

Please read the following information which will provide guidance and support for completing your application, clarify expectations and next steps.

HOW TO USE THIS SUPPORT PACK

Please read the following information carefully which will support you in completing your application. Guidance is given for each section of the application, the professional discussion and a glossary of key terms.

If you have any questions about your application or the supporting information, please contact the CMI Chartered Manager team at cmgr@managers.org.uk

Each part of the application has clear pass criteria to ensure you provide sufficient information in your application and you are fully prepared for your professional discussion. Each section of the applicant form has an expected word count to guide you to be concise in your answers.

Links to the CMI Professional Standard and CMI Management diagnostics can be found throughout this supporting information and are underlined in blue text.

PART 1: ELEGIBILITY CRITERIA

1.1 Sponsorship letter

Please provide a letter of sponsorship from your line manager, other manager or another CMI Chartered Manager with their job title and contact details, including their professional email address so we can contact them if we feel we need to.

- This should be a manager and/or leader and ideally someone senior to you
- They should detail why you should be considered for Chartered Manager status and identify and summarise which competency or competencies under each of the three sections of the CMI Professional Standard: [Personal Effectiveness](#), [Interpersonal Excellence](#) and [Organisational Performance](#) that you excel in and consistently demonstrate as a Manager and/or Leader. Please ask your sponsor to be specific and give an example of how you demonstrate the relevant competency.

1.2 Your current role

Please complete all information required in the application and use the sub headings provided. The word count is given so that you are concise in your answers, please use bullet points to detail your current role.

1.3 Your management and/or leadership journey

Please complete all information required in the application and use the sub headings provided. The word count is given so that you are concise in your answers, please use bullet points to detail your journey before your current role. Please add in any other significant roles that demonstrate your management and/or leadership journey if word count allows.

Voluntary activities

- You may engage in voluntary activities outside your employment, please do add these to part 3.2 Role modelling good practice in Management and Leadership.

PART 2: BEING AWARDED CHARTERED MANAGER, AND YOUR ROLE AS AN ETHICAL AND INCLUSIVE LEADER

2.1 Your personal statement on what being awarded Chartered Manager would mean to you

Pass criteria: Identifies the significance of being awarded Chartered Manager status, describes the impact on you, your role and organisation.

How can the [CMI Professional Standard](#) support you in deciding when to apply and in completing your application?

As we know over and above skills or experience, a good manager or leader is defined by their commitment to continual learning and development. We encourage you to complete our management diagnostic to enable you to see your strengths, your development areas and ensure you are ready to apply for becoming a Chartered Manager. Depending on your role and experience you can take the:

[Middle Manager \(aligned to stage 3 of The CMI Professional Standard\)](#)

[OR Senior Manager \(aligned to stage 4 of The CMI Professional Standard\) Diagnostic](#)

(Please note you will need to login with your membership details to access the diagnostics.)

When writing your personal statement, consider:

- What will being a Chartered Manager mean to you? Why are you applying?
- Consider what sets Chartered Managers apart from other managers and leaders:
 - Are you a role model to others?
 - What steps do you take to strive for excellence?
 - What results have you achieved for the businesses you have worked for?
 - Are you committed to your personal and professional development?

Why does a Chartered Manager stand out from the Managers?

- **They are inspirational role models** - They show passion for their work and have the capacity to infect others with their passion. They are respected by others, live by a clear set of values, and create a positive atmosphere.
- **They strive for excellence** - They are high performing professional managers at the top of their game who are able to overcome obstacles, are self-aware, are skills-focussed, and demonstrate a commitment to Continuing Professional Development (CPD).
- **They deliver positive results for their business** - They have exceptional management and leadership skills and can prove how their professional approach has enabled them to deliver measurable impact for their business.
- **They want to be professionally recognised** - They appreciate that chartered status is the highest status that can be achieved in the management and leadership profession.

2.2 Your role as an ethical and inclusive leader

Pass criteria: Identifies your level of confidence and competence in each area, describes, with a relevant example, how you embed this into your actions and behaviours.

Consider what action or behaviour best demonstrates your commitment to each element of being an ethical and inclusive leader, below are some examples:

- **Leading with Integrity:** I make sure I keep my commitments, but manage expectations if there will be a delay. For example in a recent project, I let others know as soon as I was unable to keep to the timeline.
- **Championing Inclusivity:** I set up and run an LGBTQ+ group in my organisation and feedback to leaders on action they can take to be more inclusive.
- **Looking after Wellbeing:** I am a Mental Health first aider and champion action within my organisation to normalise mental health.
- **Prioritising the Environment:** I led a company wide activity to build bird boxes that were given to local schools.
- **Committing to Sustainability:** I put a case forward for my team to have extra resources when we took on more responsibilities which ensured sustainability and quality of delivery

PART 3: SHOWCASING YOUR SUCCESS

How can the [CMI Professional Standard](#) support you in completing your application?

- Each part of the application is supported by elements of the professional standard, please refer to the stage 3 statement (Middle Manager) and/or stage 4 statement (Senior Manager):

3.1 Leading Change and Innovation

Pass criteria: Leads sustainable and creative approaches to change, manages resources and risks effectively to support business strategy and performance. Adapts and manages communication to engage and influence others.

When completing this section, please refer to the below sections of the [CMI Professional Standard](#):

- Organisational Performance: [Leading Change & Innovation](#)
- Organisational Performance: [Managing Resource and risk](#)
- Personal Effectiveness: [Communicating and Influencing](#)

A good example would be a project or change initiative that you led. Consider your approach, what prompted this initiative, what was your approach and how did you involve and communicate to others in the process.

3.2 Managing Others

Pass criteria: Creates a sense of purpose, sets expectations and adapts to changing needs. Leads with integrity and sustainability to build an effective and inclusive team. Encourages and supports others to achieve their goals.

When completing this section, please refer to the below sections of the [CMI Professional Standard](#):

- Interpersonal Excellence: [Providing Purpose and Direction](#)
- Interpersonal Excellence: [Developing People & Capabilities](#)
- Interpersonal Excellence: [Building Relationships and Networks](#)

Consider how you created a sense of purpose in the team and/or project, how you foster a sense of belonging, set clear goals/objectives and ensure progress was measured and monitored to ensure a sustainable workforce.

3.3 Achieving Results

Pass criteria: Demonstrates effective, conscious and inclusive decision making, assesses your impact on personal, team and organisational performance. Measures and achieves results efficiently and effectively for all stakeholders.

When completing this section, please refer to the below sections of the [CMI Professional Standard](#):

- Personal Effectiveness: [Making Decisions](#)
- Organisational Performance: [Achieving Results](#)

A good example would be examining the process of achieving results, what were the goals/objectives and how did these deliver on the organisational strategy, how did you achieve the results and what barriers did you overcome and what was the outcome for the organisation.

PART 4: BEING AN INSPIRATIONAL LEADER

4.1 Reflective practice and ongoing commitment to personal and professional development

Part 1 of this section requires you to summarise what reflective practice means to you and how you currently make time within your schedule for reflective practice.

Pass criteria: Demonstrates self awareness and effective use of reflective practice to inform own development, evaluates the impact of personal and professional development.

Consider your own approach to reflective practice, you may want to reference theories which you apply and consider how reflective practice supports you in your development.

The [CMI Management Diagnostic](#) (either Middle or Senior Manager, depending on your role and experience) will support you in identifying what you want to develop and improve. (Please note you will need to login with your membership details to access the diagnostics.) Consider what would make a difference personally and professionally, both in your role and to your organisation.

Part 2 of this section requires you to identify 3 (THREE) things that you want to improve and/or develop further in the next 12 months.

Your objectives need to consider what knowledge, skills and experience will make the most impact to you, your role and organisation in the next 12 months. Consider what you are going to do, how you are going to achieve it and in what time frame.

Remember that development activities are not restricted to formal training courses, and may occur through day-to-day activities, including: coaching and mentoring; delegation; secondments; experiential learning, or distance learning; lectures; talks; conventions; conferences; research and reading e.g. via the internet, books, journals etc.

4.2 Role modelling good practice in management and leadership

Pass criteria: Identifies the impact of role modelling good practice in management and leadership to support others and describes how you put this into practice.

Consider what an Inspirational Leader looks like to you, why being a role model is important, maybe you were inspired by someone in your career journey. Consider what action and behaviours you demonstrate when you have inspired others and role modelled good practice.

It could be something that inspired someone else to change their behaviour based on your actions. For example, demonstrating respect and inclusivity to others in all of your interactions, or maintaining a healthy life/work balance and encouraging others to do so too. Remember anyone can be a role model, this is your opportunity to reflect on how your actions inspire others and consider how you role model good practice in management and leadership. You may want to ask your manager and/or colleagues for suggestions.

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SUBMISSION CHECK

What happens if I am over or under my word count?

- Guidance on word count is given for each section to ensure you are concise with your answers and to understand the level of detail required.
- Please do try and stick to the suggested word count or +/- 10%

Can I amend my application?

- No, unfortunately once you submit your application and sponsorship letter you cannot make any changes.

Before submitting my application

- Double check that you have completed all of the required information and have your sponsorship letter ready to submit with your application form.
- Please ensure you have not included any embedded or links to files, complete your application directly in the applicant document only

PREPARING FOR YOUR PROFESSIONAL DISCUSSION

What does a Professional Discussion look like?

- It is your opportunity to bring to life your application and to discuss how you meet the requirements of a Chartered Manager with your assessor.
- Take time to prepare for your discussion by reviewing the criteria and pass criteria for each section, the CMI Professional Standard and your application.
- Be prepared to discuss your entire application and ensure you are in a quiet area free from distractions.
- It will be recorded so that the assessor can review both the written and verbal evidence to support you becoming a Chartered Manager.
- It will be a virtual discussion, either using video conferencing or a telephone discussion.
- It will last approximately one hour, but set aside 1 hour 30 mins.

What if I have gaps in my application?

- The professional discussion is tailored to you, so that any gaps in evidence can be addressed through the discussion. If you do feel there are gaps or elements you have not been able to cover, please identify these to your assessor at the start of the discussion.
- Once you have submitted your application, ensure you review the assessment criteria, grading descriptors and your application so that you can fully prepare for your professional discussion.

How long will it take from submitting my application to confirming a date for my Professional Discussion?

- It should take approximately 7-10 days to confirm a date that is mutually convenient.

YOUR RESULT FOLLOWING THE PROFESSIONAL DISCUSSION

You should receive your result **within 2-3 weeks**, however to ensure our assessment is fair and consistent we randomly sample a proportion of assessments for moderation. You will be notified if this is the case and receive updates throughout the process and once this has been completed.

GLOSSARY OF KEY TERMS

Area of Responsibility	You should cover the people and activities you are responsible for, the size of your team, (both direct and indirect reports), key projects and/or actions you and/or your team are responsible for. Focus on the key areas you are responsible/accountable for and ensure you consider how you work in collaboration with others to achieve outcomes.
Level of Authority	Is the scope of and limits on the authority that you have as a manager or leader within your organisation. For example, the decisions you can make, the budget you have to manage and the resources you are able to use and allocate.
Competence	Is how good you are at something. How can you demonstrate this?
Confidence	Is how good you think you are at something.
Outcome and Impact	<p>Outcome is linked to specific objectives for an action or project, for example we achieved our goal of keeping within budget.</p> <p>Impact is further reaching, for example we stayed within our budget which meant that the team were given a bonus. This meant that there was a sense of achievement for the team and employee engagement and motivation increased.</p>
Reflective Practice	Is thinking about (reflecting on) what you currently do and/or have done. It also enables you to identify and decide what you would do differently next time.
Being an Ethical and Inclusive Leader	Requires you to do the right thing, at the right time, and for the right reasons.
Inspirational Leader	Requires you to be a role model, to lead with fairness and consistency, inspiring future leaders with authenticity and openness.
Difference between theory, experience and behaviour	<p>Theory is knowledge of an approach, usually a researched and published explanation of how something might work in practice.</p> <p>Experience is something that has happened to you, it could be a project you led, an idea you implemented or experience of leading teams.</p> <p>Behaviour is the way in which you act or react in a given situation.</p>
Degree subject	If you are applying as you have a degree in management subject, we will consider: Business, Management, Leadership in the title or at the core of the qualification.