

Investors in People

Introducing the sixth generation Standard



INVESTORS
IN PEOPLE

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What is Investors in People (IIP)?

People
Management
Standard

Tool for
supporting the
achievement of
ambition /
purpose

Accreditation
Body

Method for
comparison,
benchmarking
& improvement



What does it have to say – key beliefs

**People are
your most
valuable asset**

valuable asset
your most

**Alignment of
ambition /
purpose and
people practices**

people practices
purpose and

**Continuous
review and
evaluation is a
must**

must
evaluation is a

**Commitment
from the top
of the
organisation**

organisation
of the

**Culture
impacts
outcomes**

outcomes
impacts

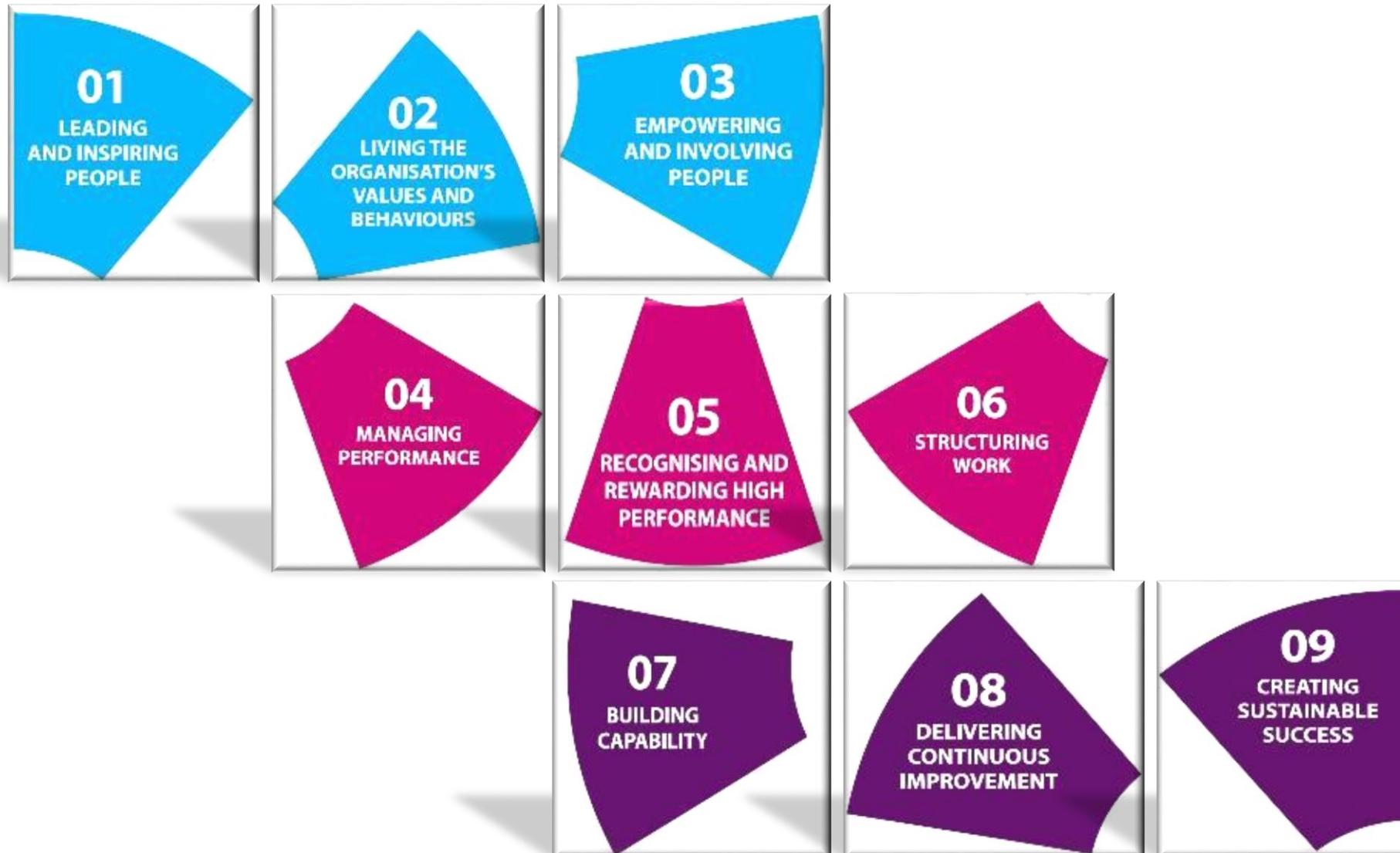


The IIP Standard – structure





Indicators of high performance





Content and structure – examples

Themes	Developed	Established	Advanced	High Performing
LEADING Living the values	People understand how to behave in line with the organisation's values.	People are encouraged to demonstrate the organisation's values in the way they behave.	Leaders create a culture of openness and trust where people consistently behave in line with the organisation's values.	People feel comfortable challenging behaviours that are not in line with the organisation's values and people are held to account.
SUPPORTING Measuring and assessing performance	People's performance is regularly measured and assessed against objectives. People receive feedback on their performance.	People's behaviours are assessed against the organisation's values.	Performance data and evidence of behaviours are captured and used effectively to improve the performance of people and the organisation.	Giving and seeking timely feedback on an informal basis, engaging in performance discussions and coaching are a core part of the day-to-day running of the organisation.
IMPROVING Creating a culture of continuous improvement	People are aware of how they can contribute to improving their performance and ways of working within the organisation.	People are encouraged to try new approaches and learn from their efforts, mistakes and successes.	People are supported by their leaders to take reasonable risks when trying new and innovative approaches.	The organisation nurtures innovation and acts quickly in response to new ideas and opportunities.

LEADING

- Creating transparency and trust
- Motivating people to deliver the organisation's objectives
- Developing leadership capability
- Operating in line with the values
- Adopting the values
- Living the values
- Empowering people
- Participating and collaborating
- Making decisions

SUPPORTING

- Setting objectives
- Encouraging high performance
- Measuring and assessing performance
- Designing an approach to recognition and reward
- Adopting a culture of recognition
- Recognising and rewarding people
- Designing roles
- Creating autonomy in roles
- Enabling collaborative working

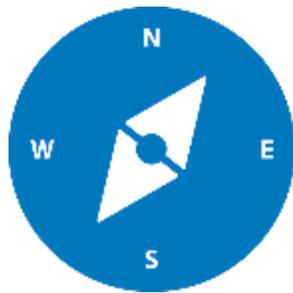
IMPROVING

- Understanding people's potential
- Supporting learning and development
- Deploying the right people at the right time
- Improving through internal and external sources
- Creating a culture of continuous improvement
- Encouraging innovation
- Focusing on the future
- Embracing change
- Understanding the external context

Added value experienced

- Organisational outcomes and performance levels improved.
- Levels of staff motivation, commitment and engagement increased.
- Ability and agility to manage change smoothly.
- Capability and capacity levels increased.
- More effective leadership and management – at all levels.
- Sustainability of an organisation increased.
- Gain new insights and perspectives.
- Creates advocates for your 'brand'.

The assessment / accreditation process



Discovery
Meeting



Online
Assessment &
Benchmarking



Context
Discussion
Meeting



Interviews &
Observation



Reporting,
Accreditation
& Feedback



Using IIP in your organisation

1. Take a FREE online self-assessment – www.investorsinpeople.com
2. Have an IIP Practitioner undertake a diagnostic review of your organisation.
3. Use the online survey tool to find out your employees views and opinions.
4. Take one of three types of assessment:
 - a. Against the **27 Themes at the 'Developed'** level.
 - b. **'Essentials'** – against the whole Standard with summary feedback.
 - c. **'Insights'** – against the whole Standard with detailed feedback and benchmarking data.

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