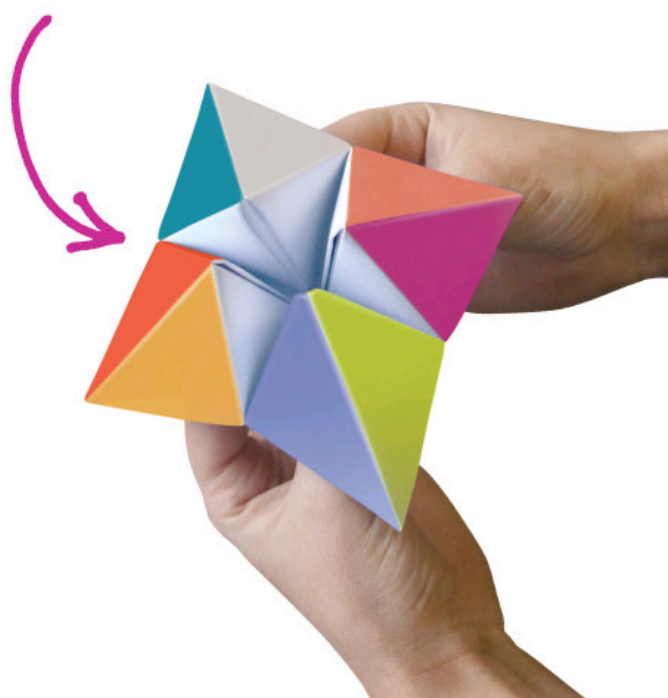


Report



Business Issue Scoping Tool

Your selections, our recommendations



Report for Advancement Associates.

Your selection, our recommendations

Thank you for using the Investors in People New Choices Demonstration tool. This tool shows how Investors in People can be used to meet numerous business issues and help you to develop your organisation to meet its future needs. The tool is intended as a demonstration of increased flexibility of Investors in People enabling organisations to focus on what is important to them whilst still benefiting from an internationally recognised Standard.

Your Selection

You told us that **Managing Change**, **Strategic leadership** and **Organisation culture** were key issues and, based on this selection, we recommend the following focus of Investors in People is used:

	Focus Area	Explanation
Business Strategy	Vision	The organisation should have a clear vision of what it wants to achieve and a business plan with measurable objectives that aims to support the achievement of it.
	People and stakeholders	The organisation should involve everyone in the development of its strategy, including its stakeholders.
	Core Values	The organisation should have a set of core values that are in line with its vision and purpose and everyone should know what this means to the way they are expected to work.
	Performance indicators	The organisations should demonstrate key performance indicators have been identified and are used to improve performance.
Managing and developing people	Learning priorities	The organisation should consider what the objectives of the organisation are when developing a learning and development plan so that priorities are identified and acted upon.
	Plans and resources	The organisation should have the resources in place for learning and development activities and these should reflect different learning styles.
	Learning and development strategy	Learning and development should be planned to build the knowledge and skills of individuals and their teams so that everyone is able to contribute to achieving the organisations vision and objectives.
	Continuous learning	The organisation should have a culture where everyone sees the value of continuing to learn and develop their skills and knowledge to improve performance.
Managing and developing people	Encouraging contribution	The organisation should ensure everyone feels able to contribute ideas to improve their own and other people's performance
	Equal opportunity	The organisation should be committed to making sure that everyone has appropriate and fair access to the support they need so that they can improve their performance.
	Diversity and talent	Everyone in the organisation should be able to describe how they are involved in promoting equality and managing diversity in a way which makes the most of individual's skills.
	Recruitment	Recruitment is fair, efficient and effective. The organisation should have a recruitment strategy that makes sure there is a talented and diverse workforce that is able to achieve the organisation's vision.
	Focus Area	Explanation
Effective leadership and management	Defining requirements	Managers should be involved in defining the knowledge, skills and behaviours they require to be effective. These should be in line with the organisation's purpose, vision and values.
	Future capabilities	The organisation should be clear about the knowledge, skills and behaviours that managers require in order to achieve the vision.
	Leadership at all levels	There should be an environment where everyone is encouraged to develop leadership behaviours.
Effective leadership and management	Role models	Managers should act as role models in the way they manage people, work in teams, share knowledge and act on feedback. People trust and respect them.
	Inspirational leaders	Leaders in the organisation should display an open, honest and trusting management style which inspires everyone in the organisation.
	Trust	The organisation should have an environment where everyone feels that they are trusted.

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	Effective Managers	Effective managers should be able to develop their people, give them constructive feedback, and provide clear leadership.
Valuing people	Valuing contributions	Everyone within the organisation should feel that their contribution is recognised and valued by others.
	Reward and recognition	The organisation should have a clear and fair reward and recognition strategy which is used to motivate people to improve the performance of the organisation. Everyone within the organisation is encouraged to recognise other's contributions.
	Motivating People	Everyone in the organisation should feel motivated by the way that the organisation recognises and rewards their individual contribution. The organisation should understand that everyone is motivated by different things.
	Celebrating success	The organisation should reward and celebrate individual and team achievements to show appreciation and maintain commitment and motivation.
Ownership and responsibility	Ownership	Everyone should feel a sense of ownership and pride in working for the organisation.
	Decision making	The organisation should encourage people to get involved in making decisions that affects the performance of individuals, teams and the organisation at a level appropriate to their role.
	Consultation	Effective consultation arrangements should be in place to encourage everyone in the organisation to take part in decision making.
	Knowledge sharing	Knowledge and information should be shared effectively across the organisation.
	Challenging how things work	The organisation should have an environment where everyone feels that they can challenge the way things work in order to continually improve performance.
Effective learning	Learning needs	Learning and development activities are carried out in a way that ensures that everyone in the organisation is able to do their job.
	Use of resources	The organisation should use all available resources in a flexible way to make sure learning and development is carried out effectively across the organisation.
	Innovation and flexibility	The organisation should take an innovative and flexible approach to developing its people. Everyone should be encouraged to try new approaches and learn from these.
	Achieving full potential	Everyone should be provided with learning and development opportunities that enable them to achieve their full potential.
	Focus Area	Explanation
Continuous improvement	Demonstrating impact	The organisation should be able to quantify the impact of investing in people management and development. Everyone in the organisation should be clear about how learning and development has improved performance.
	Evaluation	The organisation should be able to measure and evaluate how its strategies for managing people contributes to overall performance.
	Return on investment	The organisation should measure and report on the return on investment from its people strategies.
Continuous improvement	Improving the approach	The organisation should review and evaluate its approach to managing and developing people and use this information to improve the organisation's performance.
	Self review	The organisation should review its approach to managing people on a regular basis so that it can identify areas for improvement and address these.
	External review	Information from external reviews should be used to improve how the organisation manages and develops everyone who works there.
	Benchmarking	The organisation should compare strategies for managing and developing its people internally and also with other organisations to make sure that practices are reviewed and improved.

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A great place to work

place to work as a result of ongoing improvements that are made to the way they are managed and developed.

Other Areas of Focus

Whilst not initially identified in your business issue selection, other areas of Investors in People focus including **Social responsibility**, **Work Life Balance**, **Coaching**, **Beyond legal requirements** and **Valuing all learning** may help your organisation. Please contact your local Investors in People Centre to find out more.