



MAPPING MANAGEMENT EXCELLENCE.

Evaluating the impact of Chartered Manager.

May 2015

ABOUT THIS REPORT

In December 2014 and January 2015, CMI conducted a survey of 535 Chartered Managers to explore the impact of becoming Chartered on their professional development, on their career progression, and the benefits that it has delivered to their employers.

The findings from the research are revealed in this report. They are accompanied by insights from over 20 case study interviews conducted with Chartered Managers, with employers who have used Chartered Manager as part of their management development, and with higher education institutes that offer the accreditation to complement qualifications.

Copyright Chartered Management Institute ©

ACKNOWLEDGEMENTS

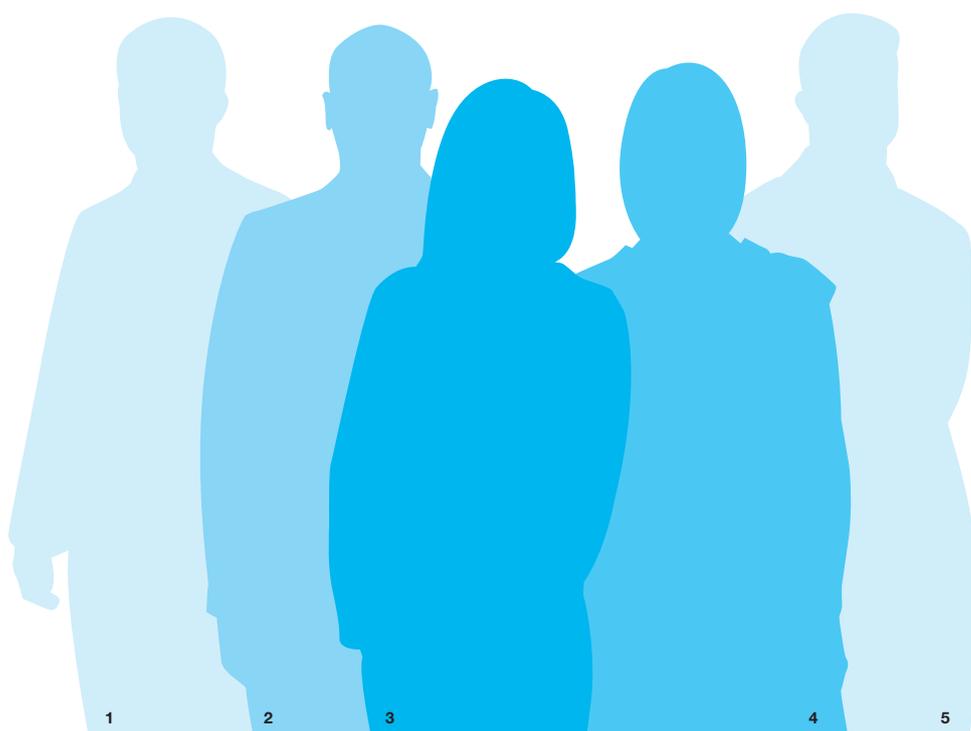
CMI would like to thank the people whose time, commitment and hard work has been necessary to make this report possible. These include the 535 Chartered Managers who took the time to complete the survey, whose participation was essential.

CMI also extends its gratitude to the individual managers, employers and higher education institutes who feature in the report, including Serco, CGL, Acivico and Open University.

This report was prepared by Patrick Woodman, Lysbeth Plas and Tristan Garrick in the CMI Strategy & External Affairs team, with particular support from Petra Wilton. The contributions made by Ian Myson, Kevin Saunders, Karen Nichols, Ruth Ding, Matthew Roberts, Keith Richardson and Peter Warner are also acknowledged.

CONTENTS

FOREWORD	4
ABOUT CHARTERED MANAGER	5
EXECUTIVE SUMMARY	6
1. BETTER MANAGERS	8
1.1 Proof of improved management skills	
1.2 Commitment to ethical behaviour	
1.3 Professional recognition and profile	
2. CONFIDENT LEADERS	12
2.1 Sending out the right signals	
2.2 The confidence to lead	
2.3 Leadership credentials	
3. ACHIEVING RESULTS	15
3.1 Chartered Managers add financial value	
3.2 Ways Chartered Managers add value	
CONCLUSION	18



.....
Front cover

- 1 Richard Kirk CMgr
- 2 Sunny Dhadley CMgr
- 3 Reetu Kansal CMgr
- 4 Emily Smith CMgr
- 5 Michael Brearey CMgr



Ann Francke MBA CMgr CCMi FIC
Chief Executive, CMI

What is a Chartered Manager?

Chartered Manager is the highest professional status that can be achieved in management and leadership. Awarded only by CMI, it is recognised throughout all sectors.

Measuring the ultimate management professional

I'm delighted to share the fascinating findings of our latest research into the difference Chartered Manager makes.

Thousands of UK managers at all levels and across all sectors now hold Chartered Manager and highly value it – as shown by the remarkably high net promoter score of +67 and satisfaction and retention rates of 93%*. Over two months we asked 535 of them how the accreditation has benefited their careers and what it's given their employers.

First, they've told us that becoming Chartered has made them significantly better managers. They use the accreditation as proof of their experience of leading people and managing change, and of their integrity and commitment to ethical behaviour.

Second, they say that they've become notably confident leaders. Almost all report that they have developed greater self-awareness and increased self-confidence. They also use the accreditation to showcase their continual learning and growth.

And third, they say that it's made a big impact on the results they deliver. On average, Chartered Managers add £391,000 of value to the organisations they serve. This value comes from contributions such as improving operations, developing new products

and becoming better at getting the most out of the teams they lead. In turn, becoming Chartered has earned many managers increased pay and bonuses.

Chartered Managers *are* professional managers. Unfortunately, there are still too many managers who are at the opposite end of the spectrum. So-called 'accidental managers' are a big problem for organisations. They're employees who are promoted because they're good at their craft. Yet, they lack specific management training, so they don't have the necessary skills to manage people. Little surprise, then, that recent CMI research revealed that 43% of line managers rate their own manager as 'ineffective'.

This report provides the compelling case for why managers should view Chartered status as being essential to their career development and progress. It also sets out the reasons why all employers should now professionalise their management to boost performance.

I urge you all to read on to find out the difference that Chartered Manager makes.

A handwritten signature in black ink, appearing to read 'A.P. Zander'.

May 2015

*CMI, March 2015

ABOUT CHARTERED MANAGER

CHARTERED MANAGERS STAND OUT IN FOUR MAIN WAYS



ROUTES TO BECOMING CHARTERED

Becoming a Chartered Manager is a challenging and worthwhile learning experience. For managers holding the right qualifications and/or experience the process can take as little as four weeks.

THERE ARE THREE DIFFERENT ROUTES OPEN FOR MANAGERS TO ATTAIN CHARTERED STATUS



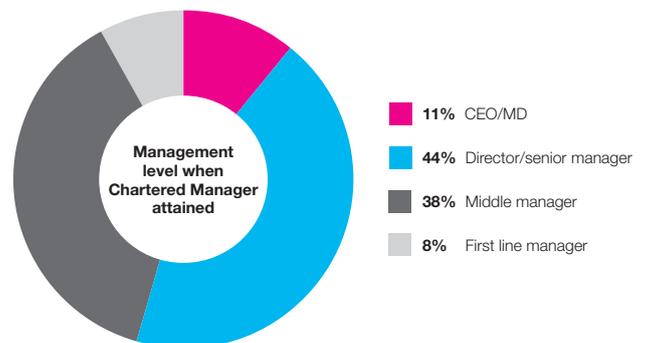
The Process

According to the Chartered Managers surveyed for this study, 92% say the process was well supported by their assessor and 92% also say that the process is 'simple and clear'. More than four in five (84%) found the process to be 'challenging', rewarding their effort.

The length of time it takes to go through the accreditation process varies from individual to individual. Of those Chartered Managers surveyed, one in three (31%) report the process taking under six weeks, one in four (26%) took between six and 12 weeks and one in five (20%) took between three and four months.

Satisfaction with the accreditation process and the subsequent support through continuing professional development is remarkably high with Chartered Managers giving it a net promoter score of +67* and satisfaction and retention rates of 93%.

WHO TAKES CHARTERED MANAGER?



EXECUTIVE SUMMARY



BETTER MANAGERS

96%

USE CHARTERED MANAGER AS PROOF OF EXPERIENCE OF LEADING PEOPLE AND MANAGING CHANGE

This evaluation report is based on a survey of 535 Chartered Managers working in large and small businesses, the public sector and not-for-profit organisations to understand the impact it has made on their careers and employers.

95%

AGREE THAT CHARTERED STATUS SHOWS THEIR INTEGRITY AND COMMITMENT TO ETHICAL BEHAVIOUR

83%

SAY THEY ARE BETTER MANAGERS AFTER ACHIEVING CHARTERED STATUS



CONFIDENT LEADERS

92%

REPORT GREATER SELF-AWARENESS

90%

HAVE IMPROVED SELF-CONFIDENCE

96%

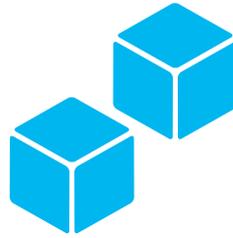
USE CHARTERED MANAGER TO SHOWCASE THEIR CONTINUAL LEARNING AND GROWTH

ACHIEVING RESULTS

£391,443

A CHARTERED MANAGER'S AVERAGE ADDED VALUE TO THEIR ORGANISATION

These results are achieved in many different ways...



80%

NEW PRODUCT DEVELOPMENT



62%

BETTER PEOPLE MANAGEMENT



73%

EXCEEDING TARGETS



86%

IMPROVING OPERATIONS



64%

SIGNIFICANT SAVINGS

BETTER MANAGERS



The process of becoming Chartered has given me more confidence and focus in my abilities, especially seeking out new business opportunities. I now look to different ways of undertaking business, saving money or dealing with people.

Simon Howlett CMgr FCMI
Network Engineering and Insight
Manager, Openreach

Over three million people are employed as managers in the UK. Their performance is critical to organisational performance and employee engagement, yet the UK Commission for Employment and Skills has shown that, as an occupational group, managers are the least likely to receive training.

Those who do take the step of gaining professional accreditation through becoming Chartered overwhelmingly report becoming better managers for doing so and that they are recognised for doing so.

1.1 Proof of improved management skills

So-called ‘accidental managers’ are a common performance issue for organisations. Typically, employees are promoted from operational roles to management positions because of their technical skills in their field of expertise. However, they often lack the specific training and skills necessary to be effective in a management role.

According to the findings of the research, Chartered Manager is viewed as a route to becoming a professional manager. Of those interviewed, 90% state they became Chartered to improve their management skills. Nearly four in five (79%) say they undertook Chartership to improve their performance at work.

The process of gaining Chartered Manager evidently raises overall skill levels, with 83% believing they have become better managers for it. (See section 3, ‘Achieving Results’, for organisational impact findings.) Most significantly, nine in 10 (88%)

say that they use their accreditation to provide clear evidence of their individual impact on the performance of their organisation.

1.2 Commitment to ethical behaviour

Measuring an individual’s impact on the performance of their organisation goes beyond financial results. Managers need to be assessed on how they achieve results. Both employer and employee gain significantly from independent evidence of the individual’s behaviours. Individuals can cite it in annual performance reviews or applications for promotion; employers can use it to assess the strengths and weaknesses of their employee and to identify areas in which they require further training and support.

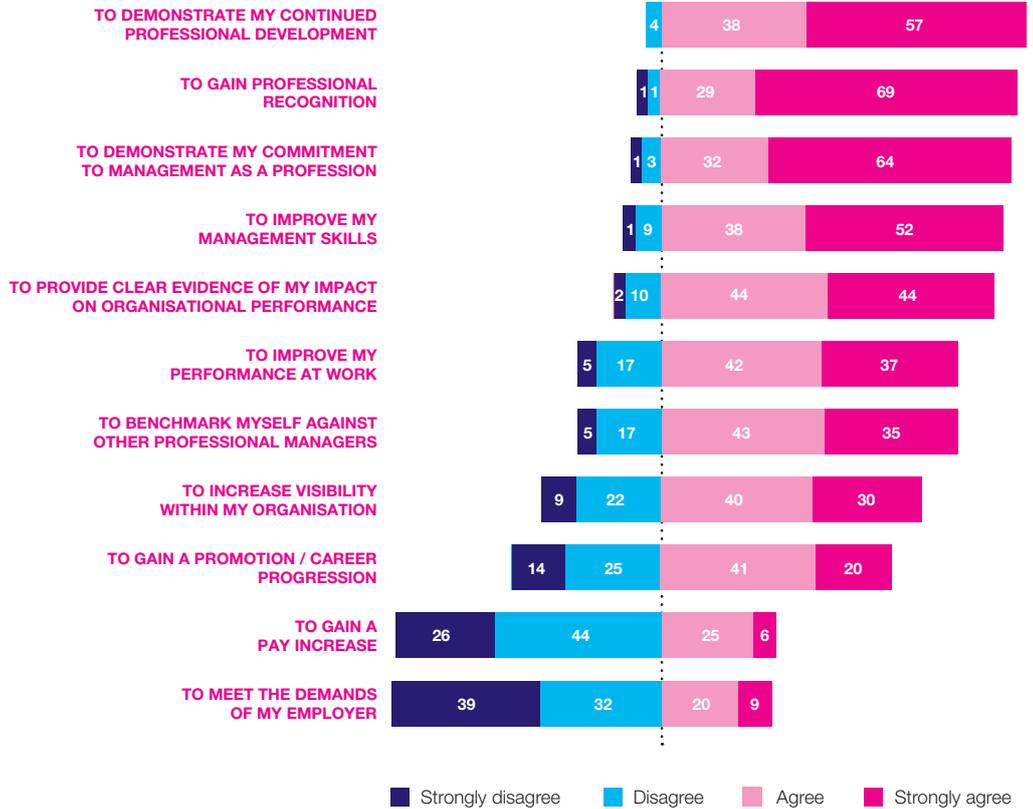
An essential feature of Chartered Manager is a commitment to CMI’s Code of Conduct and Practice. This principles-based code requires Chartered Managers to demonstrate the highest standards of ethics and professionalism. 95% of Chartered Managers say they became accredited to show their integrity and commitment to ethics. (To read CMI’s Code, visit: www.managers.org.uk/policies/code-of-conduct-and-practice)

1.3 Professional recognition and profile

In today’s competitive job market, it’s incumbent on individuals to establish their credentials as professionals to stand out from the crowd if they wish to succeed. Employers too are looking for evidence that an individual is motivated and committed enough to be considered for investment in their professional development.

From the individual’s perspective, Chartered Manager is clearly becoming a preferred requirement. 98% say they became Chartered to gain much-needed recognition of their status as a management professional, and 96% say they became Chartered to demonstrate their commitment to management as a profession. When it comes to demonstrating their experience and achievements, 96% have used Chartered Manager as proof of leading people and managing change. Seven in 10 (70%) state that they wanted to become a Chartered Manager to increase their visibility within their organisation.

How important were the following desired outcomes in your decision to become a Chartered Manager?



MY STORY

Beverly Landais CMgr FCMI
Marketing and Business Development Director, Saunderson House

Saunderson House is a firm of independent wealth managers providing award-winning advice to professionals and other high-net worth individuals. Beverly Landais joined the business in December 2013 having already achieved Chartered Manager status.

Assessment encourages reflection

“I found the accreditation process for becoming Chartered immensely valuable. I really liked the evidence-based approach that was taken and I think the assessment methods encourage you to reflect. It focuses on outcomes, and the behaviours and skills that drive those outcomes.

“I also realised how important it is not just to focus on the strategy side in management. Strategy is very interesting, and it can be terrifically energising, but it is also crucial to know how to motivate the people around you and give them the skills that they need to be able to implement strategy effectively.

Evidence of excellence for clients and employers

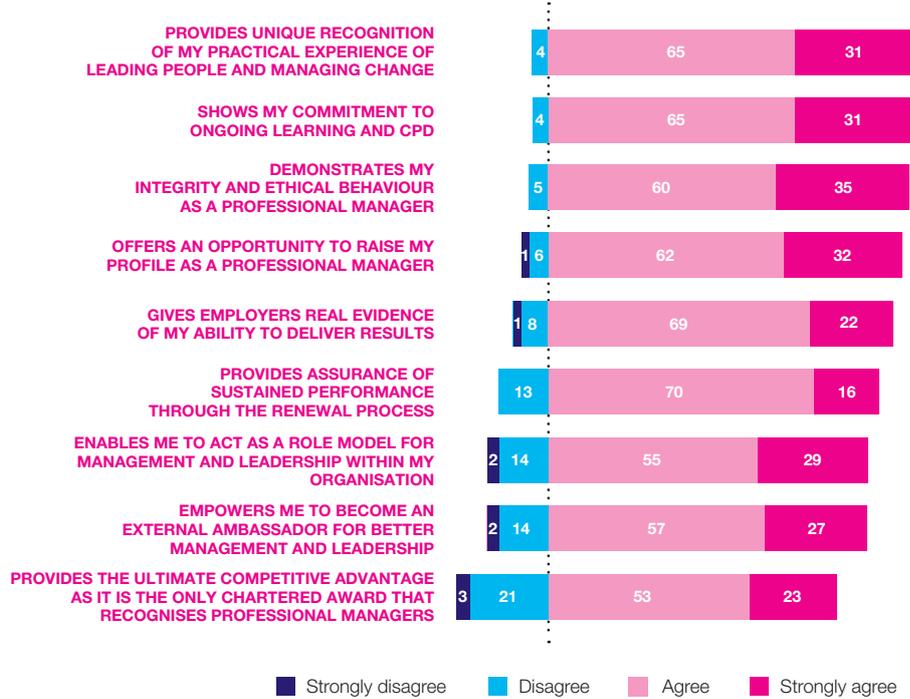
“In my previous role, I was CEO of a barristers’ chambers. One benefit of becoming Chartered was that I was able to communicate to clients that the CEO of the chambers had a qualification, and evidence of excellence in management and leadership. That was extremely useful, in terms of being competitive in a crowded marketplace.

New career openings

“I found that my Chartered status was an attraction for my current employer, wealth management firm Saunderson House, when I interviewed for the role. The firm has a huge focus on professional qualifications and expects high quality standards in all its staff. It also makes it a priority for its advisory staff to become chartered financial planners.

“Having Chartered Manager status is a real signal to your organisation that you take management seriously as a discipline and that you are prepared to invest in yourself.”

How far do you agree/disagree that Chartered Manager offers the following additional benefits beyond a management qualification?



OUR STORY



Geotechnical engineering consultancy CGL has had a partnership with CMI since April 2014. To date, three of its senior personnel have achieved Chartered Manager status, while four more have applications in progress.

“We want to be a great business... Chartered Manager is a validation”

The partnership with CMI is part of CGL’s strategy of professionalising its business since it restructured following the departure of its founder in 2010. “We were a great engineering consultancy, but we also wanted to be a great business,” says CGL managing director Ian Marychurch CMgr MCMI. “Over the past four years, there has been an enormous transition. To us, Chartered Manager is a validation of that achievement.”

Attracting and retaining the best people

One of the primary reasons why CGL offers Chartered Manager status to its professionals is so that they have a further goal to aim for once they have achieved Chartered Engineer, Geologist or Environmentalist status. The firm believes that by offering its staff the opportunity to further their careers through this route, it is more likely to attract and retain the best people. This, in turn, will enable it to best meet its clients’ needs.

“Chartered Manager gives us a differentiator from our competitors,” explains Nick Langdon CMgr FCMI, CGL Chairman. “We employ bright people who aspire to learn. Our

people see Chartered Manager as an investment in them by the company.”

Technical skills aren’t management skills

Hailey Tamblyn CMgr, Regional Director at CGL, says that she found the validation of management competencies that came with gaining Chartered Manager status very valuable. “I liked the way it encourages you to look backwards in order to look forwards. Being a Chartered Manager is different to being a Chartered Engineer. It’s a different skill that we are all working to build on further.”



Chartered Manager gives us a differentiator from our competitors. We employ bright people who aspire to learn. Our people see Chartered Manager as an investment in them by the company.

**Nick Langdon CMgr FCMI,
Chairman CGL**



Founded over 30 years ago, the Open University Business School has educated more than 90,000 postgraduate students – 25,000 to MBA level - from over 100 countries. Since late 2013, the OU has offered Chartered Manager as part of its postgraduate business and management offer for students and alumni.

According to Jacqui Thomasen, senior manager (external engagement) for the OU's business school, Chartered Manager is a “gold standard” accreditation for individuals to combine theoretical learning and real-world application. Says Jacqui:

“The OU business school provides students with a practice-based business education, along with opportunities for development that deliver a beneficial personal, social and economic impact. We partnered with CMI to offer Chartered Manager to our postgraduate students because we saw a strong fit between our respective missions and values.

“Demonstrates theoretical learning applied in practice”

“We have a huge community of postgraduate students and alumni. They come from around the world and work across many different sectors. The one trait they all share is a commitment to developing their management skills and knowledge. We promote Chartered Manager as part of our postgraduate offer because it demonstrates theoretical learning applied in practice, as well as defines standards of ethical and progressive practice.



Chartered Manager fits our MBA programme

“On a practical level, Chartered Manager fits seamlessly with our MBA programme. The first year of the course counts as the educational component in Chartered Manager. Our students are able to progress quickly through the process to become Chartered Managers. I think that’s because of the synergy between OU and CMI. We both engender reflective learning, and reflective practitioners.

“In addition to our current students, our alumni are also taking a great interest in Chartered Manager. Some view an MBA as the end of the line for formal education, but understand the need to stay current with best practice and are now saying ‘I’m really committed to staying up to date with the latest thinking, latest practice, and Chartered Manager is how I do it.’

A ‘gold standard accreditation’ for OU business students

“Since we’ve introduced Chartered Manager, the student and alumni feedback has been overwhelmingly positive. So much so we’re now looking to roll out Chartered Manager to some undergraduate programmes too. They want to show what they’re capable of outside of the classroom. Chartered Manager signifies real-world achievement, which our students say complements their qualifications and enhances their CVs – it’s the gold standard management accreditation.”

CONFIDENT LEADERS



Chartered Manager shows others that you're up there – it becomes much easier to communicate your management skills to others.

Rakesh Shrivastav CMgr
Operations Manager,
BG Group

Managers face considerable pressure from the demands of people management, as well as from shaping and implementing their organisation's strategic vision. Managers must therefore have a credible platform from which to inspire and lead their team or teams to excellence. The Chartered Managers surveyed say that accreditation has been essential to establishing their credentials as a professional manager.

2.1 Sending out the right signals

Conveying professionalism to one's peers is a significant motivating factor among managers for deciding to gain Chartered status. Chartered Managers must commit to Continuing Professional Development (CPD), and their activities are regularly reviewed as part of a structured process. CMI provides a comprehensive range of practical resources, including the online Management Direct portal both for learning and job support. The CPD process is what helps Chartered Managers become even better managers over time.

96% use Chartered Manager to showcase their continual learning and growth as a manager. Once an individual becomes Chartered, the impact is marked: 78% say that gaining the accreditation has resulted in increasing their performance at work, and more than three in five (64%) say it has increased the level of recognition of their management skills within their organisation.

2.2 The confidence to lead

The ability to lead requires that an individual knows and understands the processes by which they make decisions, as well as having the inner belief to execute them. 92% of Chartered Managers report that the accreditation has given them greater self-awareness, and 90% say that it has improved their self-confidence.

2.3 Leadership credentials

Managers have a responsibility for inspiring and developing the next generation of managers, both internally and externally. More than four in five (84%) say that Chartered status enables them to act as a role model for management and leadership within their organisation. The same number (84%) also say that Chartered Manager empowers them to become an external ambassador for better management and leadership.



Becoming Chartered broadened my horizon, gave me self-confidence and encouraged me to think about how I did things more broadly.

Agnes Tiwari
Professor and Head, School
of Nursing, The University
of Hong Kong

Stuart Webster CMgr, Engineering Manager Projects, Emirates Steel

Based in Abu Dhabi, Emirates Steel is the only integrated steel plant in the UAE. It employs more than 2,000 people, more than 70% of whom are from overseas. According to Stuart Webster, businesses in the Middle East are becoming more aware of professional qualifications.

“In the Middle East, the initials that you have after your name have become increasingly more important. Over the past five years, having a managerial qualification has become a standard requirement, both for the expatriates who work here and for the locals who hold senior positions within organisations. The higher up the ladder you get, technical knowledge becomes less important as the need for managerial knowledge increases.

Understanding yourself, understanding others

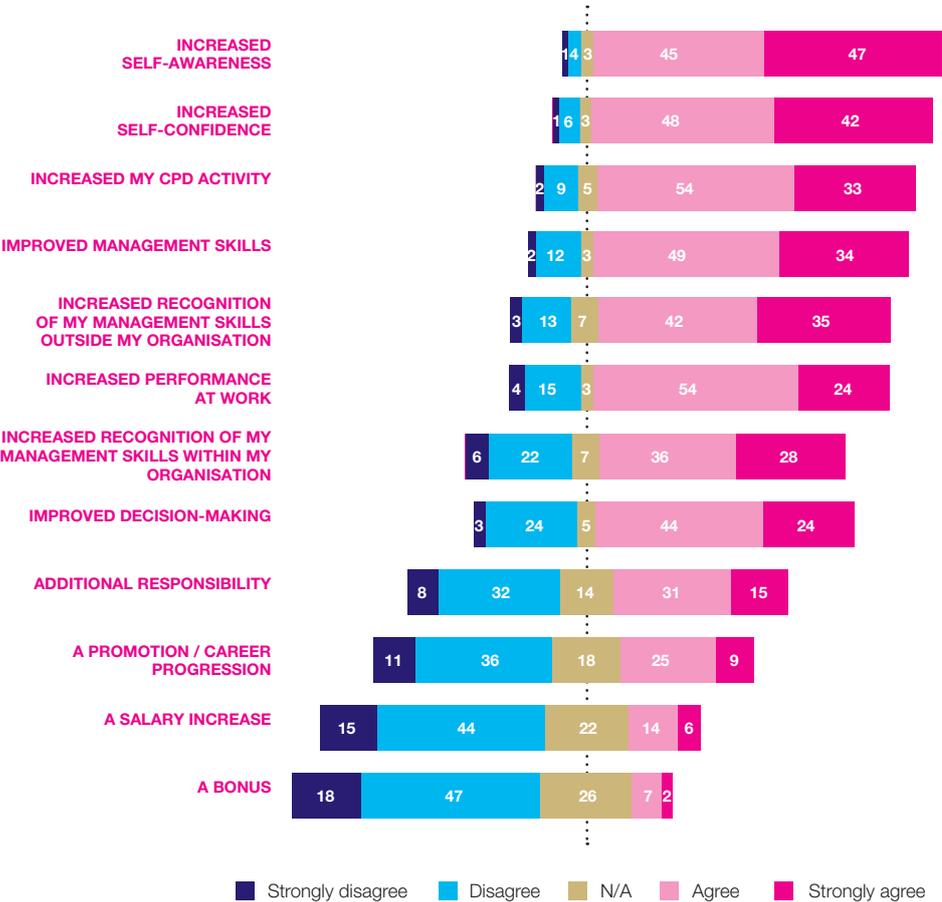
“Being Chartered has affected my management style. I’ve become less oriented on the end result and more oriented on the route by which we get there. The cultural and religious diversity that we have here means that we need to adopt a management style that caters for this diversity.

“I found the process of becoming a Chartered Manager insightful. When you actually sit down and put pen to paper about what you’ve done, it teaches you something about yourself. You become more reflective on your day-to-day activities. If you don’t record what you’ve done, it doesn’t gear you up to do anything. You just plod on through your career.

Proven personal development pays

“I would recommend getting Chartered to the people who work for me because it pushes you to think about how you actually apply your managerial skills. It also increases your worth in the eyes of your employer. When I last renegotiated my contract, the fact that I could demonstrate personal development through having acquired Chartered Manager status helped me to get a salary increase.”

How far do you agree/disagree that your Chartered Manager award has significantly contributed to any of the following outcomes?





I found the process of becoming a Chartered Manager insightful. When you actually sit down and put pen to paper about what you've done, it teaches you something about yourself.

**Stuart Webster CMgr,
Engineering Manager Projects,
Emirates Steel**

Since the middle of 2013, building control and facilities management provider Acivico has worked hard at embedding a professional management ethos within its organisation. The company, which was formed out of two local authority departments, has been particularly focused on changing its culture to become more commercial. Chartered Manager has played a key role in that transformation.

“Outside of their comfort zone they reflect on what being a manager means”

Working with CMI, Acivico has nurtured its managers so that they can both manage the ongoing development of the organisation and enhance the capability of its employees. It has done this by putting around 40 managers through CMI's Management Know self-assessment programme and supporting a further 15 to achieve Chartered Manager status.

The Acivico managers who have taken the Chartered Manager accreditation route to date have been impressed with the preparation work and interview process involved. “The people who have never really thought about their role as managers have found it uncomfortable to a degree,” acknowledges Michael Gregson CMgr FCMI, Acivico's Head of Commercial Services. “But that's a good thing because it gets them out of their comfort zone and prompts them to reflect on what being a manager is all about.”

Taking ownership and responsibility, and getting more out of their teams

Meanwhile, the organisation itself has already seen the benefits of investing in people with Chartered Manager status. In particular, managers have been demanding higher performance from their teams and engaging employees more effectively. “We've definitely seen the start of a cultural change,” Gregson explains. “Managers have been taking more ownership and responsibility, and understanding why they need to take ownership. They are also working better with their teams and delegating more.”

Gregson says he would “actively encourage” other organisations to support their managers to achieve Chartered status. He notes: “It gives you a benchmark as to the level that your managers should be operating at.”

ACHIEVING RESULTS



It gives you a benchmark as to the level that your managers should be operating at.

Michael Gregson CMgr FCMI
Head of Commercial Services,
Acivico

Gaining Chartered Manager accreditation is time-efficient and cost-effective compared to many other management development interventions. However, individuals who put themselves through the process, or employers that put their managers on the programme, expect a demonstrable return. The Chartered Managers surveyed for the report were able to quantify the financial benefits of the accreditation, as well as cite the ways in which they add value.

3.1 Chartered Managers add financial value

More than nine in 10 (91%) of Chartered Managers surveyed said that the accreditation enables them to give their employers real evidence of their ability to deliver results. And their financial impact is considerable: on average, Chartered Managers report that they add £391,443 of value to their employer – up £30,000 (£362,176) from the average cited by Chartered Managers in the 2012 report.

The financial gain for the individual is also considerable. One in five (20%) of respondents link their accreditation with increased pay and/or bonuses. Their earnings grew by an average of £8,845 and bonuses by £7,496.

3.2 Ways Chartered Managers add value

The amount of value a Chartered Manager adds to their organisation naturally falls across many areas of performance.

On a personal level, 62% say that they better people management skills; 73% say they have met or exceeded targets.

On a broader level, 86% say they have made operational improvements, and four in five (80%) say they have developed new products or services. 64% say that they have made significant savings or performance improvements through introducing a new way of doing things. One in three (32%) also say that their Chartered status is used as a competitive advantage by their employer, with it being cited in tenders to help win new contracts.

Serco is one of the world's largest services providers to governments and private-sector organisations. It has been involved with CMI for 15 years and is now second only to the Ministry of Defence in terms of the number of Chartered Managers that it employs.

Senior managers became Chartered to win tenders

According to Garry Regan CMgr FCMI, Serco's Learning and Development Manager (Custodial Services), Chartered Manager is an essential part of the company's management and leadership training programme.

He explains: "A few years ago, our leadership decided that all senior managers should become Chartered Managers. They saw the accreditation

as being something positive to include in tenders for new contracts. They recognised that Chartered Manager shows the client the capability and adaptability of the senior management team working on the contract.

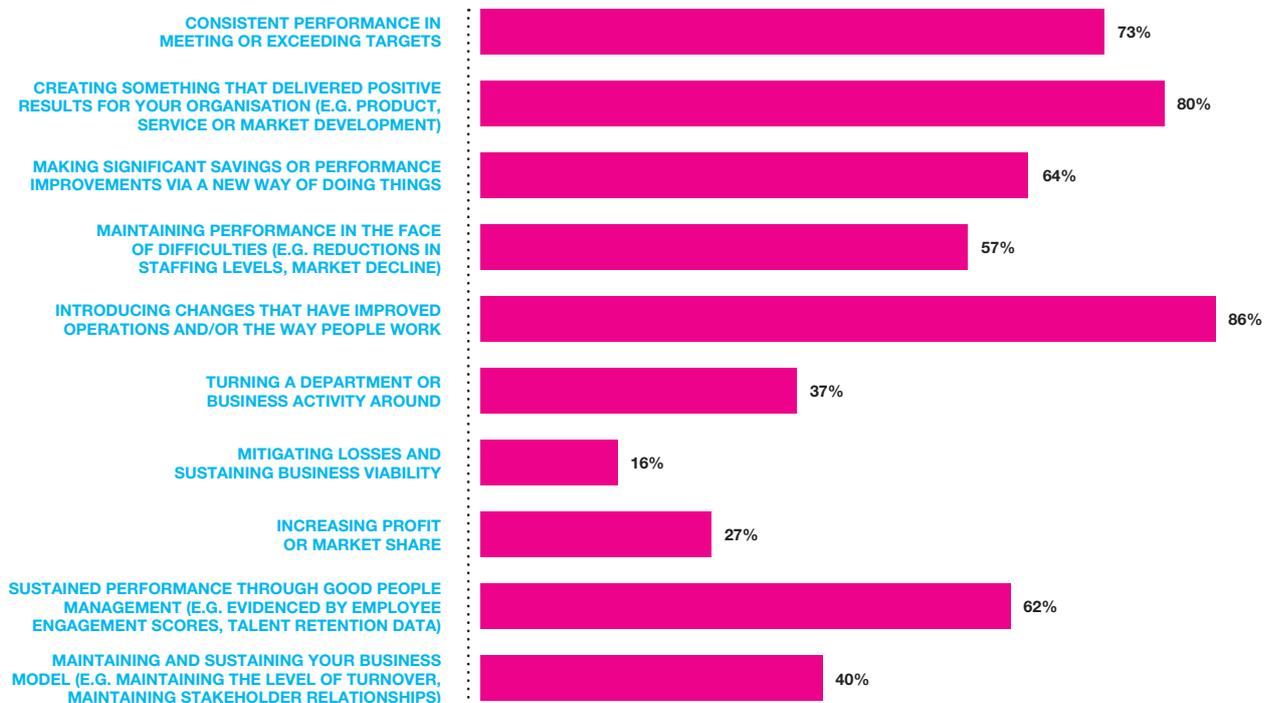
Assessing management competency in the business

"On an individual level, our Chartered Managers gain professional credibility and recognition from their peers and this raises their profile in the organisation. On a wider level, having Chartered Managers is a robust way of assessing management competency across the business. We know that if a job can be done, then it will be done – and done well. Our clients also take a keen interest in the professional achievements of our managers.

Clients have confidence in management ability

"For example, we had a contract to start up some new correctional and detention facilities for the Australian government. We had to send out staff to set things up, but none had permits to work over there. The lengthy visa application process threatened to hold up the operation. However, one call to the Australian High Commission explaining that we were sending managers with Level 5 management qualifications and Chartered Manager status led to all being granted full working visas within just 24 hours. Chartered Manager not only opens doors but borders too."

DEMONSTRABLE ACHIEVEMENTS AND ORGANISATIONAL CONTRIBUTIONS CITED IN CHARTERED MANAGER SUBMISSIONS



MY STORY



Michael Brearey CMgr FCMI
Managing Director,
RDF Building Services

Michael Brearey started life at RDF Building Services as a labourer. Now he's taking over as managing director. According to Michael, Chartered Manager was integral to his journey and that of the business.

I can and do lead

"I started on-site on the tools. The chairman must have seen something in me. Doing Chartered Manager made me realise that I can lead, and that I do lead.

"People inside and outside of my organisation recognise the accreditation. After you've done it, you get a little bit more respect from your peers. Workmates respond to me differently since I did Chartered Manager. Sometimes people were a bit negative, but now they see why we are doing things. It's about working with people and getting them to buy into what we are doing.

"Management is about getting people on the bus, bringing them on the journey. They have to want to be on the bus – not just feel that they have to. A lot of people that I didn't think were going to buy in have bought in, which is really good.

Chartered Manager has made our firm leaner

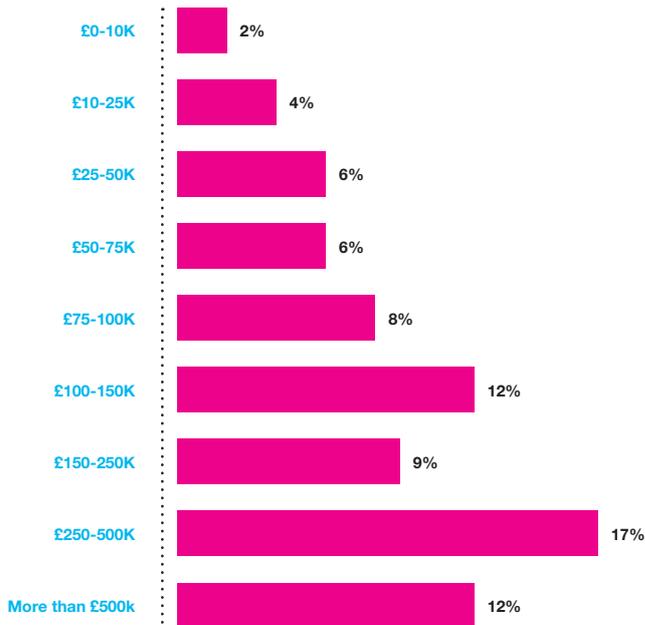
"We think in a more strategic way now. Chartered Manager means we don't go in for knee-jerk reactions. Chartered Manager has made our firm leaner. Our margins are steadily growing. I hope they will get even bigger."



Chartered Manager gives a high degree of credibility with people. This is super-important when you are dealing with very large projects. When a lot of money is involved, people can be nervous about who they put in charge.

Alan G. Miller CMgr FCMI
Director, Liquate Limited

ESTIMATED FINANCIAL VALUE OF CHARTERED MANAGERS TO THEIR EMPLOYERS



The benefits of becoming Chartered have been moving to my new job, earning more money and having better opportunities for progression.

Jane Noakes CMgr MCMi
Product Development Manager, Institution of Civil Engineers

CONCLUSION

The ongoing challenging economic circumstances faced by the UK have put a premium on management excellence: on people who have first-rate management skills, the confidence to lead and the ability to achieve results. Yet, the evidence is that managers are still among the occupational groups least likely to be trained, and that only a small minority are actually qualified in their profession as managers.

Change will not be achieved overnight, but it must start to happen quicker. CMI is committed to working with employers and individuals who aspire to the highest standards of professionalism and who provide leadership with a real sense of purpose and pride in their people.

RECOMMENDATIONS

This research shows that Chartered Managers have the confidence, knowledge and skills to succeed. Based on the findings of the project, plus the results of wider CMI research into management development, these brief recommendations are intended to help employers increase management professionalism and realise the benefits.

Top level support

Support for management professionalism needs to be led clearly and consistently by those at the top of their organisations. CEOs and other senior managers should look for opportunities to lead by example. Gaining Chartered status should be the *de facto* standard for senior managers across all sectors.

Seek competitive change

Some employers are using the evidence of professionalism provided by Chartered Manager as a source of competitive advantage to win business. Review how Chartered Manager could help increase your business.

Manage talent

Integrate Chartered Manager into talent management and organisational development programmes, to provide a gold standard all managers can aspire towards. Chartered Manager is

often taken following the completion of a Level 5 Management Diploma and exemptions are available for newly qualified managers. Chartered Manager is also accessible to unqualified but highly experienced managers via the 'experiential' route, which involves attaining the minimum benchmark qualification level as part of the process (see page 5 'Routes to becoming Chartered').

Complement existing professional skills

Highly skilled professionals in technical disciplines can often be thrust into management roles without adequate training and support. The Chartered model resonates with those who are already professionally qualified: use it to develop their credibility and give them the confidence to become successful leaders.

Complement professional qualifications

Gaining Chartered Manager should be a key outcome for MBAs and other business Master's students to demonstrate evidence of achieving impact in practice and to enhance their employability.

'Chartered Managers preferred'

Consider specifying Chartered Manager as a desirable requirement when recruiting in order to attract the best management professionals.

Chartered Management Institute

The Chartered Management Institute is the only chartered professional body in the UK dedicated to promoting the highest standards of management and leadership excellence. CMI sets standards that others follow.

As a membership organisation, CMI has been providing forward-thinking advice and support to individuals and businesses for more than 50 years. It continues to give managers and leaders, and the organisations they work in, the tools they need to improve their performance and make an impact. As well as equipping individuals with the skills, knowledge and experience to be excellent managers and leaders, CMI's products and services support the development of management and leadership excellence across both public and private sector organisations.

Through in-depth research and policy surveys of its 100,000+ individual and 800+ company members, CMI maintains its position as the premier authority on key management and leadership issues.

For more information please contact CMI's Chartered Manager team:

Tel: **01536 207429**

Email: **cmgr@managers.org.uk**

Website: **www.managers.org.uk/cmgr**

Twitter: **@cmi_managers**

#Get Chartered

Chartered Management Institute

2 Savoy Court, Strand,
London, WC2R 0EZ

Registered charity number 1091035

Incorporated by Royal Charter



Copyright Chartered Management Institute ©

First published May 2015

All rights reserved. Except for the quotation of short passages for the purposes of criticism and review, no part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without prior permission of the publisher.

British Library Cataloguing in Publication Data
A CIP catalogue record for this report is available
from the British Library
0-85946-469-5