

Our framework for training and development provides people with the knowledge, skills and attitudes to:

**Align their actions to strategy by**

- **Setting & maintaining a focus on objectives**
- **Translating strategic aims into practical and achievable plans**
- **Contributing & influencing strategic thinking & planning at a higher level**
- **Demonstrating sensitivity to wider corporate and cross-departmental issues**
- **Setting deadlines by which tasks should be achieved**

**Conduct lean operations by**

- **Maintaining healthy, safe & productive working conditions**
- **Prioritising activities to make best use of time and resources**
- **Committing & realigning resources, including new technology, to meet key objectives**
- **Reconciling day to day demands with long term objectives**
- **Ensuring time is made available to support others**

**Communicate by**

- **Contributing to the writing of role guides, job descriptions etc and ensuring that they are aligned to the needs of the organisation**
- **Maintaining up to date procedures for key areas of the business e.g. H&S, Quality Manuals**
- **Protecting the interests and IPR in all contractual obligations**
- **Understanding and encouraging commitment to policies e.g. Equal Opportunities**
- **Understanding how the business is structured and the relationships between departments/divisions**

**Measure performance by**

- **Conducting staff appraisals**
- **Using management information e.g. budgets, to monitor and control resources**
- **Seeking and providing feedback on performance to identify strengths and weaknesses**
- **Monitoring quality of work and progress against plans**
- **Evaluating activities to secure value for money**

*' However beautiful  
the strategy you  
should occasionally  
look at the results'*

Winston Churchill

**framework**