

Investors in people (IIP) standard and EFQM Excellence Model



Models and frameworks have been devised to improve not only the quality of a company's products and services, but also the performance of its workers, in order to achieve business goals and outperform competitors in their sector. "Investors in People" is one of these models which was developed in the U.K. in 1991 to set a level of good practice and the standards for better people management and training.

Companies all over the world aim at successful accreditation against the "Investors in People Standard" because this means high quality, a great employer, an outperforming workplace and a clear commitment to sustainability.

Using online assessment data, companies are provided performance models of top businesses that excel in their sector, which should be used as their benchmark to future progress and continuous improvement.

The Standard analyses the practices and outcomes within an organisation in terms of its:

1. **leading** people by

- inspiring trust and motivation
- living the organisation's values
- involving and empowering

2. **supporting**, through

- planning and managing performance, by setting clear objectives, constant monitoring and feedback
- recognising and rewarding high performance
- structuring work in roles to deliver organisational objectives and to encourage collaboration

3. **improving**, through

- training and developing individuals
- looking for opportunities and delivering new ideas and approaches
- creating sustainable success but with a clear understanding of its impact on the environment.



The EFQM Excellence Model

EFQM is a non-profit European Foundation set up in 1988 by 14 European business leaders, in order to improve management practices, products and services and to increase business competition. Even though companies may have different shapes and sizes and operate in different environments, they all strive for excellence and try to find solutions to exceed normal performances and achieve outstanding results. The EFQM model outlines the key concepts to outperform, taking into consideration all those who can affect and be affected by the business (the **stakeholders**): the company's employees, shareholders, customers and the community as a whole too.

The five factors that contribute to quality are called enablers:

- **resources**, i.e. the materials, skills and knowledge used by the firm
- **policy and strategy**
- **people management**
- **leadership**
- **processes**, the way the above factors are combined and exploited.

Their outcome can be measured in terms of:

- **business results**, i.e. profits
- **customer satisfaction**
- **impact on society**
- **people satisfaction**, the way managers, employees, shareholders and other stakeholders feel about the company.





1 Say if these statements are *true* or *false*. Then, correct the false ones.

1. Companies need to compare their performance level to that of their competitors.
2. Quality is tested only on products and services, because they have to satisfy consumer needs and wants.
3. Companies never improve their people management and training strategies if they compare them to competitors' models of good practice.
4. If companies manage to certify as meeting the "Investors in People Standard", this means they are top level.
5. "Investor in people" evaluates the companies which require quality accreditation according to their standards.
6. A good manager can reach business goals thanks to the way he leads, supports and improves his staff.
7. EFQM is a framework that sets models of excellence for businessmen who want to be good leaders.
8. Excellence is the ultimate goal of any business, despite its effects.
9. Quality is achieved only if a series of factors coexist.
10. EFQM evaluates a company's excellent level mainly in terms of profits.



2 Read and complete the text choosing the right option.

What Does Excellence Mean for Businessmen?

Some **1. senior/old** executives from a cross-section of industries operating across Europe have identified a few main concepts **2. for/to** define excellence. Each of them is important in its own right, but maximum **3. income/benefit** is achieved when an organisation can integrate them all into its culture. Excellent organisations succeed **4. in/at**:

- adding value for **5. sellers/buyers**, which means understanding, anticipating and fulfilling their **6. products/needs**, expectations and opportunities
- creating a sustainable future, with a **7. negative/positive** impact on the economic, environmental and social

conditions **8. for/within** the communities they affect

- creativity and innovation
- leading with vision, inspiration and integrity, which means leaders who act **9. like/as** role models for values and ethics
- **10. managing/manager** ability to identify and respond effectively and efficiently to opportunities and **11. threats/weaknesses**
- succeeding **12. through/in** the talent of people and a culture of empowerment to achieve business and **13. staff/personal** goals
- sustaining outstanding results that **14. reach/meet** both the short and long term needs of all their **15. shareholders/stakeholders**



3 Find English equivalents for these Italian expressions in the previous exercise.

- | | | | |
|-------------------------|-------|------------------------------|-------|
| 1. soddisfare i bisogni | | 7. responsabilizzazione | |
| 2. futuro sostenibile | | 8. uno spaccato | |
| 3. minacce | | 9. a lungo termine | |
| 4. obiettivi personali | | 10. persone con un interesse | |
| 5. in modo efficace | | 11. reagire | |
| 6. notevoli risultati | | 12. dirigenti | |



4 Listen to an ex-employee of a company giving opinions on “Investor In People Standard” and answer the questions.

1. Why is the choice to get IIP accreditation an employer’s admirable decision?
2. What experience does the speaker have of IIP?
3. What is his opinion of IIP? Why?
4. What does a firm want accreditation for, according to the speaker?
5. What happened during the meetings?
6. What did the company tell the staff to do? Why?
7. Why did the speaker feel guilty?

