



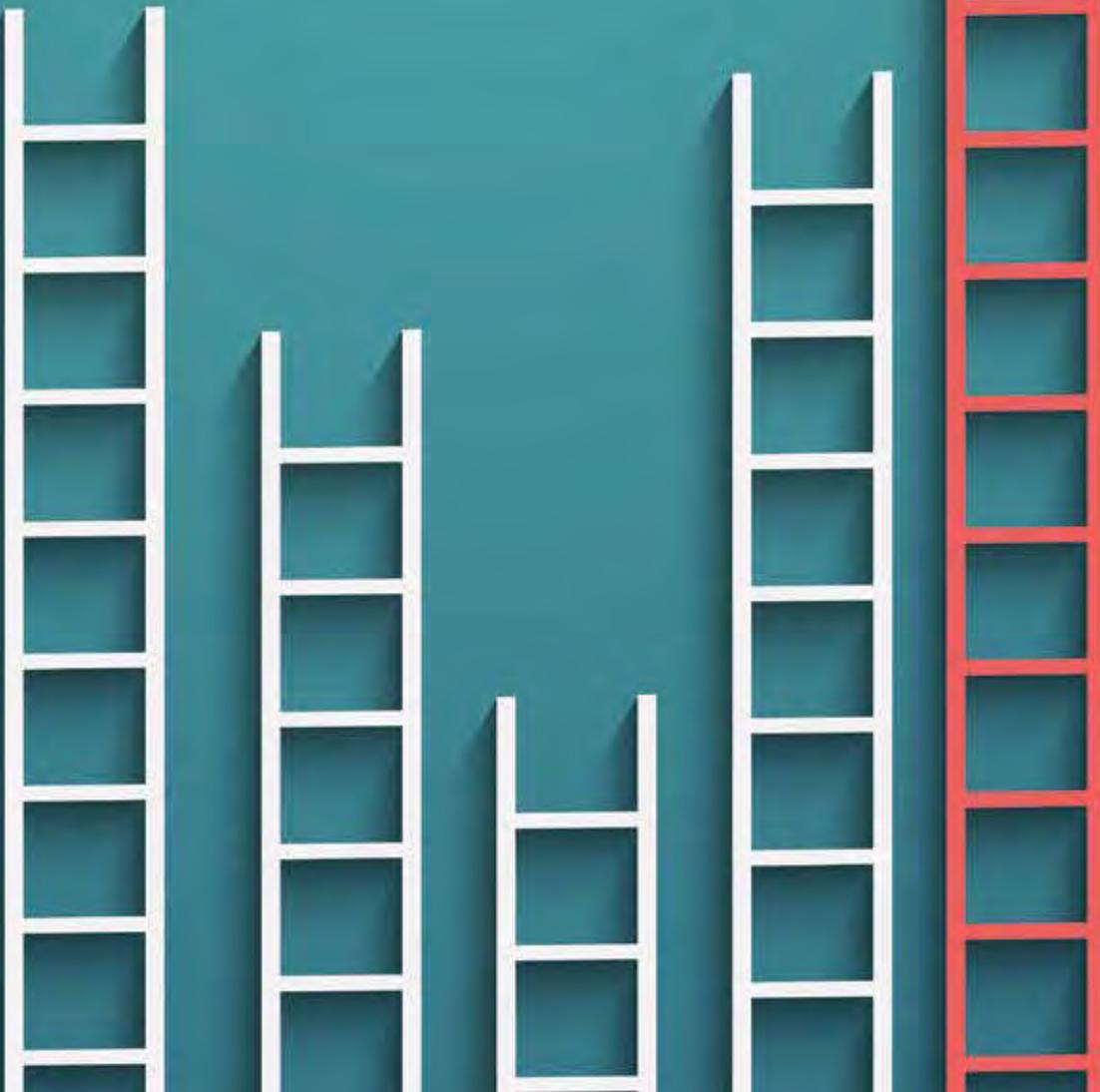
*Inspiring business*

# IoD Professional Development

*Helping you, your board and your organisation to grow*

2016/17

*[iod.com/training](http://iod.com/training)*



110 years inspiring  
British business

# Welcome...



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

New for 2016/17 is the IoD Director Competency Framework, which sets out the core competencies required of the modern director in the areas of knowledge, skills and mind-set and expresses the standards within our unique Chartered Director programme. Its launch comes at a crucial time when, regrettably, governance scandals are almost daily news and the need for exceptional leadership has never been greater. See page 4 for more.

We've also introduced flexible pathways to our director qualifications. You can now minimise time spent away from work by taking exams online, in an environment and time of your choice or in bite-size modules. See page 12 for more.

Whether you select an open course, bespoke programme, executive coaching or the Chartered Director qualification awarded by Royal Charter, you will:

- benefit from world-class content, aligned with the IoD Competency Framework
- experience impactful facilitation by our expert course leaders who are also practising directors
- gain access to an unrivalled peer network and invaluable IoD resources
- immediately apply your learning in both an individual and organisational context

We look forward to working with you and your team in 2017.

**Louise Gulliver,**  
Managing director, Professional Development

## Contents

### 4 IoD Director Competency Framework

The foundation of the IoD's professional development offering and your roadmap to successful leadership

### 5 The IoD learning experience

Where we train, previous clients and what to expect from the IoD approach

### 6 IoD expertise

Meet our tutors and take a glimpse at their expertise and credentials

### 8 Open courses

Explore a wide variety of open courses that cover the roles, responsibilities and leadership skills essential for success

### 12 Director qualifications

The three stages of learning: Certificate in Company Direction, Diploma in Company Direction, and Chartered Director

### 14 Bespoke training

Coaching, board evaluation and in-house training programmes

### 16 Calendar

Dates, fees and course locations

### 18 Next steps

How to begin your development journey with the IoD

# The Director Competency Framework

The Director Competency Framework is the IoD's latest development to help business leaders, in the UK and beyond, to succeed.

Based on consultation with high-performing directors and boards, alongside research and best practice distilled from the IoD's extensive experience of working with senior leaders around the world for more than 110 years, it sets out the knowledge, skills and mind-set required to perform effectively as a director and to successfully lead your organisation whatever your sector, industry or location.

Within each of the three dimensions (knowledge, skills and mind-set) you'll discover a set of core competencies and actionable standards, enabling you to assess your strengths, identify areas for performance improvement and plan your professional development with the IoD.

Read on to discover how the IoD's courses, qualifications and director development programmes can help you and your organisation to succeed now, and in the future.



**“This framework captures the essence of the competencies every director needs to perform effectively, providing an ideal blueprint for professional growth.”**

**Lady Barbara Judge** *Chairman, Institute of Directors*

# The learning experience

We support your learning with interactive and dynamic learning, in environments designed to facilitate peer-to-peer networking and positively impact your performance

### You will

- Meet course leaders with a unique wealth of experience in both the boardroom and the wider business community
- Experience an interactive workshop approach with real-world case studies, practical examples and scenarios
- Enjoy focused peer-learning in groups of less than 20 delegates
- Access cutting-edge content underpinned by a solid foundation of professional research and theory
- Access exclusive online learning resources in the Learning Zone, our digital platform
- Gain relevant and practical knowledge that can be applied immediately on your return to work
- Network with like-minded business leaders from a range of regions, sectors and organisations

### Where we train

IoD qualifications and courses are delivered in locations throughout the UK and at approved centres internationally. For contact details please see p19.

### The IoD approach

For over a century, the Institute of Directors (IoD) has been at the forefront of director development, championing, training and representing the UK's business leaders under Royal Charter, setting standards of excellence and leading the global agenda on corporate governance.

Our unique understanding of what makes an effective business, a high-performing board and a successful organisation is underpinned by market-led insight and practitioner expertise and means that the IoD is the modern leader's only option for world-class development.

**Our training is founded on three principles:**



### Previous clients include

Fujitsu • Qatar Fertilizer Company • Commerzbank AG • Skanska • Serco • RBS • Credit Suisse • Ministry of Defence • BMW Group UK • Lloyds TSB • Swiss Re • London Underground • HSBC • EON UK • Nuffield health • National Autistic Society • Coventry University • John Lewis Partnership • Honda Trading • British Safety Council • British Transport Police • BP • EDF Energy • Hermes • Santander • OFSTED • Harvey Nichols & Company • NHS • Panasonic • Mars Capital • Ministry of Justice • Health and Safety Executive • Delice de France • Lockheed Martin • Guardian Media Group • Prudential • Motorola

### And this is how they scored us

Advocacy scores (2016)



# IoD expertise

Our faculty of course leaders and executive coaches are all expert practitioners in the fields of governance, strategy, leadership and finance. Each of them brings a unique wealth of insights from within the boardroom and wider business community to the programmes they deliver; the IoD gives you access to their extensive expertise.

**■ Adam Taub**

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

**■ Anna Bateson**

Consults on leadership and strategy for clients such as BA and PwC, and has over 40 years' experience as a global consultant.

**■ Bill Sykes**

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

**■ Chris Wilkins**

Track record of growing companies, ex-president Automation Group, CEO Wellington Holdings.

**■ David Joel**

Former Director Serco Defence. Clients include MoD, Office Depot, Mainetti, Commerzbank and Skanska.

**■ David Kearney**

Chartered psychologist, fellow of Institute of Business Consulting. Clients include, Deutsche Bank, NHS and HP.

**■ Deborah Benson**

20 years' experience in commercial, public and voluntary sectors, now NED of EDI Group, and more.

**■ Deborah Morton-Dare**

Qualified chartered accountant and MD. Speaker and writer, financial adviser and consultant.

**■ Francis Bergin**

Qualified accountant and chartered secretary, experienced chair, former director of the School of Business Administration.

**■ George Bartlett**

Qualified company secretary, expert in corporate governance and risk management, ex-international president of ICSA.

**■ Gerard Hargreaves**

Broadcaster, author and expert in exec development. Clients include JP Morgan, Coca-Cola and civil service.

**■ Ian Waddelow**

Strategic planning and development specialist. Clients include Laing O'Rourke, First Group and the BBC.

**■ Janet Ashford**

Former executive PA with over 15 years' experience supporting directors at board level.

**■ Janhavi Dadarkar**

Expert on commercial transactions, company law, corporate governance and intellectual property.

**■ Jean Pousson**

Experienced management consultant, coach and board director leading change initiatives.

**■ Jo Haigh**

Experienced director and business owner, held over 40 NED roles, author, visiting fellow at Leeds University.

**■ John Blakey**

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

**■ John Joint**

International coach and consultant, specialises in working with boards of large international organisations.

**■ Joy Allen**

Specialist in governance and leadership development. Experienced entrepreneur, CEO and board member.

**■ Martin Thomas**

Experienced comms and social media specialist and author. Clients include RAC, Royal Mail and M&S.

**■ Murray Eldridge**

Over 40 years in sectors such as shipping, telecoms and energy, including Smit Intl and Cable and Wireless.

**■ Paul Munden**

Commercial law barrister and former general counsel of Business Link. Clients include Royal Dutch Shell and NHS.

**■ Raj Gandhi**

Certified chartered accountant, finance, treasury and risk specialist. Experienced board member, ex-CFO London Capital Group Holdings.

**■ Sarah Gornall**

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

**■ Dr Simon Haslam**

Specialist in organisational strategy and strategic marketing, on advisory council for Institute of Consulting.

**■ Terry Waymouth**

Over 20 years leading organisations in public and private sectors. Clients include RBS, First Group and Cable & Wireless.

**■ Yanos Michopoulos**

25 years' experience in roles across EMEA in private and public sectors, with a focus on energy, infrastructure and private equity.

**■ Zoë Cohen**

Over 10 years at board level, specialises in strategy, business planning, governance, risk management and M&A.



**“The big positive difference was down to the quality of the tutors with very high standards of delivery”**

**Ryan Dekker**  
General manager, Trident Trust



# Open courses

IoD open courses are specifically designed from the director's viewpoint, covering the wide spectrum of roles, responsibilities and leadership skills that are essential for success in today's evolving business landscape.

They are also an ideal forum for meeting other senior leaders and expanding your personal network. IoD open courses can also form part of a tailored training package for you and your organisation.

Enhance your knowledge and skills in a flexible, interactive environment with expert practitioners who will equip you with the latest strategic insight and live industry case studies for practical application.

## Role-based courses

Understanding your role and responsibilities as a director in a changing world is essential. Whether you are an aspiring or newly appointed director, or would like to refresh your knowledge and update your skills, the following courses will help you develop greater capability.

### 1 Role of the Director and the Board\*

Two days

An essential introduction to the role, duties and legal responsibilities of a director and the workings of a board.

**Key benefits for you and your organisation**

Develop a practical understanding of best practice in the boardroom. In addition to recognising the director's key legal responsibilities, you'll be able to efficiently assess risk, and know how to effectively manage stakeholders while acting in your organisation's best interests.

### 2 Director's Role in Strategy and Marketing\*

Three days

This course provides an introduction to the key ideas and approaches to strategic direction and marketing

within your organisation. It will assist your role in leading the strategic process.

**Key benefits for you and your organisation**

Learn how to create value for your key stakeholders, appreciate the importance of market analysis and strategic decision-making, and effectively prepare for the implementation of strategies that support and enhance your organisation's vision and values.

### 3 Director's Role in Leading the Organisation\*

Two days

This course appraises the role of the board in setting objectives, culture and values and the techniques needed to deliver corporate strategy. It demonstrates the director's role as a board member and as a corporate leader in driving strategic change.

**Key benefits for you and your organisation**

Gain a practical understanding of leading people through strategy implementation. During the course you will have the opportunity to assess different leadership and decision-making techniques, identify

ways of handling resistance to change and evaluate how all of these can be applied in your own organisation and contribute to its increased success.

### 4 Finance for Non-Financial Directors\*

Three days

This course is designed specifically for non-financial directors and senior managers. It will demystify the world of finance, allowing you to monitor the financial health of your business, evaluate business plans with confidence and contribute more effectively to boardroom discussion.

**Key benefits for you and your organisation**

By attending this course you will be equipped with the knowledge and skills necessary to assess the financial health of your business, appreciate the financial impact of the board's strategic decisions and be able to identify the director's legal obligations in relation to finance.

\*This module is also part of the Certificate in Company Direction qualification.

**“This is the best and most relevant training that I’ve experienced – the delivery, timing, interaction and style were excellent.”**

**Stacey van der Aardweg** *CEO, First Retail UK*

## 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 an opportunity to review the key responsibilities of the company chair role with a comprehensive review of current legal requirements and good practice.

## 6 Role of the Company Secretary

One day

This course provides a practical overview of the company secretary's duties and responsibilities combined with the essential knowledge required to fulfil the role successfully. It will address the changes to the company secretary's role in response to the Companies Act 2006.

## 7 Role of the Finance Director

One day

The finance director is a key member of the board of directors. This comprehensive one-day course demonstrates how to balance the demands of this crucial and complex role to ensure that the financial strategies support the broader corporate aims of the business.

## 8 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.

## 9 Role of the Non-Executive Director

One day

This exclusive course is designed to equip you with practical skills to prepare for the non-executive director role, raise your profile and add real value in the boardroom. Incorporated into the course is an evening dinner and drinks reception with a high-profile, portfolio NED guest speaker and head-hunter.

## 10 Role of the Executive PA

Two days

This ground-breaking course has been designed exclusively for experienced PAs working for directors, business leaders and other executives at board level. Learn how to drive tangible business improvements and gain an understanding of the role and responsibilities of the board.

## 11 New Role of the Trustee

One day

This engaging course equips trustees with the latest information on governance and best practice – helping them to ensure improved performance. Ideal for existing trustees who seek to enhance their understanding of their role and responsibilities, the course is also an effective induction for new trustees.

For more information visit [iod.com/opencourses](http://iod.com/opencourses)

## Skills courses

Whether you want to understand your personal leadership capabilities and how these impact on others or enhance your strategic thinking, our short skills courses on a wide range of topics will help you fulfil your development needs.

### 1 Business Presentation Skills

Two days

Learn how to prepare and deliver exceptional presentations and speeches with confidence, expertise and professionalism. See yourself in action in a video recording, with one-to-one advice on how to improve your technique.

### 2 Chairing Meetings Effectively

One day

Good chairing is an essential skill for today's leaders, who conduct a wide range of meetings on a regular basis. Poorly managed meetings can lead to a loss of valuable time and money. Gain the vital skills and techniques for leading concise, structured and meaningful meetings.

### 3 Coaching Skills for Directors

One day

This course is ideal for anyone looking to explore the idea of coaching and covers a range of models and techniques – whether you are looking to improve the performance of your direct reports or to introduce coaching into your organisation.

### 4 Developing Strategic Thinking

Two days

Benchmark your strategic thinking capability and strengthen your

contribution to the development of organisational strategy. This course provides practical insight into the processes and techniques for strategic thinking and strategy custodianship at board level.

### 5 Negotiating Skills for Directors

Two days

Learn to negotiate confidently with clients, customers, suppliers and others on a national and international basis. Practise your pitch under expert guidance with tips on how to deal with pressure, create value and generate game-changing solutions.

### 6 Inspirational Leadership

Two days

Understanding how you currently lead and the implications of your chosen approach enables you to develop better judgement. Learn how to evaluate your personal leadership style, enhance your credibility and develop a committed organisation.

### 7 Keys to Personal Effectiveness

One day

Increase your personal effectiveness and that of your team with a host of time-management tools and techniques that will better enable you to identify and focus on key priorities to increase your productivity.

## 8 Social Media Strategy for Directors

One day

This course will enable you to understand the strategic, cultural and organisational challenges posed by social media. It will also teach you how to use it as a positive agent for change and a cost-effective marketing communications, research and customer service platform.

## CPD Workshops

Continuing Professional Development (CPD) is a key part of every business professional's working life and allows you to update your knowledge and skills.

Choose from six learning-focused sessions, held at your local IoD branch, covering the latest best practice with added opportunities for peer-learning and networking.

■ **Practical Tips for Becoming an NED**

■ **Step to the Top**

■ **Strategic Decision Making**

■ **Top 5 Things Every Director Must Know**

■ **New Improving Board Dynamics**

■ **New Risk Governance for Directors**

For more information visit [iod.com/cpdworkshops](http://iod.com/cpdworkshops)

# Director qualifications

As a long-established professional awarding body, the IoD is the only institute in the world to offer internationally recognised qualifications designed by directors for directors under Royal Charter.

When you attain a director qualification from the IoD you gain professional recognition and enhance your career prospects. You also become part of an exclusive network of senior professionals recognised for their outstanding leadership and contribution to business.

No organisation better understands the challenges directors face in today's rapidly evolving work environment and we've made important upgrades to reflect the new landscape.

You can now take exams at your office at a time of your choosing, split them into bite-size modules and achieve qualifications recognised across a greater number of jurisdictions. The IoD's professional development offering has never been more flexible to meet your needs.

## 1 Certificate in Company Direction

### Chartered Director Stage 1 SCQF Level 9

Whether you're newly appointed, aspire to a seat on the board, or want to improve performance with fresh insight, the Certificate in Company Direction, centred on the key areas of governance, finance, strategy and leadership, will equip you with the knowledge to make you more effective.\*

### Accelerated Certificate in Company Direction

Five-day fast-track residential course

We understand business pressures can make it difficult for you to take time out of the office to focus on your development. Progress your career to the next level with this intensive five-day fast-track residential. This programme offers an accelerated version of the Certificate in Company Direction for those who wish to gain the qualification in an intensive format.

### Assessment

IoD awards, certificate and diploma level qualifications are now credit-rated under the internationally recognised Scottish Credit and Qualifications Framework (SCQF). Flexible examination dates are available throughout the year, and are available via remote invigilation or computer-based testing centres located across the UK.

\*Each course unit may be taken independently or as part of the Certificate in Company Direction. For more see page 9



Gain exclusive access to interactive post-course digital learning and support tools,

revision materials and practice exam questions in the IoD Learning Zone.

“The Chartered Director qualification has made me acutely aware of what a board director’s responsibilities really are – and the qualities needed.”

Talita Ferreira *Chief financial officer, BMW*

## 2 Diploma in Company Direction

### Chartered Director Stage 2 SCQF Level 11

Apply the knowledge and skills gained at certificate level in a practical and dynamic way with the IoD Diploma in Company Direction.

#### Developing Board Performance

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.

#### You will...

- 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

## 3 Chartered Director

### The benchmark of director excellence

Performing effectively as a director requires a combination of core competencies in the areas of knowledge, skills and mind-set. Chartered Directors have a dramatic and positive effect on the success of their organisations.

The Chartered Director qualification comprises a peer interview to assess your practical experience as a director.

The assessment is based on five key areas which are central to organisational direction and governance. The interview is conducted by two Chartered Directors. The questions are available to candidates prior to sitting the exam to allow adequate preparation.

The Chartered Director qualification demonstrates your knowledge, skills and experience, enabling you to:

- Improve the board’s effectiveness and your personal contribution
- Adopt a common set of business principles and vocabulary
- Champion standards of good, ethical governance and best practice for boards
- Demonstrate strategic leadership and take a long-term view of opportunities, risks and challenges
- Act with integrity and exercise independent judgment
- Build trust with stakeholders in working for their best interests

### Case study: Martin Garner, director, Sherwood GM



“I strongly believe in the vital importance of formal training and development for both new board appointees and young developing directors, as well of the benefits of continual professional development for all directors. Completing the IoD Chartered Director programme helped me to understand the importance of building a solid foundation for the success of both myself and the organisation. It enabled me to look at things from the strategic level and ensure that good practice in corporate governance is embedded in all the actions, processes and procedures I undertake.”

To find out more information visit [IoD.com/success-stories](http://IoD.com/success-stories) where you’ll get access to exclusive case study content, videos and insights from the Chartered Director community.

# Bespoke training

## Coaching

Executive coaching provides directors and senior leaders with confidential, personal and professional support to achieve their full potential, with a focus on their immediate and future goals. It is a partnership between the executive coach and the coachee.

### Executive coaching benefits both...

- Individuals, who will have the opportunity to enhance their personal impact and performance, better prepare for career changes and learn how to manage stress, conflicts and crisis.
- Organisations, who will achieve higher ROI and better results including greater commitment and buy in from directors and senior managers, enhanced talent retention as well as improved staff engagement and interdepartmental relationships.

### What the IoD can do for you

- One-to-one executive coaching
- Team coaching
- Return to work coaching
- Transition coaching
- Virtual executive coaching
- Bespoke development with executive coaching



For more information visit [iod.com/coaching](http://iod.com/coaching)

“The IoD Executive Coaching service provided a safe environment to explore new ideas and approaches and get valuable independent critique on them.”

Jeff Ruddle *Operation director, UKAS*

## In-company

### Designed and delivered by experts with your corporate success in mind

IoD courses, qualifications and development programmes may be delivered in-company or developed into bespoke options for your senior leadership team.

We work collaboratively with you to design learning solutions that are relevant, measurable and flexible, using the ADDIE methodology to ensure that you get the most from your investment.

**Analyse** – we actively engage with you to outline the key challenges facing your business, with a 360° competency-based assessment to identify knowledge and skill gaps and define objectives for success.

**Design** – our experts will work with you to determine the optimum structure and format, based on learning outcomes that promote application beyond the training environment.

**Develop** – our content development advisors will construct a learning support plan, with tailored content, language and terminology that is relevant and applicable to your sector.

**Implement** – your programme will feature an induction, facilitated classroom sessions, case studies and interactive activities that encourage participants to think strategically and drive improvements at an individual, board and organisational level.

**Evaluate** – our in-house team are here to support you with regular reviews at every stage of the programme to ensure that your performance improvement is tangible, observable and measurable.

### Benefits of a customised programme

- Cost-effective learning solution delivered to multiple individuals, teams and cohorts
- Driven by your corporate goals to ensure 100% relevance and application
- Designed and delivered by expert business practitioners to bring the learning to life
- Measurable impact and return on investment through 360° measurement frameworks
- In-house delivery minimising time spent away from the office

To build a customised programme for your organisation today contact **Stephen Moore, head of business development**

E: [customisedprogrammes@iod.com](mailto:customisedprogrammes@iod.com) T: +44 (0) 20 7766 8845

For previous clients see page 5.

## Board Development

The IoD's board evaluation service offers an independent solution designed to help your board identify its strengths and weaknesses, and then tailor a roadmap for improvement. Your board will be evaluated by a highly knowledgeable and experienced independent assessor who will work closely with the board on specific areas.

# 2016/17 Professional Development calendar and fees

All courses can be booked for individuals or groups and may be delivered within your organisation.

■ London 
 ■ Birmingham 
 ■ Edinburgh 
 ■ Jersey 
 ■ Leamington Spa

To find out more about exam dates and pricing visit [iod.com/exams](http://iod.com/exams).

Certificate in Company Direction		Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	2016 Price net (Member)	2016 Price net (Non-member)	2017 Price net (Member)	2017 Price net (Non-member)
Role of the Director and the Board	2 days	5-6; 15-16 22-23; 1-2	13-14; 31-1 Nov	17-18; 28-29	12-13	9-10; 26-27	9-10; 14-15 27-28	13-14; 27-28 27-28	10-11; 19-20 24-25	10-11; 18-19 25-26	12-13; 14-15 26-27	£1,995	£2,395	£2,145	£2,575
Finance for Non-Financial Directors	3 days	7-9; 26-28 26-28	10-12 31-2 Nov	23-25	7-9	11-13; 23-25	1-3	1-3; 6-8; 13-15; 22-24	5-7; 26-28	10-12; 10-12 15-17	5-7; 28-30	£2,195	£2,635	£2,350	£2,825
Director's Role in Strategy and Marketing	3 days	14-16; 5-7	5-7; 10-12		5-7	18-20	13-15	15-17	19-21; 19-21	22-24	5-7; 19-21 19-21	£2,195	£2,635	£2,350	£2,825
Director's Role in Leading the Organisation	2 days	5-6; 19-20 26-27	3-4; 17-18	10-11; 28-30		16-17	16-17	9-10; 9-10	3-4	8-9; 8-9	8-9; 21-22	£1,995	£2,395	£2,145	£2,575
Accelerated Certificate in Company Direction	5½ days	4-9; 11-16	9-14; 23-28			22-27	26-3 Mar	26-31	23-28	14-19	4-9	£7,990	£9,525	£8,790	£10,550
Diploma in Company Direction															
Developing Board Performance	3 days	19-21	4-6; 5-7; 26-28 10-12; 19-21				22-24	29-31; 15-17	10-12; 24-26	17-19	14-16; 27-29	£2,900	£3,385	£3,190	£3,725
Your Role on the Board															
Role of the Non-Executive Director	1 day	28	19; 11	17		19	21	22	20	11	8; 29	£895	£1,075	£995	£1,195
Role of the Company Secretary	1 day	26		14				7		23		£795	£955	£825	£1,025
Role of the Chair	1 day	27		15		10		9			13	£795	£955	£825	£1,025
Role of the Finance Director	1 day			7							21	£795	£955	£825	£1,025
Role of the Trustee	1 day		21				28			9		£595	£795	£495	£595
Role of the Managing Director	1 day	7		8				14			22	£795	£955	£825	£1,025
Role of the Executive PA	2 days	29-30		24-25			15-16	20-21			27-28	£1,295	£1,560	£1,395	£1,675
Directors' Skills															
Business Presentation Skills	2 days	21-22								15-16		£1,095	£1,320	£1,095	£1,320
Negotiating Skills for Directors	2 days		24-25					20-21				£1,095	£1,320	£1,095	£1,320
Developing Strategic Thinking	2 days			30-1 Dec				30-31			15-16	£1,095	£1,320	£1,095	£1,320
Inspirational Leadership	2 days			3-4				2-3			5-6	£1,095	£1,320	£1,095	£1,320
Coaching Skills for Directors	1 day		24						27			£695	£835	£695	£835
Keys to Personal Effectiveness	1 day			9						31		£695	£835	£695	£835
Chairing Meetings Effectively	1 day		25								14	£695	£835	£695	£835
Social Media Strategy for Directors	1 day		20								22	£695	£835	£695	£835

## Next steps

Start your professional development journey with the IoD today

Build your personalised professional development plan with advice from our Client Development team.

IoD development programmes are applicable in both an individual and organisational context and can be tailored to ensure tangible outcomes that are relevant to you.



To register, or for more information, contact us

E: [professionaldev@iod.com](mailto:professionaldev@iod.com)

T: +44 (0)207 766 2601

W: [iod.com/training](http://iod.com/training)

### IoD Membership

Ensure your investment goes the extra mile, boost your development with IoD membership.

Join today and receive discounted rates on all Professional Development services, with further access to member benefits to support your journey with the IoD.

For more information visit [iod.com/join](http://iod.com/join)

#### IoD membership benefits include:

- Expert advice on tax and legal issues – four sessions a year
- 25 enquiries a year to the Business Information Service
- 25 calls a year to both the legal helpline and tax helpline
- Prestigious public and private meeting spaces in more than 3,000 locations worldwide
- An extensive networking calendar
- Subscription to *Director* magazine – print and tablet versions
- Conferences and events
- Local and national seminars
- Online insight, reports and e-news
- Opportunity to join Policy Voice
- Specially negotiated products and services

## Where to find us

IoD courses and qualifications are delivered throughout the UK, Ireland and internationally in approved study and examination centres. For further info please contact the centres directly.

### UK development centres

**1 London HQ, IoD Professional Development team**

116 Pall Mall, London SW1Y 5ED  
E: [professionaldev@iod.com](mailto:professionaldev@iod.com)  
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**2 IoD West Midlands Sue Hurrell**

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T: +44 (0)121 643 1868

**3 Loughborough University Liz Taylor**

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**4 Salford Professional Development Alison Kennedy**

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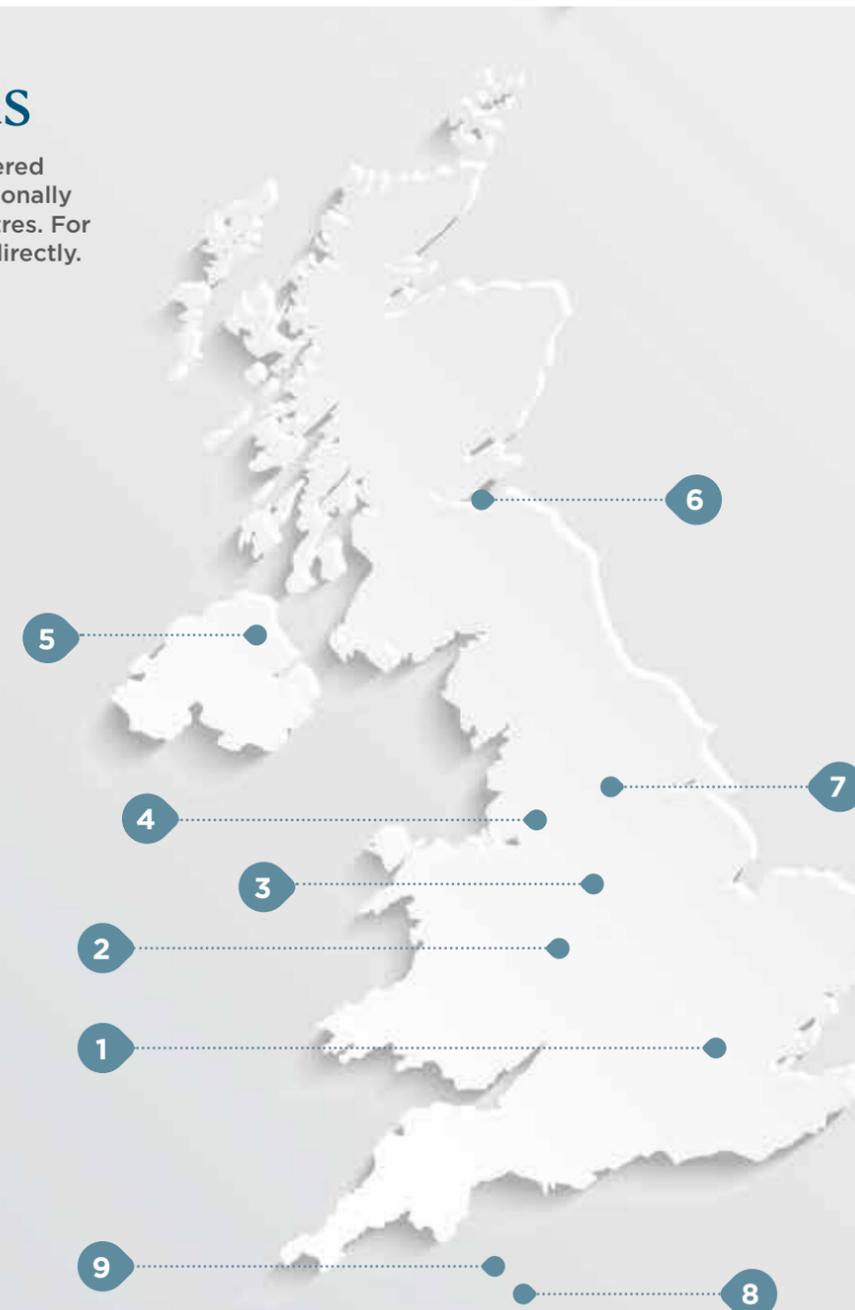
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