



Lead or Lose: What difference does good or bad leadership make?

Horizon37, 2021

We want to talk to the Horizon37 community and leaders throughout the scale-up business ecosystem to ask them what is the business impact of good or bad leadership on business outcomes, what does good leadership comprise, and how do you develop it.

Why are we are doing this project:

- a) To extricate how leadership correlates with business outcomes for scale-ups
- b) To evaluate how the coaching (and specifically, "The HorizonMethod") contributes to developing good leadership

We want to help entrepreneurs, executive teams, investors, mentors and board members to improve their performance during the scale-up phase, while also discovering which interventions make the most difference – so that we always deliver the most impactful and effective coaching possible.

How are we going about this project:

This project follows in the footsteps of the successful Horizon37 [“Born or Made”](#) and [Villains vs. Value](#) research.

Questions will be set by our research team (comprising members from Horizon37 and Cranfield University), and sent out through various channels to capture responses either by interview or a [Google form](#).

The interviews and surveys we conduct will inform our findings, which will be used to create the Lead or Lose research report(s) and as part of an evaluation of the impact of the HorizonMethod for coaching, as deployed through the Horizon37 coaching programmes.

We will:

- Review literature and other available data
- Interview at least 100 exec and non-exec scale-up leaders
- Survey at least 500 exec and non-exec scale-up leaders
- Analyse emerging findings with the support of a focus group

Our focus group will meet at least twice over the course of the project to make sense of, and challenge, emerging findings.

Working Definitions

To clarify the context, we are talking about senior leadership (usually by the founder CEO and Exec team) in a scale-up.

We define leadership as: "causing results through others", i.e. NOT "doing skills" like technology development, financial modelling or video marketing).

"A scale-up Business" is a 3-7 year old company that meets any/all of the following criteria:

Have had VC or Angel backing at least £1m in total

Or are £500k p.a. revenue generating (product market fit)

Or have grown 20% in staff from base 50 for three years

Or have grown 20% revenue YoY from base £100k for three years

Reporting

Collaboration is key - we will work openly and transparently with interested senior leaders, entrepreneurs, Angel groups, VCs, academics, and service providers.

Our final report will be published on our website www.horizon37.co.uk and we will welcome invitations to deliver seminars and workshops to bring the findings to life for leadership teams, using a coaching approach.

For more information or to get involved contact us by email info@horizon37.co.uk.