

Contents

Introduction: Why this manual?	5
1 Business overview: making sense of the business and strategy	
Section purpose	11
1.1 Vision, values and purpose	11
1.2 Strategic business competencies	15
1.3 Exploiting internal capabilities	18
1.4 Reviewing and aligning people strategy	21
Section summary	25
2 Strategic business planning: converting direction and strategy into plans	
Section purpose	27
2.1 The business plan	27
2.2 Goals, measures and measurement	31
2.3 Work and people planning	35
2.4 Aligning performance plans	38
Section summary	42
3 Management effectiveness: managing the business and people	
Section purpose	45
3.1 Responsibilities and accountabilities	45
3.2 Management capabilities	49
3.3 Managers as role models	52
3.4 Management measures and reviews	56
Section summary	60

4	Employee involvement: engaging people to give their best	
	Section purpose	61
	4.1 Involving people in the business	61
	4.2 Motivation matters	65
	4.3 Work environment and culture	68
	4.4 What employees say about us	72
	Section summary	75
5	Communication: improving the messages and the means	
	Section purpose	77
	5.1 Consistency of message and style	77
	5.2 Using systems and processes	80
	5.3 A mix of methods	84
	5.4 Managers as communicators	87
	Section summary	90
6	Reward and recognition: what's in it for employees?	
	Section purpose	93
	6.1 Reward and recognition strategy	93
	6.2 Forward-thinking benefits	97
	6.3 Celebrating achievement	100
	6.4 Sharing in success	104
	Section summary	107
7	Learning and development: improving business and personal growth	
	Section purpose	109
	7.1 Committing to learning and development	109
	7.2 Linking learning to objectives	113
	7.3 Development needs, plans and resources	116
	7.4 Personal growth and career development	120
	Section summary	124

8	Evaluating performance and people management: how to get the right results	
	Section purpose	127
	8.1 Management roles in evaluation	127
	8.2 Evaluating performance at all levels	131
	8.3 Evaluating staff capabilities and contributions	135
	8.4 Measuring the impacts of people management	138
	Section summary	142
9	Overview: continuous performance and people review	
	9.1 Continuous improvement	145
	9.2 What continuous improvement involves	145
	9.3 Making comparisons	146
	9.4 Continuous review	146
	Summary	147
10	Indicator ratings grid	
	10.1 Introduction	149
	10.2 What the 1–3 ratings are	149
	10.3 Steps to follow	150
	10.4 Guidelines on comparing yourself	150
	10.5 What next	155