



DIRECTOR
OF THE YEAR
AWARDS **2021**



DIRECTOR
OF THE YEAR
AWARDS **2021**

IoD Director of the Year Awards
A celebration of leadership talent, success and achievement

Categories & Criteria

MESSAGE FROM THE IoD

The Institute of Directors Awards are open for entries. One of the few cross-sector Awards programmes, it celebrates leadership talent, success and achievement.

The combination of the pandemic and preparations for Brexit meant that 2020 produced exceptionally tough operating conditions, forcing directors to reassess business models and respond at speed with bold, innovative decisions. These monumental efforts deserve recognition. Whatever your sector or organisation – whether you are a director in an established company, innovative start-up, family business, SME, NED or Third Sector – we want to hear from you.

We hope you will consider submitting an entry – remember, you can enter more than one category and entry is free.

TOP TIPS FOR COMPLETING YOUR ENTRY

Remember that the IoD is about individuals, not organisations, so your answers should be biased to what you have done, achieved or influenced. If the organisation has made great achievements, stress what you did to make it happen.

- **Vision:** articulate your vision and how you are driving it forward
- **Approach to challenge and innovation:** talk about the challenges you have encountered and how you overcame them. What did you learn from the experience? Tell the judges how you have innovated with new ideas, approaches and processes.
- **Company culture:** how do you foster a good culture? What is your attitude to Continual Professional Development and Corporate Social Responsibility for you and your staff? How do you drive this through the organisation?
- **Corporate Governance:** if your organisation is too small to have a full board, demonstrate how you ensure you make good decisions, for example a mentor or consultant. If you are a larger organisation, discuss the role of the independent chair and NXDs and how you ensure the board is balanced and remains up to date.
- **Leadership:** describe why your team would see you as a role model and how you have provided strong leadership at times of stress and challenge and how you support staff and communicate with clients, stakeholders etc.

WHAT IS A DIRECTOR?

Directors are responsible for leading their organisation, defining its strategic direction and, along with the rest of the board, they have a duty to make informed decisions and exercise reasonable care, skill and diligence on behalf of that organisation. They owe a duty of trust, loyalty and confidentiality to their organisation and they must act in good faith in the best way to promote its long-term success. At the IoD, we recognise that practising, aspiring (including student) and retired directors, all have a crucial role to play in the director community.

The IoD believes that all directors, regardless of their specific role on the board, the sector or industry in which they operate, or the size of the organisation, need to demonstrate competence in a wide range of areas in order to be truly effective leaders.

The IoD's Director Competency Framework sets out these competencies, divided up into knowledge, skills and mindset. Besides the concrete skills and explicit knowledge required to carry out their duties, directors should also bring an ethical mindset, integrity and independence. When it comes to an organisation's ethical standards the directors and senior management need to be beyond reproach and 'set the tone at the top'.



TERMS & CONDITIONS

Eligibility to Enter

As we rely on the information you provide when deciding whether to accept your entry, it is important that you consider each of the statements below carefully before responding.

If you are certain that all the statements are accurate, please confirm by selecting 'I agree'. If you are unsure whether a statement is accurate and would like further advice, please contact the Awards event team before submitting your entry.

By submitting your entry, you are confirming that the information it contains is true and accurate. If the information is found to be false or inaccurate your entry will be withdrawn.

1. The awards will be administered by the Institute of Directors ('IoD').
2. IoD Staff members, Regional Directors/ National Chairs, Branch Chairs, Board or Council members, Course Leaders or consultants are not eligible to enter the awards.
3. Only one director can apply per category unless a role is shared. In which case the Regional Director will review and approve on a case by case basis.
4. You can only apply to the region/nation your company is based in. If your company operates from numerous locations, you must only pick one. Applications covering two or more regions/nations will not be permitted.
5. The IoD will appoint Judging Panels to assess all entries and thereafter to draw up shortlists and winners in each award category.
6. The Judges may, in rare cases, contact the applicants for further information. This contact will be made via IoD staff.
7. The Judging Panel's decision is final and binding, and no correspondence will be entered into.
8. By entering a submission for the awards, you agree to supply any additional financial or other information requested. Entrants consent to this information being made available to Judges and staff associated with the awards process. This information shall be held in the strictest confidence for the purpose of judging only and will not be disclosed to any other third party.
9. Any companies and /or individuals who submit and complete an entry, in any year, shall be considered to have agreed to take part and assist with any promotional activities or PR supporting the awards, for this and future awards.
10. The Judges have the right to withhold an award in any category or cancel a category if they feel the entries are not of sufficient merit.
11. The Judges may at their discretion reallocate an entry to a different category if they feel it better meets the criteria of that category. You will be notified and asked to provide entry information for the proposed change in categories, where required.
12. Winners from the regional/national awards are automatically invited to attend a national celebration for all winners. The date and location will be communicated to winners following the respective regional/national awards ceremony.

*** Please tick the box to agree to the Terms and Conditions and continue with your application**

By submitting your details, you agree to the IoD holding and processing your personal data in accordance with current data protection legislation. The details you provide us with may be used before, after and during the event. We will use your personal data to send you information to aid the entry process. After the event, we may send you follow up emails relating to the event, seeking your feedback and also informing you of similar events that we think will be of interest to you.

For more information about our data protection policy, please refer to our [Privacy Policy](#).

DIRECTOR DETAILS

*Sections marked * are mandatory fields for completion*

- *Full Name
- *Position
- *Organisation
- *Organisation Website
- *Organisation Address
- *Email
- Telephone Number – Office (optional)
- *Mobile Number
- Twitter handle
- LinkedIn Profile link
- *Number of years as a Director/business leader in current role
- *Number of years as a Director/business leader in total
- Additional Directorships held

FINANCIALS

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 Panels.

- Please provide a forecast top line revenue and net profit figure for the current year and prediction (if possible) for the next year of trading.
- Business Financials: Turnover: 18/19, 19/20
- Business Financials: Profit: 18/19, 19/20

SUPPLEMENTARY

- Please provide a high resolution head and shoulders photograph
- Please provide a high resolution company logo
- Additional attachments relevant to entry, e.g. testimonials to support NED application

GENERAL CRITERIA FOR ALL CATEGORIES

Please answer the following six General Criteria questions before completing the two category-specific questions. If entering more than one category, you can replicate your General Criteria answers.

Please refer to the **competency framework** when completing your application to demonstrate your overall performance as a director. 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?
(250 words maximum)

AWARD CATEGORIES WALES 2021

The following award categories have been announced for 2021. National and regional differences may apply, please refer to the nation/region you are entering. Full criteria can be found on each respective category page.

- **Director of the Year – Small-Medium Business (Up to £15m)**
- **Director of the Year - Family Business**
- **Director of the Year - Start-up**
- **Director of the Year – Third and Public Sector**
- **Director of the Year - Innovation**
- **Director of the Year - Young**
- **Director of the Year - Equality, Diversity & Inclusion**
- **Director of the Year – Corporate Social responsibility**
- **Director of the Year - Non-Executive**
- **Director of the Year – Skills Development**

DIRECTOR OF THE YEAR - SMALL MEDIUM BUSINESS (SME)

This award is designed to celebrate those directors working in a business that employs under 250 employees and has an annual turnover of less than £15 million.

This award will go to the business 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 - START-UP

This award celebrates founders/co-founders of start-ups. It looks at the market opportunity identified by entrepreneurs, the model to capitalise on it and how it has been executed within the first three years of trading.

Judges will look at how initial targets and KPIs have been met or exceeded, the vision for growth, innovation and the leader's understanding of key challenges, customers and the competitive landscape, as well as a recognition of the importance of good corporate governance/ company culture.

1. Please provide evidence of the market opportunity you identified, your model to capitalise on it and how it differentiates you from your competitors. Please outline the key innovation(s) you introduced or developed that have created competitive advantage for your business – and the impact on the wider industry if applicable. Include details of your personal story (if appropriate), career to date and any notable additional information.
(400 words maximum)
2. Please explain how you define growth (i.e., revenue/profit, staff, client-base, regional/international expansion, etc.) and key milestones achieved over the last 12 months, given the additional challenges of the pandemic. Include top line data to explain how you have increased your customer base, or engagement from existing customers and the impact this had on your financial performance.
(400 words maximum)

DIRECTOR OF THE YEAR – THIRD AND PUBLIC SECTOR

Leadership is critical to good public governance, including good planning, efficiency, transparency and accountability. This award is open to directors of Third Sector organisations and 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. 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.

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.

1. Describe the processes or programmes that you have put in place to engage with your stakeholders to ensure your strategy or vision is successful. This should include how you support and motivate employees and establish a positive working atmosphere. Describe how you have used your leadership role to promote anti-discriminatory practice and improve equality, diversity and inclusion.
(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 – THIRD AND PUBLIC SECTOR

Leadership is critical to good public governance, including good planning, efficiency, transparency and accountability. This award is open to directors of Third Sector organisations and 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. 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.

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.

1. Describe the processes or programmes that you have put in place to engage with your stakeholders to ensure your strategy or vision is successful. This should include how you support and motivate employees and establish a positive working atmosphere. Describe how you have used your leadership role to promote anti-discriminatory practice and improve equality, diversity and inclusion.
(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 - 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

This award recognises upcoming leaders who have demonstrated excellent entrepreneurial potential, ability, ambition, creativity and vision in new or established businesses who have operated at director level for less than three years.

We are looking for someone with an entrepreneurial approach who is a calculated risk taker and innovator who is already generating excitement in the marketplace and who also recognises the importance of good corporate governance/ company culture.

1. Please provide examples of how you have demonstrated an outstanding level of teamwork and/or leadership within your organisation. Please outline key milestones you have achieved over the last 12 months, including responses to the additional challenges of the pandemic.
(400 words maximum)
1. Please provide examples of how you have used new, innovative ways to generate ideas and opportunities to enhance performance or effect change and delivered tangible business benefits and results.
(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 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
 - 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 - CORPORATE SOCIAL RESPONSIBILITY

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 responsibility and consideration for their role as a corporate citizen. Judges are looking for directors that are aware of the impact of their business on all aspects of society including economic, social and environmental.

You must be able to demonstrate where applicable your commitment and involvement in one or more of the key areas of CSR in addition to the core purpose of your business:

Organisational Governance

The system to make and implement decisions in pursuit of objectives - accountability, transparency and ethical behaviour and respect for obligation and values.

Human Rights

Due diligence, human risk situations, resolving grievance, discrimination and vulnerable groups, civil and political rights, economic social and cultural rights, fundamental principle and rights at work.

Employment Practices

Employment and employment relationships, conditions of work and social protection, social dialogue, health and safety at work and human development and training in the workplace.

Environmental Issues

Prevention of pollution, sustainable resource use, climate change mitigation and adaptation, protecting the environment, biodiversity and restoration of natural habitats.

Community Involvement and Development

Community involvement, education and culture, employment creation and skills development, technology development and access, wealth and income creation, health and social investment.

Fair Operating Practices

Anticorruption, responsible political involvement, fair competition, promoting social responsibility in the value chain and respect for property rights.

Consumer Issues

Fair marketing, protecting consumers, health and safety, sustainable consumption. Consumer service support and complaint dispute resolution, consumer data protection and privacy, access to essential services and education and awareness.

1. Taking into consideration the key areas of CSR above, please provide examples of how you encourage your company to act in an ethically and socially responsible manner, and your own direct and active role in this, including responses to the additional challenges of the pandemic.
(400 words maximum)
2. Please describe the outcomes including social, environmental and economic benefits and measurable impacts and how you drive schemes forward and how others could adopt your procedures?
(400 words maximum)

DIRECTOR OF THE YEAR - NON-EXECUTIVE

NEDs 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.

DIRECTOR OF THE YEAR – SKILLS DEVELOPMENT

Nurturing talent is an essential part of any successful business. From offering apprenticeships through to the development of future leaders, we're looking for Directors that are helping their people to develop their skills, achieve valuable qualifications and access future opportunities.

Judges are looking for examples that demonstrate that you have specific initiatives in place to attract, develop and retain apprentices along with continuous professional development for managers and future leaders

1. Please provide examples of how you have demonstrated commitment to skills development, personal growth, and training. Please include a description of the outcomes including social and economic benefits and measurable impacts.

(400 words maximum)