The Institute of Directors has been developing, supporting and nurturing directors and senior leaders for over 100 years. Our world-class professional development programmes are designed using the IoD’s Director Competency Framework, helping leaders at every stage of their career to enhance the knowledge, skills and mindset necessary to perform effectively at director level.

To make the most of the professional development the IoD has to offer, from continuous professional development (CPD) to networking and communities, associate membership with the IoD is included in the Future Directors programme fees.

The IoD is home to some of the world’s most influential and inspiring business leaders, and membership gives future leaders and directors access to events, learning, training, support and tools to take their knowledge, skills and mindset to the next level.

About Future Directors

The programme has been devised by experts to nurture high-potential individuals within companies across the UK and beyond, to establish a clear talent pipeline and cement the future of your board. Across three days, delegates will explore, analyse and develop the key attributes of a director.

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

Designed to help identify the competencies your senior management team 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 for your delegates, and succession planning for your organisation.

Distilling the course into three days minimises the time required out of the office that other programmes often require and allows delegates to return to work and immediately apply their new skills before the week is out.

During and after the course, delegates will have access to the IoD Digital Academy and app, allowing them to complement their learning with bite-sized CPD, accessible whenever and wherever they choose, as well as all the benefits of associate membership of the IoD for twelve months after their course.

Our dedicated team of account managers can work with you and your board prior to enrolling employees to identify the most eligible people in your organisation as delegates.

The course is delivered to small group sizes to ensure each participant receives an intimate and tailored learning experience, with personalised feedback and guidance throughout.

Flexible learning solutions

Implementing clear 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 take the strain out of promoting professional development within your organisation, we offer a range of solutions – from standard courses open to individual delegates who wish to learn with peers from a broad range of sectors, industries and locations to in-company courses tailored to the specific needs of your organisation.

Find out more on page 6.
The programme at a glance

1. Day one: understanding the director’s role and yourself as a director

   The first day introduces the director’s role within an organisation.

   Using the results of a pre-course diagnostic tool and gap analysis, delegates will explore their existing strengths, preferences and development needs, mapping their personal learning journey by identifying the director competencies they already possess and the ones they need to enhance.

   They will learn the importance of the core director mind-sets and their significance in the context of a director’s legal responsibilities and gain a clearer understanding of the shift in perspective necessary to progress from manager to director level.

2. Day two: directors and the boardroom

   Day two examines boardroom dynamics and the contrasting behaviours that support effective boards and create dysfunctional ones.

   With the guidance of their course leader, delegates will explore board-level key principles and best practice, alongside organisational cultures – from what these commonly comprise to what boards should work towards achieving. Your delegates will learn how to embody and embed the values of your business, and work collaboratively to tackle issues related to ethical conduct, communication and decision-making.

3. Day three: driving board performance and delivering results

   The third and final day of learning sees your delegates appointed to a simulated board to review a troubled organisation’s current circumstances and make recommendations for proposed changes to its existing culture, governance framework and ethical policies.

   Throughout the session delegates will have the opportunity to both advise and observe the board, providing experience of - and a framework for - evaluating the performance of their fellow delegates, as well as consolidating their learning and gaining feedback on their own performance as a member of the board. This interactive element is hugely beneficial for the understanding of director-level best practice and an appreciation of what effective board succession planning requires.

Learning outcomes

Over the three-day course, your delegates will:

- Identify the five key competencies that should inform a director’s mind-set and explain their value
- Define the key roles and responsibilities of a director and the board
- Use the results of a diagnostic tool to identify their own strengths and development needs in the context of the director’s role
- Define their own personal leadership style and explore ways to develop this
- Develop a personalised plan for their professional development to gain the key skills necessary to perform effectively at board level
- Outline the key principles of best practice in board-level governance and strategy
- Explore the ways directors can influence culture, values and ethics in the boardroom and how these can guide the organisation’s strategic direction
- Analyse the impact their personal preferences and values are likely to have on their ability to effectively communicate and influence in the boardroom
- Describe the importance of balancing self-awareness with awareness of others while managing their responses appropriately
- Explain the importance of maintaining an independent perspective when contributing to the board’s decision-making processes
- Analyse the dynamics of a board and identify the ways in which these might support or inhibit its strategic decision-making
- Evaluate the ways directors might seek to positively influence cultural change in order to effectively implement the board’s strategy
- Recommend a way forward for an organisation, taking into account the directors’ responsibilities and the board’s strategic vision
- Reflect on their learning journey and commit to a professional development plan aligned with the IoD Director Competency Framework

With a clear grounding in the role of the director, the delegates from your organisation can put real thought into their development goals, resulting in more focused, driven and future-oriented employees returning to the workplace.
Delivery options
Our flexible learning options ensure the right development options are provided to the right people, in an engaging, inspiring and practical way.

Residential or non-residential
Depending on their availability and prior commitments, delegates can undertake the Future Directors programme in a range of locations across the UK on a residential or non-residential basis. Our residential programmes are held in luxury hotels and allow delegates to fully immerse themselves in the learning experience. Our non-residential option is held in state-of-the-art training venues in city centres.

Individual delegates
Delegates within your organisation identified as future directors can enrol individually or through their workplace. In the case of two or more employees taking the course, we would recommend they enrol on different sessions to maximise their own development, without the pressure or bias of learning with colleagues. This ensures a wide range of experience and skills in the room and gives your managers the best chance to learn from others from across different sectors, industries and locations.

In-company training
If you have identified a team of managers from within your organisation who would benefit from the Future Directors course, we would recommend our in-company programme option.

The Future Directors programme, like all courses offered by the IoD, can be tailored specifically for your organisation. This allows your board to work with our account managers and course leaders to build a programme around the specific development needs of your most ambitious senior managers, creating an opportunity for growth, insightful learning and preparation for a role on a board.

To find out more about our full range of solutions, please contact our account managers on:

Phone +44 (0)20 7766 8845
Email tailoredtraining@iod.com

Upcoming course dates
The Future Directors programme is available as a residential, non-residential or bespoke course.

Residential
4–6 November 2019, Surrey
The course fee of £3,995 includes:
• Three days of intensive learning
• Hotel accommodation
• A drinks reception with a Chartered Director guest speaker
• Food and drink
• A year’s associate membership of the IoD
• Pre-course materials including a diagnostic tool with a full report
• A certificate of attendance and access to the IoD Digital Academy during and after your course

To tailor the Future Directors course for your organisation:

Email tailoredtraining@iod.com
Phone +44 (0)20 7766 8845
Website iod.com/in-company

Non-residential
21–23 October 2019, London
9–11 December 2019, Cambridge
The course fee of £3,295 includes:
• Three days of intensive learning
• A drinks reception with a Chartered Director guest speaker
• Lunch and refreshments
• A year’s associate membership of the IoD
• Pre-course materials including a diagnostic tool with a full report
• A certificate of attendance and access to the IoD Digital Academy during and after your course

To book a place on this course, please contact us on:

Email developing@iod.com
Phone +44 (0)20 7766 2601
Website iod.com/future-directors
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.

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