



Drive continuous change

Improvement Leader Apprenticeship
Managing Business Transformation

Invest in the skills to transform businesses

In today's fast-moving world, businesses must adapt to survive. The ability to meet complex change with confidence is no longer optional – it's mission-critical.

A culture of continuous improvement gives organisations a competitive edge in a cut-and-thrust marketplace. But how do you ensure change is embraced, impactful and sustainable?

Future-focused professionals can drive forward your organisation's transformation goals. By combining strategic insight, operational tools, and human-centred leadership, they make workplaces smarter, faster and more efficient.

Henley's Improvement Leader Apprenticeship | Managing Business Transformation programme is designed to equip learners with the knowledge, skills and behaviours needed to translate the strategic change vision into meaningful action.

By unlocking the potential of colleagues already working to solve problems, implement processes and lead improvements, employers can turn capable managers into transformative change-makers.

Key facts

Level: 6 | **Attendance:** Part-time

Length: Up to 23 months
(including end-point assessment).

Fee: £15,000*

Entry requirements: Learners are typically responsible for developing and deploying continuous improvement strategies, and for providing leadership in improvement activities.

Awards: On successful completion of the programme, employees will be awarded:

- Henley Executive Diploma in Managing Business Transformation
- Level 6 Improvement Leader Apprenticeship

*Can be funded by your organisation's apprenticeship service account.

“

Looking back, I can see how the apprenticeship has made me better at my job. I'm more analytical, more strategic, and more confident in my ability to drive improvement.

Jane Bradfield,
Program Delivery &
Rollout Leader, Nokia

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The learning experience: what to expect

Transformative skills for real results

This dynamic 23-month programme equips apprentices with the critical skills to drive change and make a lasting, positive impact on their organisation.

Turn insight into action through experiential learning

Learning on this programme is brought to life through a blend of nine structured modules and real-world application.

Apprentices are guided on each module by a dedicated learning coach who helps to turn theory into practice.

Programme Director

Dr Sinem Bulkan is a Lecturer in Leadership, Organisational Behaviour and Reputation at Henley, where she draws on both her industry knowledge and award-winning academic research to equip apprentices with effective, real-world leadership strategies.

Sinem has over a decade of experience in the business and finance sector, and has presented her work at leading academic conferences, including the British Academy of Management.

Action learning workshops give learners the opportunity to apply new knowledge, skills and behaviours in the workplace. A virtual learning environment (VLE) provides access to resources, learning coach interactions and group reflection sessions.

Inspiring workshops at Henley's Greenlands campus

At five key points during the programme, the entire cohort convenes at Henley's historic 30-acre Greenlands campus for in-person module workshops.

Designed to inspire creative thinking and foster collaboration, Greenlands campus is the ideal setting for group learning. The workshops allow apprentices to reflect on their progress, check in with coaches and tutors, and knowledge-share with apprentices from diverse organisational backgrounds.



In recent years, businesses have encountered unprecedented challenges. At Henley, we're preparing apprentices to face the unknown with confidence, by developing flexible strategies that encourage innovation. This programme gives change-makers the skills to become game-changers.

Dr Sinem Bulkan,
Programme Director



Support for success

We believe that successful apprenticeships blend academic insight and hands-on experience to deliver transformative value. With training built around real business needs, learners gain the confidence and capability to deliver change from day one.

The programme combines practical workplace experience with taught sessions, workshops, one-to-one meetings and self-study. Apprentices are actively encouraged to make development part of the day job, and apply their learning to real-world scenarios.

Tailored support from start to end

Each apprentice is assigned an apprenticeship tutor who supports them throughout their entire journey, with continuous 360-degree progress reviews. Collaborating with the University of Reading's wider support services, the tutors aid in apprentices' academic, personal, and professional development. Throughout the programme, apprentices also learn from Henley's expert academic staff and knowledge-share with a network of peers.

Apprentices are supported not just by Henley, but by their employers too. Line managers provide guidance on topics for impactful work-place projects, and help apprentices to bridge the gap between learning and doing.

Coaching that connects learning to the real world

Henley's subject specialist apprenticeship learning coaches ensure real-world relevance is embedded within every module. Apprentices engage regularly with coaches throughout the programme, receiving hands-on guidance on how to apply their knowledge to challenges in the workplace.

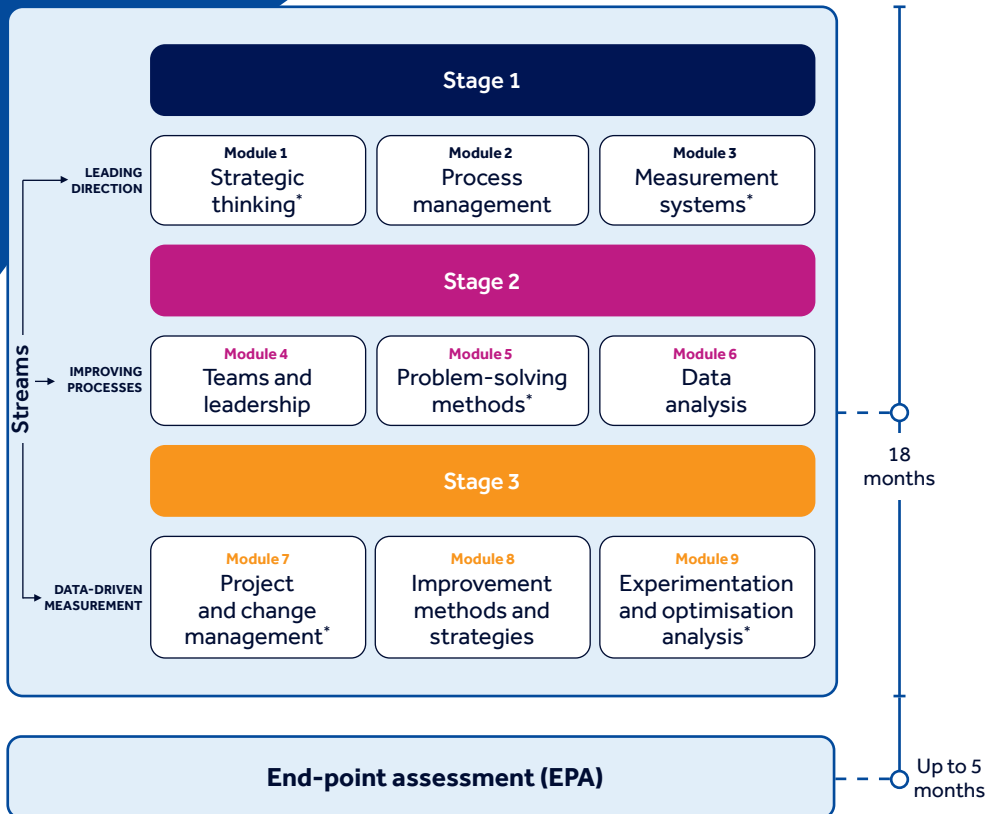
By helping apprentices to implement their newfound skills and insights, Henley's learning coaches play a crucial role in transforming potential into performance.

Growing skills with off-the-job training

Off-the-job training is a core element of every apprenticeship. Employers must provide a minimum of six hours per week during working hours for learners to develop the skills, knowledge, and behaviours essential for success.

This time can be used to tackle real workplace challenges, shadow colleagues, build their portfolio, or receive tailored learning support. It's more than a requirement; it's a valuable opportunity for growth that benefits both the individual and the organisation.

Programme structure



Programme modules

The programme is delivered over three stages. Each stage includes modules focusing on a core area of improvement and leadership: leading direction, process improvement and data-driven measurement.

Stage 1

Strategic thinking

An introduction to the core theories and techniques needed to support strategic management at a corporate level. Learners explore emerging trends, stakeholder engagement, and key behaviours for effective strategy delivery.

Process Management

Develops skills in process thinking, performance analysis, and strategy-driven improvement. Learners also build the behaviours needed to drive smarter processes and performance breakthroughs within their teams.

Measurement systems

This module gives learners the tools to measure what matters and prove the value of improvement. From cost-benefit analysis to performance metrics, they'll gain the insight and behaviours to turn data into strategic action.

Stage 2

Teams and leadership

This module covers everything from emotional intelligence and conflict resolution, to managing different generations of workers. Learners will build the skills to tackle underperformance, lead diverse teams, and develop others through coaching, mentoring, and effective learning interventions.

Problem-solving methods

A masterclass in how problem-solving, coaching, and benchmarking can boost business improvement. Learners will tackle root cause analysis, failure mode avoidance, and customer insight, while developing creative thinking strategies to drive innovation and value.

Data analysis

Unlocks the power of data to make evidence-based and impactful decisions. Apprentices use tools like Minitab for graphical and statistical analysis, and use statistical-based techniques to improve key processes.

Stage 3

Project and change management

Equips learners to lead effective projects and manage change as part of long-term business transformation. Apprentices will explore resistance to change, organisational culture, and portfolio management, along with tools to manage scope, risk, and timelines.

Improvement methods and strategies

Teaches the principles of Lean, Six Sigma, and other improvement strategies to drive continuous improvement and business transformation. It covers key topics like operational excellence, benchmarking, and the role of improvement in business planning. Learners will also explore emerging trends, align methods with organisational goals and identify gaps for improvement.

Experimentation and optimisation analysis

Builds skills in experimentation, optimisation, and simulation to deliver business benefits. Learners will assess and improve modelling approaches, guide others in using the right tools, and strengthen their organisation's knowledge of mathematical modelling.

End-point assessment

The End-Point Assessment (EPA) is a chance to demonstrate the knowledge, skills and behaviours acquired over the course of the programme.

Artefacts, case studies, examples, and outputs produced through work-based projects contribute to a portfolio of evidence submitted in the final stage of the apprenticeship, alongside a dissertation focused on improvement strategy. An assessed presentation also allows learners to illustrate the real-world impact of their work.

On successful completion of the programme, apprentices will be awarded:

- Henley Executive Diploma in Managing Business Transformation
- Level 6 Improvement Leader Apprenticeship

Why Henley?

For over 80 years, Henley Business School has developed confident and transformational business leaders; leaders who can see the bigger picture and drive their organisation forward.

NO.4 IN THE UK

OF EXECUTIVE EDUCATION PROVIDERS
FOR CUSTOM PROGRAMMES*



WE WORK WITH

**OVER 550
EMPLOYERS**

TWO CMI

OUTSTANDING APPRENTICE OF THE YEAR
AWARD WINNERS

OVER 3,500

APPRENTICESHIP STARTS

TRIPLE-ACCREDITED**

*Financial Times 2025 Executive Education custom programmes ranking 2025 **Henley Business School is triple accredited by American, European and UK awarding bodies.



Want to know more?

For individuals: Join our online Insight Sessions to meet the Henley apprenticeship team, learn about the programme, and ask questions. Visit our Apprenticeships Events page for dates: hly.ac/apprenticeship-events. To apply, get nominated by your employer, who will send you the application link.

For employers: Interested in a programme that develops leadership and management skills for strategic impact? Contact the Henley Apprenticeship Team at: AET@henley.ac.uk, or call **0118 378 4030**.

Important information

This brochure was published in June 2025 and is aimed at individuals and organisations interested in booking a Henley Business School (Henley) Apprenticeship programme in 2025/26. This brochure outlines the programmes and services offered by Henley. Every effort has been made to ensure that the information provided is accurate and up to date at the time of going to press (June 2025). However, it may be necessary to make changes to programmes following publication – for example, for operational and/or academic reasons, to reflect changes in practice or theory in an academic subject as a result of emerging research, if an accrediting body requires certain changes, or if the UK Government introduces legislation and/or public health measures that require us to make changes to any of the published information. This brochure includes typical programme content at the date of publication, but this is not intended to be construed and/or relied upon as a definitive list of the topics that will be covered. Programme content may change due to developments in the curriculum, the research interests of staff, or the relocation of staff. To make an informed and up-to-date decision, please visit www.henley.ac.uk or contact us at apprenticeships@henley.ac.uk for the latest information before applying to study.

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