



# Direction



The official membership magazine for the Institute of Directors in Scotland

**IoD Scotland  
Conference:  
Youth can't be left  
to pay price of  
the pandemic**

**Top tips for  
fostering  
innovation  
and inclusion**

## Education has to lead recovery

**Professor Heather McGregor CBE on  
Scotland's challenges post-Covid**







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# Learn from 2020, look forward to 2021



While the tragic events of 2020 can never be under-estimated, it's vital directors and business leaders raise their heads from the crisis and focus on the possibilities the future holds to truly build back better, says IoD Scotland Chair **Aidan O'Carroll**

With the news of Tier 4 restrictions being placed on a large swathe of the Scottish population, the next few months still look as being a real challenge in tackling the Covid-19 pandemic.

As a result, it is easy to forget the progress that is being made in record time with the development of vaccines that hold the promise of helping to bring life back to a greater sense of normality in 2021.

While living in the moment will remain stressful for a time yet, we can all look forward now to some positive changes that will come in the weeks and months ahead.

This was the theme at our first virtual Scotland Conference where we explored how collaboration will drive Scotland's growth. We also explored how exciting opportunities, as well as challenges, lay ahead as we rebuild the economy, create new businesses that can harness our Green revolution, and make Scotland a true global leader in innovation and technology that will deliver high-quality jobs, new platforms for growth, and help our new generation of leaders to pick up the mantle and 'build back better'.

What a great challenge that is for all of us to pick up and play our part in. Whatever the organisation you are in, wherever you are based, all sectors will play an important role in driving growth.

Benny Higgins, who delivered our Leadership address, laid out the challenges ahead and put education and learning at the heart of how Scotland will succeed.

At the IoD, we are ready to play our part in providing the highest quality leadership and business training and this is being delivered across several platforms. Take a look at what is on offer – there is sure to be something relevant to you and your organisation.

For those that aspire to be directors in business, our Chartered Director Programme (CDir) is recognised around the world as a leading qualification and wherever your ambitions may lie, there is a course and programme relevant for you.

As 2021 fast approaches there will be many reflections no doubt on the most extraordinary year that we have perhaps experienced. But 2020 will soon be over and the green shoots that we will all be looking forward to seeing in 2021 are already beginning to emerge.

There is much to look forward to, not just being able to be with family and friends again, but creating a more dynamic, caring and collaborative society that will harness the great business opportunities is something we can all be a part of.

Roll on 2021!

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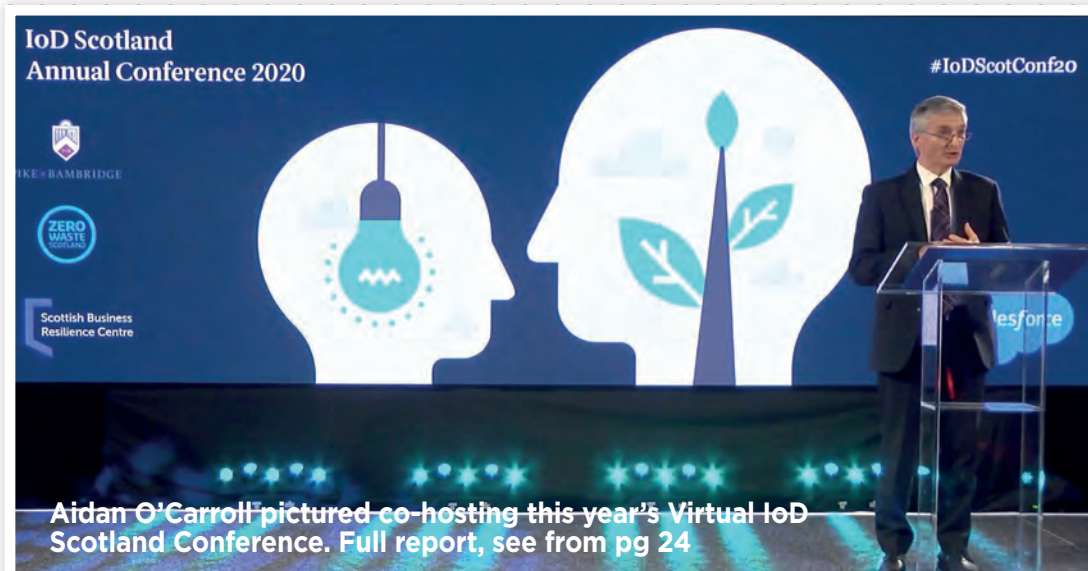
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**Cover:** Professor Heather McGregor, is this issue's Leadership Interview.

**Pg 14.** Photo: Suzy Lowe



**Aidan O'Carroll pictured co-hosting this year's Virtual IoD Scotland Conference. Full report, see from pg 24**



# Out of adversity comes opportunity

After a year like no other, we have hit the re-set button and prepare for a 2021 full of inspiration, innovation and collaboration, says IoD Scotland National Director **Malcolm Cannon**



It's fair to say that 2020 has been a year unlike any other. The financial, social, physical and mental health challenges we have all faced over the past nine months have been the most difficult we have seen for 80 years. And it feels like no amount of past experiences, both business and personal, could have prepared us for it.

But throughout this time, we have demonstrated great strength in our support for neighbours, frontline health workers and in complying with difficult and ever-changing restrictions. I hope that this community spirit and selfless attitudes towards our peers is something we will retain as we emerge from this pandemic.

I would also like to see the heightened resilience demonstrated during these times become a key skill in 2021 and beyond. However, to quote our national sports captains at our IoD Conference in November, "If we can only build resilience by experiencing hardship, many of us may well opt out".

We must not underestimate resilience, as it is this faith in our ability to survive adversity that makes us daring and innovative leaders.

During Conference, we asked delegates how they were feeling about many issues, but some of the most

telling results came from our Brexit questions. 69 per cent of our audience said they were not prepared at all or only somewhat prepared for Brexit, while two-thirds of participants said they would benefit from clearer guidance both generally and specifically around supply chains to help them prepare for the post-Brexit world.

Coronavirus and its devastating impact has understandably been at the top of the agenda for everyone, but this has meant that Brexit preparations have not been given the attention they deserve – from anyone. And as we see the light at the end of the tunnel as news of successful vaccines emerge, we must learn from our experiences.

Nelson Mandela once said: "I never lose; I either win or I learn" and we should adopt his mindset to be better prepared for next time. For there will be a next time; whether it's another pandemic, a financial crisis, or a climate related challenge.

I believe 2021 needs to be a year of collaboration and improvement. We must focus on the young; as Benny Higgins said at Conference, "we cannot allow the young generation to pay the biggest price of the pandemic." If we work to improve the alignment between business and academia, we can ensure

that our young adults are reaching employment age with the necessary skills to thrive.

I hope we recognise the benefits that lifelong learning, reskilling and upskilling have brought to light this year, and that self-improvement in these areas continues to be a priority for individuals and businesses alike. We have seen a marked increase in demand for training in governance during the crisis as directors realise that they are under-prepared and qualified to handle the challenges facing their businesses.

We should also encourage more collaboration; whether through helping others through volunteering, mentoring or CSR, or by encouraging two-way engagement for business and business organisations with Government. This dialogue will benefit both parties with a better understanding of the other's perspective.

One of our biggest lessons from 2020 must be that we are all in this together. That should give us confidence and encouragement to build a stronger economy as we transition out of the pandemic and, indeed, out of the European Union.

## International focus on inward investment

The Scottish Government has launched a targeted inward investment plan that aims to further internationalise Scotland's economy. The plan will see effort focused on nine areas of opportunity in what was described as a fundamental shift of approach. The areas include energy transition, health technology, the space sector and digital financial and business services.

The Scottish Government said that priority will be given to investors who can build local supply chains, provide new skills and invest in research. To encourage the spread of investment across Scotland, there will be an emphasis on the creation of regional clusters.

The Scottish Government will focus resource on strategic investments, aiming ultimately to allocate up to £20m

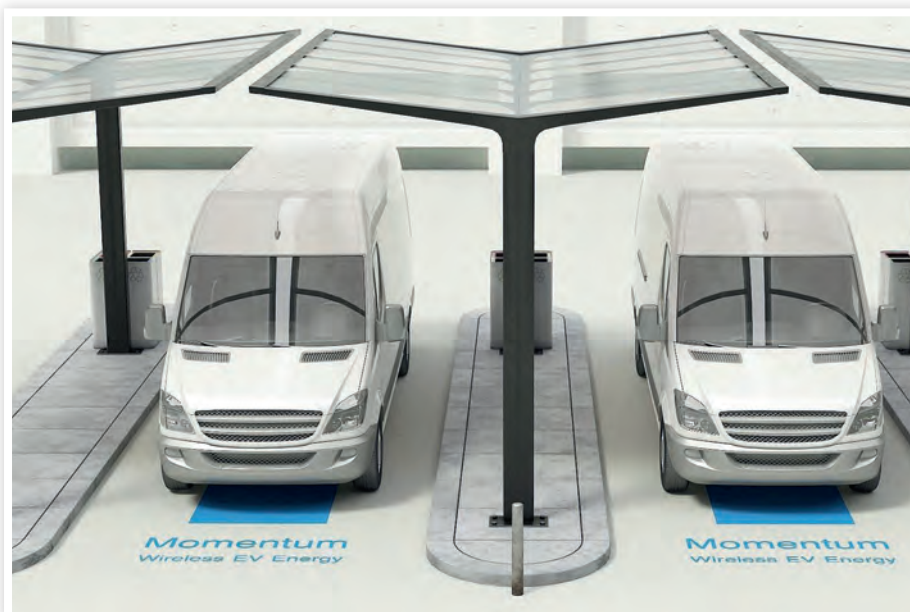


a year. It said that it was estimated the plan would have the potential to increase GDP by £4.2bn, boost exports by £2.1bn over the next two decades and add up to £680m a year to government revenues as it seeks to deliver 100,000 jobs over the next decade.

Unveiling *Shaping Scotland's Economy: Scotland's Inward Investment*

*Plan* in parliament, the Minister for Trade, Investment and Innovation, Ivan McKee, said: "For the past seven years Scotland has attracted the most inward investment of any UK nation or region outside London. The time is right to build on these strong foundations.

"The Covid-19 pandemic has highlighted the need for greater resilience in our economy and to build back better. Scotland's Inward Investment Plan therefore represents a fundamental shift in focus. Our robust, analytical approach has identified nine opportunity areas where Scotland's genuine global strengths, often built on our academic excellence, align with global investment opportunities and offer the potential to maximise economic benefits across the nation."



# UK-first wireless electric van charging trial at Heriot-Watt

Heriot-Watt University has received £1.6 million funding for small commercial vehicle tests next year, with the focus on technology that will enable electric batteries to be recharged without the need for cables, speeding up the process.

Using charging pads, vehicles are parked on top of these with a 'receiver pad' attached to the bottom of the chassis sending power straight to the battery.

Heriot-Watt believes the simple process could encourage more firms to use electric vehicles and cut emissions.

The equipment is also future proofed for potential use by autonomous vehicles which have no driver to plug in cables. The university said wireless charging had already proved to work for buses, as demonstrated by a test project in Milton Keynes.

The joint project with the City of Edinburgh Council and Flexible Power Systems is due to start in the spring. It will involve specially-adapted university and council vans, with charging equipment from Momentum Dynamics.

The university said the project's success could see van fleets across the UK using such chargers, which take 30-60 minutes to top-up batteries. Chargers could be deployed across the country, with companies such as delivery firms able to book time slots for their vehicles.

This could avert the need for vehicles to return to their depots to be recharged.

Funding for the trial is from the UK Government's Office for Low-Emission Vehicles through its innovation agency Innovation UK.

City council fleet manager Scott Millar said: "We are already deploying electric vehicles across our fleet and looking at ways we can drive adoption in the wider community. Providing charging infrastructure like shared hubs has the potential to play a key part of removing barriers to uptake for both the council and the community.

"We're excited to take a leadership role here as a successful project in Edinburgh could present a model for other councils to use to reduce transport emissions."

Professor Phil Greening, a co-director of the Centre for Sustainable Road Freight at the university, said: "While highly-utilised shared infrastructure and collaboration have great potential to reduce the costs of decarbonising last-mile travel, there are complex scheduling and commercial trade-offs to be considered."

Chargers embedded in road surfaces are being tested elsewhere, such as in Dubai and Stockholm, enabling vehicle batteries to be recharged as they are driven along without the need for stopping.

## New app to bring self-awareness to front-line workers

Insights, the global personal development group, has launched a new app to enhance the self-awareness, teamwork and communication skills of front-line and customer service staff.

Insights Explore will help essential employees, including those in retail and hospitality, apprentices, graduates and seasonal employees, learn more about their personality type and how they work with other members of their team – boosting business performance.

The launch builds on the long-standing success of Insights Discovery, which has been used by more than six million people over the last 20 years.

Chief executive Fiona Logan said:

"Insights Explore extends our memorable four-colour model to help front-line workers learn more about themselves and collaborate more effectively while they are on-the-go.

"This fantastic digital solution will bring better soft skills and enhanced self-awareness to busy employees and teams, and perfectly complements our long-established, in-depth and more personalised Insights Discovery offer."

Insights Explore is designed to be used on a smartphone as a self-led learning tool, and introduces workers to the Insights colour energies – Fiery Red, Earth Green, Cool Blue and Sunshine Yellow.

The app includes bite-size video content to help users learn about themselves and their colleagues, while users can also share their colour energy preferences with their co-workers and wider networks through email and social media profiles.

Insights Explore is currently available in English, French, Spanish and German. More languages and additional learning content will be added in the coming months.

For more information please visit [info.insights.com/introducing-explore](http://info.insights.com/introducing-explore).





## Par Equity appoints industry veteran to lead Aberdeen office

Venture capitalist firm, Par Equity is to open its first regional investment network, headed up by financial services industry veteran, Hugh Little.

Little will lead the new north-east investment network as chairman and spearhead efforts to identify new investors for the business, as well as potential investment targets among early stage disruptive technology companies in Aberdeen and the surrounding area.

Par Equity said Mr Little gave it “unparalleled” business and investment knowledge amassed at Aberdeen Asset Management, where he built a successful private equity business before becoming head of acquisitions for 10 years. He was also a director of Aberdeen Football Club for 12 years and has been a non-executive director of several private equity-backed companies in the region.

Par Equity’s expansion to the north-east is expected to add to more than 200 existing investors who have backed 60 companies to the tune of £80 million since the business was founded by serial angel investor Paul Atkinson in 2008.

Its new north-east network is supported by law firm Addleshaw Goddard and accountancy group



Anderson Anderson & Brown which are intended to be the “eyes and ears” of the initiative, spotting early stage opportunities and undertaking due diligence on potential investments.

Mr Atkinson said: “We see huge potential in the Aberdeen market for investors to be part of some of the UK’s most exciting innovative firms.

“We are hands-on investors, providing experience and knowledge, as well as financial support. Following our success with EC-OG and Star Net, we are looking forward to discovering more opportunities among Aberdeen’s young companies.

“Hugh will be key to our success in the north-east and his unrivalled knowledge of the local business landscape as well as his breadth of contacts makes Aberdeen the ideal place to begin our regional network strategy.”

The company is focused on investments in small, innovative businesses with high growth potential.

It expects to see a “proven substantive product or service that has clear global application”. Three-quarters of the firms it has invested in to date have appointed a member of its investment network to their boards.



## Positive wind of change for port

The port of Cromarty Firth is to partner with French offshore wind firm Ideol, in a deal which could create more than 500 Scottish construction jobs.

The agreement would see the company and its future local construction partners developing the port’s land and Firth berthing sites. Facilities and infrastructure will be developed to establish a concrete hull serial manufacturing yard for incoming floating wind tenders.

In addition to creating business opportunities for local suppliers, the manufacturing would create a mix of skilled and semi-skilled work in the area.

The port described the partnership as a vote of confidence in its ability to help support the expansion of wind power off the Scottish coast – a pipeline of development predicted to be worth over £26bn just in the first round of 10 gigawatt development sites.

## We want to say Halo to 200 new cyber trainees

HALO Kilmarnock, an Ayrshire-based programme offering digital and cyber skills training, has announced that it will be able to support 200 16-24 year old trainees when it opens in May next year following the commitment of £1.5 million of funding by the UK Government under its Kickstart Scheme.

The training will result in a HALO accredited qualification to support future employment opportunities.

The HALO Cyber Course will be designed by Mandy Haeburn-Little, the former CEO of the Scottish Business Resilience Centre. The training will be the catalyst for further courses and will entail a combination of on-site training and e-learning, aiming to prepare the participants with life skills and expertise suitable for employment in a range of fields.



On completion of their first six months of training and work experience, it is hoped that participants will then be able to enter a six-month work placement.

These placements are expected to be with a range of different companies, such as ScottishPower, Barclays and

Anderson Strathern, and within start-up companies based at The HALO, with the hope that these work placements will result in full-time opportunities.

Marie Macklin, founder and executive chair of The HALO Urban Regeneration Company, said: “My vision is that The HALO creates a cyber army of young people who will gain the skills necessary to go out into the UK’s businesses, third sector and public sector organisations to fight the ever-increasing number of cyber criminals who are threatening this country.

“This funding from UK Government is a great kick-start for the scheme and will make a significant contribution to the UK’s future cyber security. But I don’t want to stop at 200. I believe we could create opportunities for as many as 500 young people a year at The HALO.”

# Shift to home working more evident and could be here to stay

New research has found that more than a quarter of companies have permanently reduced their office space with more people working from home.

The data from the latest Scottish Business Monitor, the regular survey of more than 500 firms produced by Addleshaw Goddard and the Fraser of Allander Institute at the University of Strathclyde, also found that just one in 10 businesses believe homeworking has improved productivity.

Positively, business activity in the third quarter of 2020 had improved, but concerns were raised about business activity and job losses over the next six months.

Working from home could become



more prevalent, according to the survey, with 28 per cent of companies saying they have made a “permanent reduction in office footprint”.

Asked about the impact of homeworking on staff productivity, 10 per cent of firms said it has improved while 49 per cent said the change has not

improved productivity. Almost three-quarters (72 per cent) said homeworking has increased during the pandemic.

More generally, 40 per cent of firms expect a drop in the volume of business over the next six months and a similar proportion said they expect to cut staff numbers before the end of 2020.

Fraser of Allander Institute director Graeme Roy said: “Unsurprisingly, the majority of businesses in Scotland remain apprehensive about the outlook. The decision to extend furlough to March will clearly have been a great relief to many businesses and their employees.

“This survey found that many companies were planning on cutting back their staffing levels.”

## Innovate to recover – and look to academic expertise for help

Research by Interface has identified that businesses should be grasping the opportunities brought by R&D in partnership with academics to help them innovate, adapt and overcome the impacts of the Covid-19 pandemic.

Dr Siobhán Jordan, director of Interface, said: “Through our annual results we have demonstrated a real buoyancy and desire by companies to transform rapidly through innovation. In fact, 53 per cent of companies recently surveyed thought that creating innovative solutions to problems should be the top priority of businesses in future.

“It is well documented that companies that innovate are more resilient in a crisis, more likely to expand into new markets during disruptions and more likely to be able to retain staff and grow in difficult trading conditions.

“The pandemic required urgent ideas, solutions and immediate interventions. Interface, working in partnership with universities and colleges, has delivered outstanding results. We had our highest level of collaborations in this past academic year, up to July, with 329 projects delivered, creating and safeguarding 77 jobs. Delivering a 22 per cent year-on-year increase in partnerships and investments in innovation clearly demonstrates that the entrepreneurial spirit in Scotland is thriving even during a time of crisis.”

The past six months have also shown the desire by academics of all disciplines



to support company-led challenges that deliver new and/or improved products, processes and services in short time scales.

The key to success and in enabling positive impacts on Scotland’s economy and communities is the speed in which business-academic collaborations have been set up, as well as Interface’s ability to target funding from a variety of UK bodies to support SME businesses’ partnerships with academics.

Dr Jordan added: “Partnerships with universities and colleges are vital to scale businesses with the consequent benefits of job creation and enhanced profits. We all have a part to play in supporting the business community to rapidly realise innovative ideas, champion new business models, protect and create jobs to future-proof our economy.”

## Golden Charter Trust appoints new trustees

The Golden Charter Trust, a UK-based funeral plan trust with a value in excess of £1 billion, has appointed Clare Brady and Christine Johnson to its board.

Clare Brady, who worked at the World Bank as auditor general for four years, was also previously a managing director of Deutsche Bank and more recently a director at the International Monetary Fund. She is currently a director of Fidelity Asia Values PLC and a member of the audit and risk commission of the International Red Cross.

Christine Johnson currently serves on a number of other boards including Invesco Enhanced Income Trust and CCLA, a specialist responsible-investing asset manager. She previously held a number of senior investment roles at RSA, Investec, HSBC and most recently as head of fixed income at Old Mutual Global Investors.

Their appointments follow the announcement that Gareth Howlett will take over the chairmanship of the Golden Charter Trust from April 2021.

Pictured: Clare Brady





## All I want for Christmas is... tech

'Tis the season to shop (albeit most likely online this year). If you are struggling to know what to get a loved one who is into all things tech, the lovely team at WIRED have pulled together their top tips on what will be hot for "kids, teenagers and adults who make solid life choices..."

The WIRED team has included everything from coding kits for kids, a drone and a vinyl turntable. But it's the Robot Wars-esque Laser Battle Hunters that we at Downtime like the look of.

With a top speed of 4.3km/hr, it might not amount to anything on the M8, but in your living room the Battle Hunters have the ability to create some serious drama – as well as the very high possibility of taking off an ankle or two. Not your average remote-control toy, Laser Battle Hunters are fully functional radio control vehicles that can move forward, back and spin at a speedy rate and create some thrilling action.

If you want to involve more players, you can add up to eight at the same time – but you'll have to pay for the extra cars. There's also an option that turns one Laser Battle Hunter into a moving target that you have to try and blast while it fires at you for a minute. Glorious.



## I'll Alpaca that!

As tougher coronavirus restrictions hang over our heads and the UK settles into the idea of a 'digital Christmas', the race is on to find home accessible experiences that give the holiday that extra little bit of sparkle.

The latest offering from Bowbridge Alpacas does just. A family-run operation specialising in alpaca trekking, Bowbridge Alpacas has remodelled its business offering after it was forced to close during lockdown. The farm, based in Cupar, now offer an entirely digital experience with their beloved alpacas via Zoom in what is being hailed as the 'Alpaca Party'. With three packages ranging from £30-£99, attendees can interact with the alpacas via video link, gaining insights into their individual character and personalities. Also included is the adoption of your very own alpaca and a chance to meet newborn alpacas in spring 2021.



## A Titanic tour, to 3 miles down

At 2.20am on the 15th April 1912, the luxurious and seemingly unsinkable passenger liner, Titanic, plunged into the icy depths of the Atlantic Ocean. Since then, the sinking of the iconic vessel has become one of the most-told tragedies in modern history and has laid the foundations for a host of movies, books and even musicals.

At a depth of around three miles below the ocean's surface, a real-life experience of the Titanic has been something reserved almost exclusively for diving professionals and scientists.

That is one thing tour company Ocean Gate Expeditions is determined to change. It has launched large-scale commercial trips to the underwater shipwreck.



Costing roughly 500 times the price of the average Titanic ticket in today's money, 'mission specialists' will pay up to £96,000 to take part in the eight-day voyage which starts from Newfoundland in Canada and includes travel to the site, as well as a submarine tour of the wreck. Who knows, you might even find some treasure down there...

## Top or bottom? You're taking the biscuit!

As a nation of biscuit lovers, there's one topic that is sure to divide even the most humble of confectionary connoisseurs; does the softer texture of a Jaffa Cake strip it of its biscuit beginnings or is the sweet treat more apt in the cake aisle?

While the controversy surrounding a Jaffa Cake's rightful place on our supermarket shelves rages on, (fuelled by First Minister, Nicola Sturgeon who recently announced that it was, in fact, a biscuit) another, arguably more shocking debate has arisen from the depths of Jaffa HQ.

But what could possibly top the biscuit/cake debate, I hear you ask?



Well, apparently, eating the biscuit (cake?) at all is enough to spark a reaction. It seems we've been eating Jaffa Cakes entirely wrong. According to a JC spokesperson, the chocolate part of the treat isn't actually the top, it's the bottom.

Thus, if you've been lucky enough to indulge in the chocolate orange favoured snack by nibbling at the chocolate/orangey bit first, you have probably been eating it upside down.

That said, it is 2020, so just about everything has been turned on its head or, in Jaffa Cake speak, its chocolate.



# A PROMISE BY THE NATION.

**The Armed Forces Covenant is a promise by the nation, ensuring that those who serve or have served in the Armed Forces, and their families, are treated fairly.**

So why not publicly declare your commitment to our Armed Forces by signing up? In doing so you would be among the 4,500+ UK organisations to have already shown their support.

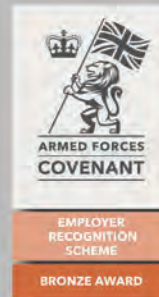
Organisations have also been continuing to demonstrate support for the Armed Forces during the COVID-19 crisis. However, with face-to-face Covenant signings not being possible, these have been taking place online.

One such company to show its commitment was Isle of Harris Distillers Ltd who signed the document in November 2020. They were also presented with the Defence Employer Recognition Scheme Bronze Award.

The Western Isles firm produces the award-winning Isle of Harris Gin and employs around 40 permanent staff members on the island.

The Covenant was co-signed and the Bronze Award presented on behalf of Defence by Lieutenant General James Swift, Chief of Defence People.

Signing up to the Covenant is straightforward and sets companies like Isle of Harris Distillers Ltd on the path to have their pledge recognised through the Employer Recognition Scheme (ERS). The scheme incorporates

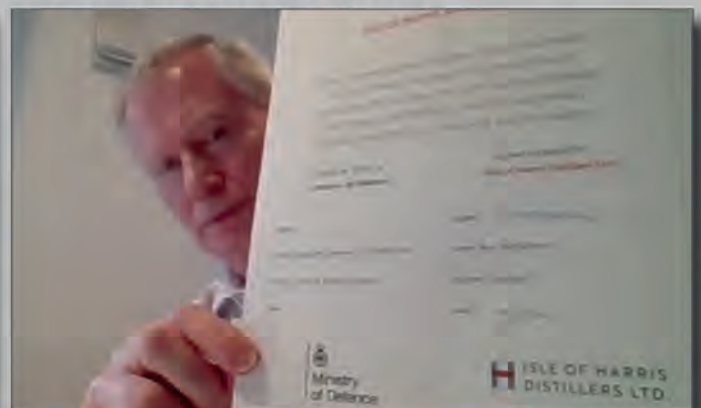
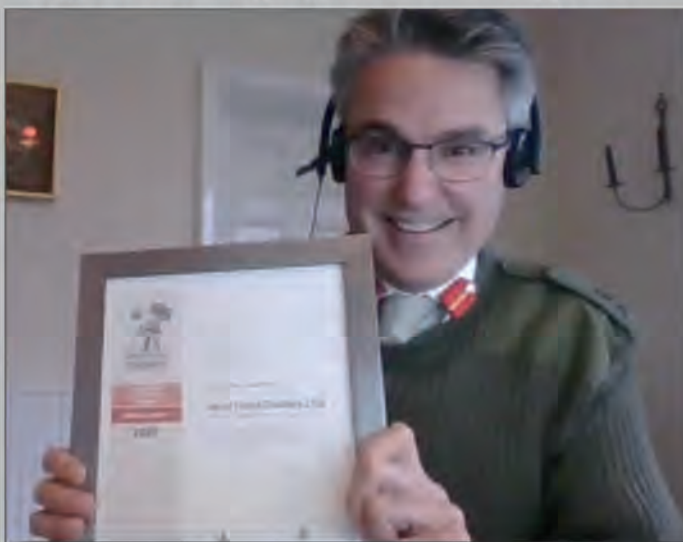


prestigious Bronze, Silver and Gold awards, granted in recognition of pledges to support defence and the Armed Forces Community.

2020 Gold winners in the Highland Reserve Forces' and Cadets' Association (HRFCA) area were: **Aberdeen City Council, Angus Council, High Life Highland, and Scottish Water.**

2020 Silver winners in the HRFCA-area were: **BASICS Scotland, Falkirk Council, Fife Medical Group, Horizon Security Solutions, Louise Worrall Wealth Management, Meldrum Joinery & Building Services, Moray Digital, NHS Highland, and Securitay Limited.**

To find out how you can support the Armed Forces, contact HRFCA's Regional Employer Engagement Directors **Roy McLellan** at [hi-reed@rfca.mod.uk](mailto:hi-reed@rfca.mod.uk) or **Ray Watt** at [hi-reed2@rfca.mod.uk](mailto:hi-reed2@rfca.mod.uk).



Ron MacEachran, the Chairman of Isle of Harris Distillers Ltd, with the signed Covenant and (left) Lt Gen James Swift presenting the ERS Bronze Award.

## Proudly supporting those who serve.



# ‘Next big thing? How about a Covid vaccine!’

**Name:** Marshall C. Dallas

**Position:** Chief Executive

**Company:** Edinburgh International Conference Centre (EICC)

**Number of employees:** 54

**Short overview of organisation:** Located in the heart of Edinburgh, the EICC is an international venue for conferences, events and festival performances. We are passionate about helping our clients to deliver engaging and impactful events which drive positive change.



## **What is the greatest recurring challenge you come across in your role, and what's your strategy for dealing with it?**

My biggest challenge as CEO of EICC is achieving growth in top-line sales and bottom-line profits consistently, year after year. Five out of the last six years we have hit record sales and operating profits and it gets increasingly difficult to maintain these levels of growth. My growth strategy starts and ends with employing the best people who have an amazing work ethic, great creativity, a passion for enquiry conversation and tenacious but kind personalities.

## **Who, or what, drives you or inspires you?**

My family, my team and my desire to win and to do the right thing.

## **What is your long-term vision for the organisation that you lead?**

We revitalised our vision for the company just a few years ago, and it is 'To create an environment which inspires ideas that change the world.'

It is a vision which feels more relevant and meaningful than ever right now, and one which I aim to progress by building and operating a high-end hotel and hotel training school within walking distance of the EICC.

By doing this we will take our company revenues from £12.5m T/O to over £40m per annum.

We currently have the funding in place; a developer to build the 362-bedroom hotel and school; and an appointed franchisor.

## **What keeps you awake at night?**

All of the above!!

## **What makes a good leader great?**

A great leader must firstly have a vision for their organisation. They should possess solid and consistent business and personal standards which should never be compromised.

At the same time, a great leader should be perceptive and thoughtful regarding their team members. Accept that the most dynamic and prolific people can be challenging sometimes but the important point is not to smother them with too many rules or barriers to getting the job done. People feel motivated when you encourage them to demonstrate their own skills and capabilities. Great leaders should rejoice with the team when things go well and when mistakes are made, they should have a detailed understanding of why. They should also understand and accept that great individuals or teams generally don't set out to fail, but inevitably mistakes do happen. Most mistakes should be highlighted with supportive corrective action taken to ensure the organisation and individuals can quickly move on.

## **Have you had a mentor, and what did he/she add to your development?**

I haven't had a formal mentor but I have been continually inspired and motivated by those who I work with – both at the EICC and in previous roles. This has helped to shape how I work as I strive to always do the right thing for my team and the company.

## **Even leaders aren't the finished article. What's next in your leadership development journey?**

In my opinion there is no such thing as the finished article. You can reflect on your journey once you have retired when you can honestly assess where you got to in your career, but until then you should always be looking for ways to improve on your own performance. For me, over the next 5-7 years, I want to utilise my skills and experience more in order to make a positive impact on other people's careers.

## **What is the 'next big thing' that will transform your sector?**

A Covid-19 vaccine that works and is implemented with integrity!!

## **What piece of technology do you rely on most?**

Equipment and technology at EICC is a hugely important part of the business success. I invest hundreds of thousands of pounds every year in technology progression as it advances so quickly.

I couldn't work without my laptop and mobile phone!

## **What is your favourite social media platform, and what does it bring to your business/organisation?**

Twitter for marketing, LinkedIn for business development.

## **What leadership advice would you give your younger self?**

Be kinder to yourself. Don't be afraid of making mistakes. Have more confidence in your actions.



# Innovative apprenticeships are delivering SQA qualifications



Across Scotland, employers and training providers are delivering innovative Modern Apprenticeship programmes. Much creative hard work is enabling young people to continue their training and development despite the challenges the pandemic continues to present.

Melrose-based training provider SDConsultancy is using an online e-portfolio approach that allows apprentices to progress with their SQA qualifications and assessments – key components of the Modern Apprenticeship programme.

Director Sarah Dalrymple says that in the current climate, apprenticeships are more important than ever.

Sarah adds: “We believe that Modern Apprentices need to be at the heart of economic recovery. We have the most amazing opportunity to work with employers and candidates just now, to really bring the value of adapted training and development into focus.

“With the adaptations to remote observations using digital platforms, we were able to efficiently proceed with our ‘new’ form of delivery.”

This approach has allowed the Modern Apprentices undertaking Management, and Digital Marketing programmes to continue their training during lockdown. In video calls with Sarah, the apprentices discuss the practical aspects of their courses, which they will undertake when they are able to return to work.

Collaboration with employers and training providers is not just at the heart of the Modern Apprenticeship programme but is also fundamental to Scotland’s Foundation Apprenticeships. A new Foundation Apprenticeship programme has recently been launched by SQA and Skills Development Scotland (SDS).

Around 30 schools, colleges, and training providers across Scotland are involved in the initial pilot, which will see pupils in S3 to S6 work towards new SQA qualifications at SCQF Levels 4 and 5.

The pupils will also complete a work-based challenge unit by partnering with a local employer to design, develop, and deliver a project.



Fife College is offering the new qualifications and Assistant Principal Iain Hawker says that over a hundred local young people are set to benefit from the programme this year.

Iain adds: “The Foundation Apprenticeship is a brilliant way for pupils to develop technical and meta skills as part of their school timetable.

“Achieving the qualifications and engaging with employers at an early stage in their learning will mean that whatever they choose to do after school, the transition will be easier for them.”

Not only tasked with supporting young people working across the country, SQA has committed to further developing its own workforce and recently recruited six school leavers to join its own Modern Apprenticeship programme.

Sarah Anne Rooney, SQA Employee Development Programme Manager, says

that it is important that SQA continues to offer apprenticeship training opportunities.

Sarah Anne adds: “Our Modern Apprenticeship programme, Pathway, helps young people develop transferable skills in an interesting and supportive environment.

“They also gain a Scottish Vocational Qualification (SVQ) in Business and Administration, which demonstrates to future employers that their skills meet a national standard.”

As an employer offering work-based qualifications, SQA recognises the importance of supporting businesses and training providers to deliver them safely. SQA is working with sector bodies to minimise the impact of the pandemic on candidates’ learning and SQA Regional Managers are in regular contact with training providers.

**Information on how SQA is supporting the delivery of vocational qualifications can be found at**  
<https://www.sqa.org.uk/etpsupport>

**For more information on the new Foundation Apprenticeships pilot, please contact**  
[workbasedlearning@sqa.org.uk](mailto:workbasedlearning@sqa.org.uk).

**Information on SQA qualifications that underpin Modern Apprenticeships, Foundation Apprenticeships, and Graduate Apprenticeships, can be found at**  
<https://www.sqa.org.uk/apprenticeships>

“  
Our Modern Apprenticeship programme, Pathway, helps young people develop transferable skills in an interesting and supportive environment

**Sarah Anne Rooney,  
SQA Employee Development  
Programme Manager**

# Become an enthusiast for change



If we're looking for positives to come out of 2020 – and my word, we all need some of those – then let's hope it is a greater acceptance of the views of others in society, and a recognition of the values everyone brings to the table, says Alexandra Mancini

Ever the optimist, I like to think we all agree that an inclusive and diverse collection of people is society's not-so-secret, trialled and tested foundation to effective decision making and more well-rounded, empathetic communities.

We each come to the table with a varied diversity of thought. To further upskill us, broaden our mindsets and horizons, we need to purposefully pick people for our tables that bring their differences, too. We can't move the dial on breaking societal, economic and political ceilings if we aren't including people from all walks of life.

Finding a silver lining in a pandemic was always going to be a stretch but positively, it has brought unity and people together who normally wouldn't socialise. At a granular societal level, it has forced us to break down barriers, thus highlighting the diversity of challenges that many people face not just now, but had faced before Covid.

Pre March 2020, it could be said that we were all mostly focused on our own lives and achieving our own goals but now we're forced to start noticing, recognising and working with each other more. As a result, we are privy to other points of view that previously may

not have been open to consider.

Arguably, we may also have found that the pandemic has had something of a progressive impact by organically staving off unconscious bias due to an increase in working virtually: on a Zoom or a phone call we can't necessarily see or hear someone's perceived difference, hence increasing the chances of people being more included.

'It's harder to be it if we can't see it,' goes the old saying, so let's corral the pioneers and include those that are different, to empower others to see and be too.

Scotland is globally known for its history of free thinkers. Now more than ever we should enable, facilitate and create opportunities for more pioneers – our future selves will thank us immeasurably. Those lucky enough to be in the position of leadership need to work hardest for those who aren't, to ensure they're included and heard. This is about us as individuals all making the intentional, transparent and consistent effort to choose and embrace differences, however small, and respect that everyone thinks and works in their own way.

The exciting thing about a more

inclusive and diverse community is that by really hearing and embracing individualisms, new ideas come to the fore. When we converse with people who are and think differently, it's akin to winning the ideas lottery... and who doesn't need a wee win in these unsettling times?!

We each could and should do a little more to tip the scale and pull people up; people who are often overlooked and in the minority.

Something to think about: it's said that we are the summation of the five people we spend the most time with. Who sits at your table? Are they stretching you? Making you a better version of yourself? A simultaneous responsive and defensive approach is required to increase opportunities for more diversity and inclusion across the board.

Should we succeed it will be a perpetual and infiltrative win-win for now, and for our future generations.

• **Alexandra Mancini is co-Chair of IoD Scotland's Diversity and Inclusion Working Group**  
You can contact her at [YDF.Chair@iod.com](mailto:YDF.Chair@iod.com) or via twitter [@lexmancini](https://twitter.com/lexmancini).



The exciting thing about a more inclusive and diverse community is that by really hearing and embracing individualisms, new ideas come to the fore. When we converse with people who are and think differently, it's akin to winning the ideas lottery...





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# Scotland's Covid recovery plans must start with education

**Professor Heather McGregor CBE** on the challenges of the pandemic, the importance of having a different focus and the joy of celebrating other people's successes

Words: **Rob Beswick**

Photos: **Suzy Lowe**

**A**fter what has been an intense year for everyone, the focus for 2021 has to be Scotland's post-Covid-19 recovery. But the buzz-phrase 'build back better' doesn't quite cut it with Professor Heather McGregor... she would much rather we focused on building back ... "different".

"The 'build back better' notion suggests everything was wrong before the pandemic," she points out. "It wasn't. But I do think we need to build back differently; we need a new focus," and that focus has to put education very much front and centre.

Heather – Executive Dean of Edinburgh Business School at Heriot-Watt University and winner of the Chairman's Award at this year's IoD Scotland Director of the Year awards – thinks the pandemic offers a chance to re-skill the workforce like never before, giving them, as she sees it, "the skills they need for the future."

"I understand why the Government introduced the furlough scheme but in

some cases it is preserving jobs that are being threatened by technology anyway. We would have been better served, perhaps, using this time to train people for the jobs of the future."

There's clearly no quick fix, though, and Scotland's post-Covid response "has to take a considered, long-term view. We won't have a full recovery until after we have mass vaccinations – and by that I don't just mean for the UK and the West, but for the whole world."

While we await that day "we need to utilise Scotland's world-class education system to build back... differently."

She has been hugely encouraged by early moves from the Government and other key stakeholders on this issue. "The priority was the health response, which was absolutely right, but after that the Government took steps early on to create the education-led recovery we need. It was a good idea to call in people like Benny Higgins and Sandy Begbie to oversee the economic impact Covid has had and gauge what Scotland's economy will look like, and what skills it will need, in the future."

As part of an attempt to build the post-Covid landscape, Heriot-Watt University has launched its own Prospectus for Recovery and Growth

(see page 17). Heather thinks it illustrates "the pathway we need to follow." Key among these will be "aligning the university's work with creating inclusive economic growth and expanding sectors such as the green/low carbon economy where the jobs of the future will be, as well as focusing on the skills and the expertise the economy will need."

"Reskilling/retraining the workforce is going to be paramount ... but so will building the so-called 'softer skills' such as resilience, emotional intelligence and self-motivation," she said.

Employability skills will also be key, and she's proud that providing these has long been a cornerstone of Edinburgh Business School's offer to students. "We try to give our students practical skills for the workplace, helping them become 'job-ready'. But more than that we look at their personal skills. We are starting to ask them all to create an impact statement, allowing them to develop their own sense of purpose. It's a great way of building resilience and a true sense of identity."

It's something Heather has done herself: "I've posted my own impact statement on Twitter; it sets out my goals, what I'm looking to achieve and



how I will go about reaching those goals.”

But if all that looks ahead to the world after 2020 has receded into the memory as a particularly bad dream, what has this appalling year been like for her? One word: “Busy. I’ve never known a schedule be so hectic.”

Heather acknowledges that in this, she’s not alone. “What’s been unique about this crisis is that it’s been the same across the board. It hasn’t mattered which sector you’re in, the workload has been off the scale. I sit on a number of boards and the sheer volume of work, the number of meetings, the facts to handle, it’s been exhausting.”

At Edinburgh Business School the challenge has been how to continue teaching in a Covid-secure way. “Applying the regulations, handling student visa issues, what to do with students who are forced to isolate... every facet of the Business School has had to re-examine its role, its structures and its purpose.”

Universities have been a focal point of media attention since students went back to their studies in the autumn, and Covid-19 forced a complete re-think of teaching methods. Even more challenging is the nature of the Business School’s students themselves: of the 15,000 on roll, 9,000 are based away from campus. Has that caused particular challenges? “We’ve reassessed all our tuition. The big set-piece lectures, such as our Introduction to Economics course, which we teach to 1,000 students around the world and might have 300 students attend at any one time, is now being delivered online. I’d guess lectures such as that are likely to stay that way in the future. But we are continuing with in-person small group tutorials; we’ve established a hybrid model of in-person/online that is working well.”

As with everyone else, Heather is keen to grasp any benefits that have arisen from the pandemic. “Putting lectures online has given students more flexibility and freedom to access their learning at a time that suits them.” That extra flexibility could improve inclusivity in the future, attracting students from a broader cross-section of society.

Interestingly, among those studying off-campus, “we’ve seen a rise in demand for more of our synchronous revision sessions and virtual ‘face-to-face’ learning.”

The turmoil 2020 has created at the Business School is mirrored across the country. “If your business has been badly hit by Covid you’ve been fighting to stay afloat and you’ve been busy; if your business has been doing well throughout the pandemic, you’re struggling to keep on top of the regulations and restrictions. Whichever way I turn, I’m seeing people working harder than they’ve ever worked before.”

**Continued on pg 16**



“

We need to utilise Scotland’s world-class education... reskilling/retraining the workforce is going to be of paramount importance to the Covid recovery...

**Professor Heather McGregor**

”

“

Strategic change that previously took months to implement was handled in weeks, days even... I think Covid will prove to be transformative in the way we approach change in the future

”

### Continued from page 15

One of the other roles that gives Heather enormous satisfaction is sitting on the Honours Committee for the Economy, evaluating business candidates for Queen's Birthday and New Year's honours. "This year we were determined to reward business people who had done so much for their local communities during the first lockdown. It was very inspiring. One story that really struck a chord with me was David Maguire's. His restaurant is next door to Gartnavel Hospital in Glasgow. When he learned that the hospital had had to close its staff cafeteria, he repurposed his restaurant to offer free pizzas to hospital staff. He also organised deliveries to people who were self-isolating and sent out food to churches and community centres.

"It was an extraordinarily warm-hearted gesture at a time when he would have been forgiven for focusing on his own problems."

Such a response has been played out again and again across the country – and it has given what has been a terrible situation a positive, human touch.

But it hasn't just been the kindness behind Scotland's response to Covid-19 that has impressed; the speed with which businesses responded was breathtaking. "People reacted to the pandemic at lightning pace; strategic change that previously took months to implement was handled in weeks, days even. I think Covid will prove to be transformative in the way we approach change in the future."

Heather's personal take on the first lockdown was to make sure she took something positive out of it – as she had done previously when a global crisis had hit. "Back in 2008, when the financial crash hit, it was such an intense period that I needed something to take myself away from the day-to-day grind of being



a business owner. I decided to learn to fly; I invested time in something that demanded discipline and focus. It gave me a release from the pressures of business life."

If a strategy works... fast forward to a very different crisis in 2020 and this time Heather's 'distraction' was two-fold. "I've never been particularly techie but I wanted to produce some video course notes on things like cashflow for my students at the Business School, so I learnt how to film and record short presentations.

"I bought all the kit, immersed myself

in the problems of broadband – download speeds, upload speeds – and produced a series of short films that we can use at the School. I was really pleased with them."

Spielberg might not yet have a rival, but then, can Spielberg do his own accounts? "I also enrolled on a management accountancy course. I've gained credits towards the qualification through my career and so thought I'd put them to good use and take the course properly."

Best of all... "first exam this summer... passed!"



That sense of purpose is key to Heather's leadership style – but there are other drivers. "If asked, I'll say I'm a delegator. I hate micro-managing – or being micro-managed myself."

From the outset it's her philosophy to "assume competence in the people around me and trust them... until they prove me wrong! I look to empower people, to give them the responsibility to set their own agenda. And I love celebrating their success."

Is that her principal driver? "Yes, overwhelmingly so. I'm hugely motivated by other people's achievements, particularly those of women. My career has been divided up into four distinct sectors – I was in financial marketing and PR, then moved into investment banking and took an MBA, before buying a business and being an entrepreneur, then becoming a full-time academic. In each sector I've learnt so much from others, and been inspired by those around me and drawn energy from their success."

Her clear delight at being around inspiring people isn't just reserved for household names – though working with people such as Melinda Gates and Baroness Helena Morrissey has certainly been hugely beneficial. Yet her most inspiring person "is a young woman I met while she was still at university. She was remarkable: very focused, with clear objectives. She threw herself at her studies and had a very strong sense of purpose."

"I remember thinking that she had achieved far more in her young life than I'd achieved in mine. She was constantly investing in herself, looking to develop her skills and improve. That she has gone on to have a very successful career was no surprise."

"To be that disciplined, that driven and to be that effective – surely, that's how we all should aim to be."

Heather has always looked to champion talent, particularly when people are struggling to get ahead in sectors which have yet to reach true diversity and inclusivity. "I'm a great believer in the old phrase, 'if you can't see it, you can't be it,' she says."

"I set up the Taylor Bennett Foundation to help BAME students access careers in the media and communications industry, as too many weren't getting the start they needed." While it's been successful she acknowledges that it still has a role to play. "Scotland has come a long way but we still need to do more before we're a fully inclusive society. There is work to do, particularly in giving young people access to opportunities and developing their employability skills."

"I was looking at one case recently, a

## A prospectus for Scotland's recovery

Heriot-Watt University launched its Prospectus for Recovery and Growth to support the global recovery efforts in relation to Covid-19. Recognising that the pandemic has resulted in an unparalleled global health and economic crisis, universities must continue to educate, research and innovate, playing a critical role in the post Covid-19 recovery and supporting a sustainable, green economic recovery. The Prospectus sets out four primary commitments, and accompanying actions, focused on the following areas:

- Aligning our research to inclusive economic growth and green recovery
- Focusing our research strengths and commercialisation activities on enabling sustainable economic growth and supporting the green recovery.
- Focusing on the skills and expertise we need for the future
- Inspiring young people to be ambitious, resilient and enterprising.



Heriot-Watt is committed to maximising opportunities for innovation and drive impactful socio-economic benefits, drawing on its research strengths and supporting its students, researchers, businesses and communities to recover and prosper.

You can download the prospectus at [www.hw.ac.uk/uk/business/economic-recovery.htm](http://www.hw.ac.uk/uk/business/economic-recovery.htm)

really bright student who had graduated from a Russell Group university two years ago, but she's still working as a waitress. Why hasn't she secured a professional role? Is a degree enough nowadays? We need to give young people more than just the basic skills; we need to ensure they have 'employability' so they can find a place in their sector and thrive.

"That's Scotland's next big challenge." As for Heather, what's the one thing



Is a degree enough nowadays?  
We need to give young people more than just the basic skills...  
we need to ensure they have employability so they can find a place in their sector and thrive



she would like to leave as her legacy?

"That I made a difference. I've always strived to do so, but since I entered higher education I've realised what a privileged position I hold. I'm affecting thousands of people's lives at any one time, in a positive way. It's a great feeling."

"I look back at the Business School's alumni and they include the current Prime Minister of Somalia and Professor Chris Whitty, the UK Government's

Chief Medical Adviser. To think that I'm impacting on the lives of people who will go on and achieve that level of success is really inspiring – that helps motivate me and keeps me going."

It's really positive to know that someone whose contribution to Scotland's business life has been so notable that she received this year's IoD Chairman's Award, takes her own inspiration from the achievements of others – particularly in this most challenging of years.

"It's been hard but we have to look for the positives. There's a real appetite for change in Scotland, post-Covid, a chance to hit re-set. I think we've all been encouraged by the kindness shown by so many and the response of business. It's been tough – but overall, inspiring."

Has that been the brightest light? "Funnily enough, the highlight for me has been much more personal: it was my son coming back to live with me."

"He's 21 and a student in the United States and I suppose we assumed he'd never live under our roof again."

"However, he came back to Scotland in March and stayed with us until August."

"It was lovely having him back with us and I learned a lot from him. I saw the pandemic through a 21-year-old's eyes, and got to understand its impact on his generation."

"It was very grounding to have a different point of view on what were extraordinary times."

Proof that diversity of thought brings benefits, whatever the circumstances!

# Top tips for fostering innovation in SMEs



Helping to plan for next year's CAN DO Innovation Summit has seen Nathalie Agnew, Managing Director, Muckle Media, consider how Scotland's businesses can build for the future

This year has brought unprecedented challenges to businesses in most parts of the world, Scotland included.

SMEs dominate Scottish business and play a central role in driving longer-term productivity and growth. How these firms survive, adjust and adapt to the Covid-19 crisis will have an enormous bearing on future economic and societal welfare in Scotland for years to come.

While my business hasn't been entirely unscathed, we've been fortunate to win new clients including the CAN DO Innovation Summit, a virtual event to be hosted from Scotland in February next year that will help SMEs adopt new technologies, build progressive working cultures and access the right support to enable innovation-led recovery and growth.

The summit got me thinking about how SMEs can build their potential through innovation, at a time when inclusive, sustainable growth and resilience will be so vital. Here are my top tips:

## Start with a culture open to innovation

People's workplace behaviours and expectations have shifted dramatically in recent months and we have plenty to consider in how working cultures are changing.

Innovation shouldn't just come from management teams; in fact, often those who are at the front line of your business are the best placed to recommend incremental changes and new innovation opportunities that might better serve your business and customers.

## Embrace technology solutions

Technology today is central to our business processes and as with many aspects of business, if you can get it right when you're small then it's easier to scale up when you grow. Whether its cloud computing, CRM software or supply chain, logistics and e-commerce



solutions, it's more important than ever for businesses to embrace technologies to stay competitive.

Testing and adopting the latest technologies to find new solutions requires a few key ingredients: the right knowledge and skills, money and time. Some of these can be in short supply at the moment. But focusing on the right technology to support core business needs will ultimately help you and your team save time, money and build resilience.

## Collaborate towards success

SMEs have a major role to play in economic recovery as their size, agility and outlook mean they often see things in a different way and take a counter-intuitive approach when rising to challenges and solving problems. Businesses need trusted platforms for connection more than ever and events can help SMEs across all sectors to make the right connections - with academics, investors, entrepreneurs and others -

that help them explore new possibilities and gain competitive advantage in new markets.

## Seek out the support you need to grow

SMEs need support to reach their true potential, in terms of money and other resources. Supporting and encouraging business innovation lies at the heart of Scotland CAN DO, a framework that sets a vision to make Scotland a world-leading entrepreneurial and innovative nation. Seek out funding and resource options that will help you get where you want to, and when the chance comes, return the favour.

Scotland is already a leader in innovation. We should celebrate that and take advantage of new opportunities that will help us tackle some of the biggest challenges of our time.

**Tickets for the virtual CAN DO Innovation Summit are free and available at [www.candoinnovation.scot](http://www.candoinnovation.scot).**





**Ken Morrice, founding managing partner, MM Search, looks at the growth in demand for interim executives and asks, can this be the ultimate recruitment win-win for all sides?**

# Let's celebrate the rise of the interim professional

As Scotland's business landscape continues to flex and bend with the changes that have been both enforced and embraced, some obvious, and surprising, trends are emerging, particularly in recruitment.

First, we are still seeing a healthy demand for senior appointments in the marketplace. As seasoned head-hunters, we find that demand for senior executives remains high. You often find that in times of uncertainty, industry always demands the best in class; a steady ship is a happy ship!

However, following months of restrictions and, for many businesses, varying degrees of uncertainty, we are also witnessing a similar demand for interim professionals at a senior level.

The business 'need' for interim professionals has actually now risen in line with the demand for permanent executive positions. We haven't seen this as an emerging trend before, where demand for both permanent and temporary senior positions are as strong as each other. And we don't think this is a short-term ripple effect either; rather, we are predicting that it will continue to be an emerging trend over the course of the next 12 months.

Many people are asking, why is the interim market growing? We suspect

that the growth is driven in part by the impact of the changing business landscape, but also because many professionals are adopting new working practices. Market perceptions of the interim market are changing too, and any preconceived stigma about interim or short-term contracting has dissipated. This is because the benefits are becoming more obvious for both professionals and organisations alike: executive interim is a genuine and exciting opportunity for both sides of the coin.

The shift in market perceptions is also opening the market up. Many businesses are already seeing the long-term benefits of an interim partner who can bring something new to a business. Demand in the interim market is increasingly focused on highly experienced operators who have real-life experience of making business change happen. This is the crux of what organisations are looking for in an executive interim.

Interim executives are good for businesses on many levels. They provide an opportunity for businesses to lay the foundation of change and bring something new to the business and challenge the status quo. It is more often than not the case that future leaders can

be found with the support of proven individual interims.

They also have the advantage of a wide array of experience having worked across many companies and so have a wider view of tried and tested methods that can be very valuable to companies.

What we are also finding is that organisations are already seeing the benefits an interim can quickly bring to a business. Tried and tested senior executives are much more than a safe pair of hands; they bring new viewpoints and opportunities.

What we are really interested in is redefining the interim offering. An executive interim is not just a transactional process or purely filling in the gaps in your business's skill-set. By bringing our high standards of executive search to the interim market we believe there is great opportunity for both businesses and candidates in this growing marketplace. Ultimately, interims bring the fire power to see a business through to the next stage and the expertise to drive it forward in the short-term with a long-term viewpoint, which under the current global uncertainty is a perfect match.

**For more information on MM Search, visit us online at [www.mmsearch.co.uk](http://www.mmsearch.co.uk)**

# Tech to the fore in fight against diabetes

A new Scotland/USA digital venture, ePrevenir, is set to lead the global fight against diabetes, taking patient screening to a new level, as its inaugural chair, **Raymond O'Hare**, explains to industry commentator Bill Magee.

Covid-19 is masking another worsening universal life-changing illness at a time when resources are understandably being concentrated on the coronavirus pandemic.

Diabetes UK says cases have doubled in the past 20 years, with 1-in-16 people now diabetic. Risk of an early death is more than doubled due to the disease.

It's further complicated by 1-in-2 individuals affected left undiagnosed for far too long, before later discovering they have contracted the chronic illness.

It's costing Britain's cash-strapped NHS £10 billion annually and rising. Diabetes is a major cause of blindness, kidney failure, heart attack and stroke. Risk of amputation is 25 times greater than non-sufferers.

International Diabetes Federation says globally, 1-in-5 over age 65 is a sufferer, 1.1 million children and adolescents live with Type One, and 1-in-6 births are affected during pregnancy.

With all of this in mind a new Scots/US digital partnership called ePrevenir has created a ground-breaking digital solution with a global reach.

The venture promises enhanced prevention, better control of the disease, improved survival rates and significant healthcare cash savings.

Raymond O'Hare is chair of the new venture, which is based in Glasgow. It's where vital R&D and with it jobs will be created, and where it will be headquartered.

A high-tech prototype is now in an advanced stage. It consists of an easy-to-use iPad or equivalent – management tool for healthcare providers and diabetic patients, utilising evidence-based best practice medicine.

The venture's co-founder, Dr Mark

Hinkes, one of the foremost authorities on diabetes in the United States, has developed the methodology and inextricably-linked algorithms behind the novel/smart technological-based solution.

Working closely with him on both sides of the Atlantic is Bruce Lynskey, a Massachusetts-based specialist in early-stage enterprises, together with Stephen Behan, senior technologist, and Eddy Yacoubian, business advisor (both Glasgow-based). Chair Raymond, the former director of Microsoft Scotland, now operates a non-executive portfolio mainly concentrating on digital sector.

From Massachusetts Bruce says: "Scotland significantly outperforms the US in care and management of diabetes. There is much more going on... that can benefit the US and many other countries struggling with the condition."

Dr Hinkes, author of *Keep the Legs You Stand On*, told me from his Nashville base: "I'm passionate about significantly improving the rates of prevention, early diagnosis, superior management and reduced levels of amputation."

He contends earlier escalation for treatment ultimately leads to avoidable hospital treatment and reductions in numbers of cases and lost limbs.

The story begins two decades ago – as is often the case with breakthrough medical solutions – at a dinner in Nashville involving Bruce and Mark, who had developed a set of algorithms to use in a medical practice to incorporate evidence-based medicine permitting a standardised method to examine, evaluate and analyse the diabetic patient's lower extremities.

Bruce encouraged Mark to pursue it. Fast forward and Mark had been busy producing impressive results on patients' health along with what adds up to significant medical cost savings.

A standard digital platform has been developed to include, along with foot pathology, the three other diabetic morbidities – ocular, vascular and renal – enabling healthcare providers to regularly screen patients.

Glasgow-based tech expert Stephen Behan was brought on board with a key role of applying machine learning to artificial intelligence on patient details and ultimately transforming the platform into an expert system to correlate that data across the four morbidities.

Raymond, a board member elsewhere with Stephen, accepted the invitation to chair this exciting new venture, with Eddy strengthening the business advisory side of the team.

Raymond says the aim is focused first on worst-hit countries including China, India, USA, Pakistan and Brazil. In addition it will target England which, unlike Scotland, has no annual diabetes examination programme.

Data collected through controlled examinations will form the world's most powerful expert system available on diabetes.

The launch of ePrevenir coincides with the centenary of the discovery of insulin.

Raymond adds: "The venture brings together a highly unusual and powerful combination of individuals from varied backgrounds: a podiatrist surgeon, an entrepreneur/academic, an oil industry drilling expert turned IT guru plus two IT sector veterans."

Dr Hinkes has been refining and developing his approach to the prevention of amputations for over 25 years. "His work has

culminated in a set of algorithms and best practice embedded in the ePrevenir solution with the potential to change the horrific diabetes statistics," adds Raymond, former chair of IoD Scotland... "forever!"



"The venture brings together a highly unusual and powerful combination of individuals from varied backgrounds: a podiatrist surgeon, an entrepreneur/academic, an oil industry drilling expert turned IT guru plus two IT sector veterans."

Raymond O'Hare





# Find help rebuilding ↑ your business

[FindBusinessSupport.gov.scot/coronavirus](https://FindBusinessSupport.gov.scot/coronavirus)



Scottish Government  
Riaghaltas na h-Alba  
[gov.scot](https://gov.scot)

# Simplify and rationalise as we plan for a post-Covid future

**Anthony Young**, Executive Director, Solicitor at Vistra, examines how entity rationalisation can help your business on the road to recovery and growth



The pandemic has changed the global economy as we know it. All businesses – whether survivors or thrivers – are struggling to determine what will matter most to their businesses when we emerge from the pandemic.

Essentially, an organisation will move from acting to withstand Covid-19 challenges to recovering from these setbacks, to thriving in a new global economic reality after discovering what matters most to the success of their business. The journey requires a series of business changes, including operational and strategic changes.

For many, especially multinationals, this will entail simplifying, rationalising and reorganising, a process that can take months.

## **Taking steps now to protect your business**

We all know the saying “cash is king,” but it now has a renewed sense of

urgency. Ensuring there is liquidity for funding future operations has become increasingly important. Businesses need to pay close attention to cash collection, projection and protection. They also need to focus on identifying and mitigating financial risk factors, including controlling cost escalations and negotiating with customers, suppliers, contractors and partners.

Ensuring supply chains are resilient and operating efficiently is essential. If not already in place, businesses should consider creating back-up plans to ensure business needs are fulfilled in the event of local lockdowns.

Evaluating and planning for workforce changes should be in the forefront of business leaders’ thinking. The sudden impact of lockdowns and significant revenue losses have proved a large burden for many businesses, forcing financial and HR directors to make headcount changes and consider

workforce restructuring.

Remote working has, of course, increased dramatically during the pandemic. Employers should evaluate related opportunities, such as providing more flexible working arrangements, reducing expensive property and drawing on a larger talent pool.

There are risks involved in a remote working model, such as those related to employee engagement and productivity. Business leaders must carefully consider these risks and develop sound policies before implementing remote working permanently.

Work policies and practices should not only be based on widespread best practices and local labour laws; they should also be suited to the particular business, as they will have broad operational impacts.

Businesses must also be properly structured to support a mobile workforce. In some cases, this may

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Increasingly, businesses are exploring various lines of capital and business development, such as carve-out acquisitions or joint ventures, start-ups, fundraisings and investments.

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Despite ongoing turmoil, now is the time for senior executives to take a step back and look at the bigger picture. Many will find opportunities amid the changing markets...



entail setting up a new entity to mitigate tax risks and sponsor work permits.

This in turn may involve a host of employer obligations, such as those related to expatriate payrolls, HR policies and tax obligations.

Businesses that aren't suited to full remote working or a hybrid model must carefully manage how their employees return to work, or they'll risk damaging their reputation as a good and conscientious employer. They should, for example, create sound, equitable policies related to social distancing and workplace hygiene that account for any local regulations.

### Looking at the bigger picture

Despite ongoing turmoil, now is the time for senior executives to take a step back and look at the bigger picture. Many will find opportunities amid the changing markets.

Increasingly, businesses are exploring various lines of capital and business development, such as carve-out acquisitions or joint ventures, start-ups, fundraisings and investments. Many new products, services, service-delivery models and markets are emerging during the pandemic, and collaborations may be the best way to take advantage of new opportunities without taking on a high level of risk.

At the same time, businesses should start engaging with customers to understand trends and behavioural changes that may become permanent post-pandemic. They should also recognise and prepare to take advantage of technological advances hastened by current events. This should in turn help with identifying ways to improve business performance and allocate resources to where they will perform best.

Additionally, businesses will have to start adapting to new environmental, social and governance (ESG) norms, including changing norms in the physical, digital, emotional and financial spaces.

Finally, it is crucial to continue



investing in human capital and talent management, even during periods of great uncertainty.

### Simplifying and rationalising your business

Businesses that are best positioned to thrive after the pandemic will have identified steps to simplify and rationalise their corporate groups. The following is a partial list of related considerations.

#### Simplifying group structures

- Conducting business strike-offs and liquidations.

- Generating operating-cost savings, improving efficiencies and lowering compliance risks by consolidating service providers and other vendors.

- Lowering risk by removing uncertain areas of the business, such as cross-border governance.

#### Reviewing and managing corporate structures

- Changing the corporate structure as necessary to facilitate cost-savings and improved operational efficiencies.

- Restructuring through closing non-performing, no-prospect or hived off loss-making businesses.

- Capitalising on opportunities to increase the use of technology, automation, analytics and e-commerce.

- Preparing for international expansion – in some cases through joint ventures – when opportunities emerge.

- Restructuring existing facilities and raising new equity to allow for better intra-group funding, financing and cash movement.

#### Restructuring workforces

- Creating savings through headcount reduction, redundancies and adjusted

employment terms and conditions.

- Moving staff to the most promising business areas as part of a more major restructuring exercise.

- Moving staff to other countries to facilitate international expansion and align staff with updated supply chains.

- Ensuring talent is properly rewarded, safeguarded and incentivised in each country of operation, based on local labour laws and practices.

Every business' situation is unique, so there is no such thing as a blanket or one-size-fits-all approach to rationalisation.

A successful rationalisation involves looking at the big picture as well as weighing all elements of a company.

Simplifying a business is not easy, nor is a corporate restructuring necessarily essential in response to the pandemic. That said, the pandemic should act as a trigger for businesses to evaluate their model to ensure it is still fit for purpose given new realities. Those realities will continue to evolve and their effects on businesses will be felt for years.

Businesses will therefore need to continue to evaluate their own structures and operational practices and adapt accordingly. This may involve relatively small and continuous transformation or more significant restructuring or rationalisation.

### HOW VISTRA CAN HELP

**Our specialists have the expertise to assist you with business rationalisation projects. If you have any questions about the process, please contact [edinburgh@vistra.com](mailto:edinburgh@vistra.com).**





# Conference calls for youth focus in recovery



Conference host  
Aidan O'Carroll

Members and delegates had a clear message for Government and wider society at this year's **IoD Scotland Conference**: whatever the consequences of the Covid-19 pandemic, we cannot allow our youngest generations to pay the highest price.

Held remotely on a digital platform as a result of coronavirus restrictions, the Conference, held over two days from November 5-6, saw speakers drawn from across the business sectors offer their thoughts on the over-arching theme of **Collaborating for Scotland's Growth**. What emerged was a need to champion greater resilience, sustainability, inclusivity and innovation – but the issue of education dominated throughout, with speakers and contributing delegates continually returning to the subject.

Whether it was urging directors to continue their own learning journeys, a need for digital skills to be given a new priority, or calls for schools and colleges to embrace vocational training as an alternative to pushing students down the tertiary academic route, each speaker acknowledged that education was the principal vehicle through which Scotland could 'build back better.'

An education-led recovery would see schools and colleges improve their links with business to help students leave with work-ready skills, while the importance of nano and lifelong learning was highlighted, too.

Identifying the sectors where Scotland could lead the world was a challenge taken up by Kate Forbes, Cabinet Secretary for Finance. The digital and technology sectors were the focus of the

Government's recovery plan, with a consensus growing that life sciences, artificial intelligence, green and low carbon technology, hospitality and tourism would be the sectors that acted as drivers of the economy of the future.

Covid has tested leadership almost to destruction over the past 12 months, and it was clear that "authentic and transparent leaders" had held their organisations together best, as had those who could articulate a clear business purpose and strategy to their teams.

2020 had also highlighted the importance of building in resilience, but businesses must be careful not to dwell on this crisis: "lift your eyes and look ahead, five-10 years hence," as Kate Forbes urged. It was important to see the landscape Scotland would be operating in the next decade.



Business has almost taken the attitude that, 'we pay our tax, we generate wealth, now leave us alone'. That attitude won't wash any more. Business needs to be deeper embedded into the society in which it functions.

Dr Roger Barker







For more information on our Conference sponsors, click on the button below the logo



We need to prioritise our youth: we cannot have a situation where the young generation pays the highest price for the pandemic...

**Benny Higgins**



## Benny Higgins

Chair, Scottish Government Advisory Group on Economic Recovery

This was a theme echoed by Robin Watson CBE, who pointed out the importance of strategy planning to ensure your business is future fit and to ask yourself the ‘usefulness’ question: “how useful does society find your business – and how useful will it be deemed to be in five years’ time?”

Throughout the two days the challenges facing Scotland were acknowledged and discussed. Low productivity was historically linked to education – and along with poor digital infrastructure, needed improvement. But overall there was a determination that Scotland should not “waste this crisis” but would build back better, with a focus on sustainability, inclusivity and fairness embedded throughout the Scotland of the future.

As Jonathan Geldart, the IoD Director-General pointed out, Scotland had all the potential for a rosy future: it’s “early investments in renewable energy, low carbon projects, digital businesses and a reputation for world-class education, particularly at university level, meant it was perfectly placed to take advantage of the growth sectors of the future.”



The pace of change has stepped up a gear... it’s far more hectic... strategy planning that used to be good for five years is barely good for a year now

**Robin Watson CBE**



**B**enny Higgins offered some bold steps to kickstart a post-Covid economic recovery – as well as some thought-provoking quotes on life in a global pandemic.

On leadership in the midst of the Covid-19 storm, he was reminded of an old adage from US Army General Norman Schwarzkopf, who said that leadership was all about strategy and character – but if you have to dispense with one, “drop the strategy.”

Benny said the pandemic had exposed true leadership: authoritarians had perished, with those who were authentic and transparent bringing their people with them through the storm. “Character is so important for all leaders,” he told IoD Scotland chair Aidan O’Carroll in a set-piece interview to open Conference. “When things are going okay, you fall back on your experience and knowledge. But as soon as a crisis lands, you’ve nothing to fall back on except your character. It’s time like these that the true leaders are revealed.”

He suggested that a touch of humility always helped: “Don’t think you can do this on your own; you need others around you to help get your organisation through this.”

The best leaders were also tremendous listeners. He cited former Tesco CEO Sir Terry Leahy as an example of someone “who listened; he said you get your answer at the end of a conversation, not at the start.”

Looking beyond the current crisis Benny was concerned about Scotland’s low productivity: “When you have full employment but low growth, then it’s down to productivity.” With an economy in transition to the ‘fourth industrial revolution’, he said, that made many in the workplace vulnerable.

He saw three dominant themes emerging in the post-Covid landscape: inequality, education and employment. Covid had highlighted inequalities in society and had hammered the poorest hardest; the only way to prevent this situation getting worse was to focus on an education-led recovery that prepared young people for the jobs of the future. “We need to prioritise our youth; we cannot have a situation where the young generation pays the highest price for the pandemic.”

Learning wasn’t just for the young, however; opportunities for lifelong and nano learning should be grasped by all – even directors and senior executives, he suggested.

The sectors where he saw strongest growth were those where Scotland already has an advantage, Benny said. “The focus has to be on life sciences, education, green and low carbon energy, hospitality and tourism,” and the way to ensure maximum return on this was to put all our strength behind the education-led recovery he’d called for previously.



Click here to watch Benny’s full presentation and Q&A with Aidan O’Carroll

# IoD Scotland Annual Conference 2020

*Collaborating for Scotland's Growth*

Virtual Event | 5 & 6 November



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## Kate Forbes MSP

Cabinet Secretary for Finance

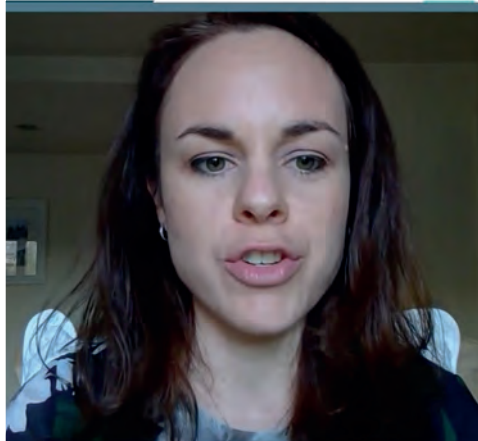
**K**ate Forbes MSP, Cabinet Secretary for Finance, said the Scottish Government would build a “fairer, greener Scotland” as it looked to lead the economic recovery, post-Covid-19.

Its new strategic framework offered a route map to recovery, one in which the response to the economic health of the country needed to be as transparent as the one for the physical health.

At the heart of the recovery would be digital and tech, with an initial goal of building the infrastructure on which Scotland could build the businesses of tomorrow.

But equally crucial was reducing digital poverty and ensuring everyone had access to both the hardware, software and skills the modern world demanded.

Business had a role to play. She accepted that the digital infrastructure was lacking in some areas – pointing out that as the MSP for Skye, which has the worst digital coverage in Scotland, she was at the brunt of it more than most – but business had to invest in its own



digital capacity. “Too often businesses say, ‘we can’t develop digital because the network isn’t there’ when in fact, it is there and it isn’t being used to capacity.”

“Let’s maximise the potential that’s out there.”

That potential included human capital, too: “We have 13,000 tech vacancies at the moment,” she pointed out. “There’s so much scope for growth if we can start training people to fill these vacancies.”

One issue was a shortage of computer science teachers to set students on the

right path: she appealed to IT specialists to look at creating links with schools and colleges to work with students on digital issues.

She also called on business leaders to start looking to the future and avoid immersing themselves too much in the current crisis. “We need to lift our eyes from the current crisis and look 5-10 years hence to what the business landscape will be like.”

She urged all businesses to get behind the green and low carbon economy, which will drive growth across Scotland.

“  
We need to lift our eyes  
from the current crisis  
and look 5-10 years  
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business landscape  
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Kate Forbes MSP  
”



[Click here to watch Kate Forbes' full presentation and Q&A with Aidan O'Carroll](#)

## Conference workshops

**Conference included four excellent workshops, allowing delegates to get to grips with key topics impacting on their organisations.**

### SALESFORCE

Faced with the challenges of Covid-19 and the digital transformation already taking place in the world's offices, **Salesforce** had set about creating a new place – or workspace – for their teams at Work.com [<https://www.salesforce.com/uk/work/?d=customer-promo2>].

This is designed around modern workers' needs, providing support, information and work schedules in one easy-to-access place. It can guide employees through day-to-day challenges, and acts as their own office



support worker for when they find themselves struggling to access data or complete tasks.

Crucially, Work.com also puts employee wellbeing at the centre of its focus.

### PIKE + BAMBRIDGE

The traditional model on which car procurement has been based for decades is changing fast, and business owners are in a great place to maximise the advantages this new landscape will bring, said car procurement specialists Pike + Bambridge.

The company's goal is to help its clients understand the changing world

of cars, saving you time and money when you make your next purchase.

With a wave of new electric and hybrid vehicles coming on line, it is imperative that directors think carefully about the options available for their next purchase, and not to deny themselves the widest choice available by focusing on one manufacturer. Pike + Bambridge draws its vehicles from a suite of 20 manufacturers and is ideally placed to help make the right choice, based on your needs, usage and tax position. In particular, directors must be aware of the considerable tax benefits available by securing the right model.

The workshop also looked at the exciting possibilities that are opening up around autonomous vehicles, with a fascinating vision of a car that, after it drives you to the office, then sets off to work for you as an Uber vehicle.



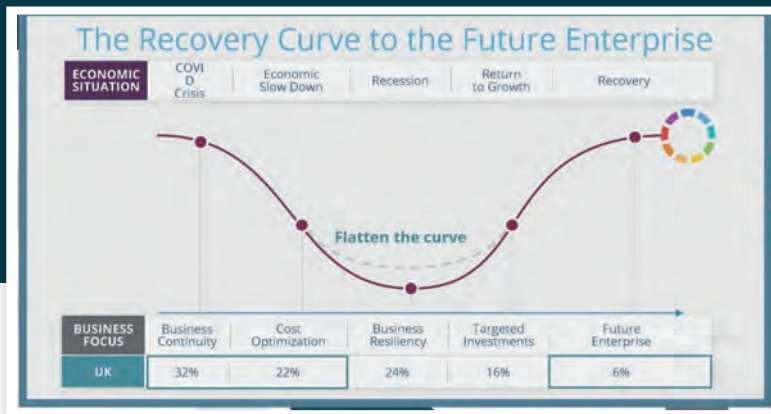
[Click here to watch Salesforce's workshop](#)



[Click here to watch Pike + Bambridge's workshop](#)



**The Salesforce effect:  
How it is planning for  
Covid-19 recovery.**  
More on pg 28



**Aidan O'Carroll**  
Session host



**Dr Roger Barker**  
Director of Policy and  
Corporate Governance,  
Institute of Directors



**Jonathan Geldart**  
Director-General,  
Institute of Directors



**Dr Gillian Murray**  
Deputy Principal,  
Enterprise and Business,  
Heriot-Watt University

**T**he Friday morning panel session saw three high-profile figures offer a UK-wide perspective on finance, the economy and Scotland's future,

Dr Roger Barker, Jonathan Geldart and Dr Gillian Murray agreed that the key to a prosperous future was to create effective collaboration based around sustainability, inclusivity and innovation.

Dr Murray said that Scotland's education, particularly at tertiary level, was still revered around the world, and agreed with the previous day's comments about any post-Covid record being education-driven. She too saw a growth in lifelong learning, particularly around tech skills, but the pandemic had highlighted the continuing need for social soft skills, too.

Dr Barker said there is a need for a

clear business purpose connected to strategy to complement both your goals and your place in the wider society. In the past "business has almost taken the attitude that, we pay our tax, we generate wealth, now leave us alone. That attitude won't wash any more. Business needs to be deeper embedded into the society in which it functions."

Any future recovery had to be not just built back better, but ethically. It was important to find your 'North Star' to guide your team, said Dr Barker: "Purpose is a great motivator: knowing what the culture is, what the route is, is important; it binds stakeholders together. Make your reason for being applicable to everything you do."

Jonathan Geldart added that the pandemic and subsequent restrictions had highlighted the importance of building a resilient business that was

agile enough to handle a crisis. The current situation had proved how valuable it was to have "leaders everywhere... develop a culture where you're not just leading from the top but leading from the middle."

He agreed with Dr Barker's comments on a sense of purpose, adding that the pandemic showed the value of "clear communication that delivers the messages." Directors must always be agile, "ready to respond to new challenges - and be prepared to take responsibility for their actions."

Looking forward, the emphasis again was on the AI, digital and green sectors, with Jonathan Geldart pointing out how he saw Scotland as being "uniquely placed by its earlier investments in wind and hydro energy to lead the world on creating a sustainable economy of the future."



[Click here to watch the full panel session with Aidan O'Carroll](#)

“

Scotland is uniquely placed by its early investments in wind and hydro energy to lead the world on creating a sustainable economy of the future.

**Jonathan Geldart**

”

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Our education remains revered around the world... but we need a new focus on lifelong and technical skills

**Dr Gillian Murray**

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Purpose is a great motivator... find your 'North Star' to guide your team and bind stakeholders together

**Dr Roger Barker**

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# IoD Scotland Annual Conference 2020

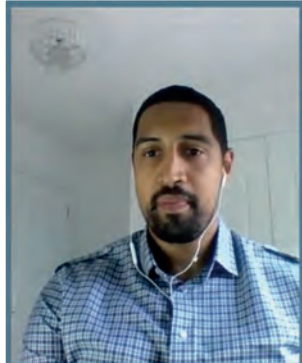
*Collaborating for Scotland's Growth*

Virtual Event | 5 & 6 November



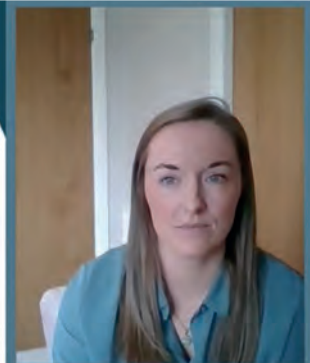
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**Kieron Achara MBE**

Olympian and former  
GB Basketball and  
Scotland International



**Abbi Aitken-Drummond**

Scottish International  
Cricketer



**John Barclay**

former Scotland  
Rugby International  
Captain



**Malcolm Cannon**

Session host

**T**hree Scottish international teams added a world-class touch to Conference, as they discussed with IoD Scotland National Director Malcolm Cannon what lessons business could learn from sport – and *vice versa*.

Kieron Achara MBE, Abbi Aitken-Drummond and John Barclay offered views on everything from handling the isolation of lockdown to motivating yourself to climb to the next level, in an entertaining session that highlighted the many crossovers between sporting excellence and business success.

They also discussed ways to increase resilience – though as John Barclay pointed out, “the only true way to build resilience is to put yourself in uncomfortable places, and few people are prepared to do that.”

He did suggest that appearing to be too resilient could hamper leadership:

 [Click here to watch the full panel session with Malcolm Cannon](#)

people need to see a touch of vulnerability in others, to see their flaws, in order to relate to them and be prepared to approach them.

Kieron Achara said he had always needed a ‘Why’ in his life – a purpose for everything he did, which took conference back to earlier comments about providing purpose to your business activities. He still finds time to pause and reflect on everything he does each day.

On director CPD, he pointed out that it was something top-level sport demanded through training every day – “every day is a CPD day for all of us.”

Abbi Aitken-Drummond, looking at the impact lockdown isolation had wrought on some people, said that for her, “touring was always fun but could still create periods of loneliness despite the team environment.” She had discovered that taking herself away from the group and reconnecting with herself had been crucial to maintain strong mental health.

Businesses often promote a culture – something similar to sporting groups. But too often John Barclay had found the culture was simply “pre-season words on a board that the team failed to live up to.” By all means create a culture or code for your workplace, “but make sure it is lived by the team.”

As for team building, Abbie said that diversity had been a key contributor to success for the Scotland cricket team: “We championed our differences from the start; ironically, what set us apart at first brought us together once we found a common purpose to work to.”

Good leadership is critical – but so is followership, said John; “You need people to follow you” – though always remembering, Kieron added, “that no one is bigger than the team: we win as a team, we lose as a team.”

To improve “no matter who you are, ask for constructive feedback. It’s what athletes do every day.

“Why not make feedback part of your life in business?”

## Vivek Ganotra

Chief Customer Officer, Salesforce

**C**onference welcomed headline sponsor **Salesforce** to the digital platform, with Vivek Ganotra explaining how his company was responding to the challenges of 2020.


The need to upskill and reskill to fill gaps in the digital workforce was paramount. Globally, Salesforce estimated that there were an unbelievable **756,000 unfilled digital jobs** worldwide, and his company continued to offer training through its Trailhead platform, links to digital skills initiatives and interaction with schools and colleges.

2020 had brought about a re-evaluation of Salesforce products, with the development of the **Work.com platform** [<https://www.salesforce.com/uk/work/?d=customer-promo2>] bringing its clients closer together through a digital interactive workspace.

What remained consistent, however, were Salesforce’s core values, of Trust, Customer Success, Innovation and Equality.

Salesforce had not ‘wasted this crisis’ by sitting still, a philosophy other directors would be wise to follow. It was crucial to stay ahead of the digital curve by reskilling yourself and your staff: “You need a clear digital plan, and then to invest and build out your ecosystem,” Vivak stressed.

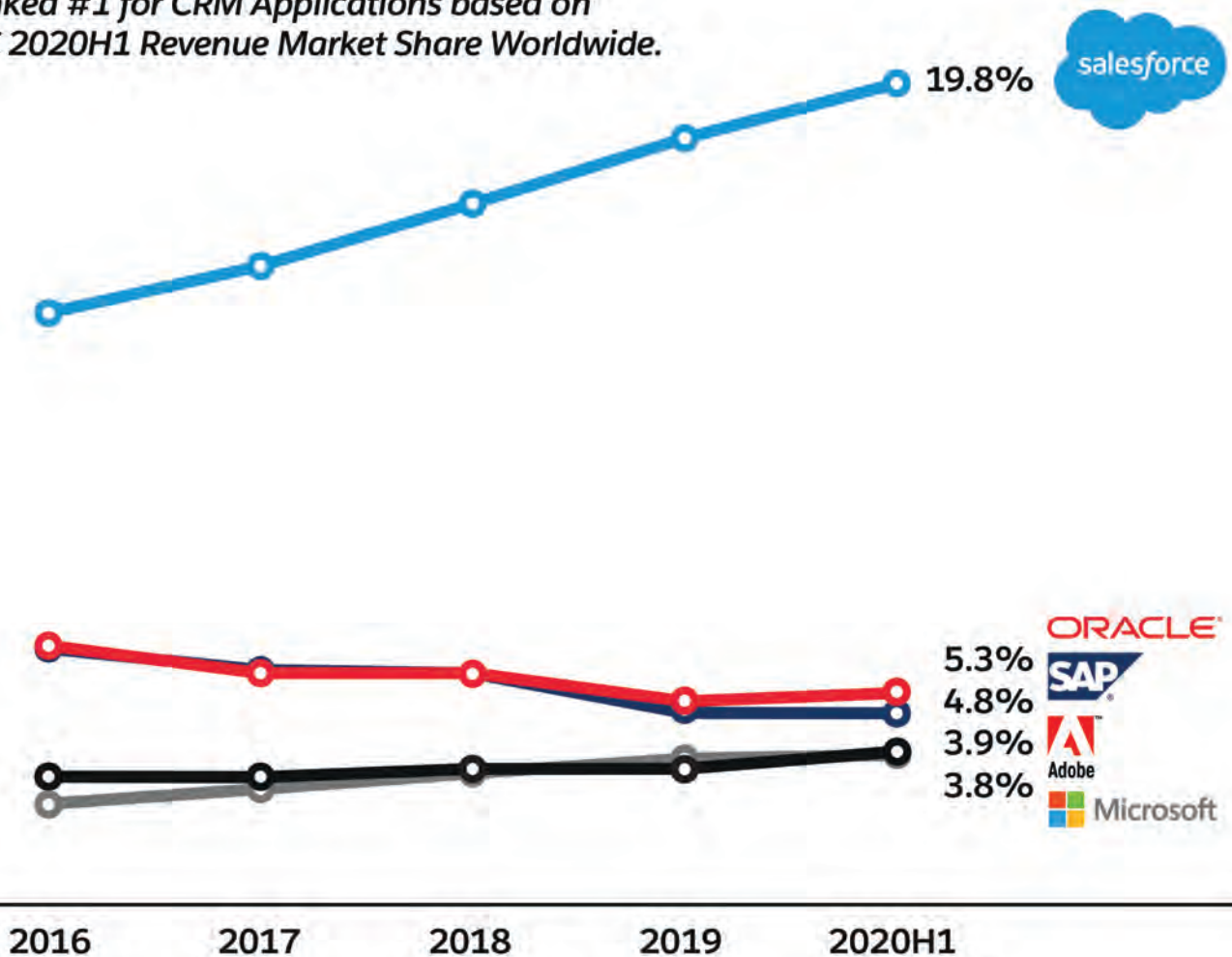


 [Click here to watch Vivek Ganotra](#)



# Salesforce. #1 CRM.

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Source: IDC, Worldwide Semiannual  
Software Tracker, October 2020.



[salesforce.com/uk/num1crm](https://salesforce.com/uk/num1crm)

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“I think ‘usefulness’ is a key concept: ask yourself, what use does society place on your products or services. And then ask, will that usefulness remain in five years time? What impact will the digital landscape have on me?”

Robin Watson CBE

”



## Robin Watson CBE CEO, Wood plc

**A**uthenticity – resilience – agility are the watchwords of modern business leaders, said Robin Watson CBE, CEO of international built environment and energy group Wood.

Interviewed by IoD Scotland National Director Malcolm Cannon, he explained how Wood had changed its business profile, moving away from a dependence on upstream oil and gas into other areas. The purchase of Amec Foster Wheeler in 2017 had been a key component of this shift, and he was proud that where the company's focus had been 95 per cent on upstream oil and gas, “today it is only around a third.”

The Covid-19 pandemic had presented particular challenges to a global business. “We transferred as many people as possible to home working. Our constant scenario planning allowed us to adjust our focus quickly and despite the pandemic coming out of the blue, we had the tools

at hand to meet the challenge.”

That strong scenario planning and analysis “always looks at negative and positive trends; it allows us to book-end our strategy planning with clear worst case and best case scenarios.”

For Robin, at the core of every organisation's strategic overview should be a simple question: how useful are we? “I think ‘usefulness’ is a key concept: ask yourself, what use does society place on your products or services? And then ask, will that usefulness remain in five years time? What impact will the digital landscape have on me? That one question gives you a remarkable snapshot of your place and your future.”

Wood – and Robin – had learned valuable lessons during the pandemic. “We all know change is happening but the pace has stepped up a gear since Covid-19 came into our lives. It's more hectic; strategy planning that used to last five years now barely makes it through 12 months.” It was important businesses used the current crisis as a catalyst for change

He had picked up some individual lessons from the past nine months. “The way the workforce has responded has

been extraordinary. I would never have believed we could switch to home working so efficiently. But be wary of thinking a one-solution-fits-all policy is right. Watch your staff. Make sure their mental wellbeing is being maintained. Not everyone is suited to working in isolation.”

In particular he had spotted a clear age divide at Wood: “Our younger workers feel happier in the office; it's the social aspect they miss when they're at home. With older workers, I wonder if we'll ever get them back in an office again!”

Another lesson he had learned had been centred around crisis management. “We went into crisis mode quickly but possibly stayed in too long. The danger is you become reactionary, responding to events rather than creating a strategy for the business to follow. It was important that we stepped back from Covid-19 and looked again at our core business and purposes, and made adjustments that kept us sharp.”

He left conference with a question: what are you doing to keep your organisation ‘future fit’?



## Key points and takeaways

“Leadership is lonely - reach out to others - and collaborate ... Acquire new skills ... Build sustainable businesses ... Have a North Star; develop a purpose that resonates with your team ... The post-Covid landscape has to be education-led...”

Key takeaways... from Malcolm Cannon

”





When Burger King is encouraging everyone to eat at McDonalds, KFC and Greggs... we've reached a whole new level of business collaboration

Nicki Sturzaker



IOD

## Dr Iain MacRitchie

MCR Pathways

## Nicki Sturzaker

Drylaw House

Conference's final session saw Dr Iain MacRitchie, founder and Chair, MCR Pathways; and Nicki Sturzaker, co-founder, Drylaw House, offer short, sharp reflections on the business landscape as they saw it.

**Dr MacRitchie** said he thought Conference opener Benny Higgins' comments on an education-led recovery were inspiring, but he'd add 'relationships' to the foundations of the recovery, so that all in the community could benefit.

MCR Pathways works with young people on the edges of society in order that their talents aren't wasted, and he appealed to delegates to use their talents and contacts to build relationships with young people through the charity, working alongside them in focused volunteering sessions. "Our mentors tell us it is the best thing they've ever done. They act as trainers and guides to young people in danger of



missing out on their shot at the workplace, helping build their confidence and develop new skills. Ultimately, we're giving you a chance to put back into society by helping others."

Some of the sessions can be tough at times but as one mentor put it, "I always come out of a session with my mentee smiling."

Dr MacRitchie reminded conference that "every child has potential. Young people often just need someone to communicate with, to put a little bit of ordinary back into their lives; it's when I see talent going to waste that I challenge it."

**Nicki Sturzaker's** brave development of Drylaw House into an 'exclusive

property for hire' had been completed despite the objections of experts who said it would not succeed. It reminded her of the importance of trusting her gut.

"Go with your instincts: don't be afraid of challenging the experts."

The pandemic had shown her the resilience to be found in the business community, but also how far businesses would go in collaboration for the good of all: "When Burger King is encouraging everyone to eat at McDonalds, KFC and Greggs, etc, then we're in a new world of collaborating," she pointed out, and such business altruism had to be a blueprint for the future economic success of Scotland.



[Click here to watch the full session, chaired by Malcolm Cannon](#)

## Conference workshops

**Zero Waste Scotland's** goal is to promote the use of products and resources responsibly and efficiently, as part of Scotland's commitment to reducing carbon emissions and waste.

It was important that all businesses took a holistic approach to reducing their carbon footprint. Suggested steps included the creation of a Net Zero plan – but it was important that this looked not just at emissions created by your



organisation within Scotland, but the carbon footprint of products you buy in from overseas, too.

Check your supply chain and look for 'carbon hotspots' – particularly on products purchased overseas. Telling suppliers you were going 'carbon free' was a great way of driving more responsible purchasing. It was also a good way to claim greater market share:

while not having a Net Zero target could lose you business from clients, having plans in place to cut carbon emissions could win you new business, too.

Zero Waste Scotland's number one suggestion was for all businesses to think carefully about air travel and vehicle use. Was it ever right that, at any one time before the pandemic, there were over one million people flying – or that employees were financially incentivised to drive their own inefficient cars?



[Click here to watch Zero Waste Scotland's workshop](#)

• The **SCOTTISH BUSINESS RESILIENCE CENTRE'S (SBRC)** acclaimed 'Exercise in a Box' has been credited with helping hundreds of businesses avoid damaging cyber attacks and embedding deep knowledge of the threats posed by criminals hacking organisations' websites and digital workspaces. The exercise, run by SBRC's experienced IT professionals, walks employees through the common mistakes people make that leaves their organisation vulnerable to a cyber

attack, how to put up effective barriers – and what to do if you fall prey to a hack. The most important advice if you do fall foul of a cyber attack is to respond quickly, never pay a ransomware request and ask SBRC's pool of cyber experts for help. Find out more at [www.sbrcentre.co.uk](http://www.sbrcentre.co.uk)



[Click here to watch the Scottish Business Resilience Centre's workshop](#)

# IoD Scotland

## Helping you through the coronavirus crisis



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25 enquiries to the Business  
Information Service



Four sessions with our  
business advisers



25 calls to our legal helpline  
and 25 calls to our  
tax helpline

Find out more at [www.iod.com/services/information-and-advice](http://www.iod.com/services/information-and-advice)

### Business Information

As an IoD member, you have access to top professional researchers through the **IoD Business Information** service. They can provide you with valuable information on topics ranging from market forecasts and industry trends to trading abroad and employee salaries.

#### Key details

1. Free and exclusive service to you as an IoD member
2. Accessible from all over the world by email or phone
3. Up to 25 enquiries\* per calendar year with 30 minutes of research time on each occasion
4. Bespoke answers within 24 hours or soon thereafter during exceptionally busy periods

\*According to your membership package

**\* Full Members and Associates have full access to our digital business library and guides as well as our archive of research and reports.**

### Directors' Advice

No matter how well connected you are, sometimes you need independent and confidential business advice from a specialist.

The **Directors' Advisory Service** provides IoD members with just that, free of charge. Our expert advice covers issues from raising finance to board appointments and shareholder disputes.

#### Key details

1. Exclusive to IoD members
2. Free, independent & confidential advice on a vast range of issues
3. Advice is given by appointment either in a face-to-face consultation at 116 Pall Mall or over the telephone, depending on adviser availability
4. Up to four appointments per calendar year, 30-45 minutes each.

## Covid-19: Support for you and your business

Government Support  
Information & Advice  
Directors & Governance  
Remote Wellbeing  
Learning & Development  
Community Content

All available at  
[www.iod.com](http://www.iod.com)

## Coronavirus Support Hub:

Because rebuilding the economy starts with better directors

**The coronavirus pandemic has presented unparalleled challenges.**

We want to provide you with the connections, development, and influence not just to recover, but to build back better. In this hub we aim to provide the resources you need to do so. The IoD's greatest resource is its international community of members – if

you'd like to contribute or sign up to our member support directory, email the team at [ideas@iod.com](mailto:ideas@iod.com).

We are in direct contact with Government, pressing for the right measures to see UK directors and the economy through the months ahead. **Sign up to Policy Voice or email us at [policy-unit@iod.com](mailto:policy-unit@iod.com).**



# Membership discounts

The IoD has a host of carefully chosen, specially negotiated discounts on key services for IoD members

## Professional Indemnity Insurance

### supplied by Hiscox

- ◆ Save five per cent on Hiscox's standard rates (subject to underwriting criteria)
- ◆ Specialist knowledge – Hiscox offers industry-specific policies to suit the risks you face
- ◆ Flexible policies – Select from a range of cover levels to get the protection you need
- ◆ 0 per cent interest on Direct Debits
- ◆ No administration fees – Amend your policy as your needs change
- ◆ Get a quote in minutes – Online or by phone

## Corporate Directors Liability Insurance

- ◆ Suitable for purchase by companies, LLPs, most forms of charities and trusts, to protect all directors and certain qualifying senior employees on a blanket basis.
- ◆ Acts as a first line of defence and can also cover subsidiary companies and their directors.
- ◆ Five per cent discount (most policies, with £1m of cover cost from just £900 per annum)
- ◆ Shareholder/stakeholder actions covered
- ◆ Employee litigation covered
- ◆ Supplier/customer actions covered
- ◆ Regulatory investigations (HMRC, HSE, OFT etc.)
- ◆ Immediate cover available

**We are delighted to be able to offer exclusive members-only discounts at a number of leading hotels across Scotland. For a full list, contact [kirsty.livingstone@iod.com](mailto:kirsty.livingstone@iod.com).**

## Individual Directors Liability Insurance

- ◆ Suitable for purchase by individuals, providing a final layer of protection and necessary if your company is unable to fund a defence or if the action is brought by the employer itself.
- ◆ Up to 35 per cent discount (premiums start from just £33 per month for £1m of cover, protecting you and only you)
- ◆ Policy suitable for directorships of private limited companies, some public limited companies, LLPs and most not-for-profit organisations
- ◆ All costs are tax deductible, or your organisation can pay the premium on your behalf without personal tax liability

## Cyber and Data Risks Insurance

- ◆ Save five per cent on Hiscox's standard rates (subject to underwriting criteria)
- ◆ Specialist expertise – Hiscox have been providing cyber and data insurance for 14 years, so they understand the changing risks that businesses face and have evolved their product to meet them
- ◆ A trusted partner: Financial compensation isn't all that's needed in the event of a claim. Hiscox will pay out when you suffer a loss, but will also provide access to a team of experts who will work with you to minimise your loss and the possible damage to your business
- ◆ Access to privacy lawyers and technical specialists



## Edinburgh hub closed but Pall Mall is open to members

**IoD Scotland's Charlotte Square facility in Edinburgh remains closed; for details of the facilities available once they re-open, contact [kirsty.livingstone@iod.com](mailto:kirsty.livingstone@iod.com). However, please note that the IoD's Members' facility in Pall Mall re-opens on December 3 once the lockdown in England is lifted. Our colleagues in London look forward to welcoming you soon. Pall Mall can currently host corporate meetings or events for up to 30 people in the Business Centre, training academy, or one of the larger event spaces. All rooms are large enough for social distancing, food and drinks can be ordered via QR codes from the room, attendees will be registered for track and trace, and all rooms will be rigorously cleaned between each meeting.**

**The Members' lounge is available for solo working only on the small tables, two people on the larger tables. Tables available for am / pm booking and must be booked in advance**

**Members requiring a meeting can book Business Centre rooms.**

**More details and a full Covid risk assessment can be found at [www.iod.com](http://www.iod.com)**

## ScotRail on new travel guidelines

**ScotRail has announced its latest responses to Government advice on train travel.** As per official guidance, the use of facemasks is now mandatory on all trains, and physical distancing will be in place.

This has reduced capacity significantly: on average, capacity is around 14 per cent of what it would normally be across all our train fleets. Therefore, to support physical distancing and manage

customer reservations as best as it can, the company has temporarily suspended the IoD membership benefit of free First Class upgrade at this time.

We appreciate the co-operation of IoD members on this.

We're continuing to remind customers that the train should only be used for essential journeys and that if they do have to travel,



customers should follow our five rules for safer travel:

- Don't travel if you are unwell
- Don't travel at peak times
- If you think it is unsafe to board a train, don't do it
- Wear a face mask and keep a safe distance
- Finally, please be patient.

All IoD Scotland events, and national events, are now being run online. We hope to return to face-to-face meetings in 2021. All the events listed on these pages are free of charge to both members and non-members

### The Business in the Parliament Conference 2020

# What has the pandemic taught us about leadership and inclusion?

**Date: December 2**  
**Time: 11am-12.30pm**  
**Location: Online**

As part of the 2020 Business in the Parliament Conference, IoD Scotland and its partners Women's Enterprise Scotland are hosting a workshop on *What has the pandemic taught us about Leadership & Inclusion?*

Guest speakers will be Andy Lothian (pictured right), CEO Insights Group and Caroline McKenna, CEO/Founder at Social Good Connect.

We hope you can join us for this inspiring and engaging session.

Coronavirus is causing an unprecedented level of disruption and asking questions of us like never before.

If we can pause, and have the presence of mind to ask a single question back – 'If coronavirus is a teacher, what is it teaching us?' – how do we create the environment to emerge from this crisis stronger than ever before? In every adversity there is an opportunity to learn and grow.

Self-aware people are your organisation's competitive advantage, because self-awareness is the foundation upon which all else is built.

Leadership's response to a crisis is paramount. Great leaders understand that different people have different responses and resilience levels and will respond in a constructive way and engage others through the lens of self-understanding. Do we understand why others respond the way they do, and accept this, as a truly inclusive leader?

We will explore how we can all take personal responsibility to respond in a positive, constructive and effective way to work towards future thinking to enhance our personal leadership skills, support our people and our communities.

We will also discuss



solutions to being truly collaborative and inclusive connecting our public, private and third sectors for the benefit of our people, businesses, and local communities.

During this 90-minute workshop Insights Group CEO Andy Lothian will draw on his 30 years' experience in people development, to explore how self-awareness is the foundation upon which all else is built.

Andy will examine the importance of purpose and values in keeping us anchored during periods of disruption. He will share how our response to this crisis, guided by self-understanding, will define us as leaders and individuals, and help us build the businesses of tomorrow – today. We will also be joined by

CEO/Founder at Social Good Connect, Caroline McKenna (pictured below), on how we can build on the goodwill already seen during the pandemic to create a world where people care and are inspired to make a positive social impact.

Caroline will explore how purposeful leaders embed a giving culture in order to benefit business, people and communities and how we can make these changes sustainable long after the pandemic has passed.

This workshop is open to all business leaders across Scotland and our aim is to make it a truly inspiring and engaging session.



**The BIPC will be holding two further workshops - Clean Growth on the 1 December 11am - 12pm and Standing on the Shoulders of Giants on the 3 December at 11am - 12.30pm. Further details and to book <https://www.businessinthe-parliament.scot>**

**Event manager: Ms Patricia Huth**  
**Phone: 01315575488**  
**Email: [Patricia.Huth@iod.com](mailto:Patricia.Huth@iod.com)**

**Book online at <https://www.iod.com/events-community/events/event-details/eventdateid/27928>**





## Insight webinar: Tools for online meetings and workshops

**Date:** December 9

**Time:** 1pm-2pm

**Location:** Online

Insight Events – run by members, for members – are designed to enable you to explore a key topic, grow your network and gain practical advice from experts within the Advance community.

This latest one asks, How can we tackle 'Zoom fatigue'?

What different skills do we need in an online meeting environment compared to face to face?

It's time to share some of the tools and techniques for facilitating high impact meetings and workshops. This session will give you an insight into tools and techniques to deliver high quality online meetings, workshops and presentations.

This session will be ran by Roseanna Farish, Advance member and Strategy Facilitator at Alembic Strategy.

**Event manager:** Miss Anna Calderbank

**Phone:** 020 7766 8866

**Email:** [advance@iod.com](mailto:advance@iod.com)

## Scottish Government public appointments: An introduction

**Date:** January 25, 2021

**Time:** 10.30am - 11.30am

**Location:** Online

Ever wondered what being on the board of a Scottish public body involves? This session provides the opportunity to learn more about what is involved, the different roles available, how to apply, what it means to be a public body board member and the opportunity to ask questions.

Learn what being on a public body board involves, the benefits of being on a public body board, the appointments process, the range of boards and types of vacancies available. It will also signpost help and support available and how to apply. There will also

be the opportunity to hear from a current board member and ask questions.

It will be led by Helen Miller, head of improvement and outreach for the Public Appointments Team. Before joining the Scottish Government in January 2019 she worked for the Equality and Human Rights Commission where she was a senior associate leading on a variety of research projects on themes such as sexual harassment, housing for disabled people and the gender pay gap.

Helen is a lay member of the Additional Support Needs Tribunal.

Now more than ever, IOD Scotland is committed to providing access to high level events and speakers so where we can, our events will remain free for Members to attend. To secure your place, we instead ask that you may consider making a donation to our Charity Partner, Epilepsy Scotland here. Thank you.

**Event manager:** Ms Patricia Huth

**Phone:** 01315575488

**Email:** [Patricia.Huth@iod.com](mailto:Patricia.Huth@iod.com)

**iod.com**

**IoD Online:**

## Opportunities in Nigeria

**with Governor Sanwo-Olu of Lagos**

**Date:** January 18, 2021

**Time:** 12 noon-2pm

**Location:** Online

Nigeria is a regional powerhouse in West Africa and one of the world's biggest emerging markets, with a population of more than 200 million people.

The country is well known for its abundant natural resources, but Nigeria's leaders want to become less reliant on oil. They are putting policies in place that will release potential, foster innovation and diversify the economy.

Nigeria's technology sector is already growing fast. In September, Facebook announced plans for a new office in Lagos to support the Sub-Saharan region – its first office on the continent with a team of engineers.

In this webinar, Lagos State Governor Babajide Olusola Sanwo-Olu will explore investment opportunities for UK companies in Nigeria and Lagos State.

Discover which sectors are ripe for growth and hear about the opportunities for UK companies to tap into Nigeria's potential.

**Babajide Olusola Sanwo-Olu**

Until his election as the 15th Governor of Lagos State on the platform of the All Progressives Congress (APC) in the 2019 elections,

Babajide Olusola Sanwo-Olu was the Managing Director/CEO of Lagos State Development Property Corporation (LSDPC). He was also a three-time Commissioner in Lagos State, having served in the Ministries of Economic Planning & Budget, Commerce & Industry and the Ministry of Establishments, Training & Pensions.



**With thanks to the event sponsor, Rate Your Leader**

**Event manager:** Ms Helena Drake

**Phone:** 01132430152

**Email:** [helena.drake@iod.com](mailto:helena.drake@iod.com)

## Young Directors webinar

**Date:** December 3  
**Time:** 4pm-5pm  
**Location:** Online

Join us for the first YDF webinar. The YDF, led by young directors, offers opportunities for peer-to-peer learning from like-minded people all at different stages of their career development, who can share best practice and experiences on the critical business issues.

On this webinar we will hear from Ben Barker, founder of Artemis Brew Ltd on how he pivoted his business throughout lockdown, including:

- How it survived a 99 per cent drop in revenue
- The key traits Ben believes you need for a successful pivot
- What's next for a business with a depleted customer base?

Ben will discuss the five attributes he believes are needed to execute a successful pivot: Passion, initiative, venture, agility, tenacity.

The event will finish with some casual networking, giving you a chance to connect with other young directors and peers.

**Event manager:**  
**Ms Helena Drake**  
**Phone:** 0113 243 0152  
**Email:** [helena.drake@iod.com](mailto:helena.drake@iod.com)

## IoD Online: Coronavirus & the Implications for Business Interruption Insurance

**Date:** December 9  
**Time:** 2.30pm - 3.30pm  
**Location:** Online

2020 will go down as a year which has dealt the business community - across the world - a series of unprecedented challenges.

As directors turn to the business interruption policies they put in place to mitigate against these unforeseen events, many are being met with the news that their cover is invalid. Have you experienced issues in accessing support from your insurance company as a result of the Covid pandemic? This targeted event from the IoD team aims to help you access the help you have put in place for your business.

**Event manager:**  
**Mrs Sophie Breeden**  
**Phone:** 0121 281 5530  
**Email:** [Sophie.Breeden@iod.com](mailto:Sophie.Breeden@iod.com)

# Digitising your AP process to help you scale

**Date:** January 27 2021  
**Time:** 12noon-1pm  
**Location:** IoD Online Event

As you scale, your finance processes need to scale with you.

In this webinar with SAP Concur, we will discuss how you can automate your finance process to remove process constraints, free up teams to tackle new opportunities, and control costs to support your business objectives.

### Key areas covered:

- Why scalable finance solutions are vital for business success
- The benefits of automating your AP process
- How your AP process can scale with you

### Speakers

Michael Benn, Accounts Payable Consultant, SAP Concur  
Ryan Headington, Solutions Specialist, SAP Concur

### Sponsors

SAP® Concur® is the world's leading brand for integrated travel, expense, and invoice management solutions, driven by a relentless pursuit to simplify and automate these everyday processes.

The highly-rated SAP Concur mobile app guides employees through business trips, charges are directly populated into expense reports, and invoice approvals are automated.

By integrating near real-time data and using AI to analyze transactions, businesses can see what they're spending and avoid possible blind spots in the budget.

SAP Concur solutions help eliminate yesterday's tedious tasks, make today's work easier, and support businesses to run at their best.

Learn more at [concur.com](http://concur.com) or the SAP Concur blog.

**Event manager:** **Rose Riley**  
**Phone:** 0113 539 8780  
**Email:** [Rose.Riley@iod.com](mailto:Rose.Riley@iod.com)

## Preparing for Brexit: IoD special webinar with Deloitte

**Date:** December 3  
**Time:** 2pm-30m  
**Location:** Online

Join Brexit specialists from the IoD and Deloitte at this virtual event to gain a deeper understanding of what you should be doing now to prepare your business for Brexit. The discussion will include an update on negotiations with the EU and rest of world, as well as itemising all of the actions you should be undertaking to be ready for January 2021.

Speakers will include: Allie Renison, Head of Trade & EU Policy at the IoD and IoD East Midlands Policy Voice Ambassador, James Pinchbeck.

You will also hear from Raoul Ruparel, Adviser to Deloitte and former special adviser to the Prime Minister on Europe; Zoe Hawes, Director, Global Brexit Insights at Deloitte; and James Caldecourt, Adviser to Deloitte and former special adviser at the DTI

**Allie Renison** is Head of EU & Trade Policy, and leads on devising recommendations and representing the voice of members on EU policy matters both to Westminster and Whitehall and

with European institutions.

Allie (*left*) provides the link between business and Government on increasing international trade and has authored a number of reports on trends in both trade and trade policy, as well as running a number of trade missions for IoD members around the world every year. She also routinely provides advocacy for the IoD on a range of regulatory issues in Brussels. Allie joined the IoD in April 2014.

Prior to this, she was Research Director at Business for Britain, the campaign focused on renegotiating the UK's relationship with the EU.

**Zoe Hawes** is part of Deloitte's global Brexit insights team based in the UK. She advises businesses on their Brexit-readiness planning, helping clients to plan mitigating actions and identify opportunities, with a particular focus on tax and supply chain.

Zoe is also an Indirect Tax Director where she advises multinational businesses with complex global supply chains.

**Book online at** [www.iod.com](http://www.iod.com)





# After 2020... who deserves the spotlight in 2021?

**Directors have performed heroics throughout 2020, keeping their businesses afloat and organisations functioning in the teeth of the Covid-19 hurricane.**

And while every single one deserves praise, which leader has stood out for you in the midst of the worst crisis any of us has ever faced? Who deserves special recognition?

**We are delighted to announce that in 2021 we will once again be holding the IoD Scotland Director of the Year Awards.** We do not have an event date yet – though we are hoping that by the time the awards come round we will be able to host the event in person.

But while we patiently wait for vaccines and the news that Covid-19 is a thing of the past, we want you to start thinking of the directors and business leaders who have impressed you with their response to the unprecedented challenges thrown at them this year, and consider nominating them for one of our awards.



**DIRECTOR OF THE YEAR AWARDS 2021**

IoD Scotland National Director Malcolm Cannon asked, “who demonstrated tenacity and drive to keep their businesses going forward? Whose leadership steadied the ship when the storm was at its worst?”

This year’s awards attracted over 200 entries – a record for the event – and we’re hoping to break that in 2021.

So start thinking about who you will nominate. Entries will open early in 2021; keep an eye on <https://www.iod.com/events-community/regions/scotland> for further details as they are released.



**Winners 2020:** From the top, SME Director of the Year Marshall Dallas; Lynne Cadenhead of Women’s Enterprise Scotland, Director of the Year for Equality, Diversity & Inclusion; Director of the Year (Large Business) Jim Galbraith; and Young Director of the Year Rebecca Bell of Spectrum Service Solutions Ltd.

## ScotRail backs engineering recruitment campaign



ScotRail is supporting a campaign to encourage more women and members of the Black, Asian and Minority Ethnic community into careers in engineering. With the slogan, **Not all engineers wear hard hats**, we’re determined to break down stereotypes and attract young people from all backgrounds, not only to engineering jobs in the rail industry, but to other organisations and sectors. Engineering is an exciting and rewarding career but currently, only 12 per cent of Britain’s engineers are women, with just nine per cent from Black, Asian, or Minority Ethnic backgrounds, so the country faces a significant skills and diversity challenge in the sector. We’re committed to developing a workforce as diverse as the communities it serves. Since 2017, the

number of female train drivers has increased by 39 per cent. And, the number of female conductors employed has also risen since 2017, by 16 per cent.

**Engineering Day took place on Wednesday, 4 November, and is UK-wide campaign from The Royal Academy of Engineering.**

Karen Wallace, ScotRail Equality, Diversity and Inclusion Manager said: “Historically, engineering has not been a sector that has attracted women or people from Black, Asian or Minority Ethnic communities, and at ScotRail we are absolutely committed to changing that. There is a place and space for everyone at ScotRail.

“Not all engineers wear hard hats is designed to challenge the conceptions behind engineers.

“There are so many varied and exciting opportunities within ScotRail for engineering apprentices from all backgrounds. There has never been a more exciting time to be an engineer.”

### Work begins on Class 380 train ‘makeover’

ScotRail has begun work to refurbish its fleet of Class 380 electric trains ahead of their 10-year anniversary later in the year.

Key elements of the ‘makeover’ include the installation of new flooring, new seat upholstery, paint refresh, and general repairs to tables, bins and handrails.

The overhaul is taking place at the Shields Road Depot in Glasgow, with each train taking around two weeks to complete.

The 38-strong fleet of trains consists of 130 carriages and is ScotRail’s second largest fleet of electric trains. Class 380s were introduced to Scotland’s Railway in December 2010, operating in Ayrshire and Inverclyde initially, but now serve customers across the country.





# VIRTUAL CERTIFICATE IN COMPANY DIRECTION

The Certificate in Company Direction explores the characteristics, mind-set and behaviours of the effective director. It is designed to equip you with the knowledge and skills needed for better performance in the boardroom and beyond, by covering the key areas of governance, finance, strategy and leadership over four modules.

This internationally recognised qualification is underpinned by our Director Competency Framework and provides you with a foundation in effective directorship whatever your profession, industry, location or sector. This programme is now available via virtual classroom delivery with enhanced exam support and access to all your course materials via our Digital Academy platform. The role of a director can be lonely; this qualification provides you with the opportunity to build your network of director-level peers from organisations of all shapes and sizes from across the UK and internationally. You will learn from each other, sharing your setbacks and successes, and encouraging each other throughout the challenges you face during difficult times.

## What will I get out of the programme?

- An in-depth view of the role, responsibilities and legal duties of a director
- An understanding of the characteristics of an effective board
- Sound knowledge of financial terms and concepts
- The issues and processes associated with formulating strategic business plans and achieving strategic leadership
- Enriched peer learning with directors across the globe
- A qualification that is respected world-wide and sits as an equivalent to degree level

1

### Award in Role of the Director and the Board

This programme is an essential introduction to the role, duties and legal responsibilities of a director and the workings of a board. The practical takeaways provided from this course will help you to understand your own liabilities as a director, the board's role in corporate governance, and how to improve board effectiveness.

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.

3

### Award in Strategy for Directors

This programme will empower 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.

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.

For the latest information, please visit  
[iod.com/certificate](https://iod.com/certificate)

**"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



# OTHER VIRTUAL COURSES AND DATES FOR YOUR DIARY

## ROLE OF THE CHAIR

The chair has a critical influence on a board's style, composition, balance and performance. This popular course provides a unique opportunity to review the chair's role in light of current legal requirements and good practice.

Whether you are newly appointed, or looking to improve your performance with a fresh perspective, practical case-study led insight shared on the day will equip you with the essential knowledge and skill-set to fulfil your role successfully.

11 Dec 2020 09:00 - 17:00

## ROLE OF THE NON EXECUTIVE DIRECTOR

This comprehensive programme is designed to equip you with practical strategies to build your network, raise your profile to secure an appointment, and add value in the boardroom.

As more individuals choose 'portfolio careers' and demand for non-executive directors continues to rise within multiple sectors including third sector organisations and private companies, it has never been more important to understand the critical requirements and appropriate skill set of a non-executive director.

Gain practical advice from an experienced portfolio non-executive director and participate in interactive case studies. Discover the latest interview tips from top industry head-hunters and put your questions to guest speakers who will be on hand to offer expert guidance.

Incorporated into the programme at no additional cost is an evening drinks reception and dinner with a high profile, portfolio NED guest speaker. This is a fantastic opportunity to network amongst your peers.

03 Dec 2020 09:00 - 18:30 | 10 Dec 2020 09:00 - 18:30

### Award in Role of the Director and the Board (2 days)

11-12 January  
21-22 January  
1-2 February  
15-16 February  
22-23 February  
03-04 March  
17-18 March  
29-30 March

### Award in Finance for Non-Finance Directors (3 days)

12-14 January  
20-22 January  
1-3 February

10-12 February  
25-27 February  
01-03 March  
22-24 March  
23-35 March  
29-31 March

### Award in Strategy for Directors (3 days)

08-10 December  
16-18 December  
25-27 January  
22-24 February  
8-10 March  
17-19 March

### Award in Leadership for Directors (2 days)

10-11 December  
18-19 January  
08-09 February  
01-02 March  
11-12 March  
22-23 March

### Diploma in Company Direction (3 days)

13-15 January  
20-22 January  
08-10 February  
15-17 February

If you would like to discuss a new booking or talk through what the IoD offers virtually, then please contact our Professional Development team for advice, assistance or further information.

020 7766 2601 or [developing@iod.com](mailto:developing@iod.com)



# Qualifying Scotland's skills



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