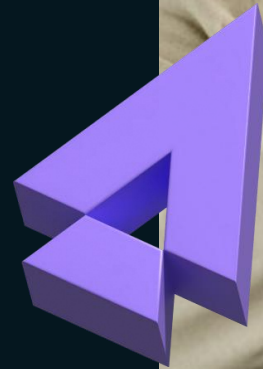


# Commercial Innovation & Change Leadership (CICL)

Level 6 Service Designer Apprenticeship



# Welcome to Estu

## Learning made simple, impactful and accessible

Estu delivers world-class learning and development that empowers you to drive meaningful change.

We work with dynamic smaller businesses, large corporates and public sector organisations, focusing on the critical capabilities needed to drive innovation and transformation.

## Why Estu?

- World-class content, beautifully delivered
- Outstanding industry leaders and academic facilitators
- Accredited qualifications and practical tools
- Exceptional, cohort-based learner experience

**"Estu delivers  
exceptional  
training courses"**

**Ofsted, March 2025**



# Grow your network

**Collaborate, innovate, and be part of our dynamic learning ecosystem for a better future**

We are proud to partner with leading brands — designing and delivering exceptional programmes that enable their teams to innovate, achieve ambitious transformations and deliver sustainable growth.

Our learners gain access to top-tier academic insights and practical knowledge from leaders driving transformation in globally influential firms.



**Bloomberg**



**groupm**

**SKANSKA**



**Smith+Nephew**



**"I would recommend Estu programmes to any business leader interested in transformation."**

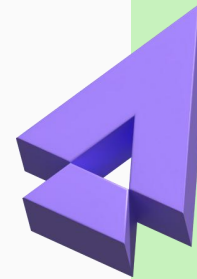
**Chris Tredget**  
Managing Director, Willmott Dixon

**"Rarely does a course surpass all expectations — this one did. Brilliant!"**

**Linda Hausmanis**  
CEO, IWFM

**"We see an increasing number of roles where the knowledge and skills gained on Estu programmes are key to our journey"**

**Claire Atkins-Morris**  
Sustainability Director, Sodexo





# Programme overview



# Commercial Innovation & Change Leadership (CICL)

## Level 6 Service Designer Apprenticeship

### **Empower teams to innovate effectively and drive transformation**

In today's fast-moving, technology-driven world, it's no longer enough to keep up. The most successful organisations are those that design for what's next.

The CICL programme equips rising leaders with the skills and mindset to lead complex change and shape services that are innovative, inclusive, and built around the real needs of customers.

Rooted in design thinking, the programme blends creative problem-solving and practical tools, from service blueprinting and journey mapping, to service prototyping, with the science of organisational psychology and strategic communication.

This customisable programme augments your organisation's talent strategy for ambitious managers and senior leaders, equipping them with the skills they now need to lead transformation and increase impact.





# Commercial Innovation & Change Leadership (CICL)

## Level 6 Service Designer Apprenticeship

### Skills gained

Advanced Service Design

Insight-Driven Decision Making

Customer Journey Transformation

Change Management

Sustainable & Ethical Practice

Technology-Driven Transformation

Effective Communication & Influence

Application of AI

### Professional qualifications

- Level 6 (degree level) professional apprenticeship in Service Design; designatory letters CGA after your name
- Level 6 CMI Award in Professional Management & Leadership
- Pathway to Level 7 CMI Chartered Manager (CMgr) or Chartered Management Consultant (ChMC) status

### Duration

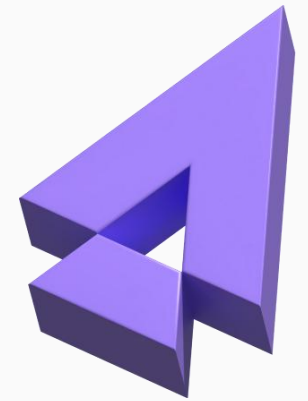
18-months plus end point assessment (EPA)

### Format

Online

### Investment

- Fully-funded: Eligible organisations can use their Apprenticeship Levy to fully cover the programme tuition fee of £15,000 per learner.
- For employers who don't qualify for the Levy, or who have insufficient Levy funds to cover further apprenticeships, the UK government will subsidise 95% of the £15,000 tuition fee.



# Curriculum

**Confidently lead transformation, navigate complex change, and design innovative services through user-centred thinking**

This apprenticeship is delivered across 18 months with an additional three to five months for end-point assessment (EPA) activity.

During those 18 months, participants will complete a minimum of 420 hours of off-the-job training, around 24 hours per month.

The programme consists of live delivery sessions scheduled on a regular day of the week, to help participants plan around their learning. Each month includes four key activities, accessible through our learning platform:

- *Week 1: Seminar*
- *Week 2: Workshop*
- *Week 3: Webinar*
- *Week 4: Impact Coaching / independent learning*

The programme is mostly online, with select in-person sessions for networking.





# Modules

**Beautifully curated modules, with coaching and AI providing personalised training in the flow of work**

## Month 1

### **Foundations of Service Design**

Discover the principles, history, and impact of service design. Learn how user-centred design transforms services across sectors.

## Months 2-3

### **Design Thinking & Innovation**

Build creative confidence using design thinking tools and mindsets. From foundational theory to advanced problem-solving, learn how to prototype, test, and lead innovation initiatives.

## Month 4

### **Customer Value Creation**

Learn how to define and deliver value for customers and stakeholders. Apply service design to align user needs, business goals, and service performance.

## Month 5

### **Leading People & Developing Performance**

Gain practical tools for motivating, coaching, and managing people through change. Learn how to lead with empathy and effectiveness.

## Month 6

### **Navigating Change to Drive Improvement**

Explore the psychology of change and learn how to lead service improvements using agile and iterative approaches.

## Month 7

### **Communicating for Impact**

Strengthen your influence through storytelling, negotiation, and stakeholder engagement. Tailor your communication style to diverse audiences.

# Modules

**Beautifully curated modules, with coaching and AI providing personalised training in the flow of work**

**Months  
8-9**

## **Research & Data in the Digital World**

Develop confidence in using qualitative and quantitative research methods to uncover user needs and evaluate service performance.

**Months  
12-13**

## **Sustainable and Responsible Service Design**

Explore how to embed ethical, inclusive, and environmentally sustainable practices into service design. Understand regulatory, legal and societal drivers.

**Month 10**

## **Project Leadership for Change & Impact**

Lead service innovation projects from discovery to delivery. Apply real-world tools to prioritise, plan, and manage transformation initiatives.

**Month 14**

## **CMI – Innovation & Change**

Complete the requirements for your CMI qualification by exploring organisational change, innovation strategy, and professional leadership.

**Month 11**

## **Advanced Service Design Techniques**

Push your design skills further with advanced approaches to prototyping, testing, and orchestrating complex service ecosystems.

**Month 15**

## **Preparing for end point assessment**

Reflect on your growth and prepare for your final assessment. Sharpen your portfolio and project for submission.

**Months  
16-18**

## **1:1 coaching & portfolio development**

# Training plan



## Month 0

### Pre-Flight

#### Eligibility checks

#### Enrolment

- LMS Bud application
- Initial assessments (BKSB)
- Skills scan
- Onboarding and welcome to your first day in learning



## Months 1-9

### In-Flight

#### Modules (Seminars, Workshops and Masterclasses)

- Foundations of Service Design
- Foundations of Design Thinking and Innovation
- Advanced Design Thinking and Innovation
- Customer Value Creation
- Leading People and Developing Performance
- Navigating Change to Drive Improvement
- Communicating for Impact
- Foundations of Research and Data in the Digital World
- Advanced Research and Data in the Digital World

#### 1-1 Coaching and assessment

#### Progress reviews

#### Personal development

#### Workplace projects and portfolio building



## Months 10-18

### In-Flight

#### Modules (Seminars, Workshops and Masterclasses)

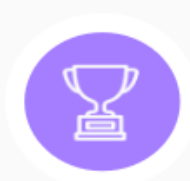
- Project Leadership for Change and Impact
- Advanced Service Design Techniques
- Foundations of Sustainable and Responsible Service Design
- Advanced Sustainable and Responsible Service Design
- CMI - Innovation and Change
- Preparing for EPA and Beyond

#### 1-1 Coaching and mock EPA assessment

#### Progress reviews

#### Personal development

#### Workplace projects and portfolio building



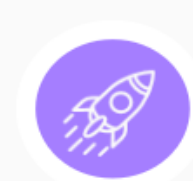
## Months 19-23

### End-Point-Assessment

#### Independent assessment with EPAO

AM1 – Work-based project with presentation and questioning

AM2 – Professional discussion underpinned by a portfolio of evidence



## Graduation Event and Ongoing Impact

#### Celebrate success

#### Measure impact

#### Develop alumni

#### Progression pathways



Gaining new knowledge, skills and behaviours through on and off the job training

## Teaching team



**Martin Dowson**  
Service Design Tutor

- Highly experienced advisor on embedding design-led change and innovation
- Previous roles include Head of DesignOps & EcoSystems at Lloyds Banking Group, and Service Design Capability Lead at NatWest. Martin is also a former Partner at Wipro Digital – leading design-led transformation programmes



**Madelaine McLaughlin**  
Service Design Tutor

- Madelaine leverages her experience as a Royal College of Art service design graduate and entrepreneur
- Accomplished innovation specialist, teaching across Estu's Skills Bootcamps and Service Designer apprenticeship



**Dr Ivan Mitchell**  
Leadership & Change Tutor

- Specialist in Organisational Behaviour and Leadership
- Teaches at the University of Cambridge and UEA
- Executive education specialist and Associate Professor



**Alasdair Craig**  
Communication Trainer

- Associate Trainer for the Centre Stage Executive Education Programmes at Shakespeare's Globe Theatre.



**Fiona Drummond**  
Communication Trainer

- Communication trainer and facilitator specialising in theatre-based techniques to enhance professional presence, effectiveness, and connection.

## Contributors

**The programme is augmented by masterclasses led by innovators and industry leaders. Meet just a few of our recent contributors below.**



**Laura Rosich**  
LEGO Group

Director of Transformation at the LEGO Group and previously the Director of Digital Innovation at McKinsey



**Chris Patnoe**  
Google

Head of Accessibility for EMEA at Google. Leading Google's efforts around the accessibility of product, people and policy



**Andrea Finegan**  
Sequoia Infrastructure  
Income Fund

ESG Board advisor to Sequoia Infrastructure Income Fund; NED of Pantheon Infrastructure PLC



**Priscila Chaves Martínez**  
Cargill

Innovation and Ecosystems Lead at Cargill. Champion for responsible innovation



## FAQs

### What's the time commitment?

The time commitment for the programme is approx. 24 hours per month. Here's how that time is generally distributed:

- **Live online teaching** – Scheduled sessions that you'll attend virtually or in person.
- **Self-directed learning and reflection** – Activities like reading, watching videos, or completing tasks within your role.
- **Personal coaching sessions** – One-on-one time with a coach on a monthly or bi-monthly basis.
- **Applied learning within your role** – Implementing and practising what you learn directly in your current job, which may blend into your normal work time.

The CICL programme has been designed to be **flexible, relevant and supportive**, so while it is a time commitment, our learners tell us it is manageable alongside and enhances busy roles.

### What is the CMI qualification?

Participants of the CICL programme earn a Level 6 CMI Award in Professional Leadership and Management, recognised internationally and offering a pathway to Chartered Manager (CMgr) status at Level 7.

### How much does it cost?

- £15,000 tuition fee per participant – **fully funded for Levy-paying UK employers**
- 95% funded for employers who don't qualify for the Levy or have fully utilised their existing Levy

### What are the learner eligibility criteria?

- Right to work in the UK
- Lived in the UK for the past 3 years
- Not undertaking any other government-funded qualification during the apprenticeship
- Able to apply learning to role

### What is the Apprenticeship Levy?

The Apprenticeship Levy was introduced in April 2017. It is essentially an additional payroll tax, set at 0.5% of an employer's annual pay bill, collected through PAYE.


The levy affects all employers with a presence in the UK, from businesses to charities to schools, regardless of sector, with an annual pay bill of more than £3 million. Groups of companies under a common ownership structure will be treated as one business.


### How does the Levy work?

The levy is set at 0.5% of an employer's gross annual pay bill. The total levy amount is collected monthly by HMRC, and the funding is then made available to employers via a digital account, through which they can pay for training for apprentices, with an approved training provider.

# Get in touch

Ready to turn ambition into action?

 Contact us: [support@estuglobal.com](mailto:support@estuglobal.com)

 Find out more: [www.estuglobal.com](http://www.estuglobal.com)

Our team will be in touch to shape the next steps and get you moving.

