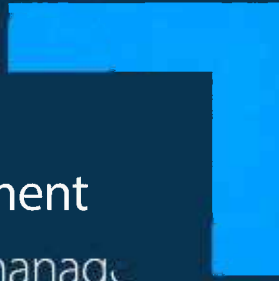


INVESTORS
IN PEOPLE

The Standard



standard for people management
that it takes to lead, support and manage
people well for sustainable results



IP

investors-in-people



A mark of distinction

The Investors in People Standard sets out the criteria for high performance through people. It's a simple framework to benchmark the effectiveness of leadership and management practices in any organisation.

Those that meet the performance requirements of the Investors in People Standard proudly display their accreditation to the world. It's a mark recognised across 75 countries that sets apart those that have achieved excellence in the way they lead, support and manage people. Why? Because they understand that it's people that make the difference.

This guide sets out the criteria of the Investors in People Standard and supporting background information on the principles and underpinning methodology. It's a simple roadmap for anyone looking to achieve Investors in People accreditation and a topic guide for anyone looking to manage change or foster excellence in people management in their own team or business.

What is a standard?

A standard is a level of quality and attainment. The criteria within standards capture knowledge, principles and effective approaches drawn from industry leaders. Standards can therefore be a very effective tool to measure and benchmark performance against common global principles. Formal accreditation against a standard demonstrates achievement in a particular field or industry. Research shows that organisations accredited against the Investors in People Standard outperform industry norms. For example, 60% of Investors in People accredited organisations predict business growth, compared to the UK business average of 47%,¹ demonstrating the difference excellence in people management makes to performance.

Investors in People is the standard for people management. First established in 1991 by UK government, the Standard has been revised six times, and 2015 sees the latest generation release. It is an internationally protected trademark and only accredited organisations have the exclusive right to display the award.



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of Investors in People accredited organisations predict business growth, compared to the UK business average of 47%

¹ UKCES, Employer Perspectives Survey, 2012.

The sixth generation Standard

September 2015 saw the launch of the sixth generation Standard. The update and revision was based on the features of leading organisations from across the world.

Led by a UK government commission review, hundreds of academics, business leaders, industry experts and practitioners were involved in the creation of the sixth generation. Research into the characteristics of organisations that are able to achieve sustained, improved results over the long term were used as a foundation. The result is a simple framework for sustainable performance through people.

First released in 2015, the sixth generation Investors in People Standard introduces a four stage performance model, and nine new indicators based on the features of organisations that consistently outperform industry norms. Alongside this introduction, after independent review of the Standard by University of Bath Management School in 2015, a Platinum award level was introduced. This change reflects the significant raising of standards with the introduction of the sixth generation.



Exploring the Standard

You won't find processes, policies or paperwork. You will find easily understandable criteria that form a simple road-map for excellence in any industry.



Leading

Creating purpose in a changing environment, whilst motivating through change, have become essential skills for many roles. High performing organisations foster leadership skills at every level of the organisation to deliver outstanding results. The leading indicators explore the clarity of vision and purpose and how well leaders in the organisation inspire employees to perform.



Supporting

For many, constant change is the new normal. Sustainable organisations use flatter structures to enable faster decision-making, agility and customer focus. The Standard explores the way in which people are supported to perform. This is through the way jobs are designed, reward is structured, performance is managed, and the autonomy people have to make decisions.



Improving

Constant adaptation, flexibility and continuous improvement feature heavily in the very best organisations. A philosophy of continuous improvement is at the heart of the Investors in People Standard. Being a sustainable organisation means developing capabilities, resources and plans for tomorrow. It means fostering innovation to constantly find new ways to achieve the ambition of the organisation.



Organisation ambition

We invest in people to improve performance. Therefore, the aims and ambitions of the organisation, are at the heart of the Investors in People framework. Every indicator builds from an understanding of this ambition to test the alignment of purpose across the employees and the extent to which practices are driving positive results. At the highest level of performance every practice will drive sustainable results for the organisation.

The performance model

Constantly moving. Constantly improving. Constantly keeping ahead. Every indicator builds against a simple scale to understand the effectiveness of people management approaches.

Organisations are measured using a four stage performance model that ranges from 'Developed' to 'High Performing' across all nine indicators. This unique model allows for direct comparison year on year and across sectors and industries.

Each level, from 'Developed' to 'High Performing', clearly describes how successfully practices are embedded and aligned through the organisation.

Understanding the stages

The performance model is built upon four unique progression stages that reflect the key transitions an organisation passes through as principles and practices mature.² The stages are not linked to the size or complexity of an organisation. A large complex organisation may only operate at 'Developed' level. Equally, a small innovative organisation may have practices at 'High Performing', regardless of relative simplicity of operations. Rather, the stages identify the principles and outcomes that must be in place, to achieve sustainable performance through people. For this reason, the indicators are best thought of as scales, from 'Developed' to 'High Performing' at the highest.

The Investors in People performance model

Stage 1 – Developed

The appropriate principles and practices are in place and communicated. People and leaders know what is expected of them.

Stage 2 – Established

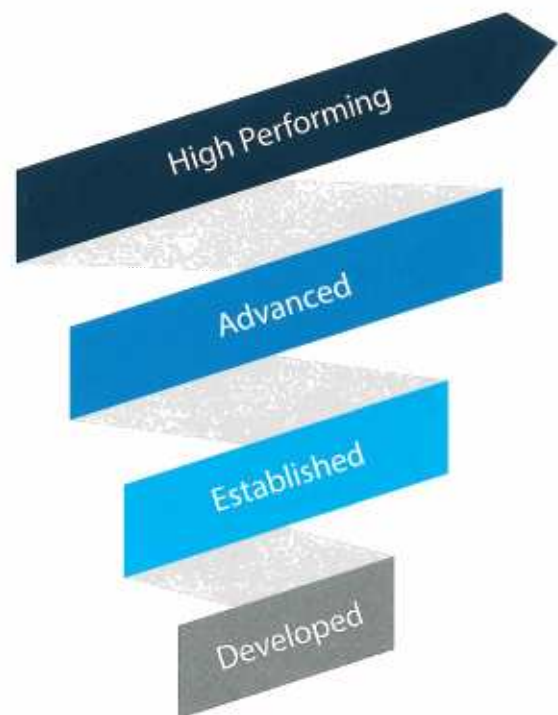
People and leaders are actively engaged in ensuring the appropriateness and consistency of the principles and practices.

Stage 3 – Advanced

People and leaders actively drive positive outcomes, taking ownership of the principles and practices.

Stage 4 – High Performing

The principles and practices are fully integrated with other business practices. People and leaders take accountability for delivering consistently positive results, always with an eye on improvement and the future.



² The Investors in People performance model was informed by the extensive work and research around the Capability Maturity Model (CMM) developed by Carnegie Mellon University and the subsequent People CMM developed as a result (P-CMM).

Achieving accreditation

Achieving Investors in People accreditation is an outstanding achievement. It requires genuine commitment from leaders, passionate employees and everyone focused on the ambitions of the organisation.

To employees, accreditation signals a high performing culture and a commitment to their development and success. To customers it signals quality products or services. To stakeholders it signals a leadership team to trust.

To achieve accreditation, an organisation must be assessed against the Standard by a licensed practitioner, against the global policies and requirements set out by Investors in People. Practitioners are experts in their field. They bring experience, knowledge and networks to ensure that every assessment is a journey to excellence.

Assessment is conducted simply and efficiently using a mixture of online tools, interviews and leadership discussions. Every assessment is conducted against all criteria, so any award level can be achieved, from every assessment undertaken. It's an efficient but robust process that delivers an accurate picture of performance:



Stage One Discovery

Exploring the free online self-assessment and resources.

Generate your own self-assessment report online at www.investorsinpeople.com. When you're ready, start working with a practitioner to outline your ambition and purpose as an organisation. This will guide every step of the assessment journey.



Stage Two Online Assessment

Understanding employee's views is at the heart of our assessment.

We ask your employees a set of 40 online questions to quickly collect data and test alignment against the Standard. We gather data to ensure every assessment is robust, accurate and delivers tangible insight for the management team.



Stage Three Employee interviews and observation

Going deeper into key themes emerging from the online assessment through face to face meetings and observations.

The interviews are about delving further into strengths and opportunities for improvement.³



Stage Four Accreditation report

Understanding your award level and benchmark performance.

Now could be the time to celebrate. Whatever the outcome, you'll be able to benchmark your performance against your previous assessments or industry competitors, by exploring the data revealed in your assessment report.

³ The number of interviews undertaken varies based on the response rate to the online assessment. Your practitioner will be able to advise based on international policies.

Award levels

To meet the minimum level for accreditation organisations are required to meet all nine performance indicators at 'Developed' level.

Using the free online self-assessment is a simple way to see how your organisation compares before progressing to full assessment.

Additional levels of accreditation indicate higher performance in people management. Benchmarked against global industry practice, the following criteria must be met, to achieve higher accreditation:

Investors in People accreditation levels and assessment criteria:



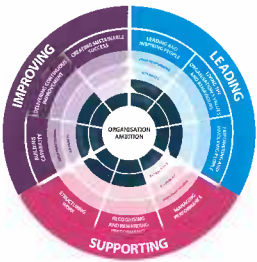
Investors in People Accredited

All nine indicators at 'Developed' level.



Investors in People Gold

All nine indicators at 'Developed' and 'Established' and seven of the nine indicators at 'Advanced' level. We expect Gold accreditation to be awarded to the top 2 percentile of organisations assessed.



Investors in People Silver

All nine indicators at 'Developed' and seven of the nine indicators at 'Established' level. We expect Silver accreditation to be awarded to the top 5 percentile of organisations assessed.



Investors in People Platinum

All nine indicators at 'Developed', 'Established' and 'Advanced' and seven of the nine indicators at 'High Performing' level. We expect Platinum accreditation to be awarded to the top 0.5 percentile of organisations assessed.

Find your benchmark

Only by looking externally, and bringing in latest approaches, will every team become the best they can be. Every Investors in People assessment is an opportunity to measure and benchmark performance against others.

Using data gathered through the assessment, organisations can develop a continuous improvement culture, by focusing on performance gains in leadership, motivation, culture and employee alignment.

With 27 scales for comparison the performance model allows for detailed analysis against each theme within the Standard.

Visit www.investorsinpeople.com to find out more.



1 Leading and inspiring people

Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always improving</i>
Creating transparency and trust	Leaders provide clarity around the organisation's purpose, vision and objectives	There is clear and regular two way communication between leaders and people at all levels	Leaders ensure that there is a consistent level of trust at all levels of the organisation	Leaders are active role models, leading by example and trusted by people in the organisation
Motivating people to deliver the organisation's objectives	People understand the organisation's objectives	Line managers support people to deliver the organisation's objectives	Leaders are passionate about delivering the organisation's objectives and motivating people to deliver against them	Leaders motivate and inspire people to achieve results above and beyond what is expected of them
Developing leadership capability	Line managers know what is expected of them to lead, manage and develop their people effectively	People know what to expect from their line manager and provide feedback on how they are managed and developed	People have confidence in the leadership and management capabilities within the organisation	Future leadership capabilities are defined in line with the organisation's values and leaders meet these challenges

2 Living the organisation's values and behaviours

People and leaders act in line with the organisation's values at all times. They have the courage and support to challenge inconsistent behaviours.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always improving</i>
Operating in line with the values	Leaders clearly communicate the organisation's core values and how they should be applied	People are led, managed and developed in line with the organisation's values	Leaders consciously consider and act in line with the organisation's values when making decisions	The organisation's values are at the heart of everything it does. They shape the way it operates at every level
Adopting the values	People know and understand what the organisation's values are	People are personally motivated to behave in line with the organisation's values	People do the right thing in accordance with the values, not necessarily the easiest or most convenient thing	People make decisions based on values rather than self interest
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

3 Empowering and involving people

There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Empowering people	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organisation's objectives
Participating and collaborating	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
Making decisions	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making, in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions themselves	People are empowered to challenge the status quo to improve the organisation's performance

4 Managing performance

Objectives within the organisation are fully aligned, performance is measured and feedback is used.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Setting objectives	People know what is expected of them and understand how their individual objectives fit the organisation's objectives	Leaders involve people in setting clear and achievable objectives. People are regularly reviewed against these objectives	Stretching individual and team objectives are aligned to the organisation's objectives and performance measures. People take responsibility for monitoring their own performance	People take the lead in setting stretching objectives that support and respond to the organisation's goals and plans for change
Encouraging high performance	Line managers invest time in managing performance and ensure people understand the performance process	Line managers have open and honest conversations with people about their performance	Line managers are highly effective and consistent at supporting high performance and addressing underperformance through effective, constructive and open dialogue	People are expected and actively supported to strive for high performance at all times
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

5 Recognising and rewarding high performance

Recognition and reward is clear and appropriate, creating a culture of appreciation where people are motivated to perform at their best.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Designing an approach to recognition and reward	The way the organisation recognises and rewards people supports its objectives	Leaders continually review how the organisation recognises and rewards its people	The approach taken to recognising and rewarding people is flexible and tailored to meet individual motivations	People are involved in designing the organisation's approach to recognising and rewarding people
Adopting a culture of recognition	The organisation has an appropriate and clear approach to recognition and reward	Individual and team achievements are rewarded and celebrated with financial or non-financial benefits	People feel confident that individual and team achievements are consistently recognised and encouraged across the organisation	There is a culture of appreciation where people feel valued and are recognised for their efforts and performance
Recognising and rewarding people	People know how they are recognised and rewarded and the criteria have been clearly communicated	People are recognised for their behaviour as well as their performance on a formal and informal basis	People are motivated to perform at their best as a result of the approach to recognition and reward	High performing people and teams receive greater financial or non-financial recognition and rewards

6 Structuring work

The organisation is structured to deliver the organisation's ambition. Roles are designed to deliver organisational objectives and create interesting work for people, while encouraging collaborative ways of working.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Designing roles	Roles are designed to deliver organisational goals by creating clear accountability and avoiding duplication of effort across teams	Roles are designed to create interesting work for people, with skills and capabilities for each role clearly identified	Roles are designed to help people develop the skills and capabilities needed for progression	Roles are designed in order to meet the changing needs of communities, markets, organisational strategy and employees
Creating autonomy in roles	Each role is designed with clear decision-making authority	Policies and practices across the organisation support people to make the decisions required in their specific roles	Policies and practices are aligned to help people take individual ownership and act quickly and effectively	Policies and practices are regularly reviewed and improved to speed up decision-making and increase individual ownership
Enabling collaborative working	It is clear how roles enable people to work together to achieve the organisation's objectives	People are encouraged to work across the organisation to share information and expertise	Open communication and flexible work practices make collaboration across the organisation easy and effective	The organisation's structure encourages people to create formal and informal networks to maximise collaboration

7 Building capability

People's capabilities are actively managed and developed. This allows people to realise their full potential and ensures that the organisation has the right people at the right time, for the right roles.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Understanding people's potential	Line managers have development conversations with people to identify their potential and ensure learning and development needs are met	Learning and development opportunities are provided in line with the organisation's objectives and enable people to achieve their full potential	The organisation is flexible in the way it develops people, using innovative solutions that meet learning and development needs	People take ownership of their own learning and development to effectively support the organisation's objectives
Supporting learning and development	Development advice and guidance is well communicated throughout the organisation	People have the opportunity and support to put new skills and knowledge into practice	Investment in learning and development is evaluated to understand the impact on people's progression opportunities	Continuous learning is part of the culture of the organisation
Deploying the right people at the right time	Recruitment and selection is fair, efficient and effective and fits with the organisation's objectives	Resource planning is actively managed to support the organisation's objectives	The organisation uses succession planning to ensure critical roles are filled and people can progress	Leaders continually look to the future to identify and plan the capabilities people will need to deliver success

8 Delivering continuous improvement

There is a focus on continuous improvement. People use internal and external sources to come up with new ideas and approaches, supported by a culture that encourages innovation.



Themes	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Improving through internal and external sources	The investment in people is evaluated and the results are used to improve performance	The organisation uses information from internal and external sources to improve how it manages and develops its people	Leaders look beyond the current business environment to learn from the outside world and bring in knowledge to improve the organisation's performance	People take responsibility for continuous improvement. They look to the world around them for new ideas and innovation then deliver change in line with this
Creating a culture of continuous improvement	People are aware of how they can contribute to improving their performance and the 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
Encouraging innovation	People are encouraged to come up with new ideas	People work together to generate new ideas	People are passionate about innovation and volunteer new ideas	New ideas deliver positive outcomes for the organisation

9 Creating sustainable success

The organisation has a focus on the future and is responsive to change. Leaders have a clear understanding of the external environment and the impact this has on the organisation.



<i>Themes</i>	<i>Developed</i> <i>In place and understood</i>	<i>Established</i> <i>Engaging and activating</i>	<i>Advanced</i> <i>Creating positive outcomes</i>	<i>High Performing</i> <i>Embedded and always Improving</i>
Focusing on the future	Leaders communicate future priorities	People are actively engaged in both short-term and long-term planning	People believe the organisation is a great place to work and are committed to its future success	Leaders are aware of future challenges for the organisation and consciously develop their own capabilities, and partner with stakeholders to respond to these
Embracing change	Where change happens it is communicated in a timely and transparent way across the organisation	Benefits of change are measured and captured. Successes and failures are openly communicated	People that demonstrate optimism and drive are selected to champion change and support others to understand and engage with it	Change is viewed as 'business as usual', where mistakes are accepted and valued, as an opportunity for learning and improvement
Understanding the external context	Leaders have a clear understanding of who the stakeholders are in the communities and the markets the organisation serves	The workforce is diverse and reflects the communities and markets the organisation serves	People understand the relationship between the organisation and the wider community	The organisation has a positive impact on the communities and markets it serves

Glossary of key words

Accountability: When people have responsibility to make decisions and take actions for areas of work within their remit.

Accredited: When you have been successfully assessed and achieved the requirements of the Investors in People Standard, you are accredited as an Investors in People organisation.

Alignment: A state of agreement or cooperation between persons towards a common goal or objective. In the context of the Standard, alignment refers to the extent to which management practices are driving performance outcomes; The extent to which people are aligned with the wider ambitions of the organisation.

Appreciation: Recognising and understanding the worth, quality and importance of your employees' contributions.

Autonomy: A degree of freedom and discretion given to an employee over his or her job.

Authority: The formal power given to people which includes a right to command a situation, commit resources, and give instruction to other stakeholders. It is always accompanied by an equal responsibility for one's actions or a failure to act.

Behaviour: The way in which people respond to their surrounding environment.

Benchmarking: Comparing your organisation's people management performance with that of others.

'Business as usual': The normal conduct of business regardless of current circumstances, despite difficulties or disturbances.

Business plan: A plan that sets out your organisation's objectives. It may also be known as an organisational plan, corporate plan, strategic plan, development plan or improvement plan.

Capabilities: The knowledge, skills and behaviours that your organisation's people need to achieve your ambition.

Celebrate: The chance for your people to come together and share in your success as a business.

Coaching: A formal or informal process that aims to improve the performance, learning and development of an individual through effective questioning and feedback. It is about helping people to think issues through for themselves, rather than about telling or instructing someone.

Collaboration: Cooperative relationships between employees, working towards a common goal.

Communities: Groups of people who live in the same place or share common characteristics.

Context: The background, framework, setting, or situation surrounding an event or situation.

Continuous improvement: A type of change that is focused on increasing the effectiveness and/or efficiency of an organisation to fulfil its policy and objectives.

Contribution: The role played by a person in bringing about a result or helping something to advance.

Consistent: Behaviour and actions which are carried out in the same way over time, in order to be fair or accurate.

Constructive feedback: Information provided to an individual regarding their performance. The aim is to increase their understanding both of their strengths and of the areas where they could improve.

Constructive relationships: Positive working relationships between employees and representative groups.

Consult: What managers do when they discuss matters of mutual concern with representative groups, so that they can take account of the views of employees when making decisions that may affect their interests.

Corporate Social Responsibility: An organisation's duty to act as a responsible employer and member of the community. This may include involvement in local community projects.

Culture: The organisation's beliefs, behaviours and values that influence the way people work.

Data: Statistics and facts collected together for reference and analysis.

Decisions: Conclusions or resolutions reached after consideration of the available information.

Dialogue: A discussion between two or more people or groups, often towards the exploration of a particular subject or resolution of a problem.

Discussion: A conversation or debate about a certain topic. Typically in order to reach a decision or exchange ideas.

Diversity: The cultural, social, gender or other differences between people, with reference to an organisational culture that encourages and values these differences. In addition, a culture of diversity is about recognising, valuing and taking account of different skills and life experiences.

Diverse workforce: A workforce made up of people from different cultural backgrounds, with different personal characteristics related to race, gender, disability, sexuality, religion, belief, age and marital status.

Effective: Successful in producing a desired or intended outcome.

Embedded: Deeply implanted ideas or beliefs become ingrained or embedded in the holder's mind.

Empowered: Having the authority or power to make and implement decisions.

Equality: Recognising that everyone is treated with dignity and respect, regardless of race, gender, disability, sexuality, religion or belief, age, marital status or other personal characteristics. In terms of learning and development, equality means recognising that different groups have different needs, and ensuring that they have appropriate and fair access to appropriate opportunities.

Evaluation: The process of reviewing the results of something, such as learning and development activity, to identify its impact on performance and to assess whether it has achieved its intended objectives.

Feedback: Information about reactions to a person's performance of a task used as a basis for improvement.

Framework: The Investors in People framework underpins the world recognised Investors in People Standard. Based on 25 years of leading practice, the latest IIP framework (sixth generation) reflects the latest workplace trends to help every person contribute effectively to the organisation's ambition.

Goals: Observable and measurable end results, having one or more objectives to be achieved within a defined time frame.

Guiding evidence: The evidence highlighted underneath each of the nine Investors in People indicators. This evidence helps to focus assessments on the required evidence to meet the varied performance levels (see performance model for more information).

Higher accreditation: Additional levels of achievement following successful assessment against the IIP Standard indicating higher performance in people management practice. Benchmarked against industry best practice, the following criteria must be met to achieve higher accreditation:

- Investors in People Silver: All nine indicators at 'Developed' and seven of the nine indicators at 'Established' level
- Investors in People Gold: All nine indicators at 'Developed' and 'Established' and seven of the nine indicators at 'Advanced' level.
- Investors in People Platinum: All nine indicators at 'Developed', 'Established' and 'Advanced' and seven of the nine indicators at 'High Performing' level.

Impact: The results achieved from an action and the effect it has had on performance.

High performance: Consistently high levels of collaboration and innovation that produce superior results.

Ideas: A thought or collection of thoughts. Ideas often form during brainstorming sessions or through discussions.

Impact: A measure of the consequences of one action or influence upon another.

Improve: To enhance or make something better in terms of quality, value or usefulness.

Indicators: The nine 'indicators' of people management best practice that make up the Investors in People framework. Organisations that perform at, or above, the Standard in these nine areas are considered to be of the performance required to achieve the Investors in People accreditation.

Initiative: Taking action or decisions without direct outside influence.

Innovation: New ideas, more effective devices or processes. Innovation can be viewed as the application of better solutions that meet new requirements or existing needs.

Inspirational leadership: A quality attributed to leaders who are able to create a culture of motivation and commitment. Inspiring leaders aim to create an environment of trust in which people can be creative and motivated to fulfil their potential. They tend to: have passion; have a sense of purpose; be honest and trustworthy; encourage others to share their vision; inspire others to achieve their potential.

Involve: To cause a person or group to participate in a situation or experience.

Key performance indicators (KPIs): Measures what an organisation uses to monitor, understand, predict and improve its performance. Depending on the organisation's purpose and objectives, these may relate to people, finance, customers and quality.

Knowledge: Facts, information, and skills acquired by a person through experience or education.

Leaders: A leader is anyone with responsibility for managing, directing, motivating or supervising others within the organisation. This would include senior managers, line managers, team leaders, supervisors and anyone else with a similar role. They are influential members within an organisation to whom others look for advice, opinions, and direction.

Learning and development: Any activity that develops skills, knowledge or attitude. Activities may range from formal training courses run internally or externally to informal on-the-job training or coaching.

Learning styles: The different ways in which people are best able to learn. Can include (for example) solitary or group scenarios, discussion, written information, pictures, hands-on learning and seminars.

Line manager: A person with direct managerial responsibility for a particular employee.

Markets: An actual or nominal place where forces of demand and supply operate and where buyers and sellers interact to trade goods or services.

Measured: Judgement or assessment of something by comparison with a standard.

Mentoring: The advice and guidance offered by a more experienced person to develop an individual's potential. Mentoring tends to focus on long-term career goals rather than immediate performance issues, and may be carried out by people from within the organisation or outside it, but not usually by an individual's manager.

Motivating: Using incentives or persuasion to influence the way people think or behave.

Objectives: A specific result that a person or business aims to achieve within a time frame and with available resources.

Organisation: A social unit of people that is structured and managed to meet a need or to pursue collective goals.

Openness: The capacity to entertain different and non-customary ideas and to change one's behaviour accordingly

Opportunity: A set of circumstances which make it possible to do or achieve something.

Optimism: Hope and confidence about the future or the successful outcome of something.

Outcomes: The result or consequence of actions carried out.

Ownership: People who are prepared to demonstrate ownership play a greater role in the success of the organisation, and are willing to own a decision or action and be accountable for its outcome.

Participation: Joint consultation in decision making, goal setting and teamwork.

People: Any individual who helps the organisation to achieve its objectives. The scope of this would embrace all roles in an organisation including managers and top managers, full-time, part-time and voluntary employees, people on renewable short-term contracts, and regular, casual employees, as well as people who are members of representative groups (people that act as official representatives, rather than ordinary members.)

Performance: An action, task, or operation, seen in terms of how successfully it was performed

Performance Model: The four stages of performance that underpin each of the nine indicators within the Investors in People framework. The performance levels allow for measurement, benchmarking and progression towards higher levels of accreditation.

The Investors in People performance model includes the following stages: Stage 1: Developed, Stage 2: Established, Stage 3: Advanced, Stage 4: High Performing

Personal development: Any activity that develops an individual's skills, knowledge or attitude, which may or may not be related to the work they carry out in the organisation.

Practitioners: Practitioners are licensed Investors in People assessors and advisers with extensive management experience across numerous sectors. Working with a licensed Investors in People practitioner ensures that you, as a client, are receiving the most up-to-date information on the Investors in People Standard and are undergoing a compliant assessment against the Investors in People Standard.

Priorities: The ordering of a number of different jobs or tasks, depending on their importance or urgency.

Progression: Changing or developing towards an improved situation or state.

Purpose: The reason for which something is done or created or for which something exists.

Quantify: To explain in measurable terms – for example, quantifying the results achieved through learning and development activities.

Recognition and reward strategy: A strategy which provides both reward in the form of formal compensation and benefit arrangements (financial and non-financial); and recognition in its arrangements for acknowledging and appreciating people's specific achievements.

Recruitment and selection: Recruiting and selecting people from both inside and outside your organisation.

Representative groups: Groups such as trade unions, other workplace representatives, employee associations, works councils and partnership councils.

Resource planning: The process by which an organisation makes sure that it has the right managers and people to achieve its objectives.

Responsibility: The opportunity or ability to act independently and make decisions without authorisation

Review: Carefully examining a situation to find out whether changes or improvements need to be made.

Risk: An uncertain situation which can involve exposure to danger or loss.

Roles: The position or purpose that someone or something has in a situation, organisation, society, or relationship.

Role models: People looked to by others as examples to be imitated.

Self-interest: A situation in which you consider the advantage to yourself when making decisions, and decide to do what is best for you.

Self-review: An evaluation of an organisation's strategy or practice by using formal or structured methods.

Social responsibility: An organisation's duty to act as a responsible employer and member of the community. This may include developing people through local community projects.

Status quo: The existing state of affairs.

Structure: The way in which the parts of a system are arranged or organised, or the system itself.

Strive: To make great efforts to achieve or obtain something.

Success: The accomplishment of an aim or purpose.

Succession planning: The process of identifying suitable people and preparing them to replace important executives in an organisation when these executives leave or retire.

Sustainable: An organisation that maintains its own viability and responds to external changes.

Stakeholders: These are the people who have an interest in the organisation, its activities and its achievements. They may include customers, partners, employees, shareholders, owners, the Government and regulators.

Strategy: The plan an organisation has for how it aims to achieve its vision.

Team: A small or large group of people who come together to work towards a shared goal – for example, a project team, a branch or a department. In small organisations, a team may be the whole organisation. Where an evidence requirement refers to a team, this will mean the whole organisation if there are no smaller teams.

Transparent: Transparent business and financial activities are done in an open way without secrets, so that people can trust that they are fair and honest.

Trust: Firm belief in the reliability, truth, ability, or strength of someone or something

Underperformance: To perform less well than expected.

Values: The principles that determine how people work within an organisation.

Vision: What and where an organisation wants to be in the future, and how it wants to be described by its people and customers.

Volunteer: A person who freely offers to take part in an enterprise or undertake a task.

Ways of working: The processes, values and behaviours embedded within an organisation which inform the way its employees operate.

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