

BUSINESS ISSUE SCOPING TOOL

The Business Issue Scoping Tool available at: www.investorsinpeople.co.uk/scopingtool is one of a number of free online tools provided by Investors in People. Through it you can find out how Investors in People can help you to address your unique business needs. The tool identifies the business issues relevant to your organisation and highlights the areas of the Investors in People framework that will be of particular use to you. These are just a selection of the possible issues

you may be facing. If you have other business issues, your Investors in People Centre will be able to show you which areas of Investors in People these relate to.

Overleaf is a summary table of the various themes covered by the Investors in People framework. Your local Investors in People Centre will be able to tell you how these themes will work best for your organisation.

TWELVE BUSINESS ISSUES MAPPED OUT IN THE SCOPING TOOL INCLUDE:

- Managing change
- Increasing efficiency
- Maximising profitability
- Increasing sales
- Workforce productivity
- Strategic leadership
- Customer satisfaction
- Organisation culture
- Developing new products
- Return on investment for training
- Succession planning
- Environmental sustainability



“Stuart (our Investors in People assessor) made several practical and well founded recommendations in his report which can be used as a catalyst to continually improve our performance. I would therefore like to thank him for a most refreshing, constructive and valuable review. The style of the report itself has also improved with a greater emphasis on what the company wants to gain from the review and not necessarily just whether we have met the Investors in People Standard.”

Tony Cooke Managing Director,
Bournemouth and West Hampshire Water Plc

HOW CAN I FIND OUT MORE?

FOR MORE INFORMATION ON THE NEW CHOICES AVAILABLE, CONTACT YOUR LOCAL INVESTORS IN PEOPLE CENTRE.

England

East of England
The Assessment Network Ltd
info@tan.org.uk
01480 479222

East Midlands
EMQC Ltd
info@emqc.co.uk
01332 291871

London
Capital Quality Ltd
info@cqlgroup.co.uk
020 7492 5901

Scotland

Investors in People Scotland
peter.russian@iipscotland.co.uk
0131 625 0155

Northern Ireland

Northern Ireland Investors in People Centre
jillian.gilmore@delni.gov.uk
02890 441794

North East
Investors in People North East
info@iipne.co.uk
0191 516 6464

North West
Centre for Assessment and Recognition (NW) Ltd
enquiries@carnw.co.uk
0845 603 7889

South East
Quality South East
info@qse.org.uk
01329 822077

Wales

Investors in People Wales
carolyn.potts@wales.gsi.gov.uk
01745 538 592

International

International Quality Centre Ltd
info@iqcltd.com
08709 500255

South West
Investors in People South West
info@qualitysouthwest.co.uk
01452 413 641

West Midlands
West Midlands Quality Centre
info@wmqc.co.uk
02476 561 500

Yorkshire and the Humber
YHAL
info@yhal.org.uk
01423 531 133



INVESTORS
IN PEOPLE

IMPROVING BUSINESS PERFORMANCE



THE NEW APPROACH FROM INVESTORS IN PEOPLE

INVESTORS IN PEOPLE IS OFFERING A MORE FLEXIBLE WAY FOR OUR CUSTOMERS TO WORK WITH US. TURN OVER TO FIND OUT HOW YOUR ORGANISATION CAN BENEFIT FROM THIS NEW FOCUS.

Investors in People UK
information@iipuk.co.uk
020 7467 1946



PUTTING YOUR NEEDS AT THE HEART OF INVESTORS IN PEOPLE

We have developed a more personalised way for you to work with Investors in People. Our new approach begins by identifying your organisation's unique needs and then applies the Investors in People framework to meet them. This subtle but powerful shift in emphasis means you can now use Investors in People to focus on your chosen organisational objectives, whatever they may be, rather than the requirements of the Investors in People Standard.

RESPONDING TO THE CHALLENGES OF THE CURRENT ECONOMIC CLIMATE

Customers are telling us there is even more pressure to deliver against their business plan and to manage change. In response, Investors in People's more flexible and tailored approach goes straight to the core of the matter by allowing you to work with parts of the framework that are most relevant to your business. An example of this is illustrated in the jigsaw image opposite.

Here we've selected 'managing change' as the core business priority. As you can see the focus areas you could choose from include 'culture, vision and values', 'inspirational leadership', 'employee engagement', 'talent' and 'evaluating the return'. However managing change is just one option. We have mapped out eleven other issues that can be addressed, so whether you want to build leadership, increase productivity or maximise your profitability, these choices are all now available to you.



PERSONALISING OUR SERVICES TO MEET YOUR ORGANISATION'S NEEDS

We want to ensure that Investors in People stays relevant to your organisation through all the challenges you may face by developing a more consultative and personalised way for us to work together. And customer feedback to-date is very

encouraging. In our recent pilot, 89 out of 100 employers felt this new approach "enabled them to be flexible around the needs of their organisation" and 81% felt the new approach added more value to their recognition as an Investor in People.

The new approach has allowed us to gain even greater benefits from The Standard by providing the stretch we needed to develop the business plan. We look forward to using our newly designed plan as a vehicle to take us even further along the road to success, in spite of the current economic climate."

Cynthia Jackson Practice Manager, Rollasons

HOW WILL IT WORK?

While firmly rooted in the Investors in People Standard, the new approach offers a more tailored way for you to work with this proven performance improvement framework. Furthermore, the framework itself has been extended beyond The Standard to give organisations the opportunity to explore in more depth areas that are of most importance to them. It can also provide stretch as part of an organisation's ongoing process of continuous development. In practice, this means a closer and more

consultative working relationship with your Investors in People assessor who will establish what your business priorities are at the start of the process. Your assessor will then identify the most relevant parts of the framework for your organisation and its particular needs. The whole process is pragmatic and forward-looking rather than retrospective. The Investors in People experience therefore, is one that moves your organisation forward to continuously improve.

THE INVESTORS IN PEOPLE FRAMEWORK: A SUMMARY OF ITS CONTENTS

PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE MANAGEMENT STRATEGY	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT

THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:

The organisation has a vision/purpose, strategy and plan	Learning priorities are clear and linked to the plan	People are encouraged to contribute ideas	Managers are clear about the capabilities they need to lead, manage and develop people	Managers are effective and can describe how they lead, manage and develop their people	People believe they make a difference	Ownership and responsibility are encouraged	People's learning and development needs are met	Investment in learning can be quantified	Evaluation results in improvements to people strategies and management
People are involved in planning	Resources for learning and development are made available	There is equality of opportunity for development and support	People know what effective managers should be doing		People believe their contribution is valued	People are involved in decision-making		Impact can be demonstrated	
Representative groups (where appropriate) are consulted when developing the plan	The impact will be evaluated								

YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:

Clear core values relate to vision and strategy	The learning and development strategy builds capability	The recruitment process is fair, efficient and effective	Leadership and management capabilities for now and the future are defined	Managers are role models of leadership, teamwork and knowledge sharing	Reward and recognition strategies link to business strategy and are externally benchmarked	Effective consultation and involvement is part of the culture	Learning and development resources are used effectively	The contribution of people strategies is measured and evaluated	Self review and information from external review are used
Key performance indicators are used to improve performance	Plans take account of learning styles	A diverse, talented workforce is created	Managers are helped to acquire these capabilities	Coaching is part of the culture	Representative groups are consulted (where appropriate)	People are supported and trusted to make decisions	Learning is an everyday activity	Impact on key performance indicators can be described	Effective feedback methods are used to understand people's views on how they are managed
Social responsibility is taken into account in the strategy	People help make decisions about their own learning	A work-life balance strategy meets the needs of its people	Leadership and management strategy link to business strategy, taking account of external good practice	People are helped to develop their careers	What motivates people is understood	Knowledge and information are shared	Innovative and flexible approaches to learning and development are used	Performance improves as a result	Internal and external benchmarking are used
People and stakeholders are involved in strategy development	Learning and development is innovative and flexible	Constructive feedback is valued	Everyone is encouraged to develop leadership capabilities	There is a culture of openness and trust	Success is celebrated	People are committed to success	People are given the opportunity to achieve their full potential	Career prospects improve	People's views on how they are managed improves
	There is a culture of continuous learning	The structure makes the most of people's talents			Benefits strategy goes beyond legal requirements	There is a culture of continuous improvement	All learning is valued and celebrated and is an everyday activity	Flexible and effective approaches to measuring return on investment are used	People believe it's a great place to work
					Colleagues' achievements are recognised	People can challenge the way things work	Mentoring is used	Return on investment in people is reported to stakeholders	
						There is a sense of ownership and pride in working for the organisation	Personal development is supported		