INVESTORS IN PEOPLE

means business

20th Anniversary

Tailored framework for growth

Segment	Characteristics	Strategy & planning	Leadership & management	Engaging & empowering	Learning & development	Review & Improvement
Traditional start-up	No employees beyond the owner-manager(s). Looking to gain customers and resources through others	Goals for the business and a plan of how to achieve them.	Balance the roles of entrepreneur, manager & practitioner. Capacity to engage stakeholders & customers.	Culture shaped by attitudes of owner-manager. Influence of the needs of stakeholders.	Develop essential enterprise abilities in the owner-manager.	Led by the demands of key stakeholders Informal review of learning by owner-manager through networking.
New employer – growing micro-business	Employing staff for the first time. Likely to be at an early stage of development or growing micro-business.	Plan for growth. Plan focuses on marketing, operations & finances needed	Need to delegate around key functions. Develop a key employee into manager	Developing systems for engaging and rewarding staff.	Induction for recruits. Informal coaching of staff from the owner-manager.	Reviews of personal and business performance.
Growing small business	Looking to adopt more formal processes & differentiated structure. Growth through new markets or new products or more efficient management. Change is viewed positively	Strategy for growth. Sophisticated, detailed plans link marketing/sales, resources needed & finances.	Differentiated management structure. Middle managers developed.	Formal systems for engaging staff in place.	Formal systems in place to identify current and future development needs and meet them.	Formal systems for performance review in place and linked to business objectives.
Consolidating	Looking to prepare for the next stage of development, and efficiencies in the business	Plan for getting ready for the next stage of development and keeping up to sate with changes	Need to look at gaps in management. Succession plans in place.	Formal systems support ongoing improvement.	Formal systems ensure emerging and succession needs are identified and met.	Ongoing review of quality & efficiency linked to business objectives.
Downsizing	Looking at ways to reduce costs to keep the business going Need streamlined management structure & retention of support. Change is viewed negatively	Plan for staying in business. About doing the same or more with less	Management structure simplified. Revert to more direct/owner-manager style.	Staff influence and support survival strategy.	Existing systems adapted and used to identify development needs from changing job roles.	Revised and achievable performance targets set and actively reviewed.

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