

# **CMI Leadership Academy CMI First-Line Management Programme**

The Accelerated Pathway to Foundation Chartered Manager Status

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## Programme Overview

The CMI First-Line Management Programme is an accelerated, high-impact pathway designed for new and aspiring managers to transition into management and achieve Foundation Chartered Manager Status while delivering real-world impact and Return on Investment (ROI) for their organisations. It focuses on bridging the gap between individual contribution and team supervision through high-impact masterclasses, whilst maintaining flexibility and adaptability to allow partners to tailor delivery to the needs of their learners.

Aligned to aspects of the Level 3 Team Leader apprenticeship standard, this programme equips new and junior managers with the core skills they need and embeds behaviours to deliver immediate workplace impact. The programme culminates in the achievement of Foundation Chartered Manager (fCMgr) status, which is embedded into the programme delivery and puts them on a pathway to full Chartered Manager status (CMgr).

### Programme Structure

The programme consists of three core aspects, provided as a guide for delivery. This includes:

- **Masterclasses** - covering key topics which will support learners to develop their capability to lead effectively, which can be applied flexibly to suit learner and employer needs. They provide an overview of capabilities learners will be able to achieve on completion of the Masterclass, alongside optional suggested content which may support delivery and learning.
- **Management Impact Project** - facilitating learners to undertake a real-world project to deliver impact and ROI for their organisation, whilst demonstrating the ability to apply learning in the workplace
- **Foundation Chartered Manager** - a self-reflective process whereby learners demonstrate their professional competence, and commitment to being conscious, inclusive leaders

### Registration Codes

The title given below is the title as it will appear on the qualification when awarded to the learner. Completion of the programme will result in the award of Foundation Chartered Manager status.

This qualification is available for registration from April 2026

CMI Code	Title	Embedded Chartered Grade
FLMP	CMI First Line Management Programme	Foundation Chartered Manager

Masterclass Outlines and Suggested Content

The Masterclass content consists of outcomes (what learners will be able to do on completion) and suggested content, which may help underpin delivery and learning. The suggested content provides a guide; however, **examples listed are not mandatory or exhaustive**: Partners and learners are free to **select examples most relevant to their role or organisation**.

To support this specification, there are template documents such as Worksheets, Checklists and Scripts to support partners and learners in the completion of this programme. These are provided as a guiding resource and are not mandatory: they can also be contextualised to suit delivery goals, if preferred. The documents can be located [HERE](#).

Learning Journeys

As part of our membership benefits, all learners will have up to 12 months' access to CMI Thrive, launching from April 2026. As part of their enrollment in this programme, learners will be able to access learning journeys, curated specifically to complement completion of the Masterclasses. Partners are also able to access these learning journeys to support programme delivery.

These Learning Journeys will be available from April 2026.

Diagnostic Tool

To support learners in measuring their learning progress, an exclusive Diagnostic Tool aligned to the content of this programme has been developed. It is recommended that learners undertake this self-assessment diagnostic at the beginning, middle and end of their programme to validate knowledge and skill development.

This diagnostic tool will be available from May 2026.

## Alignment to the Team Leader Occupational Standard

The table below signposts how this programme aligns to the Team Leader Apprenticeship Standard. Where a Partner may be currently, or has previously, delivered this Standard, they may choose to repurpose content to support the delivery of this CMI First-Line Management Programme. The signposting guides where that content may support each Masterclass.

Masterclass	Masterclass Overview	Alignment to KSBs from Team Leader Occupational Standard
Personal & Team Effectiveness	Develop the foundational skills required to manage a team efficiently, from personal time management to the successful integration of diverse, early-career talent into the workplace.	<ul style="list-style-type: none"> <li>• Communication: (K9, S13)</li> <li>• Self-Awareness: (K8, K18, B1, B3, B4)</li> <li>• Team Building: (K10, K23, S17, B2)</li> </ul>
Managing Performance & Conflict	Master the day-to-day tools needed to drive team output, including goal setting, performance monitoring, and handling workplace conflict in a professional, timely manner.	<ul style="list-style-type: none"> <li>• Performance Management: (K1, S9, B5)</li> <li>• Problem Solving: (K12, S5)</li> <li>• Conflict Management: (S16)</li> </ul>
The Management Impact Project	Deliver a tangible improvement to the team or department through a structured project, demonstrating the ability to manage tasks, data, and resources for a clear return on investment.	<ul style="list-style-type: none"> <li>• Project Management: (K4, S6)</li> <li>• Operational Management: (K3, K7, S1, S2)</li> <li>• Data/Finance: (K20, K22, S3, S8)</li> </ul>

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# Approval and Quality Assurance

## Approval Process

The addition of the qualification to a Centre's approved remit requires the submission of an additional product approval request via CMI Partner Connect. Centres must complete the relevant application form within the platform, ensuring that all requested information and supporting evidence are provided in full. Details of how to submit an application are available [here](#).

## Assessment and Quality Assurance

This programme is intended to be flexible and agile to suit the needs of learners and employers: this means that partners can adapt their content and assessment as necessary. CMI does not mandate formal assessments as part of the CMI First-Line Management Programme, but requires partners to verify learner eligibility for Foundation Chartered Manager (fCMgr). CMI reserves the right to sample evidence of programme completion and fCMgr eligibility as required. The programme is quality assured by CMI and is not on the Regulated Qualification Framework (RQF).

# Progression Opportunities

## Foundation Chartered Manager

Learners completing this programme will automatically be awarded Foundation Chartered Manager status (fCMgr) on completion of their learning.

To qualify for fCMGr status, Learners must complete this qualification and demonstrate competence by the end of the course. Partners are required to verify:

- Reflective Practice: Have learners completed a CPD Log with reflections?
- Application of Learning: Have learners applied learning and demonstrated competence through a professional discussion?

For more information on fCMgr and its benefits, please click [here](#).

# Masterclass 1: Personal & Team Effectiveness

By completing this Masterclass, learners will be able to:

1. Apply **approaches** to self-management in the workplace

## Approaches:

- Use of time management and prioritisation tools (for example: Eisenhower Matrix)
- Demonstrating emotional and social intelligence
- Prioritising personal wellbeing
- Committing to personal development
- Is clear and effective in communication
- Is a role model (for example: acts professionally and ethically, is inclusive, demonstrates self-awareness, is agile and adaptable, is responsible and accountable)

2. Apply approaches that foster an **inclusive environment** for new and early-career **talent**.

## Inclusive environment:

- Onboarding and integration: Practical strategies for integrating individuals from NEET backgrounds or those new to the workforce
- Establish basic professional norms and expectations
- Implement psychological safety as a standard
- Build confidence in new starters without compromising team standards or culture
- Promote equity and diversity
- Support individual and team well-being
- Treat all colleagues fairly, with respect
- Provide targeted coaching, mentoring and/or sponsorship

## Talent:

- Individuals new to the organisation and/or employment (for example, NEETs)
- Existing team members demonstrating high-potential

## Useful Resources

The following resources are optional but are provided as they may support this Masterclass:

### The Eisenhower Matrix:

- Covey, S.R. (2013) *The 7 habits of highly effective people: powerful lessons in personal change*. 25th anniversary edn. New York: Simon & Schuster.

### Emotional and Social Intelligence:

- Goleman, D. (1996) *Emotional intelligence: why it can matter more than IQ*. London: Bloomsbury.

### Psychological Safety:

- Edmondson, A.C. (2019) *The fearless organisation: creating psychological safety in the workplace for learning, innovation, and growth*. Hoboken, New Jersey: John Wiley & Sons.

### Inclusion and Onboarding:

- Chartered Management Institute (2024) *Moving the dial on EDI*. Available at: <https://www.managers.org.uk>

# Masterclass 2: Managing Performance & Conflict

By completing this Masterclass, learners will be able to:

1. Apply **techniques** to manage team and individual performance.

**Techniques:**

- Translating organisational aims into team tasks (for example: Golden Thread)
- Use of objective-setting frameworks (for example: SMART Objectives)
- Continuous constructive feedback (for example: via 121 meetings, SBI Feedback Model (REF), 360 feedback)
- Use of monitoring and reporting tools (for example, Key Performance Indicators (KPIs))
- Addressing underperformance and performance gaps

2. Use conflict management **approaches** to respond professionally to a workplace **issue**

**Approaches:**

- Identifying common causes of friction in teams (for example: 5 Why's (Ohno, 1988)),
- Using communication models to be clear and effective (for example: Shannon & Weaver's Model of Communication (Shannon & Weaver, 1963), Transactional Analysis (Berne, 1950), VAK Theory)
- Adopting negotiation and influencing skills to resolve disagreements early
- Manage relationships with individuals involved
- Following organisational policies or procedures
- Knowing when to escalate issues to more senior managers

**Issue:**

- Interpersonal or personality clashes: communication style mismatches, lack of collaboration, generational gaps
- Performance and accountability issues: social loafing, resistance to change, chronic absenteeism
- Resource and structural conflict: workload imbalance, competing priorities, holiday/leave requests

## Useful Resources

The following resources are optional but are provided as they may support this Masterclass:

**The Golden Thread & SMART Objectives:**

- Drucker, P.F. (2007) *The practice of management*. Oxford: Butterworth-Heinemann.

**Conflict Resolution (TKI Model):**

- Thomas, K.W. and Kilmann, R.H. (1974) *Thomas-Kilmann Conflict Mode Instrument*. Tuxedo, NY: Xicom.

**The GROW Model for Coaching:**

- Whitmore, J. (1992) *Coaching for performance: a practical guide to growing your own skills*. London: Nicholas Brealey.

**Communication & Transactional Analysis:**

- Berne, E. (1964) *Games people play: the psychology of human relationships*. New York: Grove Press.

**Root Cause Analysis (The 5 Whys):**

- Ohno, T. (1988) *Toyota production system: beyond large-scale production*. Cambridge, MA: Productivity Press.

# Masterclass 3: The Management Impact Project

By completing this Masterclass, learners will be able to:

1. Use project management **tools** to deliver a workplace project designed to **benefit** the organisation

**Tools:**

- Project control tools - RAID logs (Risks, Assumptions, Issues, Dependencies), scoping document, and budget tracking
- Stakeholder management tools - RACI Matrix, stakeholder mapping
- Communication plans
- Reporting tools - dashboards, milestone tracking, Gantt charts, KPI reporting

**Benefit:**

- Process optimisation: Standard Operating Procedure (SOP) overhaul, meeting audit and restructure, inventory or supply chain fix
- People and culture retention: cross-training matrix, recognition and reward programme
- Safety and compliance: risk mitigation, workplace safety audit, data security clean-up, sustainability audit
- Client impact: feedback loop implementation, response time initiative

2. Develop a **report** summarising the project impact and **professional competence**

**Report:**

- Collating and interpreting basic data (for example: productivity gains, time saved);
- producing simple reports for senior managers using spreadsheets and presentation software.

**Professional competence:**

- Completing a Professional Discussion to evidence applied learning and competence
- reflecting on personal growth; through a CPD log
- planning next steps for professional development.

## Useful Resources

The following resources are optional but are provided as they may support this Masterclass:

**Project Control Tools (RAID & RACI):**

- Project Management Institute (2021) *A guide to the project management body of knowledge (PMBOK guide)*. 7th edn. Newtown Square, PA: Project Management Institute.

**Process Optimisation:**

- Ishikawa, K. (1986) *Guide to quality control*. 2nd rev. edn. Tokyo: Asian Productivity Organisation.

**Reflective Practice and CPD:**

- Kolb, D.A. (1984) *Experiential learning: experience as the source of learning and development*. Englewood Cliffs, NJ: Prentice-Hall.

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## Annex 1 - Revisions To Document

The below table summarises any revisions made to this document since publication.

<b>Revisions Summary</b>	<b>Rationale for Revision</b>	<b>Document Version</b>	<b>Revision Date</b>
Update to duration on Pg 4	Duration extended	Version 2	Apr 2026
First Draft	Initial Consultation Draft	Version 1	March 2026