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| **BEHAVIOURS** | | | | |
| **Assignment 1**  **Seeks out best practice** | | **Assignment 1**  **Understands organizational context** | **Assignment 1**  **Understands organizational context** | **Assignment 1**  **Understands organizational context** |
| 1.You continually assess the internal & external environment to identify research, trends, innovation & opportunities for CI which you translate into process improvements & drive forward the CI agenda. 2. You use best practice from a range of external sources in order to offer guidance on benchmark performance levels. 3. You engage with CI experts from all sectors in order to understand emerging thinking & use this to develop CI capability.  4. You lead the design of information flows to ensure the right information is available at the right time and place to identify improvements. | | 1. You pro-actively maintain full understanding of the organisation you work for and how CI can help the organisation achieve its purpose. 2. You take time to understand the stakeholder environment & work in partnership to ensure CI is embedded. 3. You create & drive clear plans for delivering change that span your area of accountability & take into account wider stakeholders; recognising the potential knock-on impact of actions in one area on another, minimising operational risk delivery.  4. You champion management of organisational intelligence to ensure information is available at the right the place and time to inform improvements. | 1. You are proactive in obtaining a clear understanding of the operating environment including the vision, drivers, structure, services, & customers, legal & regulatory framework. 2. You research trends, links, obstacles opportunities & risks throughout the organisation, critically evaluating the results & using the insight as the basis for the CI strategy & plans. 3. You build & maintain relationships with stakeholders, to understand their challenges & priorities in order to shape & adjust the CI strategy & deliverables. 4. You ensure CI is aligned with other change initiatives, monitoring progress & resolving any blockages to happening CI in practice; recognising the potential knock-on impact of actions in one area on another, minimising operational risk delivery. | 1.You are consistent in ensuring full understanding of the priorities of your organisation, the regulatory & legal framework within which changes are made & the external bodies & agencies that influence organizational activities. 2. You take time to understand the supply chain & work collaboratively on improvements. 3. You operate with integrity, impartiality, displaying sound personal & ethical values & acting within the organizations values & rules. You show sensitivity & respect for the beliefs of others.  4.You remain aware of the environment in which you operate, in order to identify improvement opportunities |
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| **Assignment 2**  **Acts as change leader** | | **Assignment 2**  **Champion & Leader** | **Assignment 2**  **Champion & Leader** | **Assignment 2**  **CI expert as champion** |
| 1. You persist in the face of adversity & bureaucracy to remove barriers across boundaries or other artificial demarcations to find ways round or through a problem. 2. You make decisions based on fact, applying advanced statistical modelling to analyse & interpret a range of financial & non-financial to inform CI strategy, policy & delivery. 3. You make complex & ambiguous ideas clear, so other people can confidently join in debate & discussion without having to guess, interpret or make assumptions. 4. You work to addresses any 'knowing – doing' gap. | | 1. You create CI communities who have a sense of team spirit, shared ownership & common purpose.  2. You consistently lead by example acting as a role model for continuous learning, showing interest in new ideas & opportunities.  3. You help others to stay motivated, positive & focused & provide formal & informal development. 3. You operate with integrity, impartiality & sound personal & ethical values & within the organisation’s values, rules & norms & show sensitivity & respect for other people’s feelings, cultures & beliefs. | 1. You take measures that ensure a culture of CI is embedded empowering others to make decisions & encourage their commitment to & engagement with CI & challenging behaviours that do not support this way of working. 2. You consistently lead by example acting as a role model for continuous learning, showing interest in new ideas & opportunities & giving formal & informal development support.  3. You encourage an open and learning culture  4. You operate with integrity, impartiality & sound personal & ethical values & within the organisation’s values, rules & norms; showing sensitivity & respect for other people’s feelings, cultures & beliefs. | 1.You work with colleagues to champion employee participation in change, helping colleagues throughout the organisation understand the need for & benefit of CI & the role they play; & providing clear rational for CI as a way of working. 2. You help project teams & individuals to understand the application of tools & techniques that can help them identify & deliver improvements. 3. You proactively seek opportunities to broaden & improve your understanding of CI & share this with colleagues; adapting communication approaches to meet different stakeholder needs. 4. You work ethically & with integrity, recognizing & responding to unique stakeholder needs. |
| **Assignment 3**  **Acts as CI champion** | | **Assignment 3**  **Delivering improvements** | **Assignment 3**  **Operational context for change** | **Assignment 3**  **Makes informed decisions** |
| 1. You use leadership & professional expertise to develop the application & understanding of CI, working with other members of a senior team to develop a CI culture & embed CI within employees’ core activities. 2. You act as subject matter expert for CI. 3. You act as CI champion & offer constructive challenge to those engaged in CI strategy & deployment. 4.You plan for different learner requirements & preferred learning styles in order to devise & deliver CI training that engages the & informs participants. | | 1. You proactively seek insight to identify change initiatives that help deliver strategic imperatives & successfully addresses complex problems, resulting in innovative & value adding solutions. 2. You use statistical analysis to review data & information to provide meaningful & accurate insight that can indicate an area for improvement. 3. You offer constructive challenge to the work of others to ensure certainty over the costs & benefits to be derived from change projects & programs. | 1. You ensure the links between the organisations purpose and improvement initiatives are clearly understood.  2. You ensure accountabilities and responsibilities for improvement are embedded in the way work is done.  3. You ensure information needs are understood and met.  4. You develop lines of communication that enable and encourage learning. | 1. You apply effective verbal & numerical skills using appropriate communication channels & methods to ensure facts, ideas & progress are understood.   2. You proactively gather & assess information to identify areas for improvement taking ownership for the accuracy of information used. 3. You speak up & offer constructive challenge appropriately. |
| **Assignment 4**  **Works in partnership** | |  |  |  |
| 1. Evidence that you develop networks of contacts & foster relationships to enable you to work in partnership & add value to the organisations ability to deliver best practice CI. 2. Show that you work with & influence external organisations to implement cross cutting CI initiatives that unite stakeholders in delivering more effective & efficient services.  3. Show that you actively develop relationships & alliances with counterparts & communities of best practice to further their understanding of CI & develop your knowledge. | |
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| **UNDERPINNING KNOWLEDGE** | | | | |
| **Assignment 1**  **History & development of CI** | **Assignment 1**  **History & development of CI** | | **Assignment 1**  **History & development of CI** | **Assignment 1**  **History & development of CI** |
| 1. Discuss the history & development of CI . Three 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota.  2. Discuss the basic principles of TQM, lean, six sigma & systems thinking, compare & contrast the differences between them. | The history & development of CI including;  a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota. b) Basic principles of TQM, lean, six sigma & systems thinking with the differences between them discussed. c) Distinguish between incremental, step & transformation change & how they would align within an organization seeking to improve performance.  d) Digital service design | | The history & development of CI including;  a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota. b) Basic principles of TQM, lean, six sigma & systems thinking with the differences between them discussed.  c) Digital service design | The history & development of CI including;  a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota. b) Basic principles of TQM, lean, six sigma & systems thinking with the differences between them discussed. c) Distinguish between incremental, step & transformation change |
| **Assignment 2**  **Enabling CI** | **Assignment 2**  **Organizational Intelligence** | | **Assignment 2**  **Enabling CI** | **Assignment 2**  **Principles of change management** |
| 1. Distinguish between CI, change & transformation & how they align.  2. Key elements of a CI culture.  3. Impact of an organisations culture on CI.  4. Organisational enablers for CI & how to align them to ensure employees can engage in change.  5. Key principles of managing the life-cycle of organizational data & information to ensure it is a useful & meaningful resource for CI. | 1. Key principles of managing the life-cycle of organizational data & information to ensure it is a useful & meaningful resource for CI.  2. Meaning and use of **BIG DATA** | | 1. The key elements of a CI culture.  2. Creating learning organizations.  3. Leadership skills required in an organization that practices CI. | 1. The difference between projects & programs.  2. Scoping change projects 3. Different approaches for managing change projects & programs.  4. Management of operational & project risk during periods of change & tools to manage change including FMEA. 5. Theories on human responses to change.  6. understanding why change fails |
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| **Assignment 3**  **Strategic change** | **Assignment 3**  **Change environment** | | **Assignment 3**  **Leading change** | **Assignment 3**  **Voice of the customer** |
| 1.Principles of managing change within an operational environment; a) Planning & forecasting for change  b)strategy deployment  c) Basic principles of change management d) Financing aspects of change - budgeting, ROI, quantifying benefits e) Sustaining organizational change f) Balancing operational risk with the activities of an empowered workforce g) Balancing organizational priorities with the demands of change  h)The advantages & disadvantages of performance measures to drive improved performance  i) Benchmarking  k) Managing the dichotomy between what service users want and what can be provided  2. The future of digital services | 1. Strategy deployment. 2. Different approaches for managing change projects & programs including Prince2, PDCA, Agile. 3. Approaches to the management of operational & project risk during periods of change. 4. The management of people’s response to change including theories by Kubler-Ross, Kotter, Lewin  5. The concepts of Benefits forecasting & tracking for CI at project and strategic levels.  6. The role of HR & finance in benefits tracking. 7. Key elements of effective communications during change. | | 1. The principles of managing change within an operational environment;  a) Strategy deployment  b) Aligning different types of change  c) Financing aspects of change - budgeting, ROI, forecasting potential benefits  d) Sustaining organizational change  e) Managing risk during times of change  f) Forecasting and managing change resource  g) Approaches for balancing resources for change with the resources required for BAU.  h) Managing the dichotomy between what service users want and what can be provided | 1. Why it is vital to understand the voice of the customer. 2. Various approaches to capturing, categorizing & defining customer requirements, including CTQ, QFD & KANO. Talk about the benefits & drawbacks of at least 3 of these different approaches.  3.The use of emerging technologies in customer engagement |
| **Assignment 4**  **People & change** | **Assignment 4**  **Acting as coach & mentor** | | **Assignment 4**  **Monitoring & measuring success** | **Assignment 4**  **Principles of data collection & analysis** |
| 1. Motivation of staff.  2. Coaching & mentoring skills.  3. Theories that explain how organizations & individuals learn.  4. Forming high performing groups  5. Human response to change &  how to improve ownership of change. | 1. Coaching & mentoring skills. 2. Theories that explain how organizations & individuals learn. 3. Principles behind design of training to ensure learning outcomes are met.  4. Undertaking skills assessments for CI. | | 1. Approaches for aligning & measuring organisational success & how this aligns with CI. Include; EFQM; scorecards, strategy deployment. 2. Pros & cons of using targets to drive performance. | 1. Data types including quantitative & qualitative data; discrete & variable.  2. Different types of sampling & how data quality is assured.  3. data collection plans 4. Calculating sample size. 5. Detail the measures used for a value stream map. 6. Cost of poor quality |
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| **Assignment choice 5**  **Advanced change tools** | **Assignment 5**  **Advanced change tools** | |  | **Assignment 5**  **Context for change** |
| 1. Types of data including quantitative & qualitative data; discrete & variable data. 2. Determining sample size. 3.Theory & practice of; a) Hypothesis tests  b) Control charts for different data types c) Gage studies  d) QFD e) Inventive problem solving f) Laws of lean g) Design of experiments h) Regression i) Forecasting & balancing supply & demand 4.Creative, innovative & disruptive thinking. | 1. Types of data including quantitative & qualitative data; discrete & variable data.  2. Types of sampling & how data quality is assured.  3. Determining sample size.  4. Theory & practice of;  a) Hypothesis tests  b) Control charts  c) Gage studies  d) QFD  e) Inventive problem solving  f) Laws of lean  g) Capability and confidence intervals  5. Discuss 'cost of poor quality' & ways in which it could be measured. | | 1. How CI initiatives & strategies link to organizational strategies. 2. Theories of organizational culture, the impact of culture on embedding continuous improvement & delivering change & the characteristics of a culture conducive to CI. |
|  |  | |  | **Assignment 6**  **Communications** |
| 1. Methods of communication & how to communicate effectively during times of change. 2. Barriers to effective communication & how they may be overcome. |
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| **APPLIED KNOWLEDGE** | | | | |
| **Assignment 1**  **Embedding CI** | | **Assignment 1**  **Leading change projects** | **Assignment 1**  **Leading strategic & tactical CI** | **Assignment 1**  **Change & project management** |
| 1. Provide a detailed example of a CI strategy you have implemented, what it comprised of & how it enabled & embedded CI as a way of working. | | 1. Provide evidence that you have aligned a CI implementation plans to strategic imperatives.  2.Describe 2 improvement projects you have led that were complex & cross cutting including:  a) Approach to scoping the work  b) Planning & management of resource  c) Managing operational delivery risk.  3. Describe a situation where you have had to balance supply & demand & associated re-deployment of employees. | 1. Provide examples of where you have planned and forecast organizational change; aligning change, CI and transformation with strategic objectives. Discuss the challenges you faced and how they were overcome .  2. Provide examples of how you have introduced methods to balance competing priorities between ‘business as usual’ activities and change.  3. Give examples of where you have budgeted and managed financial aspects of change.  4. Discuss approaches for aligning and measuring organizational success and how this aligns with CI. Include EFQM; scorecards and strategy deployment.  5. Compare the pros and cons of using targets to drive performance. | 1. Provide an example of where you have delivered an improvement project addressing issues & problems that are well defined but have a degree of complexity, delivering to time, quality & cost requirements. Outline the approach, successes & how you overcame any challenges.  2. Give examples of where & how you ensured lessons learned were shared. |
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| **Assignment 2**  **Collaboration** | | **Assignment 2**  **Culture** | **Assignment 2**  **Embedding CI** | **Assignment 2**  **Process mapping** |
| 1. Show where you have supported, influenced & collaborated with external organizations to deliver improvements; overcoming challenges to work as one. | | 1. Discuss where you have embedded CI throughout the value, changing culture to ensure CI is seen as an integral part of peoples work. Discuss the psychological barriers you overcame & how you did this, as well as tools & processes introduced. | 1. Provide two examples of when & how you have ensured that CI is embedded at every stage of the employee life-cycle. Discuss your approach, obstacles faced, how they were overcome & lessons learned. | 1.Demonstrate where you have undertaken; a) Process mapping b)Gathering / analysis of process metrics c) Analysis of the 8 process wastes  d)Analysis & levelling of flow  e) customer journey mapping 2.Discuss what you learned about the appropriateness of different types of process maps. |
| **Assignment 3**  **Influencing** | | **Assignment 3**  **Collaboration** | **Assignment 3**  **Developing a culture of CI** | **Assignment 3**  **Analysis tools** |
| 1. Give 3 examples of where you have used your knowledge, influence & expertise to change mid / senior management attitudes to CI, successfully gaining their support. | | Provide two examples of where you have worked in partnership across the supply chain to deliver improvements. Explain your role, the challenges faced, the outcome & lessons learned. | 1. Give an example of when you have developed a CI culture & CI communities, what you did the challenges you faced & how you overcame them.  2. Describe how you have managed & balanced the activities of ‘empowered’ employees with the need for operational risk management, benefits tracking & demand on resource. | 1.Demonstrate where you have applied at least 4 of the following tools explaining why you chose them, how you applied them, what you learned from using them & how this will change how you use them in future: a. Fishbone b. Brainstorming c. 5whys d. Kano analysis e. 8 wastes f. 5s g. FMEA  h. Pareto  i. mistake proofing |
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| **Assignment 4**  **Innovation** | | **Assignment 4**  **Knowledge transfer** | **Assignment 4** | **Assignment 4**  **Embedding change** |
| 1. Give 2 examples of where you have used your knowledge & experience to introduce innovative change that carried ad degree of risk & how you managed this risk. | | 1. Provide 2 examples of where you have coached & mentored employees in CI tools & techniques, the approach & outcome. 2. Provide an example of where you have developed a training program & the approach to ensuring learning outcomes would be met.  3. Describe where you have introduced an approach to capturing & sharing lessons learned & best practice. |  | 1.Give examples of where you have taken steps to embed change including;   1. Issuing or revising standard operating procedure 2. Implementing visual management 3. Delivering awareness training. 4. Introducing control charts or performance measures |
|  | | | | **Assignment 5**  **Customers** |
| 1. Explain two instances where you have gathered the voice of the customer, explaining the approach chosen & your rationale behind choosing the approach.  2. Explain tools you have used to analyze customer feedback which may include CTQ trees, Kano, QFD. |