



**Future Talent  
Learning**

# **Transformation & management apprenticeships**

## **Programmes prospectus, March 2026**

Our transformation and management apprenticeships help organisations build practical management, change and human-centred capability – from early careers and aspiring managers through to structured organisational improvement and broader management responsibility.

**Includes three programmes:**

**Management for Change Programme**

**Level 4 Business Analyst Apprenticeship**

**Transformational Manager Programme (Level 5)**

**Level 5 Operations Manager Apprenticeship**

**Transformational Manager Programme (Level 3)**

**Level 3 Team Leader Apprenticeship**

## Sector customisation note

**“34% of UK CEOs believe their business won’t be viable within 10 years if they don’t find ways to help their employees reinvent and transform.”**

PwC, 2025 CEO Survey

**This prospectus outlines the core transformation and management programmes.**

We also tailor curriculum examples, applied learning and sector context for different organisational environments, including **Public Sector, Financial Services and Talent functions in organisations.**

Speak with our team for sector-specific detail, or view the customised programmes at:

**[www.futuretalentlearning.com/solutions](http://www.futuretalentlearning.com/solutions)**

# Three pathways, aligned to different management and transformation needs

## Programme 1

### Management for Change Programme

#### Level 4 Business Analyst Apprenticeship

#### **Build structured change, analysis and improvement capability.**

This programme helps professionals analyse organisational problems, shape requirements, evaluate options and support successful change delivery. It strengthens stakeholder management, communication, management judgement and AI-enabled decision-making across improvement and transformation roles.

## Programme 2

### Transformational Manager Programme (Level 5)

#### Level 5 Operations Manager Apprenticeship

#### **Build management capability at scale across people, performance and delivery.**

This programme helps organisations build confident managers who can lead teams, improve performance and support change successfully. It combines practical management development with people leadership, commercial judgement and AI literacy so managers can deliver results more effectively.

## Programme 3

# Transformational Manager Programme (Level 3)

## Level 3 Team Leader Apprenticeship

### **Build stronger progression from early careers into management responsibility.**

This programme helps organisations build practical management capability from entry level through to aspiring managers. It strengthens communication, commercial awareness, project discipline and AI literacy, helping participants contribute more effectively now and step into first-line management with greater confidence over time.

## **Sector customisation note for transformation and management programmes:**

We also tailor transformation and management programmes for the **Public Sector** and **Financial Services**, as well as for **talent functions in organisations**. The customisations are based on leading sector research, and extend to the curriculum examples used, applied learning scenarios, and study group contextualisation. Speak to our team for sector-specific detail, or view the customised programmes at:

[www.futuretalentlearning.com/solutions](http://www.futuretalentlearning.com/solutions)

## At a glance

### Management for Change Programme

Level 4 Business Analyst Apprenticeship

Duration: **14 months** + EPA

Levy funding band: **£18,000**

Who it's for: **Professionals responsible for managing change, improving services, shaping requirements or supporting organisational transformation**

Time commitment: approx. **4 hours per week** + applied learning

**Includes Microsoft Azure AI Fundamentals Certification**

### Transformational Manager Programme (Level 5)

Level 5 Operations Manager Apprenticeship

Duration: **12 months** + EPA

Levy funding band: **£9,000**

Who it's for: New and existing managers responsible for people, performance and delivery

Time commitment: approx. **4 hours per week** + applied learning

**Includes Microsoft Azure AI Fundamentals Certification**

## At a glance

### **Transformational Manager**

### **Programme (Level 3)**

Level 3 Team Leader  
Apprenticeship

Duration: **12 months** + EPA

Levy funding band: **£5,000**

Who it's for: **Emerging talent, aspiring managers, entry-level employees progressing into leadership and early-career supervisors taking on first-line management responsibility**

Time commitment: approx. **4 hours per week** + applied learning

**Includes Microsoft Azure AI Fundamentals Certification**

## Skills and capabilities developed

Across the three programmes, participants build practical management and transformation capability alongside the AI, human and judgement capability needed to apply it effectively in real work.



**AI capability** - Use AI tools confidently, responsibly and productively in everyday work, workflow improvement and digital delivery.



**Technical / domain capability** - Strengthen capability in digital support, workflow automation or digital product management, depending on role and programme route.



**Human capability** - Build communication, judgement, confidence and support skills so new tools are used more effectively and responsibly.



**Management capability** - Strengthen prioritisation, decision-making, stakeholder alignment and practical leadership in AI-enabled work.



**Collaboration capability** - Work more effectively across teams, functions and organisational boundaries to support adoption and delivery.



**Transformation capability** - Improve workflows, embed smarter ways of working and support responsible adoption of AI in practice.

## The learning experience

### **Applied learning missions**

Real work challenges drive learning, with structured monthly missions linked to organisational priorities.

### **Personalised AI learning support**

Learners use Mentarri, FTL's AI learning platform, to explore ideas, practise scenarios and build confidence throughout the programme.

### **1:1 coaching**

Regular coaching builds confidence, accountability & follow-through as participants apply learning in role.

### **Peer learning and workshops**

Shared learning helps participants test ideas, hear different perspectives and learn from others facing similar challenges.

### **Neuro-inclusive design**

Flexible formats and structured support help more learners engage, progress and succeed.



**Development is designed around how adults learn most effectively at work — through applied practice, reflection, coaching and collaboration.**

## Level 4 curriculum — Management for Change Programme

The Level 4 programme builds structured management and change capability for improvement, analysis and organisational transformation work.

### Monthly Missions

1. Frame the problem and success measures
2. Define scope and priorities
3. Understand the current situation
4. Gain stakeholder insight
5. Identify root causes
6. Model current processes and services
7. Design the future state
8. Define requirements clearly
9. Compare options and trade-offs
10. Recommend the best approach
11. Govern delivery and readiness
12. Measure benefits and embed improvement

**“The world  
demands  
reinvention.”**

PwC CEO Survey 2025

## Level 5 curriculum — Transformational Manager Programme

The Level 5 programme builds broader management capability across people leadership, operational performance, commercial judgement and change.

### Monthly Missions

1. Develop yourself and your team
2. Coach, mentor and listen
3. Motivate your team
4. Influence and resolve conflict
5. Set goals and drive performance
6. Be inclusive
7. Manage risk and compliance
8. Solve problems and plan projects
9. Build stakeholder relationships
10. Deliver commercially viable projects
11. Lead change and continuous improvement
12. Evaluate and present projects

## Level 3 curriculum — Transformational Manager Programme

**The Level 3 programme builds practical management capability through real workplace challenges and everyday team leadership.**

### Monthly Missions

1. How to develop yourself and your team
2. How to manage people and relationships
3. How to be inclusive
4. How to use technology to create sustainable efficiencies
5. How to present with impact
6. How to apply people policies and procedures
7. How to manage operations and resources
8. How to analyse and solve problems
9. How to forecast and plan for the future
10. How to gather and benchmark data
11. How to review and reflect
12. How to manage change and budgets

## Live learning events

**Interactive live workshops help participants practise new approaches, deepen understanding and apply learning more effectively in role.**

### **Level 4 Management for Change events**

- How to frame and solve problems
- How to map and manage stakeholders
- How to gather better requirements
- How to map processes and services
- How to make decisions using data
- How to facilitate better workshops
- How to use AI in the workplace
- How to communicate with impact

### **Level 3 TMP sample events**

- Active listening
- AI and digital skills
- Building resilience
- Coaching
- Collaboration
- Conflict management
- Delegation
- Design thinking

### **Level 5 TMP sample events**

- Active listening
- AI and digital skills
- Building resilience
- Coaching
- Collaboration
- Conflict management
- Delegation
- Design thinking

## Shared management and human capability events

Alongside programme-specific technical events, participants also join a shared series of live sessions designed to build the management and human-centred capability needed to apply technical skills effectively in real work.

- **Active listening** - Build stronger communication and understanding in workplace relationships
- **Collaboration** - Work effectively across teams, functions and organisational boundaries
- **Feedback** - Give and receive feedback that strengthens performance and trust
- **Influence** - Influence stakeholders effectively without relying on authority
- **Effective prioritisation** - Focus effort on the work that creates greatest impact
- **Problem solving** - Use structured thinking to diagnose issues and improve outcomes
- **Building resilience** - Develop resilience to navigate pressure, setbacks and change
- **Leading change** - Support people through change and improve adoption in practice

## Live peer study groups

**Monthly coach-facilitated study groups create a structured space to test ideas, discuss trade-offs and explore how learning can be applied in real organisational contexts.**

### **Level 4 sample study groups**

- When do you stop analysing and start deciding?
- What if the business wants a decision now?
- How do you align conflicting stakeholder views?
- What if senior intuition conflicts with the data?
- Is scope creep really unclear decision-making?
- When should you recommend doing nothing?
- How do you explain trade-offs clearly?
- How do you influence without direct authority?

### **Level 5 sample study groups**

- Leading through uncertainty
- Building trust in teams
- Managing performance conversations
- Supporting teams through change
- Managing up and across
- Balancing delivery and development
- Decision-making in everyday leadership
- Building inclusive, high-performing teams

### **Level 3 sample study groups**

- Stepping up into management
- Building trust in teams
- Managing performance conversations
- Supporting teams through change
- Managing up and across
- Balancing delivery and development
- Decision-making in everyday leadership
- Building inclusive, high-performing teams

## Weekly delivery model

**Approx. 4 hours of protected learning time per week — one of the most time-efficient delivery models in the sector.**

### 50% structured learning

Self-paced learning, interactive workshops, guided exploration using AI learning tools, peer study groups and coaching support. These sessions introduce practical frameworks, tools and approaches that can be applied immediately at work.

### 50% applied learning

Participants apply learning directly to real workplace challenges through monthly missions and work-based tasks. This keeps development immediately relevant, visible to the organisation and embedded in day-to-day performance.

**Learning is designed to strengthen performance, not compete with it.**



Mon	<b>Resources</b> 1 - 2 hrs
Tues	<b>Coach Meeting</b> 1 hr
Wed	<b>Applied Learning</b> 2 hrs
Thu	<b>Applied Learning</b> 2 hrs
Fri	<b>Study Group</b> 1 hr

## Microsoft AI Fundamentals included

Future Talent Learning is a Microsoft Training Services Partner.

All learners build AI literacy by completing Microsoft Azure AI Fundamentals alongside the programme.



## Note about changes to Government funding

These programmes sit within a broader set of levy-funded AI, data, transformation and management capability pathways.

**Government guidance says funding will be withdrawn from the Level 3 Team Leader and Level 5 Operations Manager apprenticeships from September 2026.**

**As organisations review their options, it is worth noting that all FTL apprenticeship programmes build practical management and human capability alongside specialist AI, data and transformation capability.**

Speak with our team to discuss the right progression route for your organisation.

## Related programmes and pathways

These AI programmes sit within a broader set of data, management and transformation capability pathways. Speak with our team to discuss the right progression route for your organisation.

### AI for Smarter Work Programme

#### Level 3 Digital Support Technician Apprenticeship

Using AI tools to improve everyday work

Duration: **12 months**

For employees building practical AI and digital productivity skills.

### AI & Automation Management Programme

#### Level 4 AI & Automation Practitioner Apprenticeship

Improving workflows with AI and automation

Duration: **12 months**

For professionals improving workflows, operational performance or service delivery using AI and automation.

### Data for Smarter Work Programme

#### Level 3 Data Technician Apprenticeship

Building foundational data capability

Duration: **12 months**

For junior data, reporting, support and information roles

## Built for quality, credibility and outcomes

Our transformation and management programmes are designed to improve practical management capability, strengthen communication and judgement, and help organisations improve performance and deliver change more successfully.



**Ofsted rated Good (2024)**  
85% distinction rate  
100% pass rate



**Microsoft Azure AI  
Fundamentals included**



**Institute of Leadership –  
Most Innovative Training  
Provider 2024**



**Neurodiversity Smart  
Accreditation**



The learning events from FTL are a real highlight. Short, sharp and directly useful. It was a real privilege to learn from such a diverse group of experts.

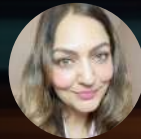
Apple



## Our faculty includes entrepreneurs, business leaders, best-selling authors and expert facilitators



**David Baker** - BBC presenter and founding editor of Wired Magazine



**Radha Bharj** - former BP exec and founder of an AI training business



**Fiona Buckland** - former Amazon exec in the early years as a startup



**Sarah Blumenau** - former actress and trainer of leading actors at RADA



**Adam Kingl** - former senior leader at Duke Education - now CEO advisor



**Robert Rowland Smith** - change consultant and CEO advisor



**Susan Kahn** - best-selling author and occupational psychologist



**Simon Fanshawe** - founder of Stonewall and best-selling author & presenter on diversity



**Henry Playfoot** - speaker & thinker on AI & business



**Shane Reidy** - former Google data and product engineer

## Speak to our team

This prospectus outlines the core programme structure. If you would like to explore sector-specific curriculum detail, applied learning examples or tailored delivery for your organisation, we would be glad to share this directly.

We typically begin with a conversation to understand:

- your organisational context
- the roles or cohorts you want to develop
- your priorities for capability building

From there, we can recommend the right programme, shape cohort options and discuss measures of success.



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