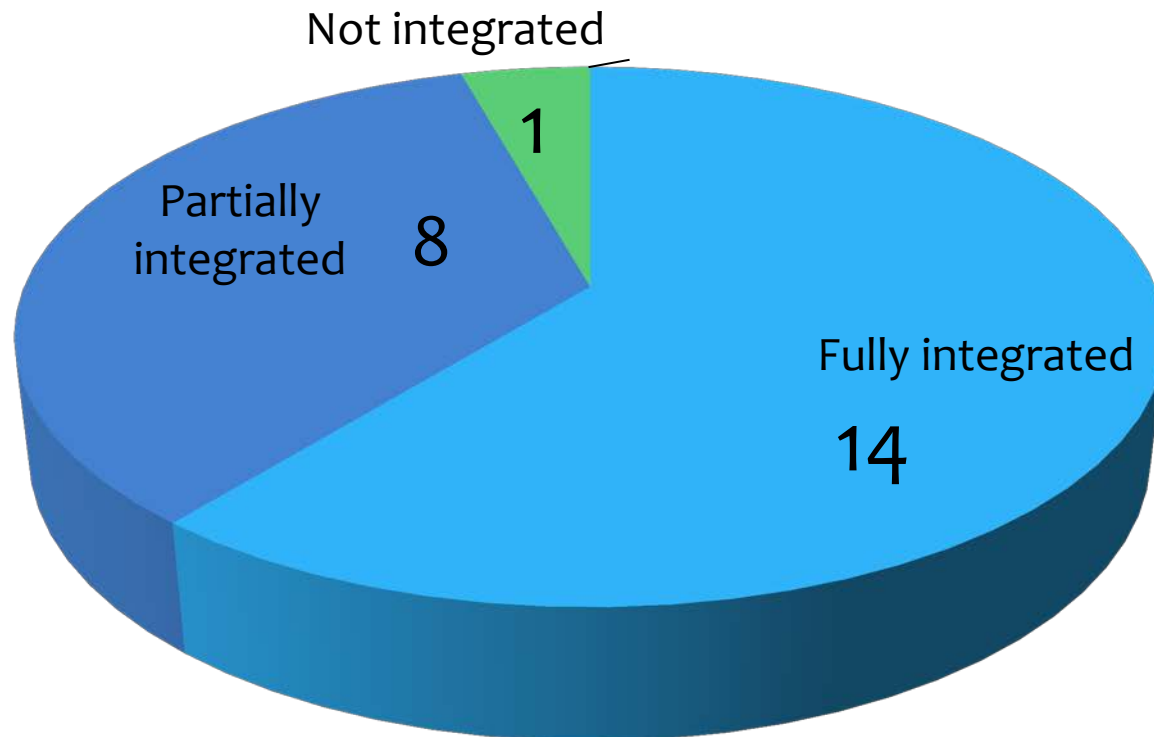
# Importance of Masters qualification





# Applicability of assignments

## Number of responses





# Indicative assignment (Performance Leadership)

- \* Select a development methodology relevant to your leadership practice. Show what insights you have gained using this approach, how these have influenced your leadership thinking, and, in detail, how they can be used to improve your leadership performance.
- \* Recommend relevant improvement interventions and strategies.
- \* \*includes psychometric assessment

Modules delivered 2-5pm & 6-9pm on **separate** days for each 10 credit module (approximately 14 days in total)

**Term 1**  
Sep-Dec '14

Leadership  
Concepts with LT  
10 credits

Marketing  
Strategy  
10 credits

Operational  
Strategy  
10 credits

**Term 2**  
Jan '15- Mar / Apr

Work-based Project  
20 credits

Project  
Management  
10 credits

**Term 3**  
Apr/Jun '15

Corporate Strategy  
10 credits

Managing for  
Sustainability  
10 credits

Finance  
10 credits

**Term 4**  
Sep-Dec '15

CMI Award of Certificate in Strategic Management / Chartered Manager status

Performance Leadership (work-based) /  
Work-Based project (Business Starters)  
20 credits

Ethical Leadership  
10 credits

Exit award of Post Graduate Diploma in Leadership and Management

Interview to progress to EMBA

Research Methods  
20 credits

**Term 5 & 6**  
Jan-Jul '16

Dissertation  
40 Credits

Minimum 12 Month  
Placements : recent graduates

Mentoring Programme using  
UW trained business mentors

# Student experiences

‘I like the fact that it makes you stop what you’re doing at work and reflect’

‘Made leap when coming to Co. X from coding to leading a team. No management qualifications to back this up, however ! Getting back into Education was an attractive proposition’

‘Want to develop skills in management. Also confidence – discerning where true abilities lie. Had felt a little concerned about some of the more senior experienced people on the programme, though the dynamic has worked out well’

‘In terms of practical application and sharing experiences with all sectors represented by the rest of the group, this has been a major strength of the course’

‘As a result of the course, I am looking to develop an e-business with one of the other Momentum delegates, providing on-line support for Safety Officers’

‘The main benefit is confidence and enthusiasm that I bring back to work. Also the qualification !’  
‘A less ‘seat of the pants’ approach to problem solving’

# Employer comments

‘More business acumen is gained from such a programme. The biggest challenge for us is getting IT guys to recognise that we are a business !’

‘What we are getting out of this with X is a reinvigorated colleague’

‘I get to keep X a little longer, compared with if they hadn’t done the programme’

‘Due to X thinking about things more strategically, she is now beginning to challenge processes and culture and ways of doing things’

‘Before the course X may not have spoken out. Now X is far more confident and vocal in her contributions’

# The University Incubator

- \* 7 graduate business starters in residence
- \* Start-up businesses include:
  - \* Jewellery manufacture and retail
  - \* Care agency (One-stop Case Service)
  - \* IT Support (Social Enterprise)
  - \* Environmental sustainability & management consultancy
  - \* Entertainment portal (aimed at student and 18-25 demographic)
  - \* Locally-driven Loyalty scheme for Worcestershire
  - \* Virtual Barristers' Chambers

# Lessons learned

- \* Don't expect employers to know a lot about the course that they're supporting, or to have well-developed mentoring schemes for supporting 'students'
- \* Do expect employers to generally like this style of on-the-job learning (informed new FdA)
- \* Be aware that some employers would have paid a contribution to the course fee, and that students should perhaps be asked to pay a deposit
- \* Do promote good news stories. 15% of registered students achieved salary enhancements through new (and better) positions in the first 12 months (either within their own, or a new organisation), providing salary enhancements of 20-25%.
- \* Recognise that employers may see your scheme as a recruitment pipeline; high cost of recruitment in low population density areas
- \* Establish a properly articulated strategy for 'Enterprise', before establishing an Incubator rather than expecting the **Incubator** to lead the **Strategy** !
- \* Always expect the unexpected e.g. unanticipated 'new' business ventures
- \* Don't ever under-estimate the power and value of peer-support networks
- \* Celebrate your scheme for promoting cross-institute working
- \* Be prepared for many local organisations to come forward to speak to the University as a result of the project

Any questions ?