

IoD Scotland Director of the Year Awards 2021

Here is an outline of the questions. When you are ready to start your Entry, please go to

<https://directoroftheyear.awardsplatform.com/>. Any questions? awards@firstcityevents.co.uk 07483 812596

DIRECTOR DETAILS

You are first asked to complete a brief section on personal and organisational details, followed by business financials (turnover and profit) for the past two years and forecast figures. The IoD recognises that 20/21 financials are likely to be unrepresentative of usual trading patterns. Financials are only one part of criteria being assessed by the Judging Panel.

GENERAL CRITERIA FOR ALL CATEGORIES

There are six General Criteria questions and two category-specific questions. If entering more than one category, you can replicate your General Criteria answers.

Please refer to the IoD competency framework when completing your application. The framework is available here:

<https://www.iod.com/training/iod-approach/iod-competency-framework>.

Performance as a Director

1. **Knowledge:** Please give evidence of how you have applied your director knowledge to perform effectively in your role as a director. Please refer to all four knowledge competencies. *(250 words maximum)*
2. **Skills:** Please give evidence of how you have successfully used your director skills in your role on the board. Please refer to all six skills competencies. *(250 words maximum)*
3. **Mindset:** Please give evidence of how you have brought an appropriate director mindset to the delivery of your role. Please refer to all five mindset competencies. *(250 words maximum)*

Executive Summary & Company Performance

1. Briefly describe your organisation's purpose and activities; what makes your business exceptional and how you have contributed to the success, growth and profitability of your organisation? *(350 words maximum)*
2. What is your vision for the future of your organisation over the next 3-5 years and how do you personally intend to drive your business forward? Can you give examples as to how you ensure that this is reviewed and communicated to staff? *(350 words maximum)*
3. What practices and processes have you put in place to ensure that you acquire, grow and embed skills and knowledge in your organisation? *(350 words maximum)*

AWARD CATEGORIES 2021

Director of the Year – Agility & Resilience *new for 2020/21*

This award recognises a director who has demonstrated determination, resilience and good leadership throughout the pandemic and tackled challenges head-on – who went 'above and beyond' during 2020. Examples may include transforming your own operation or adapting your offering for new or existing customers, thus allowing your and/ or their business to survive and be ready to face and take advantage of future trends.

1. Please provide a brief description of the transformation, remodelling or revolution of your operation, or of a product or service, and why the events of 2020 caused this change. Please give details of how this change has strengthened your business and delivered competitive advantage through tangible and quantifiable results and/or improved overall financial performance. *(400 words maximum)*
2. Please provide examples of how your role has supported the business in remaining resilient through strong leadership and how you have supported employee mental health and wellbeing. *(400 words maximum)*

Director of the Year – Large Business

Judges will look at how financial targets and KPIs have been met/exceeded, innovation, the vision for growth, sustainability, evidence of good corporate governance and the leader's understanding of key challenges, customers and the changing business landscape.

1. Please demonstrate how you have successfully overcome challenges, including the additional challenges relating to Covid-19, to drive forward your business plan and exceed business objectives. Provide examples of sound business and financial planning, staff support, involvement and motivation to meet business objectives and a clear plan for future growth of the organisation. *(400 words maximum)*
2. Please provide examples of your contribution to board composition including identifying any gaps in board competency and how you have fostered meaningful engagement with your stakeholders. You should also include details of board accountability policies and procedures. *(400 words maximum)*

Director of the Year – Small Medium Business (SME)

This award will go to the business leader that can show outstanding initiative, boldness and imagination in enterprise, sustainability, as well as sound management practice, good corporate governance and commercial success.

1. Please demonstrate how you have successfully overcome challenges, including the additional challenges relating to Covid-19, to drive forward your business plan and exceed business objectives. Provide examples of sound business and financial planning, staff support, involvement and motivation to meet business objectives and a clear plan for future growth of the organisation. *(400 words maximum)*
2. Please provide examples of your contribution to board composition, including identifying any gaps in board competency, and how you have fostered meaningful engagement with your stakeholders. You should also include details of board accountability policies and procedures. *(400 words maximum)*

Director of the Year – Family Business

This award recognises individuals in a family business who have responded to the specific challenges that face directors in family firms, as well as the challenges of the pandemic, and who have contributed to the success of the diverse, dynamic and innovative family business sector. Emerging leaders in a family business are eligible as long as they demonstrate the right trajectory and ethos of this very important part of the private business community. The judges are looking for a leader who balances the needs and relationships of the company's owners with a desire to become more successful. Whether one family is in charge or several families work together, the business leader must have the potential to continue to grow and thrive within the current ownership structure.

1. How do you ensure that there is effective decision making across the family, taking into account management and ownership issues, conflict resolution, facilitating effective ownership of the business, balancing the involvement of family members with their skill set and those required by the business whilst above all operating in the best interests of the business and family as a whole? Provide examples of how you have contributed to good corporate governance. *(400 words maximum)*
2. What are the greatest challenges you personally face as a Family Business Director? Describe the systems you have in place to ensure ongoing professional development for you and your employees. How would you define company culture and what approaches have you taken to ensure staff support during the uncertainties surrounding the pandemic? *(400 words maximum)*

Director of the Year – Third Sector

Leadership in the voluntary sector is critical to good governance, including planning, efficiency, transparency and accountability. This award is open to directors whose organisations are charities, community organisations or social enterprises that do not generate profit for individuals.

The judges are looking for leaders that can demonstrate how to get the best out of others for the benefit of their organisation and the people/communities it serves. You will have a compelling vision and demonstrate a commitment to empowering others, inclusive decision-making, collaborative leadership, and innovative solutions to fulfil your organisational purpose and values.

The judges will also consider how you demonstrate impact in the context of your operating environment, financial sustainability and good governance.

1. Describe what you have put in place to engage with your stakeholders to ensure your strategy or vision is successful. Give an example of what you have done to improve your organisation's financial sustainability, given the additional challenges associated with the pandemic. *(400 words maximum)*
2. Describe how you support, motivate and empower the people in your organisation, creating a culture that inspires people to optimise their contribution, and highlight your key achievements of the last 12 months and the difference you have made. Describe how you have used your leadership role to promote anti-discriminatory practice and improve equality, diversity and inclusion. *(400 words maximum)*

Director of the Year – Public Sector

Leadership is critical to good public governance, including good planning, efficiency, transparency and accountability. This award is open to leaders of public services, including public agencies, national bodies and governmental departments.

The judges are looking for leaders that can demonstrate how to get the best out of others' professional expertise and their contribution to civic society. Wider considerations include how leaders have explained their societal contribution and impact to their stakeholders in the context of the environment in which they operate, their viability and good corporate governance.

Director of the Year – Public Sector (cont'd)

1. Describe the processes or programmes that you have put in place to engage with your stakeholders that have been successful in delivering your strategy or vision. This should include how you support and motivate employees and establish a positive working atmosphere that inspires people to deliver good public services. (400 words maximum)
2. Please highlight key milestones and innovations achieved in the last 12 months and demonstrable impact, including responses to the additional challenges associated with the pandemic. (400 words maximum)

Director of the Year – International

We are looking for an international business leader with evidence of credible growth and development plans in place to build further on their company success globally. The leader will operate across borders and could be in any industry sector but is likely to be gaining market share due to strong international growth from a great product or service. The company must be trading a minimum of 30% of its business outside of the country it is registered in. The Institute of Directors recognises the additional pressures in 2020 on international businesses due to the pandemic and Brexit preparations.

1. Please explain how you have increased market share, growth or expansion through international business operations, including export sales turnover and details of your plans for sustained growth. Please also give examples of good corporate governance and details of your effective leadership and management skills in international engagement. (400 words maximum)
2. Describe your activities over the past 12 months, e.g., new products launched, innovation, new markets entered, countries you trade with, E-commerce trading and how you responded to the challenges of Brexit planning. (400 words maximum)

Director of the Year – Innovation

This award recognises leaders that have achieved success through bringing an innovative and disruptive approach to their marketplace. The judges are looking for a leader that has developed an innovative and transformational idea that displays creative thinking, has beaten the competition and has been developed and applied to improve commercial performance, operational effectiveness or customer engagement.

The judges will consider all aspects of an innovative new product/service launch, including research and development, launch activity and the actual or likely commercial success of the product/service.

Key success factors will include degree of innovation, time taken to market, design process/best practice, market edge, USP, potential for growth/competition and profitability. Other factors might include job creation/ safeguarding, environmental sustainability, good corporate governance, use of teamwork, project management capability, customer delight/novelty factor and use of market research.

1. Please provide a brief description of your change, alteration, transformation, restructuring, remodelling or revolution in a product or service, including details of how this innovation has delivered competitive advantage through tangible and quantifiable results and/or improved overall financial performance. (400 words maximum)
2. Please provide examples of how your role has supported and implemented this innovation through strong leadership and management, including responses to the additional challenges associated with the pandemic. (400 words maximum)

Director of the Year – Young

Whether you have recently become a director or recently set up your own business, we want to hear about your achievements. This award recognises upcoming leaders and entrepreneurs who have operated at director level or set up on their own in the last three years.

The award recognises future leaders who are already demonstrating excellent entrepreneurship, ability, ambition and vision, as well as a recognition of the importance of good corporate governance/ company culture, and whose innovation is already generating excitement in the marketplace.

1. How have you used new ideas to generate opportunities to enhance performance or effect change that have created competitive advantage for your organisation, in the marketplace, and the impact on the wider industry (if applicable)? (400 words maximum)
2. Please give examples of teamwork/leadership and details of how you may have surpassed expectations and delivered tangible business benefits and results, demonstrating outstanding performance. Please also include key milestones you have achieved over the last 12 months, including responses to the additional challenges of the pandemic. (400 words maximum)

Director of the Year – Equality, Diversity & Inclusion

Diversity and inclusion within any business are key factors in determining organisational success. Over the years many organisations have worked hard to embrace diversity within their workplaces and create an environment where everyone, regardless of gender, sexual orientation, race or cultural background or disability, can flourish and succeed. More needs to be done to ensure that every business is inclusive, that people feel valued for what they bring to any organisation and that everyone has the same access to opportunities.

Judges are looking for examples that demonstrate that you have specific initiatives already in place to promote diversity and inclusion. These initiatives must be appropriate and relevant to your organisation and its employees. These should demonstrate:

- The impact of, and positive outcomes from, an intersectional approach (viewing personal demographics such as age, ethnicity, sexual orientation, social mobility, disability and gender in combination instead of isolation)
- Active recruitment to encourage diversity
- A voice, belonging and authenticity
- Doing things differently by incorporating Diversity & Inclusion values and behaviours, which results in a positive impact on organisational culture
- That initiatives or new practice leave a lasting legacy

1. Please give examples of initiatives that have successfully contributed to the promotion of diversity and inclusion in the workplace. What is the potential for expansion and/or inspiration for replication of the initiative? What tangible impact has this initiative had on your employees? *(400 words maximum)*
2. As part of good corporate governance how do you ensure your board are accountable for diversity and inclusion goals and how could receiving this Award be used to further promote diversity and inclusion in your region and/or industry? *(400 words maximum)*

Director of the Year – Sustainability

This award is aimed at leaders who can demonstrate how they integrate the success and smooth running of their business with a strong sense of social responsibility and corporate values and is designed to recognise the most ethical, socially responsible or green business leader in the UK.

Judges are looking for directors that are aware of the impact of their business on all aspects of society including economic, social, and environmental and your own direct and active role in this.

1. Please provide examples of how you have demonstrated commitment to the overarching vision/ strategy and to the wider sustainability agenda and how you have effectively engaged with others to drive the global climate agenda. Please include a description of the outcomes including social and economic benefits and measurable impacts. *(400 words maximum)*
2. Describe how you have promoted and delivered corporate sustainability improvements, driven the development of the green economy and led the delivery of successful sustainability programmes over the past year, including responses to the additional challenges of the pandemic , working closely with colleagues/ partners to develop and execute effective environmental initiatives. *(400 words maximum)*

Director of the Year – Non-Executive

NXDs can bring exceptional value to any organisation; their role is to provide a creative contribution to the board by providing independent oversight and constructive challenge to the executive directors on a broad range of subjects. The most important qualities are judgement, wisdom and the ability to gain respect and attention from their colleagues.

This award recognises individuals that have made a significant contribution to the organisation's strategy, impacted on the financial success of the company, demonstrated high ethical standards and promoted the practice of good corporate governance.

1. Please provide examples of how you have efficiently identified and managed risk (operational, financial or reputational), including responses to the additional challenges of the pandemic , stay up to date with company's performance and management and how you have positively engaged and contributed to the board. *(400 words maximum)*
2. Describe how you have used your leadership role to promote sustainability and to improve equality, diversity and inclusion in the organisation(s) you serve. *(400 words maximum)*

Please also include a testimonial (as an attachment) from a Board member of any Board that you are appointed to at the time of your entry.

Any questions? awards@firstcityevents.co.uk/ 07483 812596