



**ACADEMY**

WHERE DIRECTORS ARE MADE

# IoD Professional Development

[iod.com/training](https://iod.com/training)

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# Director Competency Framework

The Director Competency Framework is an important tool for directors and boards, defining the distinct and wide-ranging competencies required for effective leadership. By placing knowledge of finance and business strategy on the same level as ethical decision-making, effective communication and the encouragement of diverse views, the framework sets the standard for professional practice for directors, in a clear and digestible format.

The Director Competency Framework contains 15 core competencies across three dimensions:

- Knowledge:** the director's understanding and appropriate application of essential practical and theoretical information.
- Skills:** the expertise that a director brings to the role.
- Mind-set:** the attitude and disposition that shapes a director's responses and behaviour.

## How does it work?

Directors use the framework as a trusted resource to gauge how they are performing, as well as a blueprint for great organisational leadership and success. Competencies can be achieved through a combination of experience and informal learning, alongside formal training and IoD qualifications.

## Use the framework to...

- assess yourself to identify strengths and define areas for improvement
- undertake continuing professional development
- plan your learning to meet your career goals
- measure performance
- evaluate your board to review its performance and the balance of competencies
- structure recruitment, selection and succession planning for boards



Find out more [iod.com/competency-framework](http://iod.com/competency-framework)

“The knowledge, skills and mind-set which were embedded through the modules have been invaluable to me and to the business over the past 12 years. The ability to act and behave with confidence, in the knowledge that I am following best practice, is a great asset.”

**Andy Leask**, Director, Innovanty

# Why choose the IoD?

## Grow as part of a community of inspiring leaders

From our flagship Chartered Director programme, representing best practice for directors in today's businesses, through to learning opportunities that encompass bite-sized CPD content, the IoD has learning and development programmes to suit every schedule, budget and goal. So whether you're working towards your first senior management position, or are ready to take the next steps towards becoming a Chartered Director, you can open the door to a network of like-minded peers who want to better themselves in 2020.

## Why choose training from the IoD?

- Learn the craft of leadership from business professionals whose talent and ability has been proven in the marketplace
- Leave the classroom behind and experience an interactive workshop approach with real-world case studies, practical examples and tried-and-tested scenarios
- Gain relevant and functional knowledge that can be applied immediately on your return to work
- Network during and after your training with like-minded business leaders from a range of regions, sectors and organisations

## What will you get?

- Focused peer-learning in groups of fewer than 20 delegates
- Access to the IoD Academy on the web platform and via the app for the duration of your course
- Complementary course materials accessible on your phone, tablet, laptop or desktop – allowing you to learn whenever and wherever suits you
- Dedicated support from your local IoD hub and the professional development team throughout your training
- Track and log your CPD online with the IoD Academy and share this with other organisations

# IoD Digital Academy

As an attendee of our training programmes, your IoD Academy access will be boosted by digitised course content, relevant exam support, mock papers for assessed courses, and much more.

## Why access the Digital Academy?

- 1 Identify areas of growth**  
Understand your development needs with the IoD's Director Competency Framework – our comprehensive self-assessment tool
- 2 Test your knowledge**  
Prepare for your course or qualification with pre-reading, course materials, exam-style questions and webinars
- 3 Track your progress**  
Use the interactive CPD tracker to log and monitor your own education, helping you gain a holistic overview of your personal progress, which can be downloaded and shared with other organisations



## Open courses

IoD open courses are designed from a director's viewpoint, covering the wide spectrum of roles, responsibilities and leadership skills essential for success in today's evolving business landscape. They are an ideal forum for meeting other senior leaders and expanding your professional learning.

'Open' refers to the accessible nature of the training, available to all IoD members, non-members and guests. To find out more about a bespoke training option created specifically for you and your board, please see page 12.

We can deliver any of these courses in-house, tailored to your organisational needs.

### 1 **Role of the Director and the Board\*** Two days

This is an essential introduction to the role, duties and legal responsibilities of a director and the workings of a board. The training offered within this course will help you to examine your own professional liabilities, the board's role in corporate governance, and learn how to improve board effectiveness.

[iod.com/rdb](http://iod.com/rdb)

### 2 **Finance for Non-Finance Directors\*** Three days

This course, designed specifically for non-finance directors and senior managers, will demystify the world of finance, helping you to assess the financial health of your organisation in the context of its strategic objectives. Evaluate business plans with confidence, question financial information and contribute more effectively to boardroom decision-making.

[iod.com/ffd](http://iod.com/ffd)

### 3 **Strategy for Directors\*** Three days

Strategic planning is essential for every board of directors. Explore the relationship between strategy, governance and risk and learn how to use tools and frameworks that support strategic thinking and decision-making to create, implement and future-proof your organisation's strategy.

[iod.com/sfd](http://iod.com/sfd)

### 4 **Leadership for Directors\*** Two days

This course will help you to brush up on the latest leadership techniques based on real-world leader examples and learn how to create influence, stakeholder engagement and impact, with an opportunity to reflect on and explore your own leadership style.

[iod.com/lfid](http://iod.com/lfid)

### 5 **Role of the Chair** One day

The chair has a critical influence on a board's style, composition, balance and performance. This course provides you with the knowledge, skills and tools to be an effective chair and successfully lead and develop a board. It gives you an opportunity to review your role and update yourself on current good practice.

[iod.com/rcc](http://iod.com/rcc)

### 6 **Role of the Managing Director** One day

This course examines the relationship between the managing director and the board of directors. It also deals with the managing director's accountability, authority and constraints and will enable you to assess your performance and plan your development. Share individual experiences with other managing directors and take away practical insights.

[iod.com/rmd](http://iod.com/rmd)

### 7 **Role of the Non-Executive Director** One day

This course is designed to equip you with practical skills to prepare for a non-executive director role, raise your profile and add real value in the boardroom. Incorporated into the course is an evening drinks reception with a high-profile, portfolio NED guest speaker and head-hunter. Build your portfolio career with networking and advice from experienced non-executive directors.

[iod.com/rnx](http://iod.com/rnx)

### 8 **Role of the Finance Director** One day

As the role of the modern finance director continues to evolve, learn how to balance the demands of this crucial and complex role. Gain a clearer insight into your boardroom responsibilities, how to fulfil them effectively and how to improve your personal contribution.

[iod.com/rfd](http://iod.com/rfd)

### 9 **Role of the Company Secretary** One day

This provides a practical overview of the company secretary's duties and responsibilities combined with the essential knowledge required to fulfil the role successfully. It will focus on the company secretary's role in response to the Companies Act 2006 and provide an update on governance, legal requirements and good practice.

[iod.com/rcs](http://iod.com/rcs)

### 10 **Future Directors** Three days

Available as a residential or non-residential programme, this course has been designed to help nurture the leaders of your organisation. Across three days, delegates will explore, analyse and develop the key attributes of a director.

[iod.com/future-directors](http://iod.com/future-directors)

For more information visit: [iod.com/open-courses](http://iod.com/open-courses)

## IoD Expertise

IoD professional development programmes are designed and delivered by directors for directors. Our faculty of course leaders and executive coaches are all expert practitioners in the fields of governance, leadership, finance and strategy. Grow your network and learn alongside the business world's top performers.

To view the full list of tutors please visit:

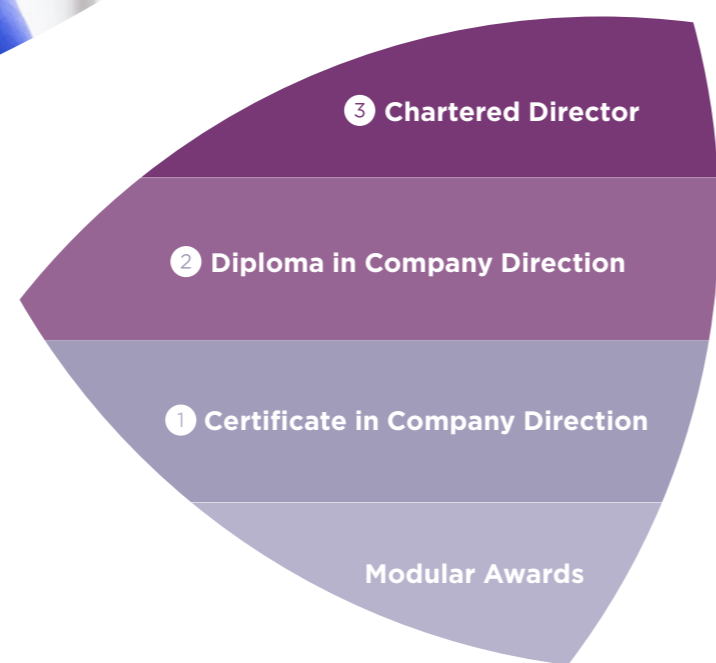
[iod.com/training/iod-approach/expert-practitioners](http://iod.com/training/iod-approach/expert-practitioners)

“My experience of the Accelerated Certificate programme was probably the best learning week of my career so far, so clearly it comes very highly recommended.”

**Bernard Grenville-Jones CDir, MD, Activate Learning**



\*These modular courses are part of the Certificate in Company Direction and can be taken individually or as part of the Certificate.



## IoD qualifications

Advance your career and gain professional recognition with the Chartered Director programme. As a long-established professional awarding body, the IoD is the only institute in the world to offer this internationally-recognised qualification designed by directors for directors under Royal Charter.

### 1 Certificate in Company Direction

#### Chartered Director Stage 1 SCQF Level 9

Explore the characteristics, mind-set and behaviours of a boardroom executive and learn what it takes to become an outstanding leader.

Using a practical approach, each of the four Certificate in Company Direction modules will equip you with the knowledge and skills needed for effective performance, covering the key areas of governance, leadership, finance and strategy. You will explore different business aspects first-hand by meeting course leaders and delegates from a mix of sectors and hear different perspectives, helping to broaden your understanding of your role.

For more information visit [iod.com/certificate](http://iod.com/certificate)

#### Accelerated Certificate in Company Direction

Five-day intensive residential course

This intensive residential course for experienced directors is designed to fit around your schedule, enabling you to be more effective in your director role in just five and a half days.

Practical learning, enhanced by real-life scenarios and peer collaboration will provide you with the essential knowledge and skills for immediate application and maximum impact.

As this course is condensed into five days, all parts of the course are mandatory and pre-course reading is required. Prior knowledge of Finance is recommended.

“50 days into my new role as CEO of a private company – this course was invaluable/excellent!”

**Steve Kaye**, CEO, UK Water Industry Research

### 2 Diploma in Company Direction

#### Chartered Director Stage 2 SCQF Level 11

Building on key insights from within the Certificate programme, this three-day course provides a unique opportunity to apply the principles covered in Stage 1 by acting as a board member in a ‘real’ organisation facing a variety of typical issues. Gain hands-on experience of risk and crisis management, strategic decision-making and board performance in a realistic but safe and supportive environment.

Learn how to evaluate and improve the performance of your board, its committees and individual directors through personal study and group work.

For more information visit [iod.com/diploma](http://iod.com/diploma)

### 3 Chartered Director

The benchmark of excellence

Chartered Director is the professional qualification for directors and recognises the high standards and capabilities that are needed for ensuring that the profession of ‘director’ is understood and placed at the heart of organisational life.

The qualification comprises of three stages which assess your practical experience as a director: an application, a portfolio of experience and a formal interview conducted by two Chartered Director interviewers.

The assessment is based on five key areas which are central to organisational direction and governance:

- Vision, purpose, values and ethics
- Strategic thinking and stakeholder management
- Delegation to management
- Discharging your duties as a director and as a competent member of a collective and responsible body
- Exercising effective and accountable leadership

To find out more on eligibility and how to apply visit [iod.com/chartered](http://iod.com/chartered)

“The IoD Chartered Director programme was the ideal complement to other professional development training that I have done to date. I would recommend it to anyone seeking to become a better business leader.”

**Ian Graves CDir**, Peak Gen

For more information visit [iod.com/success-stories](http://iod.com/success-stories) where you’ll get access to exclusive case study content and insights from the Chartered Director community.



“The feedback we received from our delegates was impressive, in that they were not only enthused with the trainer’s delivery but also with the content, which surprised them. They thought there wouldn’t be the head/heart/ethical elements and more just plain cold facts. All in all, it was a very positive experience.”

**Sam Hamblin**, Group Chairman, Central Garage Group of Companies

## New programme for future directors

Succession planning and developing the next generation of directors can be a daunting task and relies on the alignment of employee ambition, company resources, finances and time. To help you nurture the leaders of your organisation, we’ve created our Future Directors course.

This course introduces senior leaders to the role of the director and enables them to gain an understanding of the effective director’s mind-set, while practising some of the key skills and behaviours that drive high-performing boards.

Designed to help your senior leaders identify the director competencies they already have, and the ones they need to develop to progress to board-level, the programme builds confidence and provides a practical foundation for future learning.

Alongside coaching from our expert course leaders and an interactive boardroom simulation, your future directors will spend time with a Chartered Director – men and women who are advocates for professional development who have learned valuable lessons to share with those on a pathway to a directorship.

To find out more please visit:  
[iod.com/future-directors](http://iod.com/future-directors)



Professional  
Director  
Series

## IoD Professional Director Series

The IoD is here to help you be the best leader you can be. Whether you’ve been a director for days or decades, there is always something new to discover about the role, your responsibilities, and the business world around you. In an economy that’s changing by the day, it’s never been more important to be on top of your game with professional development.

To help you understand your role as a director, and future-proof your board and organisation, we’ve developed our Professional Director Series – bringing accessible and digestible CPD to your region on the topics that matter. The whole series – wherever you are in the UK – is mapped to the IoD Director Competency Framework, keeping your learning relevant, up-to-date and in line with your professional development ambitions. Whether you’re embarking on the Certificate in Company Direction or are a qualified Chartered Director, this CPD series is the perfect accompaniment – or refresher – to your existing knowledge.

You’ll also be part of a group of leaders from organisations of all shapes and sizes across your region, giving you the opportunity to connect, learn from each other, share your setbacks and successes, and encourage each other at the most senior level.

To find out more please visit:  
[iod.com/training/professional-director-series](http://iod.com/training/professional-director-series)

“The only way to improve the event would be to extend it! It was the best training that I have had in a decade and should be mandatory for every board member in every company. Thank you.”

**Alex Freeman**, Green Spur Renewable Limited

## Bespoke training and solutions

We believe there is no such thing as a one-size-fits-all remedy to organisational challenges. This is why our qualifications, courses, coaching programmes, and board evaluation and development services can be tailored to fit your specific needs, offering a relevant and effective solution to complex matters in senior leadership.

### In-Company



#### Tailored to you

Our courses, qualifications and development programmes can be delivered in-company or customised into a unique programme for your senior leadership team.

### Bespoke



#### Working with you

Our dedicated team of learning professionals work with you to identify solutions that are relevant to your organisational needs and build your programme from the bottom up.

### Consultancy



#### Collaborative approach

Our team works as a corporate partner to deliver integrated solutions to our clients' issues. Our primary objective has always been to become our clients' trusted adviser.

### Coaching



#### Inspiring coaches

We use our experience to select a team of specialist C-suite coaches with a wealth of practical board and leadership knowledge.

## Board Evaluation



#### Challenging the board

Addressing the specific issues facing your board maximises the value of the process as a learning experience, and ensures busy schedules are not impacted by lengthy processes or reviews.

Get in touch with our in-company team to discuss how our bespoke services can be tailored to your organisational needs

Phone  
**+44 (0)20 7766 8845**



#### Did you know?

The IoD delivered in-company training in more than 40 countries over the last three years

## Get in touch

Begin your development journey with advice from our experts who will help you find the right path for you and your organisation.

Contact our professional development team for more information or to book your course:

Email  
**developing@iod.com**

Phone  
**+44 (0)20 7766 2601**

Website  
**iod.com/training**



## Boost your development with IoD membership

Be part of an innovative learning experience that's setting standard for directors everywhere. Harnessing over a century of leadership expertise, learning is at the heart of the Institute of Directors. The IoD is designed for business leaders who want to seek knowledge, become inspired and connect with the best in British business. When you become a member of the IoD, you become part of a dynamic community of over 30,000 leaders across the UK and worldwide. Whatever your background, become a director with the power to drive your company forward.

#### Membership includes\*:

- Four one-to-one sessions with a specialist for independent and confidential business advice
- Unlimited access to our powerful learning tools including bite-sized CPD content, articles, podcasts, webinars and videos via the IoD Academy app and website
- 25 business research sessions with our award winning Information and Advisory Service
- 25 calls to our expert legal helpline for confidential advice, on a vast range of issues
- 25 enquiries to the tax helpline, for both business and personal reasons
- Access to expert online resources including factsheets, reports and e-news
- Subscription to *Director* magazine – print and tablet versions

- Discounted rates on IoD professional development courses
- Opportunity to attend 900+ events on a wide range of subjects across the country
- Access to our Policy Voice survey platform to help shape business agendas in the UK and beyond
- Up to 35% discount on leading liability insurances, providing protection and peace of mind for directors

Email  
**membership@iod.com**

Phone  
**+44 (0)20 7766 8888**

\*Please note that there are different membership grades, all of which have varying benefits and costs. Please go to [iod.com/membership](http://iod.com/membership) for more information on each membership type and the associated benefits you'll receive.

## **Raising the bar**

Be part of an innovative learning experience that is setting the standard for directors and business leaders everywhere. The Academy exists to help you become a confident and skilled director with the power to shape your future and drive society forward, whatever your background or industry.

Learn the craft of leadership from experienced business professionals whose talent and ability has been proven in the marketplace, with practical insights that academic study can never match. Your fellow learners are all leaders too, so you'll grow your network alongside the business world's top performers.

Whatever stage you've reached in your career, you can expand your business knowledge, perfect your skills and develop the mind-set of a true leader with personalised learning — all focused around the Director Competency Framework.

Contact us for a personalised, independent development review for yourself or your board.

### **Phone**

+44 (0)20 7766 2601

### **Email**

[developing@iod.com](mailto:developing@iod.com)

### **Website**

[iod.com/training](http://iod.com/training)

