



TRAIIDCRAFT
Fighting poverty through trade

**POLICY
AND PROCEDURE**

**TRAINING AND
DEVELOPMENT**

TRAIDCRAFT POLICY AND PROCEDURE
TRAINING AND DEVELOPMENT POLICY

Aims

As a faith-based and values-led organisation, Traidcraft is committed to investing in its staff. Traidcraft seeks to maximise training opportunities to enable all staff to obtain transferable skills and to reach their full potential. This will ensure that staff are equipped to meet and embrace change, adapting positively to evolution within existing roles and the emergence of new roles.

Traidcraft believes that all of its staff have potential to grow, but recognises that they will grow in different ways and need different kinds of support. Traidcraft believes that responsibility for learning and improvement is shared between each individual and the organisation, something that is vital in helping the organisation to achieve its mission.

Objectives

The primary objectives of the policy are to:

- Ensure that all training and development is designed to provide the skills and underpin the values that will support the delivery of the Traidcraft mission.
- Ensure that staff possess the relevant skills and knowledge to perform in their roles so that they meet their objectives fully
- Develop the skills and competency of staff in a structured way so that staff reach their personal potential
- Organise training and development to achieve value for money in line with the annual budget so that investment in staff is maximised
- To demonstrate Traidcraft's commitment to training and development

Who is covered?

This policy applies to all Traidcraft staff including those on temporary or fixed term contracts once they have successfully completed their probationary period.

It does not apply to casual workers.

Review Date: February 2013

Cross Reference: Recruitment and Selection, Equality and Diversity, Managing Capability

A. RESPONSIBILITIES

All line managers are responsible for:

- Identifying and prioritising staff training and development requirements, and ensuring that they are implemented to achieve Traidcraft's strategic objectives
- Agreeing suitable arrangements for meeting these requirements
- Evaluating and reporting training outcomes with reference to the training and development plan and achievement of operational objectives

All staff who expected to:

- Contribute to the generation of proposals for development related to Traidcraft's strategic objectives
- Co-operate in the identification of their own training and development requirements through the PPDR process
- Report on the long and short term effectiveness of their training and development
- Provide information specifying how they will use and/or share their knowledge, skills and attitudes gained through their participation in external events
- Provide information relevant to the monitoring and evaluation of training and development activities
- Attend relevant training

HR are responsible for:

- Preparing a Training Plan that reflects and prioritises the training and development needs of staff in line with operational plans and budgets
- Attracting relevant funding
- Providing training to underpin Traidcraft policies

B. PERSONAL PERFORMANCE AND DEVELOPMENT REVIEW (PPDR)

Permanent members of staff or those on a fixed-term contract of more than one year will have formal reviews with their line manager during the year, which strike a balance between review of past performance and identification of new objectives. They will also provide an opportunity to identify training and development needs, and evaluate training previously received to enhance motivation and performance. At these meetings managers should also review the work life balance of the individual in a formal setting, particularly those who work part-time or at home. Any specific feedback should be recorded in the *Comments section* of the PPDR form.

Prior to undergoing their first PPDR, staff will be given training in what to expect from the PPDR meeting and how to prepare for it. Line managers will be suitably trained prior to conducting PPDRs. Senior reviewers will countersign each PPDR form, to ensure consistency and assist continuous improvement.

Both line managers and staff need to work together to make the process as open and participative as possible. It is recognised that Traidcraft is unlikely to be able to provide a full range of career opportunities for all staff, therefore, it is understood that, after a period of time, individuals may wish to take up employment elsewhere in order to further their personal

development and career. The PPDR review meeting should be seen as an opportunity for an open and honest discussion about an individual's future development.

As learning is essential to the future development of Traidcraft as an organisation, completion rates of PPDRs will be reported to the Executive team. Training and development needs identified via the PPDR process will be collated by HR to form the draft Training Plan for consideration by the Executive Team within budgetary limits.

[FLOWCHART OF PPDR TIMETABLE is at Annex 1, PPDR TIMETABLE is at Annex 2 and the PPDR PROCESS is at Annex 3]

C. TRAINING PLAN

The Executive team agree to allocate an appropriate percentage of salary costs to training and development events each year. Therefore, it may not be possible to fund all training and development that is requested.

HR collates the training and development requirements as detailed on the PPDRs to produce a proposed Training Plan. This Training Plan is submitted to the Executive team for approval to commence April each year. Further submissions will be considered as the year progresses.

1. Training/Travel Bursaries and Meet the People tours

Part of the agreed training budget is dedicated to a bursary fund for training and development requests which are not specifically linked to business objectives, and to subsidise overseas trips especially for those who do not normally have the opportunity to travel as part of their job. Please refer to the Training/Travel Bursaries procedure for further details.

Staff may apply to undertake a Meet the People study tour via the PPDR process [**Annex 3**], where this would increase their knowledge of Traidcraft's stakeholders and form a relevant part of their development. Any application is subject to the endorsement of the line manager who will ensure that the time to be taken would be consistent with the effective running of the member of staff's department, and the approval of the Executive team.

The provision of both the bursary fund and study tours is subject to affordability.

2. Approval of the Training Plan

The Executive team will decide which requirements will be approved from the training budget in any given financial year.

3. Training and Development Requests submitted after Interim PPDRs

Where training and development requirements are identified after the approval of the Training Plan, staff must complete a Training Request Form [**Annex 4**] and submit it to HR and obtain approval before booking any training and development event. Approval must be gained in a timely manner to allow HR to seek out and secure relevant funding opportunities.

The Training Request Form outlines personal aims and objectives to be met by attending the event, and assesses the perceived impact.

The costs of any training and development requirements that are identified after the approval of the Training Plan must be borne by individual departments.

D. MANDATORY TRAINING

1. Induction

Staff are required to undertake induction training (including health and safety awareness) as detailed in the Managing Recruitment and Selection policy upon commencement of employment, or undertaking a new role within Traidcraft.

2. Legal Requirements

Staff may be required to undergo training and/or certification in order to comply with regulatory legislation, for example finance or forklift truck certification. Staff are required to ensure that their skills in these areas remain current, and are required to attend refresher courses as and when required.

3. Organisational Specific

Staff are required to undergo training that supports organisational values or beliefs, or underpins Traidcraft policies.

E. FURTHER EDUCATION

Traidcraft wishes to support staff who undertake a course of study which has direct relevance to the role they fulfil within Traidcraft. These requests should be facilitated in accordance with the PPDR process.

1. Study Leave

When a member of staff undertakes a course, funded or approved by Traidcraft, which leads to a formal qualification, that is deemed to be relevant to their current role, they may be eligible for special paid leave to support them to attend the educational establishment for the duration of the course [**Annex 5**]. The amount of study leave will be agreed in discussions with the line manager in conjunction with the Director of HR to balance the needs of the business and the individual.

2. Exam Leave

Staff undertaking a course which leads to a formal qualification that is being funded or approved by Traidcraft, may be entitled to special paid leave to attend examinations [**Annex 5**].

Staff are required to give advanced notice of the need to attend examinations. The maximum number of days that may be taken as exam leave in any one leave year is 5. Staff who are required to re-sit examinations will do so in their own time.

Staff requesting exam leave must supply supporting evidence of the nature and date of the examination paper(s) to be taken. This supporting evidence must be submitted to their Line Executive along with a written request no later than 2 weeks before the first date of leave requested.

The Line Executive will respond in writing to the member of staff, and pass the documentation onto HR in order to keep a record of study and exam leave taken.

F. NEED FOR VALIDATION AND EVALUATION

Evaluation should be applied to all forms of training and development in order to:

- improve the link between training and Traidcraft's strategy
- encourage an improvement in training methods
- allow for better training methods
- obtain guidance on future training needs
- control training costs
- prioritise training activities

G. METHODS OF VALIDATION AND EVALUATION

1. External Training and Development

As soon as possible following an external training and development event, staff must complete an External Training Validation Form [**Annex 6**] which is available on the Common Server (HR/Forms/External Training Validation Form).

Staff must discuss their learning from the event with their line manager. The External Training Validation Form must be completed and returned to HR within 5 working days of attending the event.

2. Internal Training and Development

Upon attending an internal training and development event, staff must complete an Internal Training Validation Form [**Annex 7**] which is available on the Common Server (HR/Forms/Internal Training Validation Form).

The Internal Training Validation Form must be completed and returned to HR immediately after attending the event.

3. Formal Evaluation as Part of the PPDR Process

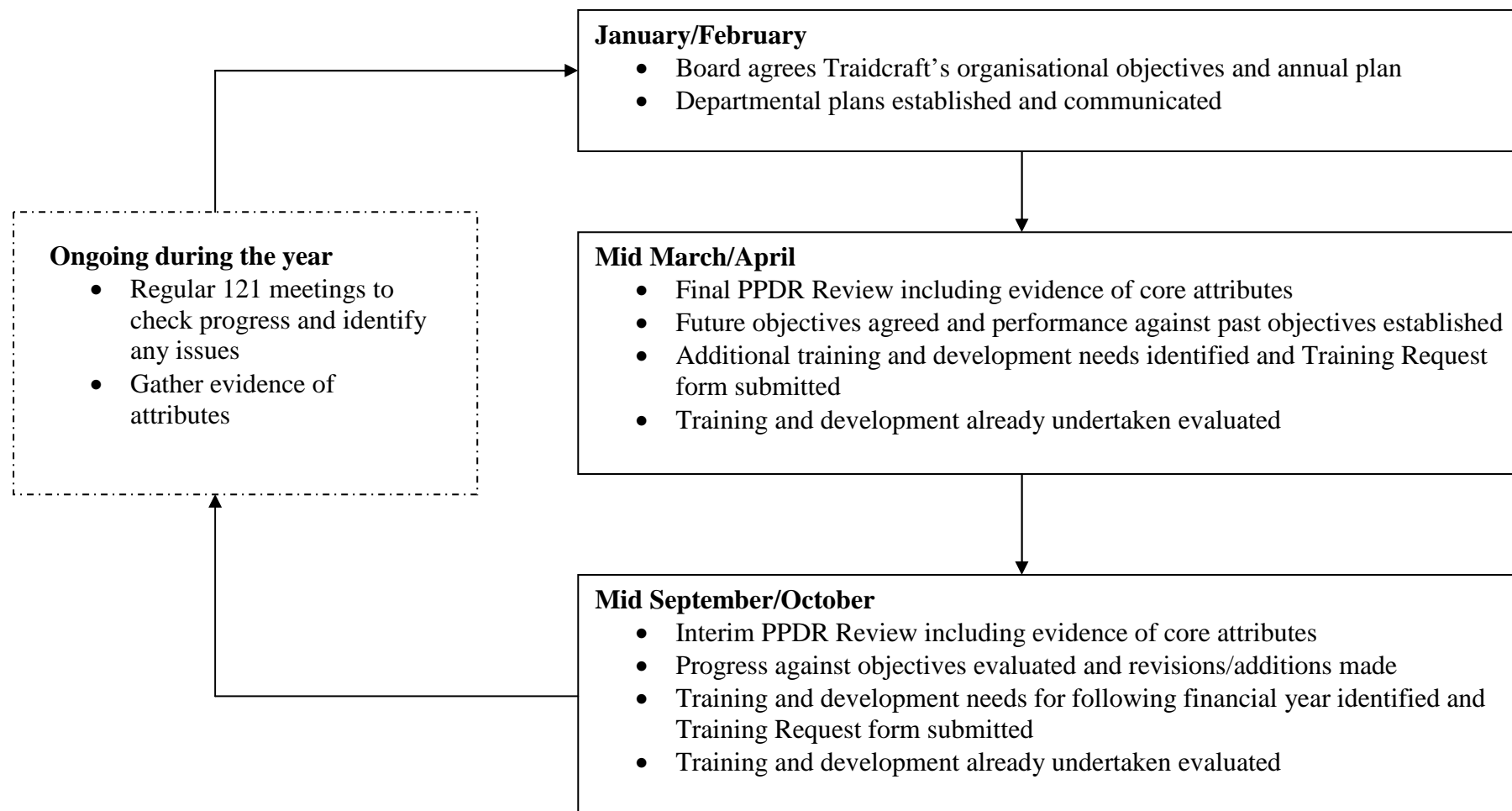
Following the completion of any training and development, formal evaluation will take place at Final and Interim PPDR Reviews by staff and line managers. These discussions will be recorded on the Training/Development Record and will describe:

- how the learning and development needs of the member of staff have been met;
- what the member of staff has learnt;
- how the member of staff has applied this in their role; and
- what is the impact/payback of the learning and development

The information gained from this feedback will be used to inform the future purchase of cost effective training interventions.

H KNOWLEDGE SHARING

Knowledge should be a shared commodity; therefore apart from formal coaching either given or received staff are encouraged to formally undertake a transfer of learning to the work team following attendance at an event.

FLOWCHART OF PPDR TIMETABLE

PPDR TIMETABLE

(It is essential that line managers do not hold up this process awaiting the completion of their own PPDR meeting.)

MARCH

The Board will agree organisational objectives by March of each year from which Departmental Plans are drawn.

MID MARCH TO 30 APRIL

Final PPDR Reviews should be carried out, when future objectives for individual members of the team can be agreed and performance against past objectives and core attributes can be established.

It is also important at this stage to:

- Identify additional training needs.
- Evaluate training already undertaken to identify and report on improvements to performance resulting from training interventions (HR will provide individual training records for all staff in March each year)
- Review work-life balance.
- Recognise excellent attendance

MID SEPTEMBER TO 31 OCTOBER

An Interim Review will be held where progress should be evaluated against the objectives that were agreed earlier in the year and core attributes, and where relevant, any revisions/additions should be made to the objectives.

It is also important at this stage to:

- Identify training needs for the following financial year.
- Evaluate training already undertaken to identify and report on improvements to performance resulting from training interventions.
- Review work-life balance.
- Recognise excellent attendance

ONGOING DURING THE YEAR

Line managers will hold regular one to one meetings with their staff to check progress against objectives and to identify any issues. Staff will gather examples of how they have demonstrated the core attributes throughout the year.

Formal Business Planning Meetings are held in January, April, July and October each year. These are designed to review progress to date and ensure that all departments are working together in order to achieve agreed organisational objectives.

PPDR PROCESS

The line manager should agree a suitable time for the PPDR meeting with the member of staff two weeks before the intended date and remind them to prepare for the PPDR meeting. Line managers may wish to request written examples of attributes from staff in advance of the planned PPDR meeting. Line managers who have several line reports should plan these meetings in advance with the individuals concerned, in order to carry out all the PPDRs within the allotted time scale and also to allow both parties to adequately prepare.

The line manager should also book a suitable venue so that the meeting can be carried out without interruptions. Adequate time should be allowed to ensure that the meeting is not hurried.

It is the line manager's responsibility to ensure that completed documentation is forwarded to HR within the relevant timescales.

(PPDR FORMS 1-2 ARE AVAILABLE ON COMMON/HR/FORMS/PPDR)

1. Preparation (Line manager)

The line manager should refer to their copy of the member of staff's most recent PPDR forms, and a copy of their current signed job description.

PPDR Preparation Guidance is available at **Annex 8** and provides a series of prompts to help with the preparation before meeting for the PPDR review. The line manager must prepare by reviewing the past, discussing the present and plan the future whilst considering if there is anything else impacting on the member of staff or their role which would be useful to discuss as part of the meeting.

Where the member of staff has changed department, has a shared reporting line, or there is a significant interface with another department, the line manager should consult with those concerned so that a complete picture of the period under review can be obtained.

The line manager should also obtain the Training and Development Record from HR before Final Review and should ensure that it contains all learning acquired during the reporting period. Any omissions should be reported to HR as soon as possible.

This information can be used to guide discussions during the PPDR meeting.

2. Preparation (Member of Staff)

The member of staff should refer to the copy of their most recent PPDR Forms, and a copy of their current signed job description.

PPDR Preparation Guidance is available at **Annex 8** and provides a series of prompts to help with the preparation before meeting for the PPDR review. The member of staff must prepare by reviewing the past, discussing the present and plan the future whilst considering if there is anything else impacting on them or their role which would be useful to discuss as part of the meeting.

The member of staff must record examples of how they have demonstrated the core attributes in preparation for the meeting. In agreement with the line manager, staff may provide written examples in advance of the PPDR meeting to allow line managers time to prepare feedback.

This information will be used to guide discussions during the PPDR meeting.

3. FINAL PPDR REVIEW (PERFORMANCE PLAN/REVIEW - FORM 1)

Attributes

The attributes section of the Performance Plan/Review (Form 1) should be used during the Final PPDR Review to record specific examples of behaviour displayed by the member of staff when they are carrying out their role. Full descriptions of the core attributes are available at **Annex 9** and on the Common server (HR/Attributes/Attributes Descriptions).

***NOTE: Whilst all line managers are required to demonstrate the attribute of leadership, all staff are encouraged to demonstrate leadership where possible.**

These specific examples of behaviour will form the basis for discussion. Managers and staff will then enter agreed wording for each attribute into the relevant section of the Performance Plan/Review.

Line managers should encourage staff who consistently display an attribute in their role to coach their colleagues. This should be identified as a coaching objective within existing Personal and Team Development objectives.

Objectives

The objectives section of the Performance Plan/Review (Form 1) should be used to review the past objectives of the member of staff during the reporting year and the progress made against these objectives. Comments on work-life balance and attendance should be noted.

Performance Plan/Review (Form 1) should also be used to record agreed future objectives to be achieved during the reporting year.

Each objective must be linked to a key result area as outlined on the member of staff's job description.

For those managers who have undertaken the Coaching Programme, one of their PPDR objectives must involve putting those skills into practice. In the interests of continuous learning and leadership development, a specific coaching objective will be a permanent inclusion on their PPDR under Personal and Team Development.

4. INTERIM PPDR REVIEW (PERFORMANCE PLAN/REVIEW - FORM 1)

Attributes

The attributes section of the Performance Plan/Review (Form 1) should be used during the Interim PPDR Review to record specific examples of behaviour displayed by the member of staff when they are carrying out their role. Full descriptions of the core attributes are available at **Annex 9** and on the Common server (HR/Forms/Attributes/Attributes Descriptions).

***NOTE: Whilst all line managers are required to demonstrate the attribute of leadership, all staff are encouraged to demonstrate leadership where possible.**

These specific examples of behaviour will form the basis for discussion. Managers and staff will then enter agreed wording for each attribute into the relevant section of the Performance Plan/Review.

Line managers should encourage staff who consistently display an attribute in their role to coach their colleagues. This should be identified as a coaching objective within existing Personal and Team Development objectives.

Objectives

The objectives section of the Performance Plan/Review (Form 1) should be used to record and evaluate progress made against the objectives that were agreed earlier in the year. Where necessary, any revisions or additions should be made to objectives up to the end of the reporting year. Comments on work-life balance and attendance should be noted.

Each objective must be linked to a key result area as outlined on the member of staff's job description.

5. Setting SMART Objectives

To ensure that objectives are meaningful, the following tool can be used:

- Specific: What needs to be done and to what standard?
- Measurable: How will you know it has been achieved?
- Achievable: Is it challenging and possible with available resources?
- Relevant: Does it link clearly to the overall aims of Traidcraft?
- Timed: It will be done by when?

6. Identifying Training and Development Needs

As part of the PPDR process, every member of staff must agree future/revised objectives with their line manager at all formal PPDR review meetings (final and interim), and the line manager and the member of staff must identify any training and development that is required in order for the member of staff to achieve those objectives or develop the core attributes.

Training and development objectives for the following financial year must be identified at the Interim PPDR Review. Any additional training and development objectives or revisions to these objectives must be identified at the Final PPDR Review.

Where external training is required, a Training Request Form for each training and development objective must be completed and forwarded to HR with full details of training required [Annex 4].

The Training Request Form outlines the business need to be addressed by attending the event, and assesses the perceived impact. Every Training Request Form must be authorised by the line manager.

The member of staff must provide the following information to HR (within prescribed PPDR deadlines) along with the completed PPDR forms in relation to each training and development requirement:

- Name of training and development event
- Name of the training provider
- Venue for the training event
- Details of the actual cost of the event (including any associated costs)
- Timescales for completion (including start date and end date of the event where appropriate)
- Total number of working days required

This information is not required where the training and development requirement is to be met via internal provision. Where internal methods are used, this must be clearly stated on the PPDR form.

7. Meeting Training and Development Needs

It is the responsibility of the member of staff to identify the most effective method to meet the training and development requirement, in agreement with their line manager.

Staff may liaise with HR or other departments in order to identify the most effective method giving consideration to financial constraints, timescales and individual learning styles.

A selection of internal and external methods is outlined at **Annex 10**.

8. TRAINING/DEVELOPMENT PLAN (FORM 2)

Any training or development required to develop a core attribute or to achieve a future or revised objective must be specified on the Training/Development Plan (Form 2). (**See Identifying Training and Development Needs**).

Any training and development received during this period should also be recorded and evaluated. Staff must describe how their learning and development needs have been met, what they have learnt and how they have applied this in their role.

9. Temporary Staff/New Starters

Temporary staff will have an induction and informal one to one meetings (where appropriate) on a regular basis to assess the impact of training on individual objectives.

Line managers should arrange to meet formally with new members of staff as part of their induction to set future objectives (and ascertain any training requirements in order to meet those objectives). The line manager can then use this process to inform the formal review at the end of the probationary period.

The member of staff's progress against these objectives would then be reviewed at either the Final PPDR Review or the Interim PPDR Review depending on the time of year. This allows new staff to have agreed objectives to achieve as soon as possible after they join Traidcraft, as well as incorporate into the formal PPDR process at the earliest opportunity.

10. Return from Maternity Leave/Long Term Sickness Absence

Line managers should arrange to meet formally with returning members of staff as soon as possible to review past objectives (before their period of absence) and set future objectives (and ascertain any training requirements in order to meet those objectives).

The member of staff's progress against these objectives would then be reviewed at either the Final PPDR Review or the Interim PPDR Review depending on the time of year. This allows returning staff to have agreed objectives to achieve as soon as possible after they return to Traidcraft, as well as re-integrating into the formal PPDR process at the earliest opportunity.

11. Submission of PPDR Documentation

The relevant PPDR forms should be completed by the line manager and then passed to the member of staff for their comments and signature. The completed PPDR forms should then be passed to the senior reviewer for countersignature.

The original documents are to be submitted to HR as soon as possible after the PPDR meeting and within the relevant timescale. The line manager and the member of staff must retain copies for their own reference.

TRAIDCRAFT TRAINING REQUEST FORM

Name of Applicant:

Department:

Course Title:

Start Date:

Name of Provider:

End Date:

Address of Provider:

Post Code of Provider:

Total Working Days Required:

Venue:

Contact Number of Provider:

Cost of Course:

Does the training lead to a recognised qualification?

YES / NO

If yes, please state the qualification:

Estimated Cost of Travel:
(if applicable)Estimated Cost of Accommodation:
(if applicable)

Please state the business need to be addressed by the training?

What will be the perceived value/relevance of this course to your current job?

How will it affect your skills and knowledge?

I apply to attend the above training event. If approved I will provide feedback on how this training has impacted on my job 3 / 6 months (please delete as applicable) following completion of the training:

Signed:
(Applicant)

Date:

I support this application and will contribute to an evaluation of the outcomes 3 / 6 months (please delete as applicable) following completion of the training:

Signed:
(Line Manager)

Date:

PART A

APPLICATION FOR STUDY LEAVE

Name of Applicant: Department:
Course Title: Name of Provider:
First Date of Study Leave: Last Day of Study Leave:
Total Number of Working Days: Name of Qualification:
Reason for Study Leave:

I request study leave as detailed above and confirm that I have discussed this request with my line manager:

Attendance approved:

Signed: Date:
(Applicant)

Signed: Date:
(Head of HR)

PART B

APPLICATION FOR EXAM LEAVE

Name of Applicant: Department:
Course Title: Name of Provider:
First Date of Exam Leave: Last Day of Exam Leave:
Total Number of Working Days: Name of Qualification:

The applicant must attach supporting evidence of the nature and date of the examination paper(s) to be taken.

I request exam leave as detailed above and confirm that I have discussed this request with my line manager:

Attendance approved:

Signed: Date:
(Applicant)

Signed: Date:
(Line Executive)

VALIDATION OF EXTERNAL TRAINING/DEVELOPMENT EVENT

Event Attended:

Name of Provider:

Department:

Start Date:

Venue:

End Date:

Please indicate how effective you found different aspects of the event by ticking the appropriate box:

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
I found that the event objectives were fully met					
I found that the pace of the event was appropriate					
I found that the documentation provided was useful					
I thought that the trainer was effective					
I thought that the venue was satisfactory					
I found that the duration of event was satisfactory					
I found that the timing of event was satisfactory					
Overall, I would rate the event as excellent					

1. The most useful aspects of this event were:

.....

.....

2. The least useful aspects of this event were:

.....
.....

3. How could the event have been improved:

.....
.....

4. How do you intend to apply the training:

.....
.....

<p>Follow up activities/action (following discussion with your line manager). This must be a SMART action plan which includes how you are going to use the skills/knowledge as well as disseminating to others (SMART = Specific, Measurable, Achievable, Relevant and with a Time Constraint)</p>		
Main Points of Event	Intended Actions	Timescale
	<ol style="list-style-type: none"> 1. Dissemination to Colleagues 2. Training to Team Colleagues 3. Brown Bag Lunch 	

Signed:

Dated:.....

Signed:
(Line Manager)

Dated:.....

Thank you for taking the time to complete this Validation Form

THIS FORM MUST BE COMPLETED AND SUBMITTED TO HR WITHIN 5 WORKING DAYS OF ATTENDING THE EVENT

VALIDATION OF INTERNAL TRAINING/DEVELOPMENT EVENT

Event Attended:

Name of Trainer:

Department:

Start Date:

Venue:

End Date:

Please indicate how effective you found different aspects of the event by ticking the appropriate box:

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
I found that the event objectives were fully met					
I found that the pace of the event was appropriate					
I found that the documentation provided was useful					
I thought that the trainer was effective					
I thought that the venue was satisfactory					
I found that the duration of event was satisfactory					
I found that the timing of event was satisfactory					
Overall, I would rate the event as excellent					

5. The most useful aspects of this event were:

.....

.....

6. The least useful aspects of this event were:

.....
.....

7. How could the event have been improved:

.....
.....

8. How do you intend to apply the training:

.....
.....

Signed: Dated:.....

**Thank you for taking the time to complete this Validation Form
Your contribution is beneficial to the planning of future events**

**THIS FORM MUST BE COMPLETED AND SUBMITTED TO HR IMMEDIATELY AFTER
ATTENDING THE EVENT**

PPDR PREPARATION GUIDANCE

The following prompts are designed to help with your preparation before you meet for the performance review.

Reviewing the past

- Review the last PPDR & interim reviews
- Take an overview of performance over the year. Highlights & lowlights.
- Check for changes in role, review job description
- Review/recall behavioural evidence of attributes. Seek input from individual/others
- Review time recording documents where appropriate & work/life balance
- Review attendance
- Consider training & development interventions & their benefits
- Take into account any other factors impacting the role e.g. restructure, resources

Discussing the present

- Review current strengths & development areas
- Consider the key areas you wish to discuss
- Seek feedback from others both internal & external to the organisation where appropriate

Planning the future

- Review the role in light of the organisational objectives, considering future objectives
- Consider developmental needs to be met to enable delivery of objectives. Coaching others may be part of this where an individual displays strengths in particular attributes
- Consider potential future career paths

Other

- Consider whether there is anything else impacting the individual/role which would be useful to discuss as part of this meeting

Top Tips for Gathering Evidence of Attributes

1. Have a place where you jot down examples of evidence as they occur
2. Ask the individual to also keep a note of examples
3. Think about a specific situation, relationship or piece of work to focus the evidence
4. What exactly did the individual do?
5. What did they say? – you could include a quotation
6. What happened as a result?
7. How were people/relationships affected?
8. What was the business outcome?

ATTRIBUTE DESCRIPTIONS

Title:	Influencing
Definition:	<p><i>A brief summary – what it means</i></p> <p>Interacting positively with others both inside and outside Traidcraft to encourage, convince and persuade in order to gain understanding, commitment and support</p>
Why it matters:	<p><i>A paragraph explaining why the behaviour is important for Traidcraft</i></p> <p>Success in achieving our mission depends upon the ability of staff to shape the thinking of those who will deliver change.</p>
Dimensions and examples of behaviours:	<p><i>Examples of behaviour are illustrated under each dimension</i></p> <p>Projects a positive image</p> <ul style="list-style-type: none"> • Communicates clearly using appropriate language • Presents self in a manner appropriate to any given situation • Refers positively to Traidcraft, its people and its services <p>Shapes the thinking of others</p> <ul style="list-style-type: none"> • Presents relevant, balanced and well reasoned arguments • Presents own point of view with conviction • Adapts and develops arguments to achieve desired results • Offers opinions that are relevant and well reasoned <p>Achieves change and positive outcomes</p> <ul style="list-style-type: none"> • Approaches negotiations with the objective of achieving a win-win outcome • Involves people likely to be affected by any new activity in developing the activity when appropriate • Elicits views of others and uses them to develop counter-arguments or new positions • Gains commitment to do things differently or changing opinions, or changing behaviour and practice • Wins support for ideas, suggestions, policies and practices • Effectively gains agreement • Changes the view of others, without necessarily having authority