



A distinguished career in the military resulted in James Boag rising to second in command of 5th Regiment Royal Artillery with responsibility for 1,100 soldiers. But even when he was managing troops in Afghanistan, Boag was carefully planning his move into management.

**I aim to complete a course every year to build my CV and develop personally.** I know people, who have had full careers, who haven't done any qualifications; it's very hard then to sell that experience. Chartered Manager gives you something to demonstrate what you have achieved.

**Looking at leadership and management, it is fine to say that, as an officer, you are competent in managing and leading people.** But if you want to take that to a civilian employer, you need to be able to very quickly synthesise what you've done and Chartered Manager allowed me to do that.

**Going through the process of getting Chartered broadens your horizons regarding management techniques and management styles, and it also makes you question your own management style.** That personal critique then persuaded me to look at 360-degree appraisal, where I was asking my colleagues to review my performance so I could then improve myself.

**The British Army paid for my professional development.** However, as an individual, I had to have the drive to do the work.

## The golf-bag leader

**JAMES BOAG** CMGR MCFI  
OPERATIONS AND PROJECT MANAGER, SHIELD THERAPEUTICS

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