

CMI BITESIZE PROGRAMMES CATALOGUE

2021



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ABOUT CMI BITESIZE

CMI Bitesize is a practical and completely online learning experience, made up of a collection of short programmes aligned to key Management and Leadership topics relevant in today's world - aimed at aspiring or practicing middle managers.

Our programmes are designed to equip learners with the skills and knowledge they need to support them in a current role and in career progression. Mapped against the CMI Professional Standards and Level 5 qualification learning outcomes, this mix of practical tools, case studies, checklists, videos and real world insights will give learners a better understanding of the topic.

Throughout the programmes learners are asked to complete activities to reflect on their learning. These reflections should be shared with programme leads at the provider or employer at the end of the programme, to demonstrate learning and how they plan to apply it within their organisation.

Programmes are available for three months and are supported by a three-month CMI subscription. On completion of each programme learners will receive a CMI Certificate of Achievement that evidences their Continuing Professional Development.





I absolutely love the CMI Bitesize series. We are using this to compliment some of our programmes where a full qualification is not being provided. This helps individuals to also build their confidence to lead to either a full Level 5 Award, Certificate and Diploma and eases some in gently. I am promoting these units with all our customers and I can see this growing over the next year.



Rachel Lambert *CMgr FCMI*
Managing Director
StudyFlex Ltd





Series 1:

MANAGING CHANGE



Programme 1: **Why Change Happens**

This programme aims to give you, the learner, a deeper understanding of how to approach, discuss and action changes in your work environment.

INTRODUCTION TO PROGRAMME

1. What is meant by change management?

ACTIVITY 1

2. What is PESTLE?
PESTLE analysis

ACTIVITY 2

3. Internal factors that drive the need to change in organisations
Force field analysis

ACTIVITY 3

4. What is the potential impact of change within an organisation?

ACTIVITY 4

CONCLUDING SUMMARY

Programme 2: Approaches to Change

This programme will outline several of the various models of change management available, talk through the steps and give a thorough understanding of how these models can be used to understand your own situation.

INTRODUCTION TO PROGRAMME

1. Models for managing change
 - Exploring the theory
 - Kotter's 8-step change model
 - Kubler Ross change curve explained

2. Reflecting on the theory

ACTIVITY 1

3. The role of leadership in change
 - Situational leadership
 - Action centred leadership

ACTIVITY 2

4. Engaging stakeholders in change

ACTIVITY 3

CONCLUDING SUMMARY

Programme 3: Initiating & Planning Change

This programme aims to outline the practical approaches to initiate, plan and manage change in your organisation.

INTRODUCTION TO PROGRAMME

1. The rationale for change

ACTIVITY 1

2. Planning for change
 - Beckhard-Harris change equation
 - Stakeholders - analysing power and interest
 - Porter's five forces
3. Implementing and monitoring change
 - Executing change
4. Overcoming risks and barriers
 - Managing project risk

5. Communicating change
6. Supporting others through change

ACTIVITY 2

7. Monitoring impact of change
8. Sustaining change

ACTIVITY 3

CONCLUDING SUMMARY

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Series 2:

MANAGING EQUALITY, DIVERSITY AND INCLUSION

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Programme 1: Legal & Organisational Approaches

This programme aims to give you, the learner, a deeper understanding of the impact of legislative requirements, justify the business case and approaches to promoting ED&I.

INTRODUCTION TO PROGRAMME

Defining equality, diversity and inclusion
The concept of equality, diversity and inclusion

1. The impact of legislative requirements on ED&I
Actionable change
The protected characteristics
Legal requirements

ACTIVITY 1

2. The business case for equality
Harnessing emotions and cultural movements
Overcoming diversity sceptics

ACTIVITY 2

3. Promoting ED&I to staff and stakeholders

ACTIVITY 3

CONCLUDING SUMMARY

Programme 2:

Role and Responsibilities of a Manager

This programme is designed to enable you to gain an awareness of what is expected of managers in terms of workplace ED&I.

INTRODUCTION TO PROGRAMME

Defining equality, diversity and inclusion
Equality, diversity and inclusion in the workplace

1. The role and responsibilities of a manager
Action for leaders

ACTIVITY 1

2. Language and behaviours of a manager
Managing difference
Signature traits
Challenging exclusion
Contingency planning

ACTIVITY 2

3. Leadership styles
Action centred leadership
Situational leadership

ACTIVITY 3

4. Managing individuals and teams
commitment
Challenging inappropriate behaviour
Unconscious bias

ACTIVITY 4

CONCLUDING SUMMARY

Programme 3:

Develop and Implement Plans and Reports

This programme aims to outline the practical approaches to develop and implement plans and reports to support ED&I within an organisation.

INTRODUCTION TO PROGRAMME

Defining equality, diversity and inclusion
Championing equality, diversity and inclusion

1. Developing a plan
Equality impact assessment
Effective action planning

ACTIVITY 1

2. Benchmarking as a technique
Data and information

ACTIVITY 2

3. Implementing a plan
Stakeholders - analysing power and interest

ACTIVITY 3

4. Measuring outcomes against targets
Reporting results to staff and stakeholders

ACTIVITY 4

CONCLUDING SUMMARY

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Series 3:

LEADING IN A DIGITAL AGE



Programme 1: Approaches to Managing and Leading Teams in a Digital Age

The aim of this programme is to equip managers with an understanding of the practical approaches to leading and managing teams effectively in a digital age.

INTRODUCTION TO PROGRAMME

1. How to lead a team
2. Models for leadership in a digital age

ACTIVITY 1

3. Practical approaches for managing and leading teams in a digital age.
Understanding empathy

4. Interpersonal skills for managing and leading teams in a digital age
Benefits of delegation

ACTIVITY 2

5. Role of communication in leadership

ACTIVITY 3

CONCLUDING SUMMARY

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Programme 2:

Equipping High Performing Teams with the Right Skills and Experience

The aim of this programme is to explore different skills and experiences often found in high performing teams, establishing how capabilities can be assessed and the different learning and development activities we can undertake to build successful teams.

INTRODUCTION TO PROGRAMME

1. What makes a high performing team?

ACTIVITY 1

2. Skills for the digital age
Talent management
3. Assessing knowledge and skills
4. Selecting the right learning and development activities

ACTIVITY 2

5. Coaching for development
Coaching with GROW
6. Harnessing technology for development

ACTIVITY 3

CONCLUDING SUMMARY

Programme 3:

Managing and Leading Hybrid Teams

The aim of this programme is to equip managers with an understanding of the practical steps required to monitor and meet the challenges of managing and leading hybrid teams.

INTRODUCTION TO PROGRAMME

1. How to manage and lead hybrid teams
2. Managing in new normal

ACTIVITY 1

3. Overcoming challenges leading hybrid teams
Communication
Motivating employees
4. Developing trust
Trust building behaviours

ACTIVITY 2

5. Methods for monitoring and managing performance
Conducting performance appraisals
Objective versus subjective feedback
6. Seeking feedback from others
7. Giving constructive feedback
8. Best practice for supporting hybrid teams

ACTIVITY 3

CONCLUDING SUMMARY

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Series 4:

CONFLICT RESOLUTION

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Programme 1: What is Conflict?

This programme will equip the learner to understand the types and causes, stages and impact of conflict within an organisation, so that you can identify the best way to approach a scenario when it arises.

INTRODUCTION TO PROGRAMME

1. Conflict in the workplace
2. Types of conflict

ACTIVITY 1

3. Managing conflict virtually
4. Stages of conflict
Conflict - causes, symptoms and cures

ACTIVITY 2

5. Impact of conflict on organisational performance
6. What can dysfunctional conflict lead to?

ACTIVITY 3

CONCLUDING SUMMARY

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Programme 2:

Resolving Conflict in the Workplace

In this programme, we will be exploring how to investigate and resolve conflict in the workplace - from formal to informal methods, and what to do if conflict cannot be resolved.

INTRODUCTION TO PROGRAMME

1. Why is it important to investigate conflict
2. Methods to resolve conflict
Informal
Formal
4. A zero tolerance policy
5. Undertaking a disciplinary interview
Discipline and the manager's role
6. Whistleblowing

ACTIVITY 1

3. Organisational procedures for conflict resolution
Grievance and the manager's role

ACTIVITY 2

7. Conflict situations - minor or major?

ACTIVITY 3

CONCLUDING SUMMARY

Programme 3:

Knowledge, Skills and Behaviours for Managing Conflict

This programme aims to outline the key knowledge and skills you may need in the workplace to overcome conflict.

INTRODUCTION TO PROGRAMME

1. A leader's role in managing conflict

ACTIVITY 1

2. Skills you'll need for conflict management

ACTIVITY 2

3. Having difficult conversations
4. Approaches to resolving conflict
5. Conflict mode - Thomas and Kilmann

ACTIVITY 3

CONCLUDING SUMMARY

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Series 5:

**BREXIT:
LEADING
CHANGE AND
RISK**



Programme 1: Organisational Change: What Brexit Means for You

This programme will explore what Brexit-related change may look like, its internal and external drivers, the complexities of leading organisational change and tools to approach change to achieve success and minimise risk.

INTRODUCTION TO PROGRAMME

1. Scope, context and the drivers of organisational change
What are the drivers for change?
Scope of change
Context of change for organisations from Brexit

ACTIVITY 1

2. The complexities of leading strategic change

ACTIVITY 2

3. Approaches to managing strategic change
4. Executing change

ACTIVITY 3

CONCLUDING SUMMARY

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Programme 2:

How to Manage Risk in Your Organisation after Brexit

This programme aims to analyse strategic risks that can be triggered by Brexit and to explore risk management strategies that can be used while adapting to change.

INTRODUCTION TO PROGRAMME

1. Strategic risk within an organisational context

ACTIVITY 1

2. Strategies for managing risk
Risk assessment
Contingency planning

ACTIVITY 2

CONCLUDING SUMMARY

Programme 3:

How to Develop Your Brexit Risk Management Strategy

This programme aims to provide guidance on creating a risk management framework by introducing tools and techniques for risk management and decision making.

INTRODUCTION TO PROGRAMME

1. Proposing a Brexit risk management strategy framework for your organisation
Creating your risk management framework

ACTIVITY 1

2. Tools to support a Brexit risk strategy
3. Decision-making and problem solving
4. How to make good decisions

ACTIVITY 2

CONCLUDING SUMMARY

Programme 4: How to Lead Strategic Change Around Brexit

This programme focuses on leading change - what leadership skills you will need and how to apply different leadership approaches.

INTRODUCTION TO PROGRAMME

1. Leadership skills for managing change in Brexit

ACTIVITY 1

2. Leadership approaches to your Brexit change strategy
Leadership models

ACTIVITY 2

3. Developing a change leadership proposal
4. Implementing a change programme

ACTIVITY 3

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The content in the Bitesize programme is engaging and in-depth, yet it's simple to follow, which is great because it accomodates all levels of familiarity with CMI educational pieces.



Logan Watt *CMgr MCM*
Project Manager
Fraser Watt Enterprises



Chartered Management Institute (CMI)

The Chartered Management Institute (CMI) works with business and education to inspire people to unleash their potential and become skilled, confident and successful managers and leaders.

With a wealth of practical qualifications, events and networking opportunities on offer throughout the UK and Asia-Pacific, CMI helps people boost their career prospects and connect them with other ambitious professionals in any industry and sector.

In fact, CMI has more than **90,000** people training to be better managers right now.

Backed by a unique Royal Charter, CMI is the only organisation allowed to award Chartered Manager status – the ultimate management accolade.


CMI's thought leadership, research and online resources provide practical insight on critical issues for a **160,000** plus membership community and anyone looking to improve their skills, nurture high-performing teams and help pave the way for the next generation of managers and leaders.

For more information, please visit www.managers.org.uk
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