



Fit4BusinessGrowth

Leading By Example



Fit4BusinessGrowth

Leading By Example

Agreement No: 2015-1-UK01-KA202-013654



Erasmus+

F4BG MODEL DESCRIPTION

Intellectual Output 1: Activity 2

This license allows others to remix, tweak and build upon work for **non-commercial purposes**, as long as they credit www.Fit4BusinessGrowth.com **AND** license their new creations under the identical terms as this license. Others can download and redistribute this work including translating it and remixing it. ALL NEW WORK BASED UPON THIS ORIGINAL WORK MUST CARRY THE SAME LICENCE, SO ANY DERIVATIVES WILL ALSO BE FOR NON-COMMERCIAL USE.



Disclaimer: This project has been funded with support from the European Commission. This document reflects the views only of the author and the Commission cannot be held responsible for any use which might be made of the information contained herein.



1. Introduction

This document sets out the describes the design and structure of the F4BG Model (O1/A2).

O1/A2 – Fit4BusinessGrowth Model: The Model is based upon the Terms of Reference prepared in O1/A1.

The Model and Terms of Reference set out in O1/A1 will be used to design a Diagnostic Tool supported by a F4BG Toolkit.

2. The Fit4BusinessGrowth Model

The Model comprises three levels.

- **Level 1: High Level Descriptors (i.e. organisational practices)**

There are 16 High Level Descriptors and they represent organisational practices. There are 4 High Level Descriptors for each of the 4 complimentary bundles.

- **Level 2: Functional Level Descriptors (i.e. concrete actions)**

There are 48 Functional Level Descriptors: they describe the concrete actions that make up the High Level Descriptors.

- **Level 3 : Hands-on Level Descriptors (i.e. associated behaviours)**

There are 48 Hands-on Level Descriptors: they are the behaviours that underpin the Level 2 Functional Level Descriptors. The behaviours are used to benchmark small and medium sized enterprises (SMEs) and to provide a starting point for implementing the F4BG Model.



F4BG Model Design

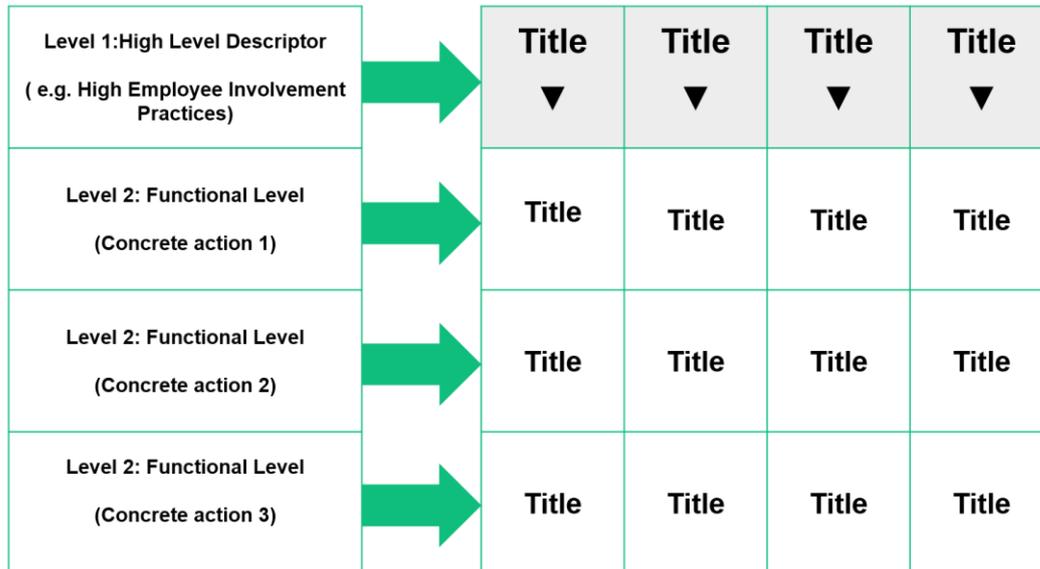


Figure 1: The Fit4BusinessGrowth Model Design

The Level 3 Hands-on Level Descriptors (i.e. associated behaviours) are not depicted within the Model, but are included in Appendix 1.

The F4BG Model is built around 4 complimentary bundles of practices related to High Performance Work Practice (HPWP) and Wellness in Business (WiB). The 4 complimentary bundles of practices are:

- High Employee Involvement Practices
- Human Resource Practices
- Wellness In Business Practices
- Recognition and Commitment Practices

Each row of the F4BG Model represents one of the 4 complimentary bundles. The top row represents 'High Employee Involvement Practices'; the second row represents 'Human Resource Practices' and so on as shown in Figure 2.

The green arrow of the F4BG logo represents the 8 Core Practices of the Model – considered as essential practices (i.e. the green cells): the remaining cells represent the 8 Secondary Practices (i.e. the white cells).



Fit4BusinessGrowth

Leading By Example



Level 1: High Level Descriptors

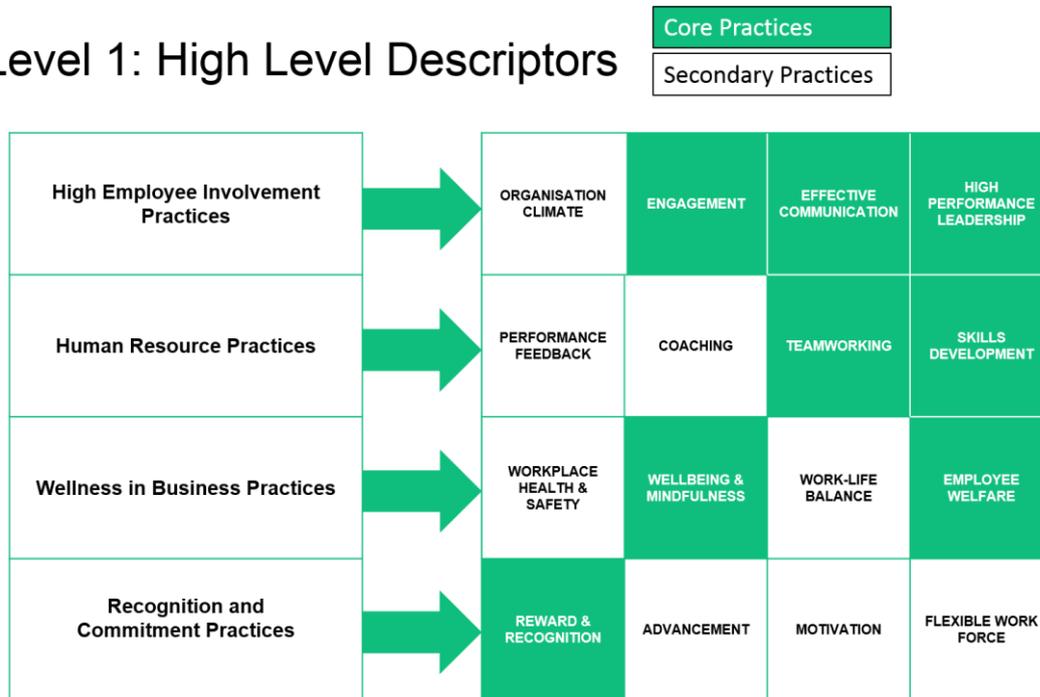


Figure 2: The F4BG Core and Secondary Practices

Level 1: High Employee Involvement Practices comprises: 3 Core Practices (i.e. Engagement, Effective Communication and High Performance Leadership) and 1 Secondary practice (i.e. Organisation Climate). Figure 3 below shows the Level 2 concrete actions for each of the High Level Descriptors.

High Employee Involvement Practices

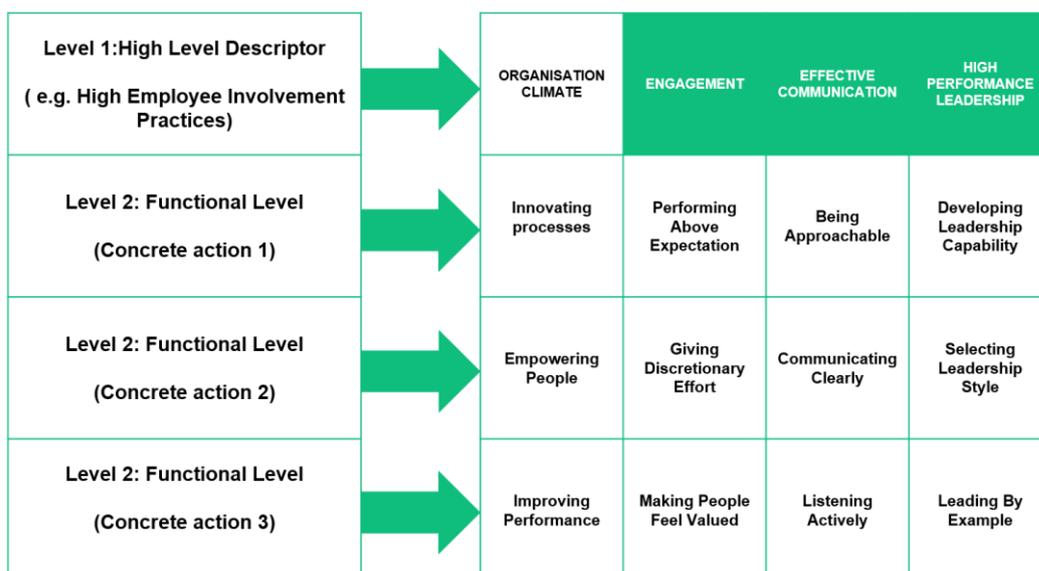




Figure 3: Level 1: High Employee Involvement Practices and Level 2 Concrete Practices

Level 1: Human Resources Practices comprises: 2 Core Practices (i.e. Team-working and Skills Development) and 2 Secondary practices (i.e. Performance Feedback and Coaching). Figure 4 below shows the Level 2 concrete actions for each of the High Level Descriptors.

Level 1: Human Resources Practices comprises: 2 Core Practices (i.e. Wellness and Mindfulness and Employee Welfare) and 2 Secondary Practices (i.e. Health & Safety and Work Life Balance). Figure 5 below shows the Level 2 concrete actions for each of the High Level Descriptors.

Level 1: Recognition and Commitment Practices comprises: 1 Core Practice (i.e. Recognition at Work) and 3 Secondary Practices (i.e. Advancement, Motivation at Work and Flexible Workforce). Figure 6 below shows the Level 2 concrete actions for each of the High Level Descriptors.

Human Resources Practices

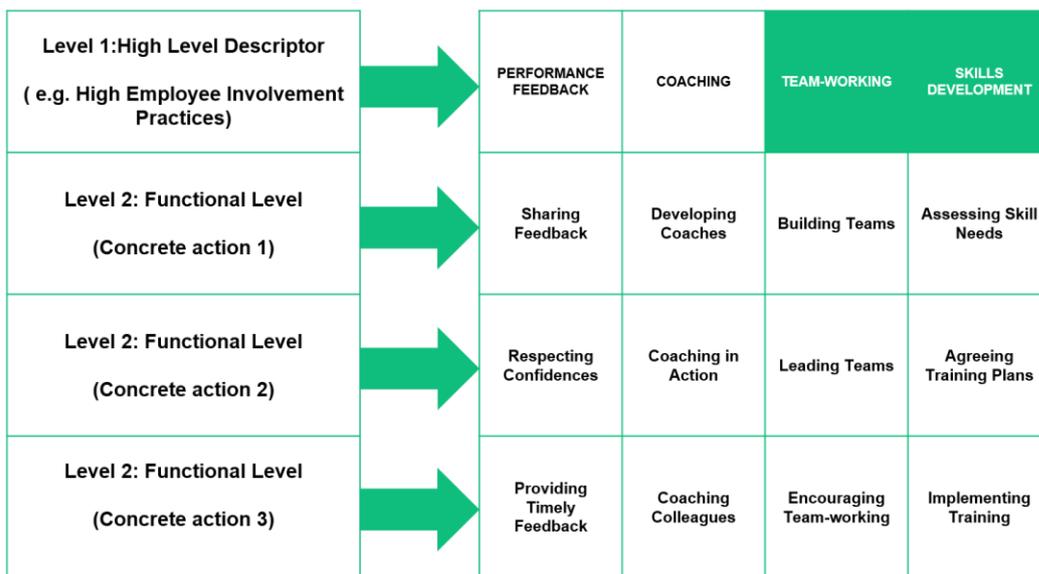


Figure 4: Level 1: High Employee Involvement Practices and the associated Level 2 Concrete Practices



Wellness in Business Practices

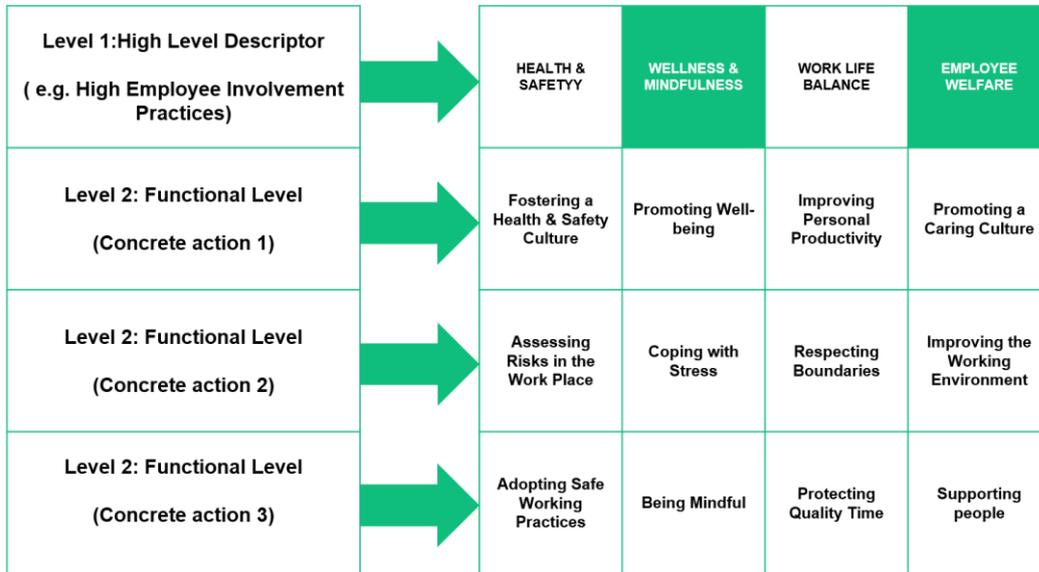


Figure 5: Level 1 Wellness in Business Practices and the associated Level 2 Concrete Practices

Recognition and Commitment Practices

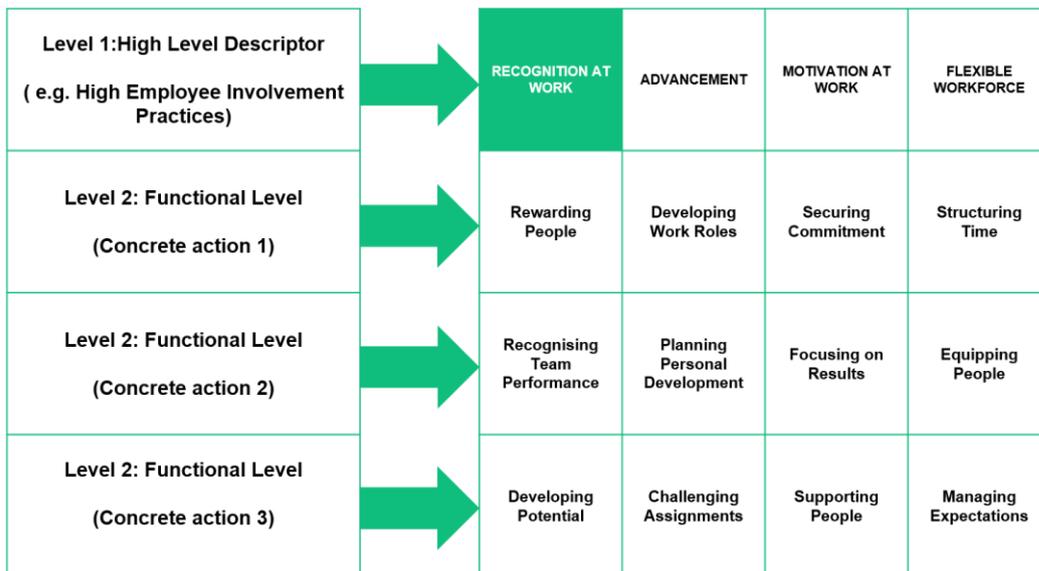


Figure 6: Level 1 Recognition and Commitment Practices and the associated Level 2 Concrete Practices



Appendix 1 includes a full description of the Model covering:

- **Level 1: High Level Descriptors (i.e. organisational practices)**
- **Level 2: Functional Level Descriptors (i.e. concrete actions)**
- **Level 3 : Hands-on Level Descriptors (i.e. associated behaviours)**



Appendix 1: The Fit4BusinessGrowth Model

High Employee Involvement Practices

Organisation Climate

Organisation climate involves the repeated use of specific behaviours and people-based processes that collectively support high levels of individual, team and organisational performance.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Organisation Climate	Innovating processes	Encouraging people to find new ways of working to improve quality and performance	People are encouraged to find new ways of working to improve quality and performance	
	Empowering People	Enabling people to implement new ideas and strategies to improve performance	People are able to implement new ideas and strategies to improve performance	
	Improving Performance	Seeking out new opportunities to build on past successes	People actively look to build on past success to improve performance	



Employee Engagement

Employee engagement involves creating an environment and culture in which people feel valued and committed to achieving goals and objectives.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Employee Engagement	Performing Above Expectation	Exceeding individual and team planned levels of performance	Individuals routinely exceed planned levels of performance	Teams routinely exceed planned levels of performance
	Giving Discretionary Effort	Being prepared to put in additional effort as a team and as an individual to achieve performance levels	Individuals put in additional effort to achieve planned levels of performance	Teams put in additional effort to achieve levels of performance
	Making People Feel Valued	Making people feel valued by involving them in planning and acknowledging them on their performance	People are included in the planning process	People are acknowledged when they achieve planned levels of performance



Effective Communication

Effective communication involves making oneself available to others and being able to communicate and listen to them resulting in a shared understanding.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Effective Communication	Being Approachable	Making oneself available for discussions with colleagues and team members	People make themselves available for discussions with team members	People make themselves available for discussions with colleagues
	Communicating Clearly	Presenting ideas and information verbally and electronically in a way that enables others to understand	People explain ideas and information clearly by talking to each other	Ideas and information are shared using clear e-mails, reports and databases
	Listening Actively	Active listening to others and respecting their ideas and opinions	People listen carefully to other people's ideas and opinions	People are respectful of other people's ideas and opinions



High Performance Leadership

High Performance Leadership involves achieving results with the available resources through the effective leadership of teams and individuals.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
High Performance Leadership	Developing Leadership Capability	Providing development opportunities for aspiring and existing managers to improve performance	Existing managers receive development to improve their performance	Aspiring managers receive development to improve their performance
	Selecting Leadership Style	Adopting a leadership style appropriate to the needs of people and situations	Managers use an appropriate leadership to meet the needs of people	Managers use an appropriate leadership to meet the situation
	Leading By Example	Involves the use of skills and behaviours that others are expected to adopt	Managers use the skills that others are expected to adopt	Managers use the behaviours that others are expected to adopt



Human Resources Practices

Performance Feedback

Performance feedback involves sharing and discussing information about actual performance in relation to planned levels of performance.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Performance Feedback	Sharing Feedback	Providing constructive feedback to help people to improve performance	People are provided with constructive feedback to help them improve their performance	
	Respecting Confidences	Ensuring personal or sensitive feedback remains confidential	Personal or sensitive feedback remains confidential	
	Providing Timely Feedback	Giving feedback at the earliest and most appropriate opportunity	Feedback is given at the earliest and most appropriate opportunity	



Coaching

Coaching involves helping teams and individuals to resolve problems and to find new ways of working to improve performance.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Coaching	Developing Coaches	Encouraging people to use coaching as a way of supporting others	People are supported through the use of coaching	
	Coaching in Action	Using coaching to improve people's performance	Coaching is used to improve people's performance	
	Coaching Colleagues	Helping colleagues to improve performance by coaching each other	Colleagues use coaching to help colleagues to improve performance	



Team-working

Team-working involves inspiring and motivating team members, ensuring that everyone works together and understands what the team is trying to achieve.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Team-working	Building Teams	Involving team members in planning and organising their work to meet team objectives	Team members are involved in planning their work to meet team objectives	Team members are involved in organising their work to meet team objectives
	Leading Teams	Providing teams with a clear understanding of their purpose and objectives	Team members understand their team's purpose	Team members understand their team's objectives
	Encouraging Team-working	Minimising conflict and problems to enable the team to perform	Conflict is minimised enabling teams to perform	Problems are minimised enabling teams to perform



Skills Development

Skill development involves the identification of training needs in-line with the needs of the business, making plans and taking action to meet the needs.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Skills Development	Assessing Skill Needs	Identifying skill development needs of teams and individuals to achieve performance in-line with the needs of the business	The skill needs of individuals are identified in-line with the needs of the business	The skill needs of teams are identified in-line with the needs of the business
	Agreeing Training Plans	Agreeing training plans with teams and individuals to meet identified training needs	Plans are agreed to meet the training needs of individuals	Plans are agreed to meet the training needs of teams
	Implementing Training	Taking action to meet individual and team training to achieve performance	Action is taken to meet the training needs of individuals	Action is taken to meet the training needs of teams



Wellness in Business Practices

Health and Safety at Work

Health and Safety in the Work requires the implementation of a range of policies, practices and behaviours to ensure the safety of people.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Health and Safety at Work	Fostering a Health & Safety Culture	Raising awareness of health and safety policies and practices	People know our health and safety policies	
	Assessing Risks in the Work Place	Acting on the results of routine health and safety risk assessments	Action is taken to manage risks to people's health and safety	
	Adopting Safe Working Practices	People are aware of the organisation's safe working practices	People use the organisation's safe working practices	



Wellness and Mindfulness

Wellness and mindfulness involves helping people to manage and support each other to work in ways that minimise levels of work-related stress.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Wellness and Mindfulness	Promoting Well-being	Making people aware of the importance of and the actions they can take to ensure the well-being of people	People understand the importance of ensuring the well-being of others	People take action to ensure the well-being of others
	Coping with Stress	Identifying causes of stress and taking action to mitigate the potential for stress at work	The causes of potential stress at work are identified	Action is taken to avoid the potential causes of stress at work
	Being Mindful	Promoting mindfulness at work and not being distracted	People are aware of what is happening around them	People become distracted from what they are doing



Work-life Balance

Achieving an effective work-life balance involves respecting people’s personal priorities, boundaries and ensuring time is used effectively to achieve results.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Work-life Balance	Improving Personal Productivity	Helping people to minimise unproductive time by encouraging a ‘right first time’ approach to work	People are helped to minimise unproductive time by encouraging a ‘right first time’ approach to work	
	Respecting Boundaries	Recognising the importance of respecting breaks and finishing times	People recognise the importance of respecting breaks and finishing times	
	Protecting Quality Time	Eliminating distractions and diversions that impact on performance	People eliminate distractions and diversions that impact on their performance	



Employee Welfare

Employee welfare is about promoting and providing practical support to protect the health and well-being of people.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Employee Welfare	Promoting a Caring Culture	Taking action to raise awareness and resolve potential risks to people's health and welfare	Managers take action to make people aware of potential risks to people's health and welfare	Managers take action to resolve potential risks to people's health and welfare
	Improving the Working Environment	Adopting working practices and behaviours to improve the working environment	People adopt working practices that improve the working environment	People behave in ways that improve the working environment
	Supporting People	Making the time and resources available to support people to meet their health and welfare needs	Managers make the time to support people to meet their health needs	Managers make the resources available to support people to meet their health needs



Recognition and Commitment Practices

Recognition at Work

Recognition at work involves acknowledging and rewarding teams and individuals for their contribution in meeting performance objectives.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Recognition at Work	Rewarding People	Using a variety of financial and non financial strategies to recognise individual performance	An individual's performance is recognised through various non financial rewards	An individual's performance is recognised through financial rewards
	Recognising Team Performance	Using a variety of financial and non financial strategies to recognise team performance	Team performance is recognised through various non financial rewards	Team performance is recognised through various financial rewards
	Developing Potential	Identifying and nurturing individuals demonstrating potential for personal growth	Managers identify individuals demonstrating potential for personal growth	Managers nurture individuals demonstrating potential for personal growth



Advancement

Providing advancement opportunities for people involves making available new challenges, opportunities to learn and supporting people's development.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Advancement	Developing Work Roles	Up-dating job roles and responsibilities as the business changes	People's roles and responsibilities are up-dated as the business changes	
	Planning Personal Development	Reviewing people's personal development plans (PDPs) in-line with business needs	People's personal development plans are reviewed in-line with the needs of the business	
	Challenging Assignments	Delegating tasks to individuals that create opportunities for personal development	Tasks are delegated to individuals that provide for personal development	



Motivation at Work

Motivation at work involves securing an individual's willingness to commit to achieving an agreed level of performance.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Motivation at Work	Securing Commitment	Involving people in setting levels of performance in-line with the needs of the business	People are involved in setting levels of performance in-line with the needs of the business	
	Focusing on Results	Agreeing plans with people resulting in the achievement of performance in-line with the needs of the business	People agree on performance achievement plans in-line with the needs of the business	
	Supporting People	Taking action to help people to achieve performance in-line with the needs of the business	People are helped with actions to achieve their performance in-line with the needs of the business	



Flexible Workforce

Creating a flexible workforce means that changes can be made to when, where and how people work in-line with the needs of individuals and the business.

Level 1 High Level Descriptors (i.e. organisational practices)	Level 2 Functional Level (i.e. concrete actions)	Level 3 Hands-on Level (i.e. associated behaviours)	Diagnostic Statement 1	Diagnostic Statement 2
Flexible Workforce	Structuring Time	Involves setting time aside for people to work effectively on tasks and activities	People have time aside to work effectively on tasks and activities	
	Equipping People	Equipping people with the skills and other resources necessary to achieve to the required level of performance	People are equipped with the skills and other resources necessary to achieve to the required level of performance	
	Managing Expectations	Ensuring people have sufficient time to produce the required level of performance	People have sufficient time to produce the required level of performance	