



ACADEMY

WHERE DIRECTORS ARE MADE

IoD Professional Development

Get ahead in 2019

iod.com/training

Welcome



Welcome to the IoD's portfolio of learning and development programmes for 2019.

Working with inspiring business leaders over the last 100 years has taught us that no two

goals are the same, and no two organisations will have the same path to success. To support and celebrate this, the IoD offers a wide range of professional development opportunities to ensure your achievements measure up to your personal drive and ambitions.

There's never been a better time to get ahead – whether in business or beyond – and with training centres across the UK and further afield, your local hub is always there to support you throughout your journey. Our global network of members, IoD course leaders and membership experience teams are a call, click or coffee away from helping you achieve success.

If you have any questions about the courses or qualifications we offer, please don't hesitate to contact our dedicated professional development team for more information.

Louise Gulliver

Managing Director, Professional Development
IoD

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Why choose the IoD?

Grow as part of a community of inspiring leaders

We're experiencing an uncertain, volatile and ever changing business landscape and the need to develop yourself as a director has never been more important. Keep up-to-date with business and learning trends and maximise the preparedness of your business during periods of great uncertainty with training from the IoD. Support yourself the way you support your employees and find flexible learning to suit your ambitions with the IoD.

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 2019.

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 Academy app

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 download the app?

- 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 available on the app
- 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



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:

director's understanding and appropriate application of essential practical and theoretical information.

Skills:

the expertise that a director brings to the role.

Mind-set:

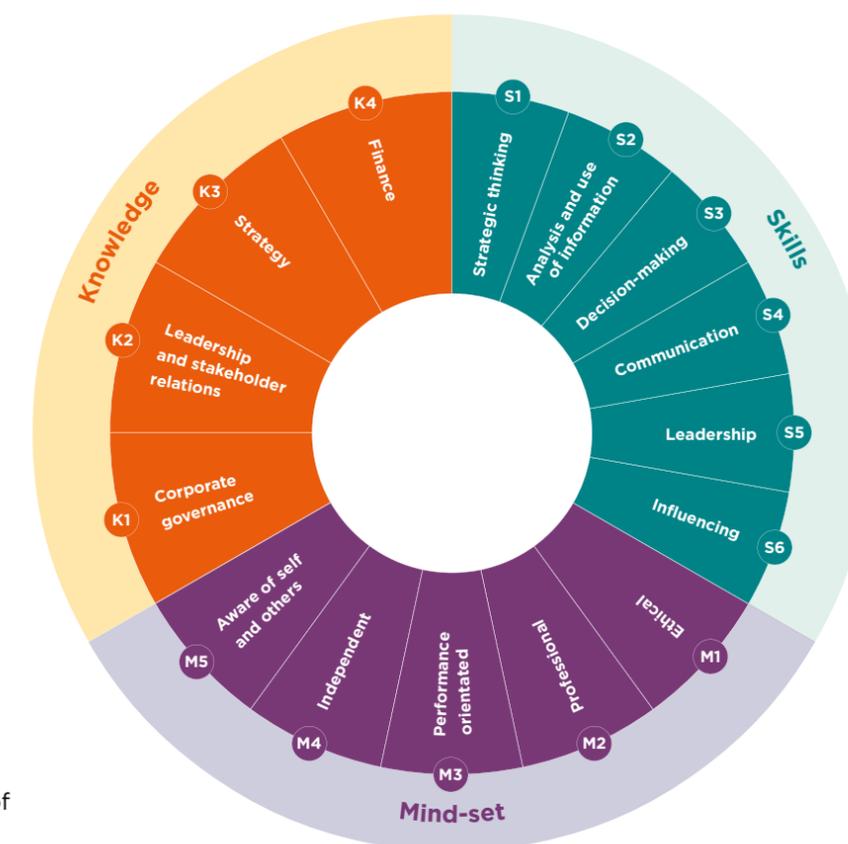
the attitude and disposition that shapes a director's responses and behaviour.

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

“The course was very well tailored to my needs as a new entrepreneur and allowed me to broaden my knowledge in a critical area where I felt unequipped.”

Vittorio Pataia, Director, Innovanty

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.

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/rcd

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/fnd

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

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/ld

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

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

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

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

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

9 Role of the Company Secretary One day

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.

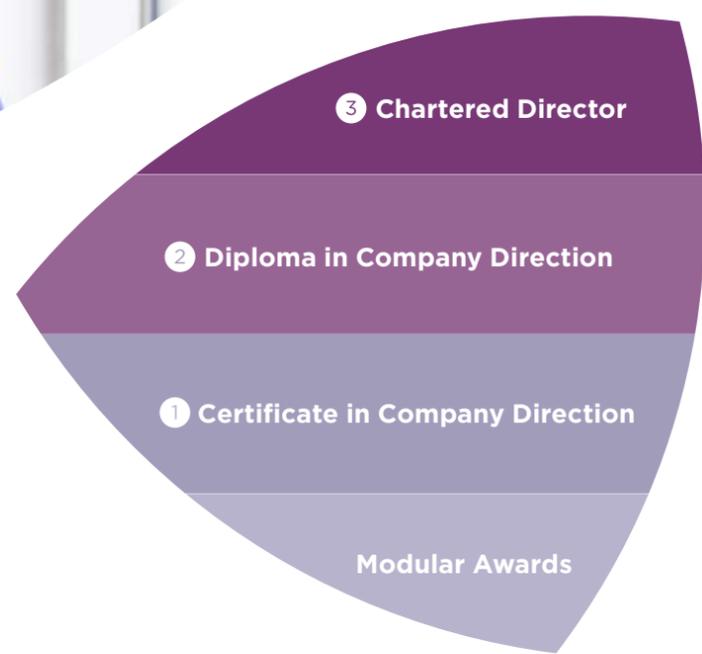
iod.com/rcs

For more information visit:
iod.com/open-courses

“Excellent balance of underlying theories, case studies and strategic issues. Very helpful in my role as a director.”

Simon Beresford, CEO, Teachers Building Society





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

Accelerated Certificate in Company Direction

Five-day fast-track 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 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.

“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 module 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 (CDir) 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



“Throughout the course and my journey towards becoming a Chartered Director, my eyes were opened to the importance of diversity on the board and in the wider business environment at the time.”

Greg Ellison CDir, Group CEO, Capital International Group

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.

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.



Adam Taub

Adam is business comms specialist and member of Professional Speakers Association. Clients include BT, Coutts, Orange and QinetiQ.



Anna Bateson

Anna works with global business leaders from multiple sectors, helping develop and lead strategy. Clients include listed companies and SMEs.



Andrew Carroll CDir

Andrew is a Chartered Director, experienced independent director and consultant with extensive experience as a non-executive within SMEs and public companies, from start-up to exit.



Bill Sykes

Bill is business author and speaker with over 20 years as coach and consultant to senior executives in UK and USA.



Charles Kingsmill

Charles has been a finance and systems director in the USA and European head of strategic development at Mars Snack Foods, where he worked with the board on a wide range of strategic and financial issues.



Chris Wilkins

Chris holds a track record of growing companies, and is the ex-president of the Automation Group, and CEO of Wellington Holdings.



David Joel CDir

David is a Chartered Director, and former director at Serco Defence. Past and current clients include the MoD, Office Depot, Mainetti Commerzbank and Skanska.



David Kearney

A Chartered psychologist and fellow of the Institute of Business Consulting, David's past and current clients include, Deutsche Bank, the NHS and HP.



Deborah Benson

Deborah is an experienced MD with over 20 years' experience as director and NED across a range of sectors. Deborah holds a Doctorate in business, and is a leadership specialist and public speaker.



Deborah Morton-Dare

A qualified chartered accountant, Deborah has extensive experience in corporate finance as a financial consultant and company director, alongside a career as a speaker and writer.



Gerard Hargreaves

Gerard has been a specialist in executive development for 30 years working internationally with many organisations in the public and private sector.



Ian Waddelow

An experienced strategic planning and development specialist Ian's past and current clients include Laing O'Rourke, First Group and the BBC.



Janhavi Dadarkar

Janhavi is an expert on commercial transactions, company law, corporate governance and intellectual property across a range of sectors and organisations.



Jean Pousson

Jean is an experienced management consultant, coach and board director leading change initiatives in organisations across the world, as well as a regular contributor to the business press and speaking engagements.

“Very happy with the course and the tutor. There was lots of practice involved.”

Yapıncak Erkan, Company Director, YASHA Consulting and Training Services



Jo Haigh

Experienced dealmaker Jo presents nationally and internationally at over 100 events a year on corporate governance and corporate finance.



John Blakey

An award-winning entrepreneur and executive coach, John has helped over 120 CEOs and MDs from 22 different countries in the past 12 years.



John Joint

As an international coach and consultant, John specialises in working with boards of large international organisations.



Joy Allen CDir

Joy is a Chartered Director, specialising in governance and leadership development. She is an experienced entrepreneur, CEO and board member.



Murray Eldridge CDir

Murray is a Chartered Director with over 40 years experience in sectors such as shipping, telecoms and energy, past and current clients include Smit International and Cable & Wireless.



Paul Munden CDir

Paul is a Chartered Director, commercial law barrister and former general counsel of Business Link. Past and current clients include Royal Dutch, Shell and the NHS.



Raj Gandhi

Certified chartered accountant, finance, treasury and risk specialist Raj is an experienced board member and ex-CFO of London Capital Group Holdings.



Roger Barker

Over 20 years' experience as a board member, senior executive and academic researcher in both the business and academic worlds, Roger holds a doctorate in corporate governance and is a leading name in corporate governance across the world.



Sarah Gornall

An executive coach since 2005, Sarah has a successful track record in public, private and voluntary sectors.



Simon Haslam CDir

Simon is a Chartered Director, specialising in organisational strategy and strategic marketing, and a member of the advisory council for the Institute of Consulting.



Steve Giles

Steve is a chartered accountant with over 25 years' experience in governance, risk and compliance in organisations of all sizes and sectors.



Terry Waymouth

An experienced director and business coach with a history of leading successful organisations, Terry brings extensive experience of executive and board development to our courses.



Yanos Michopoulos

Yanos has over 25 years' experience in roles across EMEA in both the private and public sectors, with a particular focus on energy, infrastructure and private equity.



Zoë Cohen

Zoe brings over 10 years at board level to her teaching, and is a specialist in risk management, strategy, business planning, governance and M&A.

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 advisor.

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
development@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
- 12 visits to a wide range of UK executive airport lounges

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 www.iod.com/membership for more information on each membership type and the associated benefits you'll receive.

2019 calendar

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

● Belfast ● Birmingham ● Edinburgh ● Jersey ● London ● Manchester ● Newcastle (Northern Ireland) ● Northamptonshire ● Reading ● Surrey

Certificate in Company Direction*		February	March	April	May	June	July	August	September	October	November	December	Price net (Member)	Price net (Non-member)
Role of the Director and the Board	2 days	21-22; 26-27	6-7; 26-27; 21-22; 27-29	4-5; 8-9	1-2; 21-22	3-4; 11-12	2-3; 25-26; 29-30	12-13; 27-28	5-6; 9-11; 16-17; 26-27	9-10; 29-30	14-15; 26-27	11-12	£2,325	£2,825
Finance for Non-Finance Directors	3 days	13-15	6-8; 13-15; 27-29	1-3; 24-26; 24-26	14-16; 15-17	4-6; 24-26	15-17; 29-31	14-16; 15-17	4-6; 16-17; 23-25	2-4; 7-9; 7-9; 16-17	4-6; 6-8; 20-22	4-6	£2,595	£3,150
Strategy for Directors	3 days	20-22	20-22	10-11; 30-2 May	1-3; 8-10; 22-24	4-6; 11-13; 26-28	8-10; 29-30		2-4; 24-26; 24-26	14-16; 21-23; 30-1 Nov	4-6; 4-6; 18-20; 25-27	10-12	£2,595	£3,150
Leadership for Directors	2 days	28-29	7-8; 27-28	25-26	20-21; 23-24	3-4; 17-18; 26-27	9-10; 15-16	13-14	11-12; 30-1 Oct	14-15; 28-29	18-19; 28-29	2-3	£2,325	£2,825
Accelerated Certificate in Company Direction	5.5 days	24-1 March	17-22	7-12; 28-3 May	19-24	9-14; 30-5 Jul	21-26	11-16	1-6; 22-27	6-11; 27-1 Nov	17-22	8-13	£9,675	£11,775
Diploma in Company Direction														
Developing Board Performance	3 days	25-27	12-14; 18-20	15-17	8-10	5-7	17-19	19-21	2-4; 3-5; 9-11; 23-25; 23-24			10-12	£3,475	£4,225
Your Role on the Board														
Role of the Non-Executive Director	1 day	21	7; 14	30	9; 23	19	4; 18		12	3; 31	14; 28	10	£1,090	£1,310
Role of the Finance Director	1 day		26				9				5		£880	£1,155
Role of the Company Secretary	1 day		13				3			28			£880	£1,155
Role of the Chair	1 day		26			20			18			3	£880	£1,155
Role of the Managing Director	1 day	12			13				4		6		£880	£1,155

*Preferential rates apply if you book in advance for the complete Certificate in Company Direction programme.

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

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Website

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