

Institute for Continuous  
Improvement in Public Services  
2023

Standards of professional  
practice

ICiPS  
COLLABORATE • INNOVATE • EDUCATE



## ABOUT PROFESSIONAL MEMBERSHIP

ICiPS is a recognised professional body. We offer an introductory Affiliate grade for those working towards professional membership, and 3 professional grades:

1. Member (MICiPS) – For those with experience in applying continuous improvement tools and techniques leading a project or as part of a team.
2. Practitioner (PICiPS) – Typically mid to senior managers who lead deployment of CI across an organisation.
3. CI leader – Experienced senior leaders who hold a substantive post that includes the requirement to deliver continuous improvements.
4. Fellow (FICiPS) – Typically with 10 + years of experience which may include introducing CI cultures, leading multi-agency improvements, and advising executive teams.

So long as you are a paid-up member, you can use letters after your name, wear the ICiPS badge and use the logo in your email footers.

To become a professional member of ICiPS requires three areas to be evidenced:

1. Underpinning knowledge – this is the academic knowledge required to embed CI wherever you work, it is not about lean or six sigma, but the multiple disciplines required to embed CI as a way of working, and to make informed decisions about the most appropriate approach to take in any given situation.
2. Applied knowledge - this shows that you have successfully applied the knowledge you have.
3. Behaviours – this section shows that you practice CI.

The requirements for underpinning knowledge build from grade to grade, so to become a Fellow you must evidence all the underpinning knowledge elements for Member, Practitioner, Leader, and Fellow. In addition, you must evidence the applied knowledge and behaviours relevant to the grade you are applying for.

## **STARTING THE JOURNEY TOWARDS PROFESSIONAL MEMBERSHIP.**

To commence your journey, you join as an Affiliate using the form on the 'join now' page of the website, or email [training@icps.org](mailto:training@icps.org). We will contact you to discuss the most appropriate entry level and route.

You will be provided with access to an on-line learning account. In the account is a guidance, copy of our standards of practice and guidance and the ICIPS Passport which enables you to gather evidence in the workplace. Paid -up members can use the learning account to record CPD; a requirement of professional membership.

Those applying for professional status by building a portfolio of evidence, will find a series of 'assignments' that are completed by uploading evidence and submitting it for assessment; evidence must showcase activity you have been personally accountable for and can include:

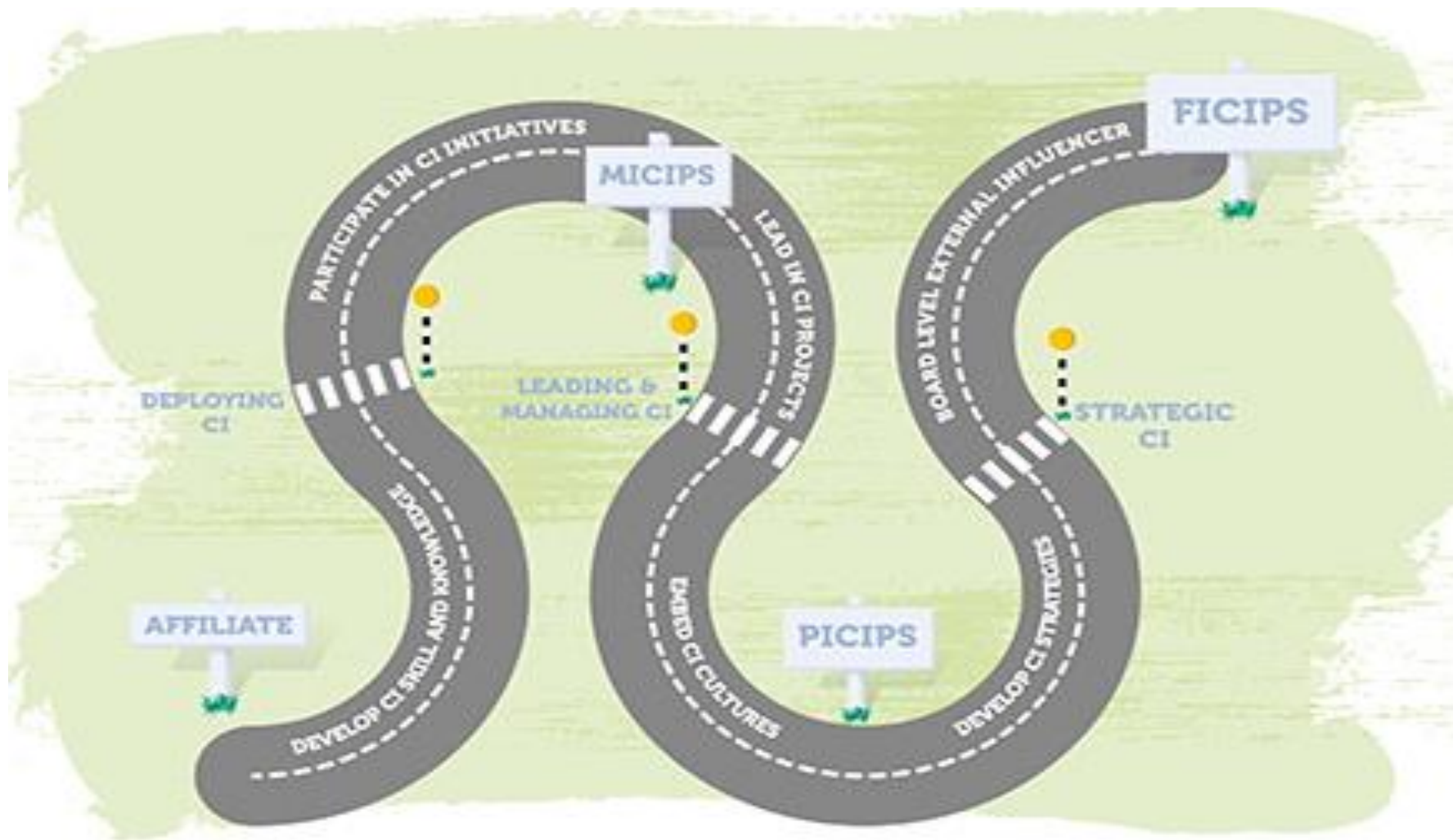
- Case studies from change projects.
- Ad hoc examples drawn from daily work.
- Witness testimony – a limited amount of evidence may be provided this way.
- Courses attended.
- Narrative based on self-study.
- ICIPS passport completed in the workplace.
- Professional discussion.

There is no time limit on developing your portfolio.

Fast track entry is available for those who have been on an ICiPS 'Recognised' course; these course are listed on our Training Provider web page. To apply using this route please email your certificate to [info@icips.org](mailto:info@icips.org) and a CV.

## A DEVELOPMENT PATHWAY

We encourage Members to continue to build their portfolio as their career progresses, working towards Fellow status. There are no assessment fees once you are a Professional, so your only commitment is time.



**1) UNDERPINNING KNOWLEDGE – Requirements for each grade (except for CI Leader) are cumulative.**

*We expect to see suitably referenced academic knowledge, supported by your own reflections.*

<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 1 History &amp; development of CI</b>	<b>Assignment 1 History &amp; development of CI</b>	<b>Assignment 1 History &amp; development of CI</b>	<b>Assignment 1 History &amp; development of CI</b>
<ol style="list-style-type: none"> <li>1. The theory behind learning organisations &amp; how this relates to CI.</li> <li>2. Emerging developments in leadership and management theory, such as radical uncertainty</li> <li>3. The influence of public sector policy, rules and regulations on the approach to CI.</li> <li>4. Complexity theory and how it applies to change management</li> </ol>	<ol style="list-style-type: none"> <li>1. Marginal gains theory and how it applies to a CI culture.</li> <li>2. Emerging CI practices and how they may influence the embedding of CI in the workplace.</li> <li>3. Change management models including Kotter, Lewin and McKinsey</li> </ol>	<ol style="list-style-type: none"> <li>1. The history &amp; development of CI including:               <ol style="list-style-type: none"> <li>a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack &amp; Jones, Toyota.</li> <li>b) Basic principles of TQM, lean, six sigma &amp; systems thinking with the differences between them discussed.</li> </ol> </li> <li>2. The differing roles of leadership and management in delivering continuous improvement.</li> </ol>	<ol style="list-style-type: none"> <li>1. The history &amp; development of CI including:               <ol style="list-style-type: none"> <li>a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack &amp; Jones, Toyota.</li> <li>b) Basic principles of TQM, lean, six sigma &amp; systems thinking with the differences between them discussed.</li> <li>c) The theory behind learning organisations &amp; how this relates to CI</li> </ol> </li> </ol>
<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>
<ol style="list-style-type: none"> <li>1. How to deliver organisational culture change.</li> <li>2. Theories of organisation design &amp; how they may impact CI.</li> <li>3. The theory and practice of creating learning organisations.</li> <li>4. Embedding CI within a multi-agency collaboration.</li> <li>5. Quantifying improvements to CI delivered through third party contracts</li> <li>6. Practice of data management and governance, what an organisation needs to do, to ensure data enables CI</li> </ol>	<ol style="list-style-type: none"> <li>1. Managing the life-cycle of organisational data &amp; information to ensure it is a meaningful CI resource</li> <li>2. Practical implications of collecting and using 'Big data' to include GDPR.</li> <li>3. Creating CI cultures &amp; communities, Schein &amp; Handy theories on organisational culture &amp; how they may impact CI.</li> <li>4. Theories of employee motivation and how they can be levered to embed CI.</li> </ol>	<ol style="list-style-type: none"> <li>1. The purpose of organisational principles &amp; values and how they relate to CI.</li> <li>2. Theories that guide the creation of a learning organisation &amp; their relationship to CI.</li> <li>3. Theories of employee motivation and how they can be levered to embed CI.</li> <li>4. Employee empowerment; the benefits and addressing the challenges.</li> <li>5. Collaborative working with partners and customers to design services.</li> <li>6. Embedding CI across the employee lifecycle.</li> </ol>	<ol style="list-style-type: none"> <li>1. Key elements of culture &amp; their impact on embedding of CI.</li> <li>2. The link between CI and organisational strategies.</li> <li>3. Reasons that CI fails and how they can be overcome.</li> <li>4. The use of performance indicators to identify opportunities to improve and to improve performance.</li> <li>5. The concept of empowerment</li> </ol>

<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 3 Leading CI</b>	<b>Assignment 3 Leading CI</b>	<b>Assignment 3 Leading CI</b>	<b>Assignment 3 Leading CI</b>
<ol style="list-style-type: none"> <li>1. Benefits forecasting &amp; tracking for CI at strategic levels to include budgeting, ROI, dealing with freed up resources.</li> <li>2. Establishing performance measures that drive improved performance and good behaviour.</li> <li>3. The potential impact of emerging technology in the practice of CI.</li> <li>4. Aligning the individual roles of the senior management team in embedding CI across the employee lifecycle.</li> <li>5. Strategic management of the dichotomy between what service users want and what can be provided.</li> </ol>	<ol style="list-style-type: none"> <li>1. The link between strategy deployment and CI.</li> <li>2. Benefits forecasting &amp; tracking at project and programme level.</li> <li>3. The application of new technologies in the practice of CI</li> <li>4. Managing operational risk during times of change</li> <li>5. Effective stakeholder engagement and communication plans</li> <li>6. Benchmarking – including Public Sector Scorecard &amp; EQFM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Emerging theories and practices on leadership and management styles and a reflection on how these styles may influence the development of a CI culture.</li> <li>2. The principles of leading CI within an operational environment in relation to: <ol style="list-style-type: none"> <li>a) Strategy development and deployment</li> <li>b) Creating a safe environment for CI.</li> <li>c) Resource management.</li> <li>e) Embracing best practice and new technologies and ways of working to ensure the organization is fit for the future.</li> <li>f) Managing the life cycle of organisational data &amp; information to ensure it is a meaningful CI resource.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Delivering operational goals through CI</li> <li>2. The differences between incremental, step &amp; transformation change &amp; how they align within the context of CI.</li> <li>3. Communicating during times of change</li> <li>4. Theories on human responses to change and models that can help prevent / address negative impact on change.</li> <li>5. The relevance of situational awareness to CI.</li> </ol>
<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 4 People &amp; change</b>	<b>Assignment 4 Acting as trainer, coach &amp; mentor</b>	<b>Assignment 4 Monitoring &amp; measuring success of CI</b>	<b>Assignment 4 Principles of data collection &amp; analysis</b>
<ol style="list-style-type: none"> <li>1. Theories of motivation and how they can be levered to embed CI.</li> <li>2. The challenges and opportunities of an empowered workforce.</li> <li>3. Forming CI communities &amp; theories of human interaction that may impact this.</li> <li>4. Theories of motivation and how they can be levered to engage people in CI.</li> <li>5. Using skills assessments to identify training and development needs.</li> <li>6. Using a 'just culture' to promote openness and learning</li> </ol>	<ol style="list-style-type: none"> <li>1. Coaching &amp; mentoring theory and practice and how this relates to CI</li> <li>2. Theories that explain how organisations &amp; individuals learn.</li> <li>3. Principles behind design of training to ensure learning outcomes are met.</li> <li>4. Ensuring consistency of learning outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Creating and evaluating the business case for change.</li> <li>2. Quantifying hard and soft benefits derived from CI, including the complexities of realising and accounting for cashable benefits.</li> <li>3. Benchmarking – including Public Sector Scorecard &amp; EQFM.</li> <li>4. The use of incentives and rewards.</li> <li>5. The use of KPIs and targets.</li> </ol>	<ol style="list-style-type: none"> <li>1. Data types including quantitative &amp; qualitative data; discrete &amp; variable.</li> <li>2. Different types of sampling &amp; how data quality is assured.</li> <li>3. Validating your data</li> <li>4. Data collection plans</li> <li>5. Calculating sample size.</li> <li>6. Measures of process performance – at least 5 types</li> <li>7. Analysis to understand variation within and between processes / people</li> <li>8. Cost / benefit analysis.</li> </ol>

FELLOW	PRACTITIONER DEPLOYMENT	CI LEADER	MEMBER
<p align="center"><b>Assignment 5</b> <b>CI in practice</b></p>	<p align="center"><b>Assignment 5</b> <b>CI in practice</b></p>	<p align="center"><b>Assignment 5</b> <b>CI in practice</b></p>	<p align="center"><b>Assignment 5</b> <b>CI in practice</b></p>
<ol style="list-style-type: none"> <li>1. Expanding horizons - Creative, lateral, innovative &amp; disruptive thinking.</li> <li>2. Customer driven service design, approaches and tools.</li> <li>3. Data warehousing, big data and practical implications for CI.</li> <li>4. Leading and managing restructures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Concept &amp; application of statistical tests and process capability measurements.</li> <li>2. Explain hypothesis testing and different tests for different data types</li> <li>3. Innovative thinking tools including TRIZ</li> <li>4. Practice and principles of visual management.</li> <li>5. Different approaches for managing change projects &amp; programs to include an overview of PDCA, Agile &amp; Prince2 &amp; deciding which may be appropriate to use.</li> <li>6. Discuss different data types; data validation, sample sizes and approaches to sampling.</li> </ol>	<ol style="list-style-type: none"> <li>1. Levering modern management and leadership techniques to support CI.</li> <li>2. Tools to prioritise opportunities to improve.</li> <li>3. Use of control charts to understand performance.</li> <li>4. Arranging work and the workplace to maximise efficiency and effectiveness.</li> <li>5. Addressing the practical implications of process change in the workplace.</li> <li>6. Managing operational risk during times of change.</li> <li>7. Managing difficult conversations that may arise from CI.</li> <li>8. Balancing quality with the need for savings.</li> </ol>	<ol style="list-style-type: none"> <li>1. Defining the objectives of a change project</li> <li>2. Purpose of different types of process maps, to include: SIPOC, Swim lane, value stream map.</li> <li>3. Root cause analysis; at least 3 tools that that can be applied and in what context.</li> <li>4. Principles of flow and pull.</li> <li>5. Classifying waste and different types of value within a process.</li> <li>6. Tools to support ideas generation.</li> <li>7 Tools to prioritise opportunities to improve.</li> <li>8. Concept of error proofing / building in quality</li> <li>9. Visual management</li> <li>10. Understanding the ‘the voice of the customer’</li> </ol>
			<p align="center"><b>Assignment 6</b> <b>Principles of change management</b></p> <ol style="list-style-type: none"> <li>1. Different approaches for managing change projects to include an overview of PDCA, Agile &amp; Prince2.</li> <li>2. Management of project and process risk to include FMEA.</li> <li>3. Stakeholder analysis and engagement to include RACI.</li> <li>4. Quantifying the impact of change on performance.</li> <li>5. Embedding CI when introducing new processes</li> </ol>

2) **APPLIED KNOWLEDGE** - *we expect to see examples of how you apply your knowledge in the workplace.*

FELLOW	PRACTITIONER DEPLOYMENT	CI LEADER	MEMBER
<b>Assignment 1 Leading CI</b>	<b>Assignment 1 Leading CI</b>	<b>Assignment 1 Leading CI</b>	<b>Assignment 1 Leading CI</b>
Provide details of a time you led a culture change program to embed CI across an organisation. Discuss the approach, the challenges you faced and how they were overcome.	Describe two examples where you have led the implementation of CI strategies across an organisation. Discuss the key elements of the strategy, challenges you faced when implementing the strategy and how they were overcome, and lessons learned.	Describe how your leadership style enables CI, and reflect on your strengths, weaknesses, and development opportunities.	Give two examples of how you have embedded CI as a way of doing your day-to-day work. Discuss what you did, the challenges you faced and how they were overcome, and how in future you will do things differently as a result.
<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 2 Enabling &amp; sustaining a CI culture</b>
Give two examples of where you have used your knowledge, influence & expertise to change mid / senior management attitudes to CI to ensure a culture of CI remains / becomes the norm.	Discuss where you have embedded CI in the culture of an organisation. Outline what you did, barriers & how you overcame them & lessons learned.	Provide an example of a time you were accountable or responsible for embedding CI as the way work is done. Describe what you did, the challenges you faced and how they were overcome, how you measure success & lessons learned.	Give two examples of where you have acted as a champion for CI. This could be as coach and mentor; forming a collaborative work group, supporting colleagues to implement an incremental change. These should be different examples from those presented in the case studies used in assignment 4.
<b>Assignment 3 Collaboration</b>	<b>Assignment 3 Collaboration</b>	<b>Assignment 3 Collaboration</b>	<b>Assignment 3 Collaboration</b>
Give two examples of where you have supported, influenced & collaborated multiagency collaborations in order to	Provide two examples of where you have initiated collaborative working across the supply chain to deliver	Provide two examples of where you have led collaborative working across the supply chain to deliver	Provide two examples of where you have worked collaboratively with other teams, to identify and / or deliver improvements.



deliver improvements. Discuss your approach, obstacles faced, how they were overcome & lessons learned.	improvements. Explain your role, the challenges faced, the outcome & lessons learned.	improvements. Explain your role, the challenges faced, the outcome & lessons learned.	Explain your role, the challenges faced, the outcome & lessons learned. These should be different examples from those presented in the case studies used in assignment 4.
<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 4 CI in practice</b>	<b>Assignment 4 CI in practice</b>	<b>Assignment 4 CI in practice</b>	<b>Assignment 4 CI in practice</b>
Give two examples of where you have used your knowledge & experience to introduce innovative and transformative change that carried a high degree of risk & how you managed this risk. Discuss what you did, the challenges you faced and how they were overcome.	Provide two case studies where you have led delivery of a step change project, addressing issues that are well defined but have a degree of complexity. You should include: 1) Details of the problem, goal & approach. 2) Tools applied to understand present process performance, root cause of issues & opportunities to improve. Explain why you chose each one. 3) Outcome 4) Lessons learned and how these have been shared within your organisation	Describe a time when you co-ordinated different types of change within your area of responsibility, balancing the requirements of BAU with change. Discuss what you did, the challenges faced, the outcome & lessons learned.	Provide two case studies where you have led delivery of a step change project, addressing issues that are well defined but have a degree of complexity. You should include: 1) Details of the problem, goal & approach. 2) Tools applied to understand present process performance, root cause of issues & opportunities to improve. Explain why you chose each one. 3) Outcome 4) Lessons learned and how these have been shared within your organisation

3) **BEHAVIOURS** *We expect to see examples of you applying these behaviours.*

<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 1 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 1 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 1 Enabling &amp; sustaining a CI culture</b>	<b>Assignment 1 Enabling &amp; sustaining a CI culture</b>
<p>1. You offer fact based information to advise the leadership team on the development of CI strategy, policy &amp; delivery around CI.</p> <p>2. You use your professional expertise to develop the organisations understanding of CI; working with the senior team to develop a CI culture.</p> <p>3. You draw on best practice from a range of external sources to offer guidance on benchmark performance.</p> <p>4. You advise on the design of management information systems to ensure the right information is available at the right time and place to identify improvements.</p> <p>5. You advise external stakeholders on how to embed CI within contracted services, partnerships and other forms of work</p>	<p>1. You pro-actively maintain full understanding of the organisation you work for and how CI can help the organisation achieve its objectives.</p> <p>2. You take time to understand the stakeholder environment &amp; work in partnership to ensure CI is embedded.</p> <p>3. You create &amp; drive clear strategies for delivering change that span your area of accountability &amp; take into account wider stakeholders, recognising the potential knock-on impact of actions in one area on another, minimising operational risk delivery.</p> <p>4. You champion management of organisational intelligence to ensure information is available at the right the place and time to inform improvements.</p>	<p>1. You ensure your team have the right information available at the right time and place to identify improvements.</p> <p>2. You use information to support a culture of CI; empowering others to make decisions &amp; encouraging their commitment to &amp; engagement.</p> <p>3. You challenge behaviours that do not support CI as a way of working.</p> <p>3. You demand a blame free, learning culture.</p>	<p>1. You ensure you understand the priorities of your organisation, the regulatory &amp; legal framework within which changes are made &amp; the external bodies &amp; agencies that influence organisational activities.</p> <p>2. You abide by organisational principles and champion these in all you do.</p> <p>3. You take time to understand the supply chain &amp; work collaboratively on improvements.</p> <p>4. You remain aware of the environment in which you operate, in order to identify improvement opportunities.</p>

FELLOW	PRACTITIONER DEPLOYMENT	CI LEADER	MEMBER
Assignment 2 Leading CI	Assignment 2 Leading CI	Assignment 2 Leading CI	Assignment 2 Leading CI
<p>1. You persist in the face of adversity &amp; bureaucracy to remove barriers across boundaries or other artificial demarcations to find ways round or through a barrier to embedding CI.</p> <p>2. You make complex &amp; ambiguous ideas clear, so other people can confidently join in debate &amp; discussion about CI without having to guess, interpret or make assumptions.</p> <p>3. You adapt your approach to embedding CI in response to the culture and norms of the organisation.</p>	<p>1. You are proactive in obtaining a clear understanding of the operating environment including the vision, drivers, structure, services, &amp; customers, legal &amp; regulatory framework, so you can understand the change environment.</p> <p>2. You abide by organisational principles, champion them in all you do, ensuring they are enshrined in ways of working and holding people to account for abiding by them</p> <p>3. You consistently lead by example acting as a role model for continuous learning, showing interest in and supporting, new ideas &amp; initiatives.</p> <p>4. You operate with integrity, impartiality &amp; sound personal &amp; ethical values &amp; within the organisation's values; showing sensitivity &amp; respect for other people's feelings, cultures &amp; beliefs; challenging norms that fail to promote this way of working.</p>	<p>1. You are proactive in obtaining a clear understanding of the operating environment including the vision, strategic imperatives, legal &amp; regulatory framework and ensure you team are aware of these.</p> <p>2. You abide by organisational principles, champion them in all you do, ensuring they are enshrined in ways of working and holding people to account for abiding by them</p> <p>3. You act as a role model for continuous learning, ensuring lessons learned are an integral part of BAU</p> <p>4. You operate with integrity, impartiality &amp; sound personal &amp; ethical values &amp; within the organisation's values; showing sensitivity &amp; respect for other people's feelings, cultures &amp; beliefs; challenging norms that fail to promote this way of working.</p>	<p>1. You champion participation in CI, promoting a clear rationale for CI as a way of working.</p> <p>2. You help project teams &amp; individuals to understand the application of tools &amp; techniques that can help them identify &amp; deliver improvements.</p> <p>3. You operate with integrity, impartiality &amp; sound personal &amp; ethical values &amp; within the organisation's values; showing sensitivity &amp; respect for other people's feelings, cultures &amp; beliefs; challenging norms that fail to promote this way of working'</p>

FELLOW	PRACTITIONER DEPLOYMENT	CI LEADER	MEMBER
Assignment 3 CI in practice	Assignment 3 CI in practice	Assignment 3 CI in practice	Assignment 3 CI in practice
<ol style="list-style-type: none"> <li>1. You work to identify and addresses any 'knowing – doing' gap within the workforce.</li> <li>2. You act as subject matter expert for CI.</li> <li>3. You act as CI champion &amp; offer constructive challenge and guidance to those engaged in strategic planning &amp; deployment to ensure C is integral to plans.</li> <li>4. You act as subject matter expert to lead business skills analysis and development of specialist CI skills at all levels.</li> <li>5. You seek historic work to learn from what has gone before; ensuring lessons are shared with stakeholders who may benefit from this insight.</li> </ol>	<ol style="list-style-type: none"> <li>1. You proactively seek insight and review organisational data &amp; information to provide meaningful &amp; accurate insight that can indicate an area for improvement.</li> <li>2. You act as a critical friend to offer constructive challenge; ensuring greater certainty over the costs &amp; benefits to be derived from improvement initiatives.</li> <li>3. You communicate and deliver complex messages with clarity &amp; in a way that is appropriate to the audience</li> <li>4. You plan for different learner requirements &amp; preferred learning styles in order to devise &amp; deliver CI training that engages the &amp; informs participants.</li> <li>5. You seek historic work to learn from what has gone before; ensuring lessons are applied to new challenges.</li> </ol>	<ol style="list-style-type: none"> <li>1. You ensure the links between the organisations purpose and improvement initiatives are understood by your teams.</li> <li>2. You ensure accountabilities and responsibilities for improvement are embedded in the way work is done.</li> <li>3. You ensure the information needs of your team are understood and met and information is timely and reliable.</li> <li>4. You benchmark performance and continually review information to understand opportunities to improve.</li> <li>5. You use visual management to improve understanding of performance and delivery requirements.</li> <li>6. You support and recognise efforts to improve.</li> <li>7. You seek historic work to learn from what has gone before; ensuring lessons are applied to new challenges.</li> </ol>	<ol style="list-style-type: none"> <li>1. You apply effective verbal &amp; numerical skills using communication channels &amp; methods that ensure facts, ideas &amp; progress are understood.</li> <li>2. You proactively gather &amp; assess information to identify areas for improvement taking ownership for the accuracy of information used.</li> <li>3. You proactively seek opportunities to broaden &amp; improve your understanding of CI &amp; share this with colleagues.</li> <li>4. You ensure lessons learned are considered at the start of a change project and shared at the end.</li> </ol>

<b>FELLOW</b>	<b>PRACTITIONER DEPLOYMENT</b>	<b>CI LEADER</b>	<b>MEMBER</b>
<b>Assignment 4 Collaboration</b>	<b>Assignment 4 Collaboration</b>	<b>Assignment 4 Collaboration</b>	<b>Assignment 4 Collaboration</b>
<p>1. You develop networks of contacts &amp; foster relationships that enable you to add value to the organisations ability to deliver best value services.</p> <p>2. You work with &amp; influence external organisations to implement cross cutting CI initiatives that unite stakeholders in delivering more effective &amp; efficient services.</p> <p>3. You actively develop relationships &amp; alliances with counterparts &amp; communities of best practice to further understanding of CI; using this knowledge to develop CI capability within your organisation.</p> <p>4. You advise and support senior managers on ways to embed CI in the end-to-end employee lifecycle.</p>	<p>1. You champion the formation CI communities who have a sense of team spirit, shared ownership &amp; common purpose.</p> <p>2. You help others to stay motivated, positive &amp; focused in delivering improvements; providing formal &amp; informal development as required.</p> <p>3. You work across the organisation to understand key processes and dependencies to identify opportunities for collaborative improvement.</p>	<p>1. You ensure CI activity in your team works in collaboration with other parts of the organisation in order to facilitate collaborative improvement.</p> <p>2. You build &amp; maintain relationships with internal &amp; external stakeholders, to understand their challenges &amp; priorities to shape &amp; adjust your CI plans &amp; deliverables &amp; identify opportunities to collaborate on CI.</p> <p>3. You communicate and deliver complex messages with clarity &amp; in a way that is appropriate to the audience.</p> <p>4. You create a blame free work environment where CI is the norm and time is available to develop ideas.</p>	<p>1. You work as part of a CI community; discussing ideas and challenges in order to identify and / or shape opportunities for improvement.</p> <p>2. You act as ac critical friend, offer constructive challenge to the way work is done.</p> <p>3. You communicate with clarity &amp; in a way that is appropriate to the audience.</p>