Routes to qualification
The IoD is the only institute in the world to offer internationally recognised qualifications designed by directors for directors under Royal Charter. IoD qualifications provide development specific to the core competencies required of directors and senior leaders.

Return on investment
We want you to achieve tangible outcomes from your investment. This is why we ensure our programmes are based on current, real-world scenarios and are immediately applicable at an individual and organisational level.

Benefits of a director qualification
• Consolidate your knowledge, skills and experience with a formal qualification
• Enhance your performance and that of your organisation
• Advance your career and gain professional recognition and reward for your achievements
• Demonstrate to stakeholders that your organisation upholds the highest professional standards in governance and leadership
• Gain access to an unrivalled peer network and become part of our prestigious community of alumni

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.
Supporting you throughout your journey

IoD Academy

The purpose-built Academy delivers the latest in learning without boundaries, accessible to all directors and senior leaders, and is the ideal environment to further your knowledge or work towards the qualifications.

Expert practitioners

Our course leaders and executive coaches are all expert practitioners in the fields of governance, strategy, leadership and finance and have been recruited in recognition of their wide directorial experience.

Dynamic learning

Experience an interactive learning environment rich with peer-to-peer insight, practical application, director dilemmas, simulations and case studies.

Extended peer network

Enjoy focused peer learning and collaboration in groups of less than 20, with ample opportunity to network with a wider membership of 30,000 business leaders, both in the UK and internationally.

Information and advice

IoD membership gives you access to specialist information and advice, including legal and tax helplines, a vast business library and resources and factsheets.

Internationally recognised qualifications

<table>
<thead>
<tr>
<th>IoD director qualification</th>
<th>Level</th>
<th>Correspondence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award in the Role of the Director and the Board</td>
<td>SCQF Level 9</td>
<td>Comparable to QCF and EQF level 6, Bachelor's degree level</td>
</tr>
<tr>
<td>Award in Finance for Non-Finance Directors</td>
<td>SCQF Level 8</td>
<td>Comparable to QCF and EQF level 5</td>
</tr>
<tr>
<td>Award in Strategy for Directors</td>
<td>SCQF Level 9</td>
<td>Comparable to QCF and EQF level 6, Bachelor's degree level</td>
</tr>
<tr>
<td>Award in Leadership for Directors</td>
<td>SCQF Level 9</td>
<td>Comparable to GC and EQF level 6, Bachelor's degree level</td>
</tr>
<tr>
<td>Certificate in Company Direction</td>
<td>SCQF Level 9</td>
<td>Comparable to QCF and EQF level 6, Bachelor's degree level</td>
</tr>
<tr>
<td>Diploma in Company Direction</td>
<td>SCQF Level 11</td>
<td>Comparable to QCF and EQF level 7, Master's degree level</td>
</tr>
</tbody>
</table>

Qualifications and Credit Framework England/Northern Ireland (GCF)
European Qualifications Framework (EQF)
Scottish Credit and Qualifications Framework (SCQF)

To find out more visit: iod.com/qualifications

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

To find out more visit: iod.com/qualifications
Certificate in Company Direction
Chartered Director Stage 1

Explore the characteristics, mind-set and behaviours of a boardroom executive and learn what it takes to become an outstanding leader.

The Certificate in Company Direction will equip you with the knowledge and skills needed for effective performance, covering the key areas of governance, finance, strategy and leadership in four core modules. On successful completion of the qualification you may use the designation CertIoD after your name.

1. Award in the Role of the Director and the Board
   
   This practical two-day course 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

2. Award in Finance for Non-Finance Directors
   
   On this course, designed specifically for non-finance directors and senior managers, we will demystify the world of finance, helping you to assess the financial health of an organisation in the context of its strategic objectives. It will give you an understanding of key financial concepts and terminology, as well as the skills and knowledge required to evaluate business plans with confidence.
   
   Iod.com/ffd

3. Award in Strategy for Directors
   
   This course will enable you to develop robust strategic planning processes for your organisation. By providing frameworks, tools and the opportunity to apply them, our course leaders will work with you to develop both understanding and skills helping you to gain the confidence to grow yourself and future-proof your business.
   
   Iod.com/sfd

4. Award in Leadership for Directors
   
   This course introduces a personalised approach to leadership, helping you to understand and develop your own self-awareness and emotional intelligence. You will learn different leadership and decision-making techniques, determine how to build and sustain high-performing teams, and evaluate how these tools can be applied to your own organisation to contribute to its increased success.
   
   Iod.com/lfd

“Studying for the Certificate in Company Direction has most definitely given me a better understanding of the characteristics of an effective board. It has certainly made me aware of how the decisions we make as a board can have major ramifications for the business. It’s also reaffirmed that as a director my duty is first and foremost to the company.”

Philippa Terry, Juniper Ventures

“IExceptional teacher – extremely knowledgeable and able to dig deeper on the subject with considerable experience and well read theory and practice together.”

Paul Burke, MoD

“This module really articulated the responsibilities of directors, especially from a legal point of view. I doubt most directors are actually aware of what they are liable for, and I believe there should be some sort of mandatory training for directors such as this when they join a board.”

Paul Bolton CDir, ONECPD

“This is an excellent course for someone venturing into Finance for the first time, and extremely well presented throughout.”

Ian McNaught, Trinity House

“This course provided a great opportunity for discussion and sharing experience amongst delegates with a wide range of experience and role in various sections.”

Amanda Stewart, Policing Board

Iod.com/directorcertificate

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Iod.com/directorcertificate
Accelerated Certificate in Company Direction
Chartered Director Stage 1

Exploring the characteristics, mind-set and behaviours of a boardroom executive is crucial to becoming an outstanding leader. However, business pressures can make it difficult to take time out to focus on your personal and professional development.

The Accelerated Certificate in Company Direction covers the key areas of governance, finance, strategy and leadership in an intensive five and a half-day programme designed to fit around your schedule.

Why attend?

• Achieve the IoD Certificate in Company Direction in a flexible way and without taking focus away from your professional life
• Share experiences with your peers in an environment conducive to intensive learning
• Minimise the amount of time spent away from the office
• Learn from leading industry professionals whose talent and ability has been proven in the marketplace
• Available for individual directors as well as groups of directors from the same organisation

“The programme was stimulating, highly relevant, and all four tutors were first rate. I gained a huge amount of knowledge, practical skills and positive affirmation from the IoD, thanks to the excellent tutors and high quality documentation that I have brought “back to the ranch” for the immediate benefit of SkillForce and our various stakeholders.”

Ben Slade, SkillForce

Diploma in Company Direction
Chartered Director Stage 2

The three-day module of the Diploma in Company Direction provides a unique opportunity to put your skills to the test in a realistic and safe environment as you tackle a real-life boardroom scenario.

In this course you will act as a board member in a ‘real’ organisation facing a variety of typical issues and crises. You will gain hands-on experience and feedback on your own performance that will enable you to make a significant impact on your board’s effectiveness while you achieve a world-class qualification.

On successful completion of the qualification you may use the post-nominal designation Dip IoD after your name.

Benefits of the programme

• Explore the board’s role, its dynamic, power, influence and conflicts
• Gain knowledge of important topics including risk and crisis management, decision-making, mergers and acquisitions, and board performance
• Apply relevant techniques and tools to improve personal skills and that of the board
• Evaluate and improve the performance of your board, its committees and individual directors

“The technical knowledge and learning provided by the programme has given me the confidence to implement many of the changes necessary to enable our business to grow and prosper through the difficult economic and geo-political times that we have operated in over recent years.”

Anthony Long DipIoD, Capital International Group
Chartered Director

Chartered Director is the only professional qualification for directors and recognises the high standards and capabilities that are needed for ensuring the director profession is understood. Through continuous commitment and ongoing professional development, Chartered Directors have a dramatic and positive effect on the success of their organisations. On successful completion you can use the post-nominal designation CDir.

The Chartered Director qualification is an evidence-based assessment, comprising three stages: an application, a portfolio of experience and a formal interview conducted by two Chartered Directors. The qualification focuses around 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

How to apply

To become a Chartered Director you must be a full member or fellow of the IoD and have passed the Certificate and Diploma in Company Direction examinations.

For more information on eligibility and application contact the Chartered Director team.

Email chartereddirector@iod.com
Phone +44 (0)20 7766 2601
Website iod.com/chartered

Assessment

IoD Awards and Certificate, Diploma level examinations and qualifications are credit rated under the internationally recognised Scottish Credit and Qualifications Framework (SCQF). Flexible examination dates are available throughout the year, and are offered via remote invigilation using a computer-based testing system which can be used on your home or work computer.

Exam features

• Our exam preparation materials, available through iod.com/academy will give you an opportunity to test your knowledge and practice various exam questions
• The exams can be taken in any order, all at once or month by month
• Thanks to remote invigilation, you can sit your exam in the comfort of your office, home, or wherever else you choose
• Your results will be available within a few weeks of your exam
• If you already hold a relevant professional qualification, you may be eligible for an exemption. See website for more information

To book your assessment, or for further advice and information please contact the examinations team on +44 (0)20 7766 8910 or examinations@iod.com. For the latest examination guides, timetables and regulations please visit iod.com/exams.

*The processes and technologies used in delivering exams via remote invigilation are tightly controlled and adhere to the highest-level security protocols.
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.

<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>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Price net (Member)</th>
<th>Price net (Non-member)</th>
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</thead>
<tbody>
<tr>
<td>Role of the Director and the Board</td>
<td>2 days</td>
<td>21-22; 26-27</td>
<td>6-7; 26-27; 21-22; 27-29</td>
<td>4-6; 8-9</td>
<td>1-2; 21-22</td>
<td>3-4; 11-12</td>
<td>2-3; 25-26; 29-30</td>
<td>12-13; 27-28</td>
<td>5-6; 9-11; 16-17; 26-27</td>
<td>9-10; 29-30</td>
<td>14-15; 26-27</td>
<td>11-12</td>
<td>£2,325</td>
</tr>
<tr>
<td>Finance for Non-Finance Directors</td>
<td>3 days</td>
<td>13-15</td>
<td>6-8; 16-19; 27-29</td>
<td>1-3; 24-26; 24-26</td>
<td>14-16; 15-17</td>
<td>3-5; 24-26</td>
<td>15-17; 29-31</td>
<td>28-30</td>
<td>4-6; 16-17; 23-25</td>
<td>4-4; 6-8; 20-22</td>
<td>4-6</td>
<td>£2,595</td>
<td>£3,150</td>
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<tr>
<td>Strategy for Directors</td>
<td>3 days</td>
<td>20-22</td>
<td>20-22</td>
<td>10-12; 10-2 May</td>
<td>1-3; 8-10; 22-24</td>
<td>4-6; 11-13; 26-28</td>
<td>8-10; 29-30</td>
<td>2-4; 24-26; 24-26</td>
<td>14-16; 21-23; 30-1 Nov</td>
<td>9-4; 4-6; 16-20; 25-27</td>
<td>10-12</td>
<td>£2,595</td>
<td>£3,150</td>
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<tr>
<td>Leadership for Directors</td>
<td>2 days</td>
<td>28-29</td>
<td>7-8; 27-28</td>
<td>25-26</td>
<td>20-21; 23-24</td>
<td>3-4; 17-18; 26-27</td>
<td>9-10; 15-16</td>
<td>13-14</td>
<td>11-12; 30-1 Oct</td>
<td>28-29</td>
<td>4-5; 18-19; 25-26; 28-29</td>
<td>2-3</td>
<td>£2,325</td>
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<tr>
<td>Accelerated Certificate in Company Direction</td>
<td>5.5 days</td>
<td>24-1 March</td>
<td>17-22</td>
<td>7-12; 28-3 May</td>
<td>19-24</td>
<td>9-14; 30-5 Jul</td>
<td>21-26</td>
<td>11-16</td>
<td>1-6; 22-27</td>
<td>6-11; 27-1 Nov</td>
<td>17-22</td>
<td>8-13</td>
<td>£9,675</td>
</tr>
</tbody>
</table>

Diploma in Company Direction

| Developing Board Performance | 3 days   | 6-8; 25-27 | 12-14; 18-20 | 8-10 | 5-7 | 17-19 | 19-21 | 2-4; 5-5; 9-11; 23-25; 23-25 | 4-6; 18-20; 25-26; 28-29 | 2-4 | £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 | 14 | 12 | 3; 31 | 14; 28 | 10 | £1,090 | £1,310 |
| Role of the Finance Director       | 1 day | 26 | | | | | | 9 | | | | | £880 | £1,155 |
| Role of the Company Secretary      | 1 day | 13 | | | | | | 3 | | | | | £880 | £1,155 |
| Role of the Chair                  | 1 day | 26 | | | | | | 20 | | | | | £880 | £1,155 |
| Role of the Managing Director      | 1 day | 12 | | | 13 | | | | | 4 | | | £880 | £1,155 |

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

Begin your qualifications journey with advice from our experts who will help you to choose the right path for you and your organisation.

For more information or to register:

Email
development@iod.com

Phone
+44 (0)20 7766 2601

Website
iod.com/qualifications

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
• Enjoy 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
• Discounted rates on IoD professional development courses
• Access to expert online resources including factsheets, reports and e-news
• Subscription to Director magazine – print and tablet versions
• Opportunity to attend 900+ events on a wide range of subjects across the country
• Join Policy Voice and help drive the business agenda
• Save up to 35% on leading liability insurances, providing protection and peace of mind for directors

If you are not already a member speak to one of the team to learn more or visit: iod.com/join
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
development@iod.com

Website
iod.com/training