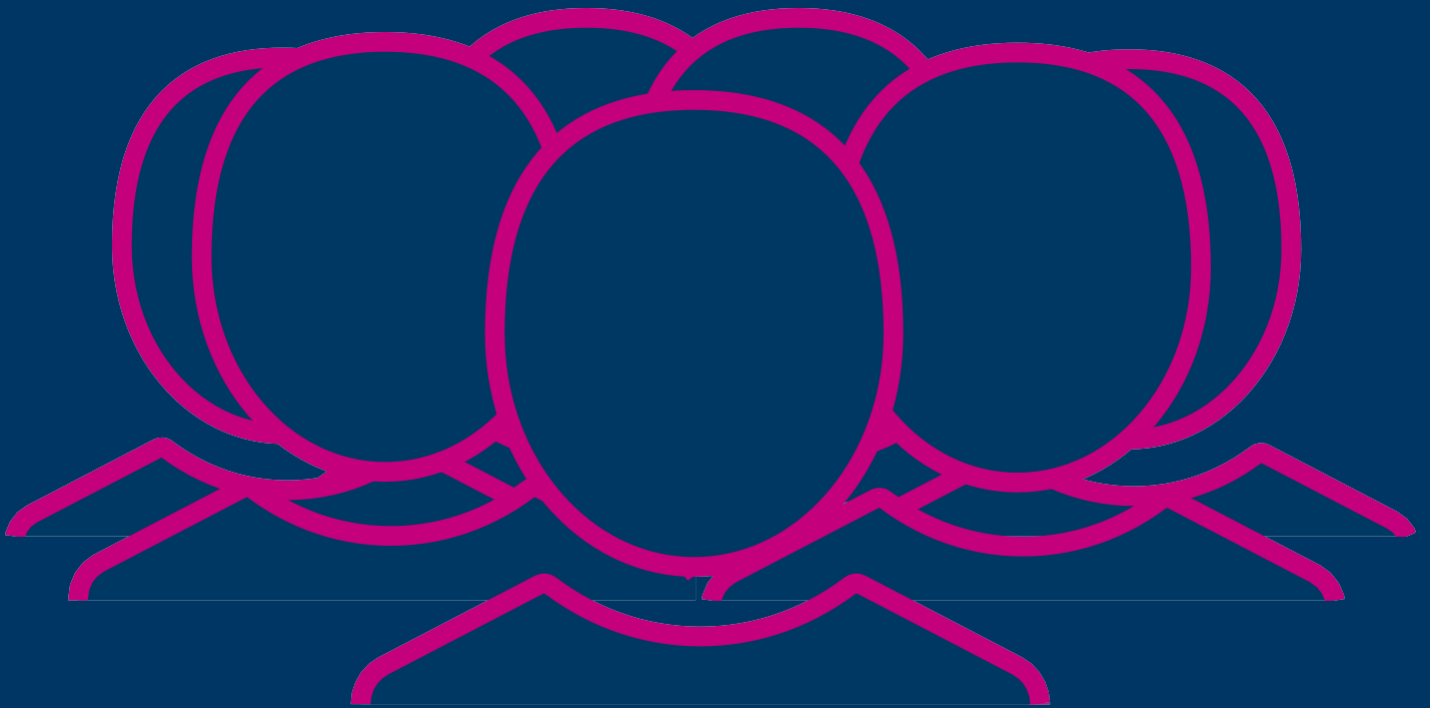


INVESTORS IN PEOPLE®

We invest in people



Feedback

Vie Aesthetics

Project number: 21-00325
Practitioner: Clare Laidler
Date: 20/8/21



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You did it!

INVESTORS IN PEOPLE™

We invest in people Gold

You're at the Gold level of our We invest in people accreditation.

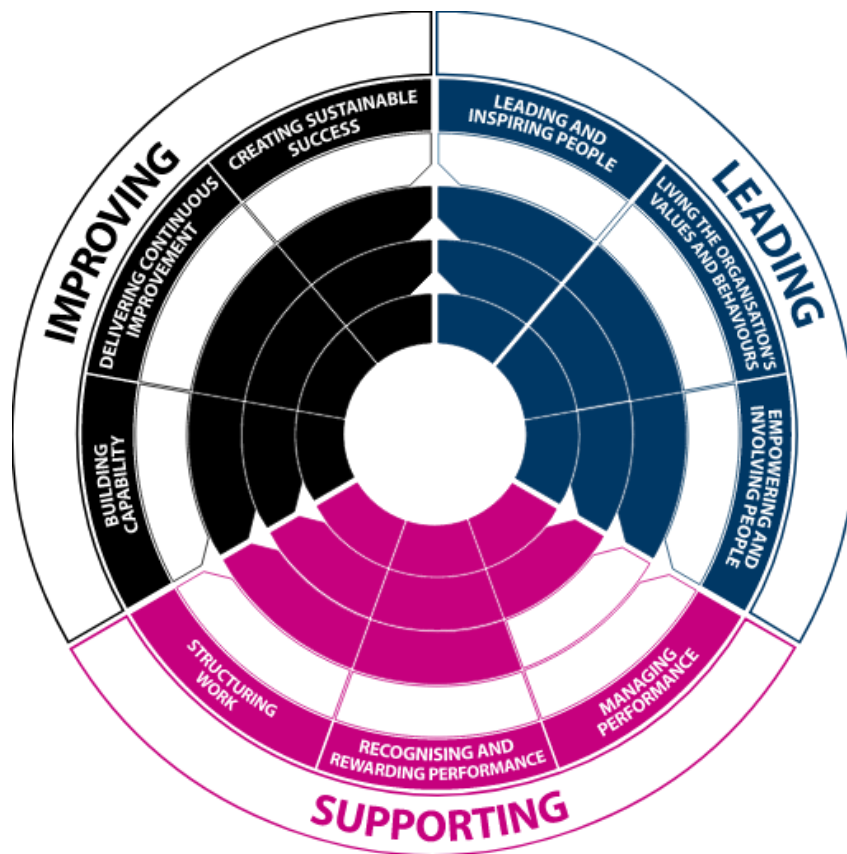
Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
12/8/21	12/8/22	12/8/23	12/8/24

At a glance



You are an aspirational company, with high standards, a keenness to invest in people with excellent opportunities and rewards for employees.

There is clear focus and commitment to ensure each strand of your service to clients is top form. Your recruitment, culture and development approaches support this. You understand the relevance of a well-trained, engaged team, demonstrating links between your investment in staff and your business achievements to date.

Your values are evident in all you do and you recruit, retain and promote based on these along with progression and performance achievements, regularly monitored and continuously encouraged/supported.

As a family business you take care to bring everyone into the 'Vie family' and encourage all to use and know your products and treatments. Everyone buys in to your ambition and is excited about the future. People are able to grow within the company and there is space for this to blend and respond with their particular flair/strength.

Structures are embedded to support people's progression and development and you are clear and transparent in the opportunities and the performance expectations. Others role model values and work-based norms and provide scope for people to grow from the first step in joining the company.

Your people practices go beyond the day-to-day management and support of people, through to the design of future career opportunities, in line with company expansion.

Your reward approaches are exceptional and you value and support people's particular strengths and potential.

What to be proud of

- You have exceptionally clear systems, processes and policies, effectively embedded.
- Everyone is clear about your ambition and the opportunities this presents. Everyone cares about the reputation and success of Vie!
- Your structure and people plans demonstrate care in getting the right people in the right roles.
- There are good examples of progression and development as a continued activity linked to your company growth and sustainability.
- Your people policies and processes are focused on win win scenarios, mindful of what's in it for staff.
- You survey results are exceptional!

What to work on

- Continue to grow and develop the team to fulfil your operational ambition.
- With such positive survey responses and focused leadership, continue to create an environment where people feel able to challenge and raise concerns when they see behaviours which are not in line with your values, or when they think something is not working well.
- Ensure you continue to demonstrate that you value feedback by taking ideas forward.
- As you grow and take on more people, ensure your values are reinforced by recruiting and retaining those who share these in their day-to-day interactions.
- Continue to manage any potential limitations/perceived blocks due to family team members (all looks great but this can sometimes be a perceived limitation for others).

Congratulations on achieving Gold!

You care about your people, and we know you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- Continue to follow your approaches to support your planned growth, aligning this closely with people's career tracks.
- As the structure grows, ensure all delegated team leaders/managers demonstrate company values in all interactions. In other words, ensure the role modelling now demonstrated is continued.
- Continue to steer pathways of delegation as you are. You are making really good choices based on potential and attitude. This will be critical to your successful growth.
- You may find using personality profiles such as Insight/Clarity/Myers Briggs, would be a worthwhile and fun basis for people to develop their emotional intelligence also understand each other. This may be particularly useful for more junior members of the team who may not have come across these before.
- Continue to focus on links between your values and behaviours, ensure all line managers are comfortable and effective in coaching others to apply these in their day-to-day approaches. The more this is done via coaching the more potential for attitudinal shifts.
- The greatest priority should be how to reach a point where less and less reliance on Directors to lead and instigate everything. It is clear that this is what you are already doing...carry on 😊

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?

The meeting will include: Clare, Vicky and Richard (and anyone else you would like to include).

WHEN?

The feedback meeting is to be scheduled.

WHERE?

We'll meet at your Essex clinic.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years on from this assessment.

Don't forget to celebrate!

Let your people know how you did. **Reward them** for their hard work and **include them** in the journey you're on.

Assessment results

Your results by indicator

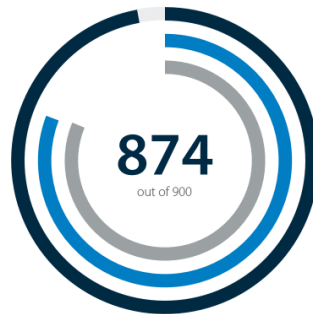
INDICATOR	THEME	DEVELOPED	ESTABLISHED	ADVANCED
LEADING AND INSPIRING PEOPLE	Creating transparency and trust			✓
	Motivating people to deliver the organisations objectives			✓
	Developing leadership capability			✓
LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS	Operating in line with the values			✓
	Adopting the values			✓
	Living the values			✓
EMPOWERING AND INVOLVING PEOPLE	Empowering people			✓
	Participating and collaborating			✓
	Making decisions			✓
MANAGING PERFORMANCE	Setting objectives			✓
	Encouraging high performance		✓	
	Measuring and assessing performance		✓	
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward			✓
	Adopting a culture of recognition			✓
	Recognising and rewarding people			✓
STRUCTURING WORK	Designing roles			✓
	Creating autonomy in roles			✓
	Enabling collaborative working			✓
BUILDING CAPABILITY	Understanding people's potential			✓
	Supporting learning and development			✓
	Deploying the right people at the right time			✓
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources			✓
	Creating a culture of continuous improvement			✓
	Encouraging innovation			✓
CREATING SUSTAINABLE SUCCESS	Focusing on the future			✓
	Embracing change			✓
	Understanding the external context			✓

Survey highlights

Your benchmark is much higher than both the IIP Average and when compared with your sector group. 75% response rate is a great response.

Your overall survey score

Benchmark



- YOUR BENCHMARK
• **874**
- AVERAGE IIP BENCHMARK *
• **727**
- AVERAGE INDUSTRY BENCHMARK
• **731**
Showing results for Human Health & Medical Activities

* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Who took the survey?

Survey Response Rate

Overview

TOTAL RESPONSES 9 responses out of 12 (75%)



RESPONSE METHOD

Email link: 9 responses out of 9

Open access: 0 responses out of 9

By Team

[NO GROUP]

9 responses out of 12



Your survey results by indicator

All Indicators scored above the IIP average as shown in green. It is unusual to achieve such a positive survey response for your first assessment. As shown, there were no disagree responses to any of the survey questions.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	91.7%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.3
INDICATOR 2 Living the organisation's values and behaviours	75.6%	22.2%	2.2%	0.0%	0.0%	0.0%	0.0%	6.7	+0.8
INDICATOR 3 Empowering and involving people	75.0%	22.2%	2.8%	0.0%	0.0%	0.0%	0.0%	6.7	+0.9
INDICATOR 4 Managing performance	80.6%	8.3%	5.6%	5.6%	0.0%	0.0%	0.0%	6.6	+0.9
INDICATOR 5 Recognising and rewarding high performance	77.8%	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%	6.8	+1.7
INDICATOR 6 Structuring work	94.4%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.0
INDICATOR 7 Building capability	77.8%	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%	6.8	+1.2
INDICATOR 8 Delivering continuous improvement	83.3%	13.9%	2.8%	0.0%	0.0%	0.0%	0.0%	6.8	+1.2
INDICATOR 9 Creating sustainable success	88.9%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	6.9	+1.1

What your people told us

Leading

“When we employ a therapist, we look for the right character, this is really important, they have to fit”

“They want to share their enthusiasm and excitement about the company with everyone. It’s great to feel part of it”

LEADING AND INSPIRING PEOPLE

100% of survey responses strongly agreed that ‘Management communicates organisation’s ambition’ All other survey questions for this Indicator received 100% Strongly Agree or Agree responses.

People view Directors and other members of the team as **role models**, in ways they focus on supporting everyone to do their best. People are empowered with high levels of support and clarity of expectations.

There are engendered activities and approaches and Directors have been successful in engaging everyone in the success of the company. Weekly team meetings, staff bulletins, in-house training sessions, quality meetings, Dr’s sessions were mentioned as ways everyone is encouraged to keep abreast of updates, taking an active part.

It is evident that Directors are naturally motivated towards coaching and developing people, and skilled in doing this very well. People feel supported and empowered through stages where they feel confident to ask questions and take responsibility.

Excellent examples were given where Directors had engendered trust and engagement. Gradually empowering people into roles as part of your structural/organisational development.

LIVING THE ORGANISATION’S VALUES AND BEHAVIOURS

Your values reveal themselves from interactions when stepping through the door. These connect closely with your brand and viewed as being genuinely lived, led by Directors. You recently re-looked at these to ensure they are still relevant and appropriate.

Through the interviews much of what people said linked with values. Everyone has a very good idea of what is important - how to treat each other and clients.

Recruitment and on-boarding and aspects such as work life balance, are treated openly to ensure day to day expectations are effectively and fairly managed.

EMPOWERING AND INVOLVING PEOPLE

There are some great examples of empowerment where colleagues are supported to develop their skills through mentoring or working alongside others. This is working well and the investment in doing the well is clear. Due to the clarity of processes and reporting, everyone is empowered within their role.

Recruitment is well co-ordinated and focused on getting the right fit then being completely open and responsive to the settling in period where further worthwhile appreciation of direction is understood and acted upon.

You naturally focus on opportunity for role enhancement, always geared around the individual and handled sensitively. This means delegating with care to ensure people build skills and confidence.

Clearly people are recruited on skills and attitude and you are wholeheartedly keen to invest in them with expressed potential for career development as part of your growth strategy.

Supporting

“We recognise talent and utilise it”

“There is potential to move forward here, they mentor me and I know what I need to do, this is discussed in detail”

MANAGING PERFORMANCE

Performance reviews and 121 's are taken seriously and valued as a relevant and beneficial activity for individuals and the company. Everything is undertaken with clarity, co-ordination and professionalism. There are defined policies, demonstrated in practice and updated as relevant. Staff are regularly involved in the development and agreement of these, being encouraged to share suggestions and identify potential for enhancement.

There is focus on doing things well and undertaking roles in line with defined policies and personal goals. Everything is completely transparent and focused on people's progression. Everyone interviewed described how they value the level of structure, feeling this is a demonstration of the commitment towards them and clients.

“People who work here are really lucky”

RECOGNISING AND REWARDING HIGH PERFORMANCE

It is very rare to see such high scores for this part of the Standard and feedback from interviews demonstrated why.

Recognising people is just part of the way things are, not a separate add on activity but part of your culture. Many small but meaningful examples were given of this human touch.

In addition you are transparent and timely in considering pay. You consider work life balance, so when people are asked to travel to Harley Street, you remind them to take time off to compensate for any extra time travelling., You have set a clear pay grading structure to support your planned development. You have excellent staff and family/friend discount schemes. You regularly praise and recognise people in all sorts of creative and personally considered ways. You do so with high levels of integrity, meaning this is real and well received.

STRUCTURING WORK

People are able to really find their best slot based on what they personally enjoy, their skills and their ability. Your survey showed 100% responses selecting Strongly Agree to 'I have the right level of responsibility to do my job effectively'.

Policies and practices have developed and evolved and people are involved in this activity.

You regularly collaborate regarding ideas, views of products, systems, marketing and structures, and you are keen to get this right. In other words, everyone is geared and comfortable with change, confident that this is for the right reasons. People are encouraged to shine, with particular interests or ideas and they are encouraged to follow paths of focus or progression which blend with the business ambition - bringing in new ranges, introducing new treatments, marketing, introducing new structures etc.

Your regular opportunities to collaborate ensure everyone is aware of and updated on progress in line with your strategies.

The design and publication of your brochure and marketing is a great example of this, where two relatively new members of the team were each able to take part in this and apply their skills. The way this was managed meant this was a seamless and highly valued opportunity in the early stages of their careers.

Your planned structures introduce a further two layers of management and potential, clearly this is already being discussed and introduced in readiness for developing structures.

Improving

“We’re constantly updating and improving based on ideas; we encourage feedback from everyone and are keen to act on it. Everyone is involved.”

“We recognise talent and utilise it”

BUILDING CAPABILITY

“Everyone has potential to progress here, and pathways are discussed in great detail”

“I know my next role, what I need to do before that and how I will be supported when I take on the role”

Training is clearly taken very seriously, is part of everyone’s life and supported in many different ways. Where relevant people are encouraged and supported to achieve accreditation or qualification or demonstrate practical application.

The natural coaching culture engendered by Directors means learning is taking place constantly.

Recruitment and induction was described as a very positive experience. Where new joiners receive focused support which takes skills and abilities into consideration to ensure the right role and level of responsibility is identified either immediately or noted for future potential.

Some of the activities mentioned included online training, in house staff training days, weekly staff briefing, shared news, feedback, safeguarding and CQC awareness training, Fire and Safety (Covid safe procedures), product training, Dr’s training and qualification for specific procedures, ILM, CPR, Mental Capacity. Shadowing opportunities.

DELIVERING CONTINUOUS IMPROVEMENT

The survey showed 100% respondents agreed with ‘I am trusted to try new approaches in the way I work’ From a strategy perspective, you are constantly looking for innovations within the industry and leading on approaches that fit around your values. This includes outside the UK.

Your ambition in terms of continuous improvement goes beyond your internal environment and to the UK industry, where some of the currently available procedures on the market, do not always support an image of quality which can be damaging for the whole industry.

You continue to develop your range of treatments, use of products and people processes and practices. This is part of your culture.

CREATING SUSTAINABLE SUCCESS

“It’s a lovely environment to work in”

“There is an open-door policy”

“It’s great to have such a positive impact we can have on people’s lives”

You have very clear strategies and with over 40 awards, are a market leader within the UK. Your links with the British School of Aesthetic Medicine supports the structure of a specific educational programmes for doctors

You were named Global Aesthetic Practice of the Year in the MYFaceMyBody 2020 Global Awards. You are CQC regulated, a Save-Face accredited Medical Establishment and your Medical Director provides Dr’s training within the company and externally.

In addition to your innovation in the range of treatments and internal processes, your approaches through Covid-19 pandemic have ensured business continuity and the best approaches to ensure safety of staff and clients. At a time when many businesses are struggling, your positive leadership is deeply appreciated by the team.

People interviewed described feeling ‘part of the company growth’, and ‘what I do, can make a difference’.

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IN PEOPLE**

Want to get in touch?

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