IoD Professional Development

High quality training programmes delivered virtually

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

**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. 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 are looking to move their organisations from survival mode towards recovery and bounce back.

**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 Digital Academy 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

“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, Innovancy**
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 and non-members.

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](iod.com/rdb)

2 **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](iod.com/sfd)

3 **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](iod.com/ffd)

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/lfd](iod.com/lfd)

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](iod.com/rcc)

6 **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](iod.com/rnx)

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“I had access to this education when I was 18 years old, I might have saved myself 20 years of figuring it out myself. The UK’s business environment would likely be more lucrative, diligent, and have far fewer failures if every budding entrepreneur had access to IOD training as a foundation rather than an aspiration”

Kevin McDonagh Cert IoD, Founder & Curator-in-Chief, Custorian

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**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](iod.com/training/iod-approach/expert-practitioners)
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

The Certificate can also be achieved through this intensive Accelerated Certificate in Company Direction

Five-day intensive residential course

This intensive residential course for experienced directors, 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.

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

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

“I thoroughly recommend it to anyone who currently sits on a board of directors, or to anyone who aspires to do so.”
Leo McParland, Managing Director, Hamilton Shipping (Port Services) Ltd

“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

“The IoD’s Certificate in Company Direction is a challenging, but equally valuable qualification. All of the presenters have a wealth of knowledge and experience, which they were able to bring alive in real life scenarios. I’ve learned a lot and participating has encouraged me to reflect on the value that I can bring to the different situations that I am involved with, particularly as we try to rebuild better and emerge from the COVID-19 crisis.”
Richard Johnston, Deputy Director, Ulster University Economic Policy Centre

For more information visit iod.com/success-stories where you’ll get access to exclusive case study content and insights from the Chartered Director community.
Did you know the IoD offers the full Chartered Director qualification virtually?

The IoD uses the Adobe Connect platform to run its virtual courses, to provide an interactive virtual learning experience. Adobe Connect has been specifically created for virtual classroom delivery and emulates the face-to-face training experience delegates are familiar with. The virtual classroom experience includes group discussions and may include activities facilitated through break out rooms.

More information can be found here:
iod.com/training/open-courses

Is there an exam related to the course?
Our Certificate in Company Direction and Developing Board Performance (Diploma) courses do have optional examinations which we would encourage you to take as they are a great opportunity to apply your learnings and are the next step in achieving the relevant qualification. If you booked your course directly through the IoD then your first exam fee is included in the course price.

For more information, and to register for examinations, please visit
iod.com/training/qualifications/examinations

Are there virtual exam preparation sessions available?
As part of your learning journey and to assist you in your preparation for the exam, we run 2-hour exam preparation sessions, which are delivered online via Adobe Connect. These sessions are run by our course leaders in each of the four certificate subject areas and provide a valuable opportunity to practice and discuss a range of exam questions with a small number of your peers. These sessions are included in your certificate course fees but need to be booked in advance through our website. It is essential that you have completed the relevant course before attending an exam preparation session.

iod.com/training/qualifications/examinations#tab-Exampreparation

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 you accessible and digestible CPD on the topics that matter. The sessions have been mapped – 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, 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

“I can highly recommend the ‘Leading from the Chair’ course from the IoD’s new Virtual Professional Director Series. Both the trainer and the content were excellent. And the online delivery platform used for the course enabled very effective interaction with both the course leader and also the other participants, which created a shared learning environment similar to being in the classroom. Essential development for any aspiring chair, and a welcome refresher for those like me already in the role.”

Alex Lee, Chairman, FSCoM
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

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

*Please note that there are different membership grades, all of which have varying benefits and costs. Please go to iod.com/membership for more information on each membership type and the associated benefits you’ll receive.
2021 calendar
Q1 & Q2

All courses and qualifications can be booked by individuals or groups and may be delivered on a bespoke basis on dates convenient for your organisation.

<table>
<thead>
<tr>
<th>Certificate in Company Direction*</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>Price net (Member)</th>
<th>Price net (Non-member)</th>
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<tbody>
<tr>
<td>Role of the Director and the Board</td>
<td>2 days</td>
<td>1-2; 15-16; 22-23</td>
<td>3-4; 17-18; 29-30</td>
<td>8-9; 26-27; 28-29</td>
<td>6-7; 20-21; 7-8; 24-25</td>
<td>£2,475</td>
<td>£2,975</td>
</tr>
<tr>
<td>Finance for Non-Finance Directors</td>
<td>3 days</td>
<td>1-3; 10-12</td>
<td>1-3; 22-24; 29-31</td>
<td>21-23; 28-30</td>
<td>5-7; 24-26; 7-9; 21-23</td>
<td>£2,745</td>
<td>£3,300</td>
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<tr>
<td>Strategy for Directors</td>
<td>3 days</td>
<td>22-24</td>
<td>8-10; 17-19; 29-31</td>
<td>22-24; 26-28</td>
<td>12-14; 7-9; 23-25</td>
<td>£2,745</td>
<td>£3,300</td>
</tr>
<tr>
<td>Leadership for Directors</td>
<td>2 days</td>
<td>8-9</td>
<td>1-2; 11-12; 22-23</td>
<td>12-13; 22-23</td>
<td>17-18; 3-4; 14-15</td>
<td>£2,475</td>
<td>£2,975</td>
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<tr>
<td>Accelerated Certificate in Company Direction</td>
<td>5.5 days</td>
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<td>£9,775</td>
<td>£11,875</td>
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| Diploma in Company Direction       | 3 days            | 8-10; 15-17      | 5-7; 17-19; 24-26| 1-3; 9-11        | £3,475           | £4,225           |

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<tr>
<th>Your Role on the Board</th>
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<tr>
<td>Role of the Non-Executive Director</td>
<td>1 day</td>
<td>11</td>
<td>25</td>
<td>29</td>
<td>6</td>
<td>24</td>
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<td>Role of the Chair</td>
<td>1 day</td>
<td>3</td>
<td>24</td>
<td>12</td>
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<td>Role of the Finance Director</td>
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<td>7</td>
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<td>£880</td>
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<td>Role of the Managing Director</td>
<td>1 day</td>
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<td>10</td>
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<td>£880</td>
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<th>Succession Planning</th>
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<td>Future Directors</td>
<td>3 days</td>
<td>2-4</td>
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<td>16-18</td>
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<td>£2,895</td>
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<th>Professional Director Series</th>
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<td>Step to the Top</td>
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<td>11</td>
<td></td>
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<td></td>
<td>£75</td>
<td>£100</td>
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<tr>
<td>Strategic Decision Making</td>
<td></td>
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<td></td>
<td></td>
<td>£75</td>
<td>£100</td>
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<tr>
<td>Leading from the Chair</td>
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<td></td>
<td></td>
<td>£75</td>
<td>£100</td>
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<tr>
<td>Leading in a Crisis</td>
<td></td>
<td>18</td>
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<td></td>
<td></td>
<td></td>
<td>£75</td>
<td>£100</td>
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*All of the above Certificate in Company Direction and Diploma in Company Direction course fees include the exam fees for the first attempt.

iod.com/training
iod.com/training
**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

**Website**
iod.com/training

An Institute of Directors publication