

Professionalising Management: the impact of Chartered Manager

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Foreword



When we are all challenged to deliver more for less, there can hardly be a better time to look again at how professional managers can deliver better results. This report focuses on Chartered Managers, those who have reached the pinnacle of the management profession.

Put simply, Chartered Manager means four things. Firstly, a Chartered Manager is qualified in management and leadership. Moreover, they have current professional experience – they have been assessed on the basis of the impact that they make at work. Thirdly, they are committed to continuing their professional development, which is crucial at a time when managers face change like never before. Finally, they subscribe to an ethical code of conduct, CMI's Code of Practice for Professional Managers.

This four-part structure means that employers can have the highest confidence in Chartered Managers. It is nothing short of a seal of approval for a person's management ability.

Critically, at a time when trust in business has been rocked by scandals in some of our biggest companies, it also indicates a professional who is committed to the highest standards of integrity.

This report highlights the experiences of those managers who have become Chartered, showing the value they add through their professional status. It also draws on the experiences of leading companies like BAE Systems, Serco, and Williams Lea, who employ Chartered Managers. They know from experience what a difference being Chartered can make.

We want to increase the number of Chartered Managers and build recognition among employers, in all sectors, of the value that Chartered Managers can add to their business. In the last few months we've made it easier for every CMI member to work towards Chartered status, by integrating it with the mainstream of our membership grades and by streamlining the assessment process. It is a more compelling proposition than ever before.

We all face a tough business environment but I am convinced that developing world-class managers is the key to any company's growth. I urge employers to make sure that their best managers become Chartered. With your help we can inspire a new generation of professionalised managers.

A handwritten signature in black ink that reads "Ann Francke".

Ann Francke

Chief Executive, Chartered Management Institute

Introduction

Over 3 million people are employed as managers in the UK.¹ 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 part of the workforce to receive training.² This under-investment is despite the fact that 46 per cent of employers identify a lack of strategic management skills as a key barrier to growth.³

This research continues CMI's efforts to build the evidence base about the difference that investment in management and leadership development can make to performance. Previous reports in 2012 have shown that best practice management development is linked to 23 per cent organisational performance increases,⁴ while 90 per cent of managers we surveyed reported that their management qualification improved their performance at work.⁵

This report builds on those findings to explore the specific impact of the Chartered Manager designation on UK managers and employers. It incorporates a range of evidence and considers issues including:

- individuals' reasons for becoming Chartered
- the impact of the designation, on both the individual and the employer
- employers' approaches to maximising the benefits of Chartered Manager
- views on the future of Chartered Manager and its links to other professional Charterships.

The findings presented throughout this short report will be of interest to both employers, as they seek to ensure the highest level of managerial performance, and individual managers, who want to better understand the value that Chartered Manager can bring them.

The report includes the results of a survey sent to 1,639 Chartered Managers in April 2012, which received 412 responses, representing a strong response rate of 25.1 per cent. In addition to quantitative findings, short quotes from open-ended questions are also presented. Furthermore, a few findings are included from a small-scale survey of those individuals who took part in the recent pilot (spring 2012) of a new streamlined assessment process for Chartered Manager.⁶

The survey data is complemented by a number of employer and individual case studies, which show in more detail the experiences of Chartered Managers. The employer case studies include BAE Systems (Maritime – Submarine), Serco Group Plc and Williams Lea. We are grateful to each for agreeing to appear in the report.

Finally, some data is drawn from our February 2012 report, *The Business Benefits of Management and Leadership Development*, a major piece of work which reviewed the relative effectiveness of Chartered Manager alongside 25 other management development interventions.

Together these sources provide a rich source of evidence about the impact of Chartered Manager.

1 Wilson R.A. and Homenidou K. *Working Futures 2010-2020*. (2012) UK Commission for Employment and Skills

2 UK Commission for Employment and Skills. (2012). *UK Commission's Employer Skills Survey: UK Results*.

3 Ibid.

4 McBain, R. Ghobadian, A. Switzer, J. Wilton, P. Woodman, P. and Pearson, G. (2012) *The Business Benefits of Management and Leadership Development*. Chartered Management Institute and Penna.

5 Bradley, M. Woodman, P. and Hutchings, P. (2012) *The Value of Management and Leadership Qualifications*. Chartered Management Institute.

6 See P18 for more detail on the Chartered Manager assessment process.

Key Findings

Measurable impact

- **Added value** – on average, Chartered Managers deliver £362,176 in added value to their organisations.⁷
- **Savings and improvements** – 68 per cent of those surveyed report that they have made significant savings or performance improvements by innovating and implementing new ways of working.
- **Innovation** – 65 per cent have created innovations for their organisation through product, service or market developments.
- **Meeting or beating targets** – 67 per cent consistently meet or exceed performance targets.

Individual impact

- **Effective development** – Chartered Manager is rated by managers as one of the top three most effective ways of developing their abilities, alongside business school and professional bodies' qualifications.⁸
- **Improved self-awareness and confidence** – managers report greater self-awareness (93 per cent) and confidence in applying their skills (86 per cent) as a result of becoming Chartered.
- **Professional recognition** – 73 per cent report increased professional recognition from people outside their organisation. Increased professional recognition and demonstrating commitment to professional development are key factors in deciding to become Chartered.
- **Career progression** – one in three report a promotion/career progression since becoming Chartered. Of those reporting a salary increase, the average value equates to an additional £7,190 income per year.⁹
- **Beyond qualifications** – Chartered Managers strongly agree that the award offers additional benefits compared to management qualifications.
 - 93 per cent agree that it demonstrates the ability to use managerial skills to achieve organisational results
 - 93 per cent see it as providing evidence of expertise in leading people and managing change
 - seven out of ten think that the award provides the “ultimate competitive advantage” for professional managers.
- **High satisfaction** – 100 per cent of those who became Chartered in our recent pilot would recommend the award to others.¹⁰

Employer benefits

Depending on the nature of an organisation's work, sector and industry, there is a range of benefits that Chartered Manager offers employers.

- **Winning business** – 46 per cent of the Chartered Managers surveyed in the private sector report that their organisation uses Chartered Manager to help win contracts by citing the designation in tendering bids. The Serco and Williams Lea case studies in this report provide good practice examples.
- **Ethics and integrity** – 90 per cent of managers agree that Chartered status demonstrates higher levels of professional integrity compared to a qualification.
- **Employer of choice** – 38 per cent of Chartered Managers from across all sectors say that their organisation uses Chartered Manager to help position them as an employer of choice through its support of professional managers.
- **Retaining talent** – six out of ten of all managers surveyed report that their employer uses Chartered Manager to help retain talent, by demonstrating its commitment to their professional development.
- **Management credibility for technical experts** – Chartered Manager gives technical experts the credibility and confidence to be successful leaders by accrediting their management skills. The BAE Systems (Maritime – Submarine) case study provides an example of how Chartered Manager complements other professional accreditations.

⁷ See P11 for more details on the financial impact that Chartered Managers deliver.

⁸ McBain, R. Ghobadian, A. Switzer, J. Wilton, P. Woodman, P. and Pearson, G. (2012) *The Business Benefits of Management and Leadership Development*. Chartered Management Institute and Penna.

⁹ See P9 for more details on the salary increases Chartered Managers report.

¹⁰ Survey of Chartered Managers in pilot of the new assessment process.

Individual Managers' Perspectives

This section of the report focuses on the experiences of individual Chartered Managers. It explores why managers aspire to become Chartered, who has taken Chartered Manager, experiences of the assessment process, the impact on skills and career development, and the additional benefits that Chartered Manager offers over qualifications alone.

1. Reasons for taking Chartered Manager

When asked what motivated them to become a Chartered Manager, survey respondents rated the most important factors as to gain professional recognition, and to demonstrate their commitment to professionalism and ongoing development. Just over half (54 per cent) said that the desire to gain a promotion was a key motivator in their decision to take Chartered Manager, while fewer than one in four were motivated by the desire to gain a pay increase.



Figure 1 Importance of desired outcomes in decision to take Chartered Manager (%)

As shown in Section 4 below, actual outcomes have tended to meet these expectations, with higher levels of professional recognition the most common result attributed to having achieved Chartered status.

Chartered Manager Case Study: Motivated by commitment to development Jamie Lyons, HR Manager (UK)

“I funded my own development as I believed the self-investment would help me to obtain a senior management position. With the additional skills I gained I was able to take on more complex projects. This made me feel more committed to my organisation, as I felt I was taking a leading role in contributing to the organisation’s success.

Development, and particularly the Chartered Manager process, enabled me to be more commercially focused, to ensure I added value, increased service and improved productivity with all the initiatives I introduced. I was able to provide tangible evidence of cost savings and other financial benefits for the organisation and stakeholders. This has also helped me to introduce new ideas and concepts in my organisation as I had evidence of how previous projects added value.

For example, I could reflect more effectively on my work and input. I used 360 degree feedback from colleagues, suppliers and customers to get a reality check on whether improvements were working. This enabled me to get greater buy-in from all staff at all levels of the organisation and helped to motivate staff to take on the tough challenges we faced.”

2. Who takes Chartered Manager?

Chartered Manager is most commonly taken by those at the middle and higher end of the managerial pyramid. Senior and middle managers accounted for 82 per cent of those surveyed, with 11 per cent at CEO level and only 7 per cent describing themselves as more junior managers.

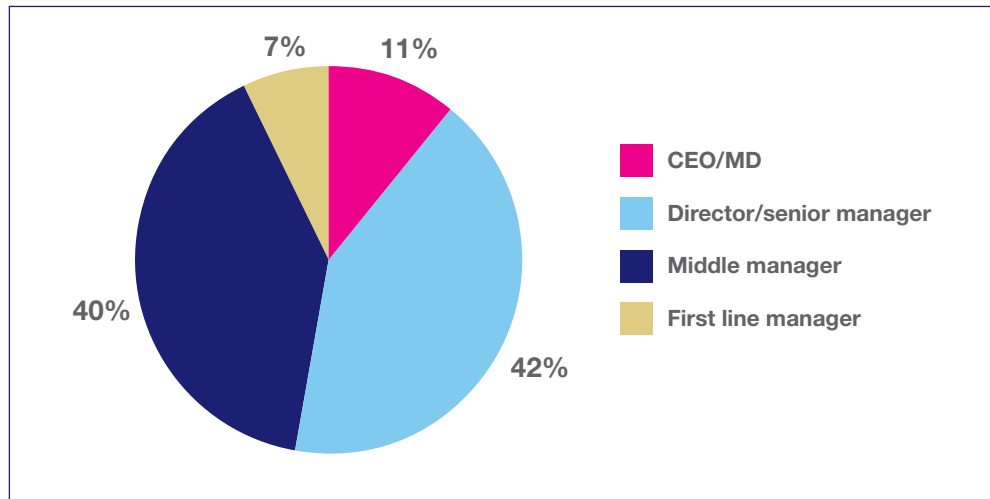


Figure 2 Management level when taking Chartered Manager

Twenty three per cent of those surveyed (95 of 412) also hold another Chartered designation, demonstrating the importance to these professionals of accrediting their management skills. Of those, the most common group is Engineers (42 per cent), followed by HR Professionals (19 per cent) and IT Professionals (12 per cent), as shown in Figure 3.

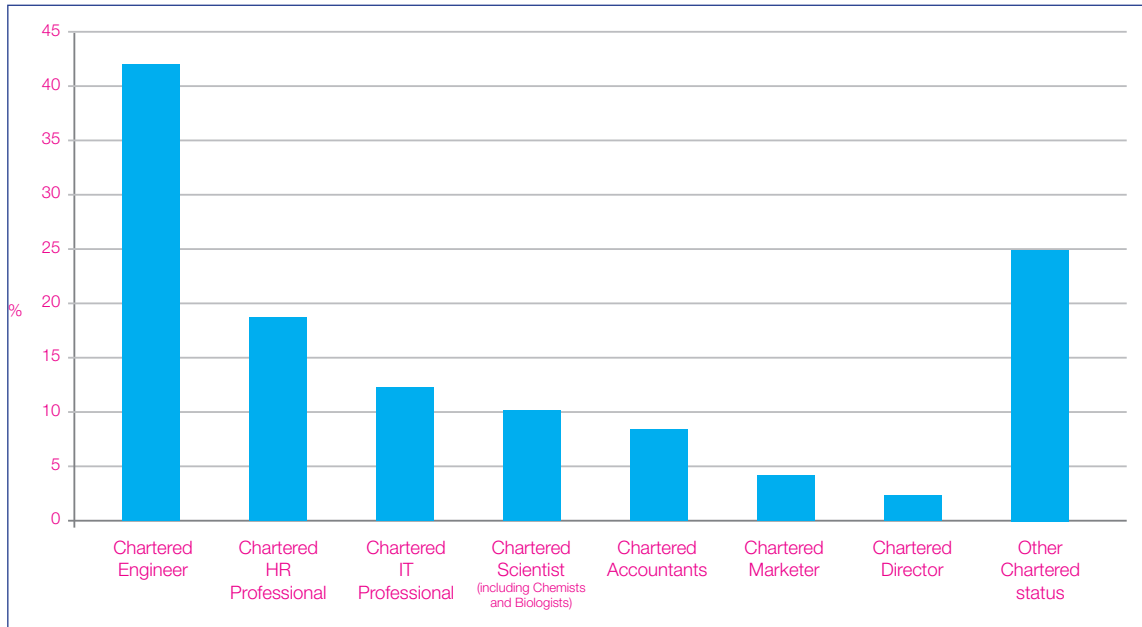


Figure 3 Other Chartered designations held by Chartered Managers (base: 95)

(Note: a number of respondents hold more than one other Chartered designation. These have been counted separately resulting in a total percentage above 100).

Many of these individuals highlighted the importance of gaining recognition of their professional management and leadership skills in addition to their technical expertise.

“As a Consulting Engineer I am often required to assess the business consequences of the technical advice I give. Chartered Manager status lends weight to that advice.”

Chartered Engineer, private sector, Yorkshire & the Humber [survey respondent]

The BAE Systems (Maritime – Submarine) case study on page 16 also reflects this theme strongly. Chartered Manager complements other professional accreditations to ensure high management performance alongside other areas of technical and professional expertise.

2.1 Deciding to become Chartered

Ninety-two per cent of those surveyed identified the need to become Chartered themselves, yet only 35 per cent completely self-financed it. Fifty-two per cent were fully funded by their employer while the majority of others were jointly funded. Evidently, many managers select the award and then win financial support from their employer.

“Chartered Manager recognises my ability in leadership and management. It is a ‘must have’ professional qualification that is equal to other professions – and therefore I recommend it to others.”

David Ayinne CMgr MCMI, Director, Ethnic Minorities Partnership Agency

3. Managers' satisfaction with the Chartered Manager process

Chartered Managers report extremely high levels of satisfaction with the process of taking the award, with 97 per cent or over of respondents reporting the process as relevant, well focused and conducted in a professional manner – and 95 per cent reporting that completing the Chartered Manager process is worthwhile.



Figure 4 Learners' experiences of taking Chartered Manager (%)

CMI has recently introduced a new streamlined assessment that maintains the stringency of the accreditation with a more efficient process.¹¹ The pilot group reported, if anything, even higher levels of satisfaction with the process. Ninety-seven per cent said it was worthwhile and focused sufficiently on management skills. Most encouragingly, 100 per cent of the pilot group would recommend Chartered Manager to others.

"The scrutiny applied to Chartered Manager applicants assures that they have the right skills and experience to be effective. It also ensures that Chartered Managers maintain their performance and skills through CPD and reassessment."

Wayne Morris CMgr FCMI, Managing Director, SimWay Business Solutions

4. Assessing the impact of Chartered Manager on skills and career development

When asked to consider a range of possible outcomes of becoming a Chartered Manager, the most common benefit was felt to be increased self-awareness (93 per cent), while 86 per cent said it increased their self-confidence. Nearly three quarters (73 per cent) reported increased professional recognition of their management skills outside their organisation.

¹¹ See P17 for more detail on the Chartered Manager assessment process.



Figure 5 Outcomes of achieving Chartered Manager award (%)

Around one in three enjoyed a promotion/career progression as a result of becoming Chartered. We asked those reporting a salary increase to provide details on the additional income they will be receiving each year, with the value equating to an additional £7,190 income per year.

In a separate question, 90 per cent of managers said that they consider the benefits gained from Chartered Manager to justify the level of time, money and effort invested.

A major study by CMI explored manager’s experiences of 26 different development routes and found that Chartered Manager was one of the top three most effective ways of developing management abilities, alongside business school and professional bodies’ qualifications.¹²

**Chartered Manager Case Study: Strategic long term vision
Ian Greenaway, Chartered Manager, MTM Products Ltd**

Ian became Managing Director of MTM Products Ltd 15 years ago. He has taken this once poorly performing label and nameplate manufacturing SME into the upper financial quartile of its sector. Despite the impact of the recession on the wider market, Ian has led a company that has seen turnover increase significantly from £500,000 to £2.3 million – with sales per employee increasing 400 per cent and profits increasing last year from £36,500 to £97,700.

Ian now leads a SME that is more customer-driven and works collaboratively with all key suppliers to mutual benefit. He has embedded change by ensuring new systems and processes are in place that will add value over the long term.

Recognising the importance of MTM’s employees to its successes, Ian has driven the company to achieve its Investors in People accreditation and is now pursuing Investors in Excellence. Absenteeism has been reduced and other key employee metrics are improving.

Ian has taken a strategic view of his business to identify changes that can improve performance over the long term.

¹² McBain, R. Ghobadian, A. Switzer, J. Wilton, P. Woodman, P. and Pearson, G. (2012) *The Business Benefits of Management and Leadership Development*. Chartered Management Institute and Penna.

5. Additional benefits of Chartered Manager compared to qualifications

Chartered Manager is not a qualification in itself – having a relevant qualification is a pre-requisite for becoming Chartered – but comparisons with qualifications inevitably arise. The survey explored whether managers perceived additional benefits. The vast majority do: 93 per cent agree that it demonstrates the ability to use managerial skills to achieve organisational results, while the same number confirm that it provides evidence of expertise in leading people and managing change. Ninety per cent agree it demonstrates integrity while 69 per cent think that the award provides the “ultimate competitive advantage” for professional managers.

	Agreement %
It demonstrates the ability to use managerial skills to achieve organisational results	93
It provides evidence of expertise in leading people and managing change	93
It demonstrates integrity through adherence to the CMI’s professional code of conduct	90
It provides the ultimate competitive advantage by being the highest status that can be achieved in the managerial profession	69

Table 1 Additional benefits compared to management qualifications

**Chartered Manager Case Study: Change management
Ian Johnson, Chartered Manager, Royal Fleet Auxiliary**

As Commanding Officer of the Royal Navy’s RFA LARGS BAY vessel, Ian was diverted from his original task in support of UK Forces in Afghanistan, to provide humanitarian disaster relief in Haiti following the devastating earthquake in January 2010. Leading his crew through this change demonstrated great flexibility and adaptability, especially as they faced an arduous Atlantic crossing with swells of 10 metres or greater running against the ship the whole way.

Despite the conditions, Ian recognised the importance of intensive planning during this transit to ensure the effective delivery of aid once in Haiti. Upon arrival, he dealt with a range of government and non-government organisations, providing leadership at the highest levels to help co-ordinate the successful delivery of aid. He was able to galvanise thinking and action across a plethora of agencies, seeking out the opportunity to achieve substantial performance improvements so as to increase the impact of the aid for the people of Haiti.

His leadership and the impact of his ship on the overall humanitarian effort have been recognised by the Firmin/Wilkinson Sword of Peace Award. Ian thrived during times of challenge and change, displaying the attributes of a true Chartered Manager.

Employer Impact

Having set out the individual benefits of Chartered Manager, this section of the report goes on to assess the impact that Chartered Manager has from an employer perspective. In addition to the survey data, brief profiles are included of leading companies that have been early adopters of Chartered Manager at a corporate level, showing some of the different reasons for adoption and the benefits that have been achieved.

6. Demonstrating impact in the workplace

At the heart of the Chartered Manager assessment is the requirement for candidates to show how they make a difference to their organisation. The survey asked how this had been demonstrated. As shown in Table 2, the top three types of evidence provided related to significant savings or performance improvements, consistently meeting or exceeding performance targets, and creating something significant that did not previously exist.

	%
Making significant savings or performance improvements via a new way of doing things	68
Consistent performance in meeting or exceeding targets	67
Creating something significant that did not exist previously e.g. product, service or market development	65
Sustained performance through good people management e.g. evidenced by employee engagement scores, talent retention data	62
Maintaining performance in the face of difficulties e.g. reductions in staffing levels, market decline	54
Turning a department or business activity around	47
Increasing profit or market share	23
Making savings through mitigating losses	13

Table 2 Demonstrating impact as part of Chartered Manager assessment

Respondents were also asked the financial value of the work that they had demonstrated as part of their Chartered Manager submission. Of the 412 respondents, 66 per cent were able to provide an estimated figure. On average Chartered Managers deliver £362,176 in added value to their organisations.

Chartered Manager Case Study: Delivering financial value Margaret Ross, Chartered Manager, Waverley Housing Association

Margaret secured significant funding of £22.2m for Waverley Housing Association; she created a business plan to give the business strategic direction, including a four year property repair strategy. Thanks to Margaret's leadership, the forecast outturn for the 2011 financial year is ahead of budget by 224 per cent.

Rather than make redundancies in order to cut costs, she decided to increase staffing levels and concentrate on improving service delivery and growing the business. As a result, in 2011 Waverley upgraded 72 properties, beating the target of 60 properties by 20 per cent. Staff satisfaction has improved from 88 per cent in 2008 to 91 per cent in 2011 – and long term and short term sick absence are both down.

By reducing empty property turnaround times from 50 days in April 2010 to 28 days in March 2011, and implementing exemplary risk management that has been praised by the Chartered Institute of Public Finance Authority, Margaret has not only kept the business afloat but improved performance in challenging circumstances.

Margaret has enhanced performance, improved employee satisfaction and ultimately contributed to the bottom line of her business.

7. Benefits of Chartered Manager for employers

The four-part structure of Chartered Manager has a range of implications. The demonstration of workplace impact and possession of a management qualification offers employers assurance that the manager can be relied upon to consistently deliver a high standard of performance. A Chartered Manager has demonstrated that they can put theory into practice and thus the accreditation ensures that a manager has the relevant skills to deliver a continual, positive impact. The commitment to CMI's Code of Practice may reduce risk to organisational reputation through a commitment to ethical standards.

Such benefits mean that employers are using Chartered Manager to drive business, retain customers and position themselves as an employer of choice. Below we explore some of these themes in more detail.

7.1 Winning business

Many employers use Chartered Manager to win and retain business. Forty-six per cent of managers surveyed from the private sector report that their organisation uses Chartered Manager to help win contracts by citing the designation in tendering bids.



As set out in the Williams Lea case study below, Chartered Manager provides quality assurance of an organisation's management capacity, ensuring that they can deliver when called upon.

Williams Lea

Williams Lea is the leading global provider of Corporate Information Solutions, specialising in the expert management of digital and printed information for both internal and external audiences. Employing around 11,000 staff and with a turnover in excess of £1 billion a year, Williams Lea uses Chartered Manager to accredit its top performing managers.

Karen Taplin, who leads the Learning Solutions team, explains why: *"As a trusted business process outsourcing (BPO) partner to many of the world's most respected businesses and distinguished brands, we give clients more confidence when we put suitably qualified leaders in charge of their work."*

"Chartered Manager helps distinguish us from our competitors in tenders and other business winning opportunities. Our Chartered Managers secured contracts worth £37 million last year and made savings to the business of £19 million."

Implemented as part of an integrated "Leadership Curriculum", Chartered Manager is available for high potential (HP) staff. Last year Williams Lea put 80 managers through CMI courses that all lead to Chartered Manager, with 9 of these reaching the designation in 2011. Karen notes that "people are really keen to convert the CMI Level 5 Diploma to Chartered Manager status in recognition of their achievements."

The company is pleased with the results:

"We now have a clear development path for managers and leaders in the organisation, so people can see where they can go and how to get there. You can see the benefits for the individual managers who have participated. For example, nine out of the 13 people who completed the HP programme in 2009 and 2010 have subsequently been promoted. People have more transferrable skills and are moving around more within the business."

"Our employee opinion survey shows the improvements, with scores for satisfaction with 'active leadership' rising from 73 per cent to 84 per cent since the new courses were introduced. The programme also helps us attract and retain talent and reduce costs. For example, it would have cost us £119,000 to recruit those nine promoted managers externally."

Bryan Davies, one of the company's Managing Directors, decided to become Chartered himself while implementing a major organisational change programme. He found that *"being able to talk to our clients about how we were approaching management development, and what I was doing personally to become a better manager, gave them confidence in us. I think it gave us a competitive advantage."*

The benefits internally were also substantial. *"It indicated to my team that I was taking my development seriously and that I personally recognise the need to improve. It sends a powerful leadership message that I am not complacent, I can do better, and I am open to feedback and learning."*

"Without doubt, Chartered Manager has enabled me and my colleagues to be more effective, more productive and more value-adding. Ultimately this has a bottom-line benefit to the organisation. I know I'm a better leader as a result of being a Chartered Manager."

7.2 Retaining customers

Organisations with a valued reputation and strong customer base must ensure they meet and wherever possible exceed the expectations of their customers. Chartered Manager helps reassure customers of the quality of an employers' people. Around half of managers from the private sector say that their employer uses Chartered Manager to help retain customers by demonstrating their commitment to continuous professional development (47 per cent).

The case study from Serco Group Plc below demonstrates how Chartered Manager helps them retain key contracts and grow their business.



Serco Group Plc

Serco is one of the world's leading service and outsourcing companies, helping governments to improve services across many areas of public life, from justice to healthcare, and education to defence. It currently employs 70,000 people, is a member of the FTSE 100, and has a corporate vision of becoming one of the top 750 Global Companies by 2020.

Working across many sectors, Serco needs managers who can consistently deliver high standards of services to ensure contracts are won and then renewed. Across the group, 25 Chartered Managers have secured contracts worth £35 million and delivered savings worth £3.5 million in 2011. Working in a range of business areas, from health to defence, they have delivered achievements as diverse as cutting hospital patient waiting times by over 50 minutes per visit, to reducing violent incidents in a prison by 60 per cent.

HMP & YOI Doncaster, Serco: reviewing the impact at the business unit level

In 1994, Serco took over management of HMP & YOI Doncaster, a category 'B' remand centre in South Yorkshire which holds up to 1,145 adult male prisoners and employs 600 staff. The prison has won a number of awards, including the Charter Mark for excellence in the provision of public services. However, the prison has faced a number of challenges in recent years, highlighted by inspection reports which identified 'significant weaknesses'. Serco needed to address these issues and decided to use CMI's programme of management training and qualifications to help.

John Biggin, Director of HMP & YOI Doncaster, led the way in becoming a Chartered Manager. He believed CMI training, with progression to Chartered Manager, would help his team respond to the issues they faced more flexibly and imaginatively, and encouraged them to put their ideas into practice and "make a real difference". The opportunity to learn with CMI was opened up to all management staff, providing them with increased opportunities for professional and career development, with students on the Level 5 Diploma in Management and Leadership expected to continue to Chartered Manager.

The change among staff who undertook the training has been striking, as John explains:

"Staff morale and confidence grew as they began to apply what they were learning to the workplace, and the training has enabled them to think more strategically about how to overcome challenges."

As a result of improved employee performance:

- Suicides at the prison have been reduced from 2 p.a. to 0.
- Violent incidents have been reduced, including: assaults from 20 to 8; aggressive behaviour from 12 to 6; and incidents of anti-social behaviour from 68 to 36.
- Staff absence has been reduced.

By helping their managers operate at a professional level, Serco empowered its managers to improve performance. The prison now operates more efficiently, effectively and safely: results that should help Serco retain the contract and strengthen its position to win others.

7.3 Retaining talent and becoming an Employer of Choice

Investing in Chartered Manager enables employers to demonstrate that they value their staff. Six out of ten of all managers surveyed report that their employer uses Chartered Manager to help retain talent, by demonstrating its commitment to their professional development. Integrating Chartered Manager into a wider talent develop programme allows employers to attract and retain talent, which can reduce costs and boost productivity. Thirty-eight per cent of all Chartered Managers surveyed say that their organisation uses Chartered Manager to help position them as an employer of choice through its support of professional managers. Whilst some organisations are making use of Chartered Manager in this way, it is clear that many organisations are not realising the true value of supporting their managers through the Chartered Manager process.

7.4 Management credibility for technical experts

Chartered Manager can be used to reinforce the management skills of technical experts. By investing in the management skills of such staff, employers give them the credibility and confidence to act as effective leaders. This is particularly relevant for professional sectors, such as engineering and accountancy, where highly skilled technical professionals are often promoted into management roles without specialised management training.¹³

The BAE Systems case study below provides an example of how Chartered Manager can be used to ensure high management performance.

BAE SYSTEMS

Case Study: BAE Systems Maritime – Submarines

BAE Systems Maritime – Submarines introduced Chartered Manager to support the development of highly able professionals who could deliver results in a highly technical environment. Stuart Godden, Engineering and Commissioning Director of BAE Systems Maritime – Submarines, explains their approach:

“Designing, building and commissioning nuclear powered submarines is a very complex task which involves the coordinated integration of many components, many people and many processes. We require managers capable of operating in a highly technical and safety-critical environment, so several years ago we introduced a CMI management and leadership programme. Since then, the route to Chartered Manager has been firmly established within the Operations Directorate of BAE Systems Maritime – Submarines. We currently have fourteen managers who are either Chartered or in the process of achieving Chartered status.”

Godden argues that BAE Systems Maritime – Submarines benefits from having its leadership population operating at that professionally recognised level. “From a company perspective it raises the standard of our leadership and man-management, which enables our managers to motivate their teams to deliver products, to time and to cost – meaning that we are able to meet our customers’ high expectations.”

“Chartered Manager also broadens the perspective of our managers, many of whom are highly skilled in a technical occupation. It helps us offer them career development across a range of roles and lets them know that the business values them and is investing in them.

Providing these very technically skilled employees with independent recognition of their management skills gives them the confidence to act on what they see. That enables them to challenge traditional ways of doing things and rise to the challenge of leading projects at cost and on schedule.

Chartered Manager means we are better positioned to ensure our technically skilled workforce has the leadership skills required to deliver. We are proud to develop our people using CMI frameworks and look forward to seeing more of our managers become Chartered in the future.”

13 A Dudman and S H Wearne (2003). *Professional Engineers' Needs for Managerial Skills and Expertise*. Centre for Research in the Management of Projects University of Manchester Institute of Science & Technology. Available here: <http://www.engc.org.uk/ecukdocuments/internet/document%20library/Professional%20Engineers%20need%20Management%20Skills.pdf>

Increasing Management Professionalism – the Way Forward

The need for greater professionalism

The difficult economic circumstances faced by the UK have put a premium on management excellence: on people who can control costs, manage change, and deliver real results by motivating and engaging their teams. 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, who undertake ongoing development, and who subscribe to an ethical vision of management.

Recommendations

This research shows that Chartered Managers have the confidence, knowledge and skills to succeed. Based on the findings of this 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.
- **Seek competitive advantage** – some employers are using the evidence of professionalism provided by Chartership 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.
- **Recognise excellence** – evidence suggests managers highly regard investment from their employers in their development and career progression. Supporting managers who wish to become Chartered shows appreciation of their commitment to professionalism and management excellence, and helps retain the top talent within your organisation.
- **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.
- **“Chartered Managers preferred”** – consider specifying Chartered Manager as a desirable factor when recruiting in order to attract the best management professionals.

Appendix A – Routes to becoming a Chartered Manager

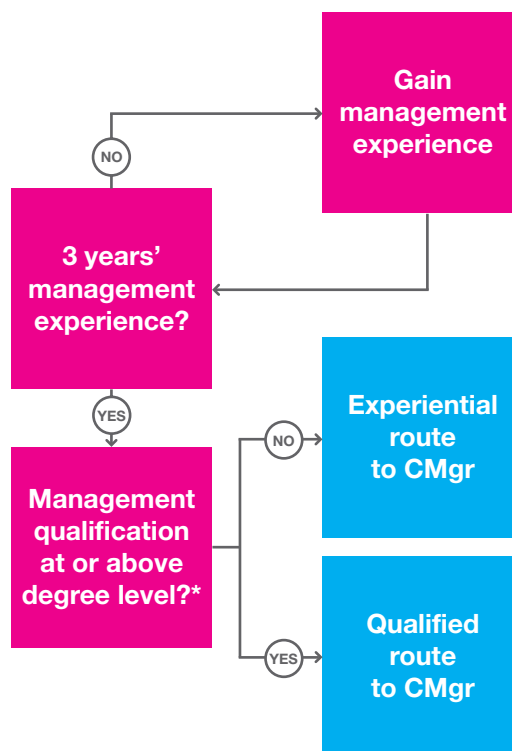
Managers can be assessed to become Chartered through one of two routes, the Qualified route, or the Experiential route.

Qualified route

There are several assessment methods for achieving Chartered Manager through the qualified route, including a written submission, a telephone interview and a professional discussion. Exemptions are available for those with a CMI Diploma at Level 5 or above.

Experiential route

Managers with five or more years' experience can be assessed via the experiential route, through a professional discussion and written submission. Candidates will be assessed to the standard of CMI's Certificate in Management alongside Chartered Manager criteria.



*Or equivalent CMI Level 5/Scottish Level 8.

Further information

Register your interest in becoming Chartered via www.managers.org.uk/cmgrnew

For more information, visit www.managers.org.uk/faqcmgr or email charterinfo@managers.org.uk

Appendix B – Survey sample demographics

(Base: 412)			
	%		%
Gender		Police	3
Female	41	Sales/marketing/advertising	1
Male	59	Telecommunications & post	2
Age		Transport & logistics	4
Under 30	14	Wholesale & retail	1
30 - 39	14	Region	
40 - 49	38	East of England	4
50 - 59	29	London	15
60 - 69	4	East Midlands	8
Over 69	0	West Midlands	7
Management level		South East	13
Director	32	South West	9
Senior Manager	38	North East	2
Middle Manager	26	North West	6
Junior Manager	4	Yorkshire & the Humber	6
Industry Sector		Northern Ireland	3
Agriculture, forestry & fishing	1	Scotland	10
Business services	5	Wales	3
Central government	4	Other	14
Construction	3	Area of Organisational Operations	
Consultancy	8	Local	18
Creative/media	0	Regional	13
Defence	7	National	24
Education	17	International	45
Electricity, gas and water	4	Organisation's number of employees	
Engineering	7	1-10	14
Finance, insurance	4	10-50	10
Fire and rescue	1	51-250	15
Health & social care	6	251-1,000	16
Hospitality, catering, leisure & tourism	1	Over 1,000	45
Housing and real estate	2	Organisation's annual turnover	
IT	2	Up to £1m	16
Justice/security	2	£1m to £10m	13
Legal & accounting services	0	£11m to £100m	22
Local Government	10	£101m to £500m	16
Manufacturing & production	5	Over £500m	32
Mining & extraction (incl. oil and gas)	2		

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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 the standard 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, and 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 90,000 individual and over 800 Company Members, CMI maintains its position as the premier authority on key management and leadership issues.

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