

A new Framework
A new High Standard
Introducing the VI generation





Outperformance:

the ability of an organisation to achieve results that are consistently better than a chosen peer group.

Outperformer:

an organisation with a clear purpose that uses benchmarking to continually stay ahead of its peers.



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A new Framework. A new high Standard.

Have you noticed how some organisations do better by every measure? How they can offer great products or services, inspire fantastic loyalty from staff and customers and deliver impressive results?

We call these organisations the Outperformers. When we developed the sixth generation of the Investors in People Framework we decided to focus on them.

We asked what the very best organisations do to stay ahead. We found that it was their approach to people that made them different. Then we set out to build a management standard around the Outperformers. In 2015 the very first organisations will be accredited against this new Standard. You're invited to join them.

About Investors in People

Investors in People is the globally recognised management Standard first launched in the UK in 1991. Now adopted in 25 countries, accreditation against the Investors in People Standard is the sign of a great employer, a sustainable business and a commitment to success through people. Investors in People accreditation is awarded as a mark of distinction to organisations that can meet the criteria set out in our Framework. 2015 will see the launch of the sixth generation Framework.

Only the best need apply.

Introducing Investors in People VI

The Investors in People Framework underpins the world recognised Investors in People Standard. Based on 25 years of leading practice, the sixth generation reflects the very latest workplace trends, to help every person be the best they can be.

The nine indicators are grouped around three enablers:

Leading

Creating purpose in a fast changing environment, whilst motivating through change, have become essential skills for many roles. Outperforming organisations foster leadership skills at every level of the organisation to deliver outstanding results.


Supporting

For many, constant change is now the new normal. Successful organisations are using flatter structures to enable faster decision-making, customer focus and agility. The benefit? Reduced overhead, better service for customers and more successful organisations.

Improving

Constant adaptation, flexibility and continuous improvement feature heavily in the very best organisations. They're always looking for opportunities to improve – seeking every marginal gain. They know that every small change adds together to make them an Outperformer.



A portrait of Sir Dave Brailsford, a man with glasses and a dark sweater over a light blue collared shirt, smiling. The background is a blurred indoor setting with structural beams. There are blue graphic overlays: a large blue shape at the top right and a dark blue L-shaped shape at the bottom left.

“ By aggregating all these small little one percent’s, all those Marginal Gains, you’ve got quite an improvement in performance. Marginal Gains, to me, is improvement through small steps. It can apply to everything.”

Sir Dave Brailsford. Team Principal, Team Sky, Former Performance Director, Great Britain Cycling Team, Investors in People brand spokesperson.



**Hear Dave talk about
Outperformance**

It's a journey

Outperforming organisations are constantly improving to keep ahead. They understand that achieving excellence is a journey. Underpinning each of the nine indicators is the Investors in People Maturity Model. This sets out the criteria for different levels of accreditation at Bronze, Silver and Gold levels.

Each level, from 'Developed' to 'High Performing', clearly describes how well practices are embedded within an organisation. The unique Maturity Model, underpinning the approach,

allows for a simple journey, and sets a stretching standard to strive for. This unique approach to progression is based on extensive research into the concepts of maturity and change management.

Example: Indicator 1 Each indicator builds through the four levels of maturity:

1 Leading and inspiring people

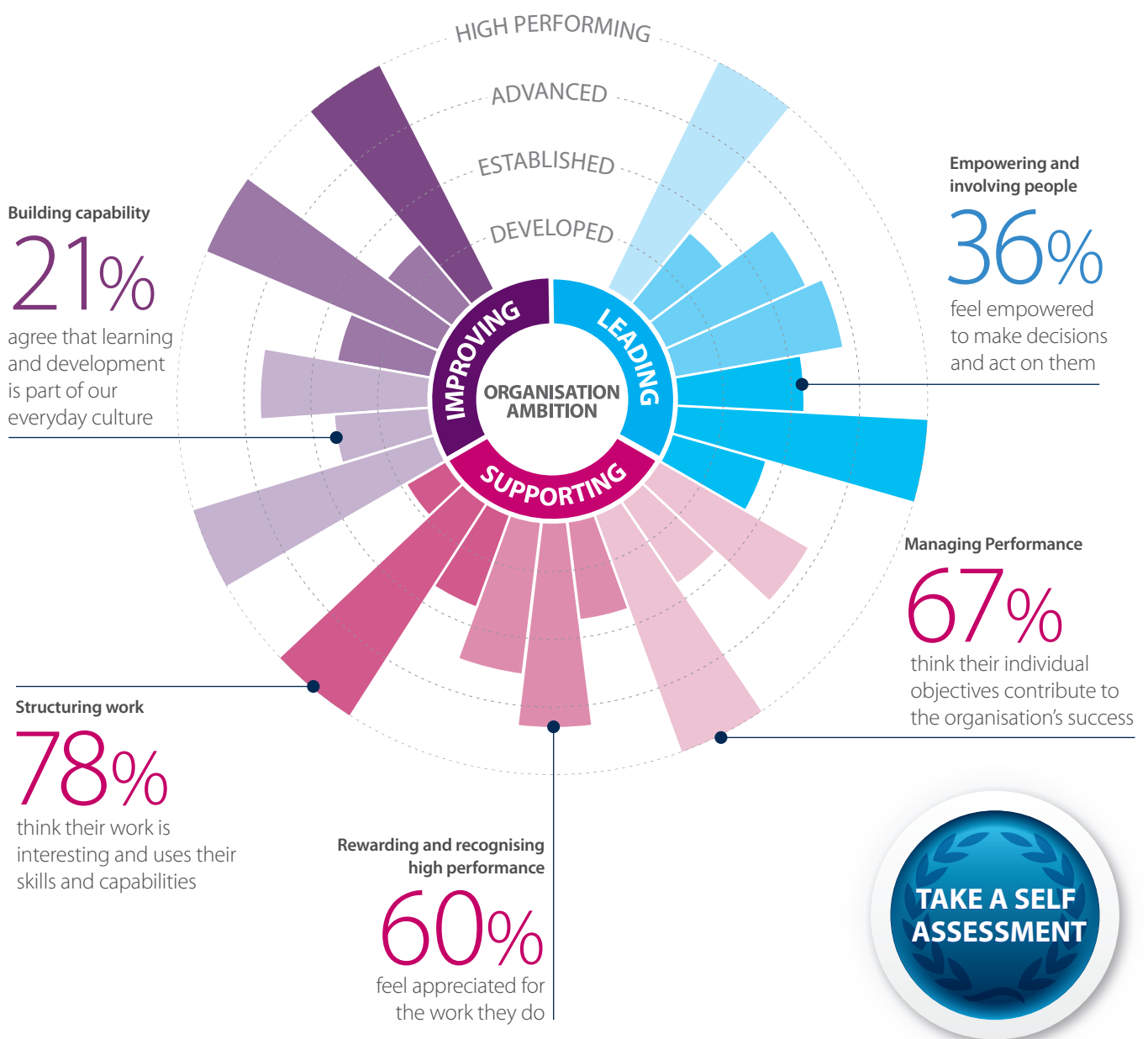
Leaders make the organisation's objectives clear. They inspire and motivate people to deliver against these objectives and are trusted by people in the organisation.



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

Find your benchmark

Step one: Finding how you're doing. **Step two:** Identify where you need to be. **Step three:** achieve Outperformance. The Investors in People Framework VI provides 27 different scales to directly map your performance against. Find out how you're doing year on year and relative to your peers.



Achieve accreditation

It's important to conduct the assessment your way.

With online, offline and options that integrate with your existing staff survey: it's simpler than you think to start measuring the impact of your investment in people... and achieving Investors in People:



Nine question
pulse survey



Forty question
full assessment



Employee interviews
or focus groups



Full assessment
report from a licensed
practitioner

Accreditation levels



**INVESTORS
IN PEOPLE**



**INVESTORS
IN PEOPLE**

Bronze



**INVESTORS
IN PEOPLE**

Silver



**INVESTORS
IN PEOPLE**

Gold

OUTPERFORMANCE⁷

Start your partnership ⁷

A mark of distinction. A roadmap for success.

A journey to Outperformance. Learn more about how your organisation can benefit from working with the Investors in People management Standard.

- **Attend** Outperformance 2015 Roadshows
- **Pre-order** the Investors in People Framework
- **Attend** the International Conference in 2015

“So what do outperformers all have in common? Well, it’s really simple actually. They all believe that people make the difference. They know that good people make a great business.”

Paul Devoy, Head of Investors in People

