

# Index

---

- 20–60–20 rule 94, 98, 194
- Action Learning 60, 78–81, 84, 99, 185, 213
- Action Learning Sets (ALS) xix, 39–40, 64, 68–73, 91–2, 114–17, 129–34, 144–5, 150, 158, 160–63  
and coaching models 70, 144–5  
definition 78, 79, 80  
and news sheet 212  
and open questions 69–70, 72, 79–80, 209–10
- air time 69, 71–2
- Alexander, G. xv
- Alvesson, M. 19
- analytic autoethnography xix
- Anderson, L. xix, 78
- Arvey et al. 19, 20
- autocratic leadership style 4, 41, 42–3, 212
- autoethnography xviii, xix
- autonomous thinking 83
- Avolio, B. 20
- Bandura, A. 20, 120, 121, 124, 172–3
- Barling, J. 220
- Barnes, Stewart 191
- barriers, perceived and real 46, 47, 59, 144, 149, 187
- Bateson, G. 138
- Beaty et al. 197
- becoming xviii, 98–103, 174–6, 180, 201, 220, 221, 226
- behavioural impact 26, 31, 33, 35, 37, 42, 46, 67, 72, 77, 83, 85, 95, 99, 101, 102, 110, 121, 123, 125, 130, 133, 136, 140, 142, 150, 157, 158, 169, 171–2, 174, 196, 208, 217, 220
- behaviour and identity 100–101
- Bennis, W. 19, 181
- bird's nest 180–81, 182, 226
- Bishop, Jane 4–6, 13, 16, 17, 18, 157, 158, 184, 190, 230–31, 232  
and Action Learning Set 70, 71–3, 114, 115, 116, 129, 131, 132, 133, 144, 161, 162  
and bird's nest 181  
and coaching 67–8, 88–9, 113, 128, 164–5  
on Exchanges 187–9  
and human capital 148  
on leadership style 43  
on LEAD Forum 49, 50, 119, 195, 201  
and Learning and Reflection Day 203, 207–9, 212, 213  
on Masterclass 54–5, 75, 77, 93–5, 96–7, 117, 118, 135–7, 145, 146, 168, 169, 170, 177, 178, 192, 193, 199, 200  
at Overnight Experiential 25, 26, 28, 29, 30, 31, 32, 35, 36, 37, 40, 44, 45, 48  
and Peer Support Award 217  
and Shadowing 104, 105, 106, 108–10, 111, 126, 142–3, 154, 155, 175  
on vision 46–7
- Bochner, A. xviii
- BOFF 110
- Bolden, R.R. 11, 182
- Bonington, Sir Chris 199–202
- Bosworth et al. 11
- bottleneck 118
- Boyle, M. xviii
- Burgoyne, J.G. xv–xvi
- Business Growth Award 216
- Business Masterclasses 51–4
- business planning 219  
Bill 166, 209, 210  
Freddie 12, 52, 86, 87, 112, 150, 181, 207, 216  
Jane 54, 55

- capital 57, 58, 60, 92, 101, 116–17, 147–51, 183, 225–6
- Carroll et al. 21
- Chambers, David 15, 26, 29–30, 48, 64, 116–17, 153  
 on Exchanges 159  
 and face-to-face coaching 66, 67, 68, 163, 164, 165, 167, 185  
 at Graduation 215, 216–18  
 and LEAD Forum 147  
 and Learning and Reflection Day 203–4, 213, 214  
 and Shadowing 106–7, 108, 111  
 and telephone coaching 85, 86, 87, 88, 89, 90, 112, 113–14, 126–7, 128, 141, 142, 143
- change 127, 154, 211–12, 218, 220
- change management 12–13
- Checkland, P. 182
- Chia, R. 100
- Clare, Pauline 167–8
- closed questions 160, 161, 206
- coach 81, 82, 83, 84, 85, 113, 150
- coachee 81, 82, 83, 84, 85, 113
- coaching xix, 60, 77, 78, 81–90, 100, 137, 169, 185, 220  
 face-to-face 63–8, 163–7, 185  
 telephone 112–14, 126–9, 141–4
- co-constructed autoethnography xvii, xviii
- co-constructed coaching 82, 84, 220
- Community of Practice (CoP) 22, 58, 61, 147, 151, 220, 222  
 definition 57, 101–2  
 and enablers 102
- confidence xx, 2, 14, 24, 35, 130, 150, 161, 173, 175, 187, 189, 218  
 and Jane 6, 16, 88, 158, 164, 165, 170, 188, 208
- conflict 177, 178, 200
- constraint 118, 133
- constructionist approach 197
- control 1, 28, 31, 32, 94, 139, 228  
 and Bill 29, 44, 66–7, 74, 98, 166  
 and Freddie 4, 163  
 and Jane 45, 94, 165  
 and Reynolds 138
- Cope et al. 11, 228
- Cope, J. 10–11, 21, 59, 139
- “crisis of leadership” 228
- critical reflection 81, 83, 138, 197
- critical thinking 33, 82, 144, 196, 198
- culture 7, 9, 29, 106, 193  
 and Bill 95, 165  
 and exchanges 159  
 and Freddie 4, 38, 77, 168, 193, 213, 232  
 and Peel 81
- Cunliffe, A.L. 198
- current reality 46, 47
- Davies, J. 173
- Day, D. 226–7
- decision-making xv, 8, 11, 200, 202, 213, 216  
 and Bill 7, 8, 35, 42, 53, 178  
 and double-loop learning 140  
 and Freddie 137, 149, 151, 160, 189, 194, 206  
 and Jane 6, 145, 155, 192
- democratic leadership style 41, 42
- Denzin, N.K. xix
- dependent behaviour 32
- Devlin, Ann 15, 16, 18  
 and Action Learning Set 68, 69–70, 71, 72, 73, 91, 92, 130, 144–5, 162–3  
 at Graduation 218  
 and Learning and Reflection Day 185, 186, 189, 204–5, 212, 213–14  
 and Masterclass 51–2, 135, 177, 191, 199  
 at Overnight Experiential 31, 32, 33–4, 37, 38, 39–40, 41, 47  
 and Shadowing 105, 107, 108, 111, 153–4, 157
- Dick, Professor Frank 135
- dictatorial leadership style 41
- disempowerment 74, 90, 98
- dissonant leadership 168
- distributed leadership 11, 22, 228
- DO–REVIEW–PLAN–DO continuous learning cycle 30–31, 59, 180, 181, 211
- double-loop learning 140
- doubts 1, 2, 88
- Drath et al. 9

- Easterby-Smith, M. 173  
 effective leadership 175, 220  
 Elliott, C. 222  
 Ellis, C. xviii, xix  
 Emotional Intelligence 168, 169, 170, 185, 217  
 employee engagement 127, 157, 169, 193  
   and Freddie 92, 94, 98, 142, 146, 148–9, 151, 202, 217  
 empowerment 35, 95, 131, 133, 193, 213  
 enacted learning 20  
 entrepreneurial leadership development 57  
 entrepreneurial leadership learning 11, 22  
 entrepreneurial learning 139  
 evocative autoethnography xix  
 Exchanges 106–7, 124, 153, 159, 175, 178–9, 184–90, 196, 207  
   and salience 176  
 experiential learning 10, 229, 232  
 explicit knowledge 226  
 Ezzy, D. 100
- face-to-face coaching 63–8, 163–7, 185  
 facilitators 102, 220, 222  
 feedback 109–10, 124, 141–2, 156, 187  
 formative experience 10  
 formative learning xvi, 20, 21, 22, 120–21  
 Forum *see* LEAD Forum
- GAIN programme 231  
 Garvey et al. 83  
 Gergen, K.J. 100  
 Gibb, A. 79  
 Gibson, D.E. 121  
 Gioia, D.A. 173  
 Gold, J. 78  
 GOLD programme 231, 232  
 Graduation 204, 212, 214–18  
 Graya et al. 81  
 Greiner, L.E. 228  
 ground rules 31, 41, 68–9, 111, 190, 213  
 GROW coaching model 69, 92, 100, 115–16, 144–5  
 Guthey, E. 84
- Guthrie, V.A. 228  
 gut instinct 200
- hero complex 74, 129, 136  
 high-level learning 138  
 high performance 146  
 Hill, L.A. 101  
 Howorth, Professor Carole 177, 178  
 Hoyt, C.L. 121  
 human capital 57, 58, 147, 148, 149, 150, 151, 183, 225–6  
   and Masterclasses 60
- Ibarra, H. xviii, 100, 174  
 iceberg principle 31, 33, 35, 43  
 identity xvi, xxii, xxiii, 21–2, 34, 56, 61, 83, 98–103, 121, 139, 174, 176, 220, 226  
 induction 14–18, 26, 220  
 in-groups 149  
 institutional capital 57, 60, 147, 150, 183, 226  
   and cohort 92, 116  
   and CoP 58, 151  
 isolation xv, 2, 60, 80, 116, 205
- Jackson, B. 99–100  
 James 108, 111, 155–7, 184–5, 186–7, 196  
 Jelly Baby Tree 70, 91, 161  
 Johari Window 26–8, 154  
 Jones, J. 221
- Kempster, S. xviii, xix, 9, 10–11, 19, 21, 73, 174, 227  
   and co-constructed autoethnography xvii  
   on naturalistic learning 103  
   on observational learning 120  
   and self-efficacy 172, 173  
   on social interactions 20  
   and timeline exercise 61–2  
 knowledge 9, 61, 79, 80, 195, 226  
 knowledge of leadership xxi, xxii, 60, 78  
 Kolb Learning Cycle 31, 59, 180
- laissez-faire leadership style 41, 42  
 Lave, J. 21  
 layering learning 180–81

- leader–follower dynamic 22, 95, 100, 130, 220
- Leader Member Exchange (LMX)  
theory 149, 220
- leadership xvi–xvii, xxii, 1, 9, 10, 11  
definition 19  
and followership 74  
and self-efficacy 172
- leadership development 11, 84, 183, 218, 224, 225–7  
designing a programme 57, 147, 182, 198, 227
- leadership experiences xxi, xxii, 123–4, 175
- Leadership Improvement Award 217
- leadership learning xiii, xv, xvi, xvii, xix, 10, 11, 19, 21, 55–62, 82, 84, 120, 123, 173–4, 180, 182, 221, 226–9  
and Bill 98–9  
and identity 20–21, 100  
restricted 22–3, 121  
and salience 176, 226  
and tacit knowing 226
- LEADership Learning Cycle xvi, xvii, xx–xxii, 55–6, 78, 98, 99, 123, 175, 181, 196–7, 221  
and situated learning 101
- Leadership Masterclasses 51, 74–7
- leadership practice 101
- leadership self-efficacy 175–6, 220
- leadership shadow 95, 98, 126, 128, 154, 207, 212
- leadership situation xxi, xxii, 56
- leadership style 22, 32, 33, 38, 41–3, 46, 94, 99, 106, 129, 154  
autocratic 4, 212  
and Bill 8  
democratic 41, 42  
and Freddie 148, 170  
and Jane 168–9  
resonant and dissonant 168–9  
and Shadowing and Exchanges 123  
transactional versus  
transformational 132–4
- Leadership Style Spectrum 42, 99, 164–5, 193, 194
- leadership timeline 38–9, 61–2, 99, 100, 148, 181, 205
- LEAD Forum 17, 24, 47, 48–50, 59, 191, 220  
on Masterclasses 60, 95–8, 119, 136–8, 147, 170, 179–80, 194–5, 201–2  
on Shadowing 105–6
- leading questions 115
- LEAD programme evaluation xx, 219–20
- Learning and Reflection Days 124–5, 185–90, 202–14
- learning cycle 30–31, 59, 180, 181, 211  
*see also* LEADership Learning Cycle
- learning levels 138
- learning log 33–4, 41, 47, 59, 107
- Leitch et al. 57–8
- legitimate peripheral participation 21, 103
- lived experience xvi, xx, 84, 100, 120, 171, 181, 221
- Local Enterprise Partnerships (LEPs) 224
- loneliness 1, 2, 10, 40, 59, 218
- low-level learning 138
- Luthans, F. 20
- Mackness, Dr John 117
- Mafia Offer 118, 119
- marbles 182, 226
- market segmentation 52, 53, 54, 55, 117, 138, 193
- Markus, H. 100
- Martin Luther King speech 74–5, 77
- Masterclasses 59–60, 61  
Carole Howorth 177–80  
Chris Bonington 199–202  
David Murphy 145–8  
Frank Dick 135–8  
John Mackness 117–19  
John Oliver 92–9  
Malcolm McDonald 51–5  
Pauline Clare 167–70  
Steve Kempster 73–7  
Stewart Barnes 191–5
- Master's degree 214, 221, 231, 232
- McCall et al. 121
- McDonald, Malcolm 51
- Mezirow, J. 83, 139
- micro-management 32, 33

- milestones 135–6  
 Mischel, W. 101  
 Murphy, Dr David 145
- narrative identity 100  
 naturalistic learning xv–xvi, 21, 61, 103, 221, 227  
 Neale et al. 83  
 Nonaka, I. 61, 195  
 Non-Executive Director (NED) 178, 232  
 Northern Leadership Academy 224, 225  
 notable people 20, 121, 174  
 Nurius, P.S. 100
- observation 10, 109, 111, 226  
 observational learning 20, 101, 119–23, 171, 173, 174  
 off-stage leadership 75, 157  
 Oliver, Professor John 93  
 open questions 115, 131, 154, 156, 160  
   and Bill 161, 210  
   and Freddie 127, 150, 154, 206  
   and Jane 155, 213  
 Order Qualifiers 119  
 Order Winners 119  
 OSKAR (Outcome – Platform, Future Perfect; Scaling; Know-how; Action; Review) 64–7, 68, 86–7, 88–9, 112–13, 142, 143, 165  
 out-groups 149  
 Overnight Experiential 17, 24–48, 58–9, 61, 99, 100, 193, 210  
 owner/manager xiv, xv, xvi, xx, 9–11, 21, 22, 56, 123–4, 227–9  
   and coaching 81  
   and CoP 58, 147  
   and critical thinking 198  
   definition xiii  
   and isolation xv, 60, 80, 103  
   and professional qualifications 221  
   and reflection 59, 196  
   and role models 121  
   and salience xvi, 174  
   and self-efficacy 171, 175, 176  
*see also* Bishop, Jane; James; Porter, Freddie; Richards, Bill; Tom
- Parry, K. xviii, 99–100, 120, 174  
 participation in leading xxi, xxii, 58–9, 78  
 pedagogy 82, 84, 226–7  
 Pedler et al. 79  
 Peel, D. 81  
 peer community xvi, 17, 18, 26, 27, 47, 92, 134, 151, 153, 164, 204, 206–7  
   and Action Learning 79  
   and Action Learning Sets 69, 91  
   addresses loneliness 218  
   Freddie 92, 134, 141, 150, 151, 206, 206–7, 217  
   and GROW 70  
   Jane 71  
   and LEAD Forum 48  
   and reflection 138  
   as support group 151, 209, 229  
 Peer Support Award 217  
 peer-to-peer learning xxi, 13, 59, 60, 61, 116, 125, 195, 214  
 permission 28, 29  
 Perren et al. 224  
 Pittaway et al. 59, 79, 125  
 Polanyi, M. 61, 195  
 policy implications 223–9  
 policy-makers 223–5  
 Porter, Freddie 2–4, 14–15, 17, 25, 152, 184, 230, 231–2  
   and Action Learning Set 70, 72, 91–2, 114, 115–16, 129, 130, 133, 134, 144, 160–61, 162  
   and bird's nest 181  
   and Business Growth Award 216–17  
   and capital 148–51  
   and change 12–13  
   and coaching 63–4, 65  
   on Exchanges 179, 187–90  
   and face-to-face coaching 163–4  
   on leadership style 41–2, 43  
   on LEAD Forum 49–50, 119, 194, 202–3  
   and Learning and Reflection Day 212–13  
   on Masterclass 51, 52–3, 54, 75–6, 77, 93, 94, 95, 97–8, 117, 118, 137, 145–6, 169, 170, 178, 180, 191–3, 201  
   and open questions 205–7

- at Overnight Experiential 28–9, 31, 32, 34–5, 37, 38–9, 40, 44–6, 47
- and reflection 195, 196
- on Shadowing 104–6, 108–9, 110–11, 154–5, 175
- and telephone coaching 85–8, 112–13, 126–8, 141–3
- Postgraduate Certificate, Diploma 214, 221
- power 28, 37, 139, 228
  - and Bill 193, 209
  - and Freddie 154
  - and Jane 71, 77, 97, 109, 132, 158, 165, 170
  - and Reynolds 138
- process review 69, 92
- profit mix 54, 194
- programmed knowledge 79, 80
  
- Rae, D. 79
- Raelin, J. 21
- reflection xvi, xvii, xxi, 10–11, 20, 29, 59, 60, 76, 79, 80, 83, 84, 89, 106, 110, 159, 195–6
  - and Bill 89, 96, 140, 144, 165–7, 179, 209, 210
  - definition 82, 124
  - and Freddie 112, 160–61, 192
  - and Jane 30, 201, 208
  - and Pittaway et al. 79
  - and Reynolds 138, 197
  - and Wenger 198
- reflection-in-action 124, 232
- reflection-on-action xvi, 123, 124–5, 232
- reflection on leadership xxi, xxii, 10, 59
- reflective dialogue 84
- reflexivity 82, 195–6, 197, 198
- Regional Development Agencies 224
- relational learning 120
- resonant leadership 168
- return on investment (ROI) 183, 225
- Revans, Reg 79–80
- Reynolds, M. 138, 197
- Richards, Bill 6–9, 13, 15, 17, 98–9, 100, 230, 231, 232
  - and Action Learning Set 70–71, 72, 92, 115, 116, 130–34, 160, 161–2
  - and bird's nest 181, 182
  - and coaching 66–7
  - on Exchanges 179, 184–5, 186–7
  - and face-to-face coaching 165–7
  - and Leadership Improvement Award 217
  - on leadership style 41, 42–3
  - on LEAD Forum 95–6, 194–5, 201–2
  - and Learning and Reflection Day 209–12, 213
  - on Masterclass 53–4, 74–5, 76, 117–18, 135, 136, 137–8, 147, 168, 169, 177–8, 191, 192, 193, 199–200, 201
  - at Overnight Experiential 25, 29, 30, 31, 33, 35–6, 38, 39, 40, 44, 45
  - and Shadowing 104–5, 106, 108, 111, 155–8
  - and telephone coaching 89–90, 113–14, 128–9, 143–4
- role models 120, 121
  
- saliency 20–21, 39, 61, 172, 173–4, 176, 220
- Sammy 25, 26, 29, 32, 33, 40, 44, 169, 210
  - and barriers 47
  - and blindfold task 34–5, 36, 37
  - and DO–REVIEW–PLAN–DO 30–31
  - on leadership style 41, 42, 43, 46
  - and Leadership Style Spectrum 193
  - on learning cycle 211
- Scholes, J. 182
- Schön, D.A. 124
- segmentation, market 52, 53, 54, 55, 117, 138, 193
- self-awareness 83, 90, 210
- self-confidence 6, 16
- self-doubts 1, 2, 88
- self-efficacy 170, 171–3, 175, 176, 220
- sense-giving 9, 75
- sense-making 174, 228
- Shadowing 104–11, 123–4, 126, 142–3, 151, 152, 153, 165, 207
  - and Jane 154, 166, 175
- Shadowing and Exchanges 111, 123–4
- shadow of influence 93, 95
- Simon, S. 121
- single-loop learning 139–40

- situated curriculum 102, 103, 221–2
- situated learning xvi, 21, 22, 101, 120, 123
- Situated Learning Theory 57
- Situational Leadership 194
- Smallbone et al. 11, 223
- small business leaders *see* SME leaders
- small business leadership *see* SME leadership
- SME leaders 102–3, 121, 219–20, 221  
*see also* Bishop, Jane; James; Porter, Freddie; Richards, Bill; Tom
- SME leadership 10, 224
- SME performance xiv, xx, 9, 220, 223
- Smith, S. 99, 102, 103, 198
- social capital 57, 58, 60, 101, 116–17, 147, 148–9, 150–51, 183, 226, 227  
and situated learning 101
- social learning 11, 58, 101, 171, 222
- Solutions Focused coaching 64, 68, 81, 86, 88, 89, 113, 128, 142, 145
- Staff Development Award 216
- Stake, R.E. xviii
- Stewart, J. xv, xvii, xviii, xix
- Stewart, R. xv–xvi
- strategic marketing 51–4, 193
- structural limitations of the SME  
context 10, 11, 121, 226
- Sveningsson, S. 19
- tacit knowledge 61, 195, 226
- tacit learning 123
- Takeuchi, H. 61, 195
- telephone coaching 85–90, 112–14, 126–9, 141–4
- theory sandwich xix, xxii  
and becoming and identity development 98–103, 174  
and bird's nest and marbles 180–82  
and capitals 147–51  
and coaching 77, 78, 81–4  
and leadership learning 18–23, 55–62, 101, 119  
and learning and the changes 171, 196, 218–22  
and observational learning 119–23, 173, 174  
and owner/manager, leadership and growth 9–11, 174  
and reflection and reflexivity 195–8  
and self-efficacy 170–76  
and single, double and triple loop learning 138–40
- Thorpe et al. 59, 224
- time xx, 13, 27, 29–30, 46, 94, 221  
Bill 8, 35, 66, 74, 75, 114, 118, 166, 194, 211, 217  
Freddie 32, 194  
Jane 5, 6, 128, 143, 169, 208, 209  
lack of 2, 8
- timeline, leadership 38–9, 61–2, 99, 100, 181, 205
- Tom 16, 17–18, 25, 33, 36, 116, 144  
and blindfold task 34, 35  
on LEAD Forum 48–9  
and Staff Development Award 216
- traits xviii, 19, 20, 200, 217
- transactional leadership 132, 133, 189
- transformational change 30
- transformational leadership 132–4, 189, 220
- transformational learning 139
- transformative learning 81, 83, 139, 196
- triple-loop learning 132, 140
- trust 18, 24, 25, 27, 31, 34–5, 40, 69, 71, 77, 107, 111, 116, 119, 132, 151, 154, 157, 163, 164, 165, 176, 178, 185, 186, 187, 200, 208, 209, 218, 221  
'trust the process' xx, 26, 34, 69, 87, 105, 152, 184, 227
- Tsoukas, H. 100
- uncertainty 1, 88, 124, 134, 185
- unconscious behaviour 21, 38, 56, 93, 138, 139, 155
- Van Maanen, J. xviii
- Velsor, E. 228
- Vince, R. 197
- vision 8, 11, 28, 32, 46, 97, 112, 133, 135, 154, 162, 165, 177, 189, 192, 210, 213  
ambitious 223, 225
- Wenger, E. 21, 61, 195, 198
- Wood, R. 172

- Work Based Learning xix, xx, 82, 196, 221, 231, 232  
Wren, C. 221
- Zone of Uncomfortable Debate (ZOUd) 134  
Zones of Debate 131, 134