



# Direction



The official membership magazine for the Institute of Directors in Scotland

**IR35: Preparing for  
the inevitable**

**On the journey  
to true inclusion**

**‘Hard work  
and good  
research are  
never wasted’**

**Poonam Gupta OBE  
on building a business**





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# Let's go from innovation to opportunity



Uncertainty continues to stalk the business community, but by harnessing the talents of our teams and being bold as leaders, Scotland can thrive and prosper, says IoD national Chair **Aidan O'Carroll**

There is no question that all of us, as IoD members, are facing uncertain times. Looking at this through a Scottish lens, we can see the challenges that the proposed immigration rules recently announced by the UK Government will pose in our quest for the talent we need to help Scotland's business and communities grow.

We see the global economy being affected by a number of potential shocks to the system, including the as yet to be fully quantified effect of the Coronavirus on supply chains, which could have a significant knock-on effect to our business-as-usual models. Finally, we are still working out how to deal with the undoubted challenges that Brexit is going to pose from 1st January next year, and beyond.

It is at times like these that we can all step up as leaders and challenge the way we and our colleagues come up with solutions, the speed with which we implement bolder plans, manage risks more effectively and, in my mind most importantly, think innovatively on how we can turn challenges into opportunities.

One key area that remains an enduring issue for our economy is how we raise the effective productivity that we know creates greater growth and prosperity for everyone. At all times we need to challenge how we invest for the future, and a key investment, alongside

benefitting from technology, automation and creating greater efficiencies, is motivating our people to harness new or additional skills, encouraging innovation among our most important asset.

Scotland has one of the best talent banks to apply to the challenges of today and tomorrow, so let's, as leaders, think how we create the right environment where our people feel fully engaged with the strategies we want to implement and feel incentivised to come forward and be bold.

We can all identify with being an outward-looking nation, a welcoming place for all who will contribute to building a better and more prosperous Scotland. As leaders there has never been a more important time to provide that confidence to our colleagues, our customers, and to the broader community, showing that we can drive forward our respective businesses and organisations.

At the IoD, while we continue to engage with our members and government to help build a sustainable economy, we have some of the most relevant training opportunities that will help to build better leadership, create better enterprises and increase the skills that we will need to sustain us through uncertain times. Take a look and see how we can help you.

## IoD Scotland & Direction

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**Cover:** Poonam Gupta OBE  
Photo: Susie Lowe  
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# The importance of manifesting promises



The constantly changing landscape that our businesses operate in challenges us to get our goals – and our teams – right, says **Malcolm Cannon**, IOD Scotland National Director

It will not have escaped readers' notice that we have been promised many things by politicians during the past few years. Their manifesto pledges, whether in documents or on the sides of buses, have become more and more extreme in order to attract both voters and votes.

But there is, and always has been, extreme risk in making promises which are largely undeliverable or over which there is little control.

We are under constant pressure to grow and thrive, but the environment around us becomes ever less reliable.

Of course, we have never been able to 'predict the unpredictable', but it does seem that curveballs are thrown our way more frequently than ever before. From Brexit and other constitutional issues, to even greater concerns such as the climate crisis, the landscape is ever-changing.

How, then, can businesses deliver against their plans when they cannot manage these external forces? Corporate

performance can be monitored against previous years, competitor activity or against forecast, and therefore, objectives can be set against any or all of these comparators.

Analysing how a business measures up against its competitors is the best way to monitor performance. Everyone in a specific sector will be facing broadly the same economic, political and social challenges, and so you are likely to be on a level playing field. After all, if you outperform your competitors, your market share increases and, as the joke says, you don't need to outrun the opposition, only the lion.

Setting these corporate objectives, inexorably linked to delivering the strategy, is critical to business, and the Board must work hard with senior management to establish realistic and achievable targets while still embracing ambition. Nowadays, these long-term plans will also need to include large degrees of tolerance to take into account the moving political, economic, technological and legislative landscapes along with potential new competitors and market disruptors.

It is therefore crucial that Boards and management teams include people with the right skillsets to help futureproof their business. This can be achieved not only through improved understanding

of what these required skills are, but also through more effective recruitment and through leadership training. Increased diversity on boards and staff will also encourage greater challenge and a broader understanding of market and customer dynamics.

Constant evaluation and monitoring of performance against these KPIs is very important. This ongoing assessment ensures management focus

**"It's crucial that Boards and management teams include people with the right skillsets to futureproof the business..."**

and facilitates rapid decision-making. Occasionally, tough decisions have to be made, and leaders are not here to avoid hurting people's feelings or to doggedly stick to a failing plan; they are here to deliver ambitious targets for their business.

Agreeing a set of objectives, aligned to a long or medium-term strategy, forces a business to deploy resources efficiently and to measure outcomes in a quantitative manner.

Merely promising things in order to recruit followers (as in a manifesto), can be damaging to the reputation of businesses or their leaders.

## New transport strategy recognises scale of challenge as Scotland looks to tackle congestion and climate

Transport Scotland has outlined a new strategy to guide plans for the next two decades.

The National Transport Strategy details the role of transport in delivering the priorities of reducing inequalities and taking climate action while helping deliver inclusive economic growth and improving health and wellbeing.

More than 60 organisations and 6,500 people contributed to the development of the document, with a consultation receiving 1,200 responses.

The Strategy sets out the actions that must be taken to meet the Government's ambitious climate change targets.

It acknowledges that a range of



activity is required to meet this, including the adoption of ultra-low emission vehicles, shifting travel behaviour through improved use of

public and active travel modes, as well as a reduction in the demand for unsustainable transport.

Michael Matheson MSP noted: "The National Transport Strategy is for the whole of Scotland, recognising the different needs of our cities, towns, remote and rural areas and islands.

"Transport plays an important role in delivering the society we want and inclusiveness and equality are at the heart of our new strategy.

"While we tackle inequalities, our actions will reduce poverty, in particular child poverty, by improving access to jobs, education and training as well as to key services."

# Boost for IoD Fife as new hub opens at Carnegie Conference Centre

IoD Scotland members in Fife can now take advantage of a new member benefit with the launch of a new hub at Carnegie Conference Centre in Dunfermline.

The facility can be used by members for drop-in meetings in either an open plan meeting space or individual meeting room for up to four people.

Located just off the M90, the Conference Centre has over 140 free parking spaces and free wi-fi is available throughout the fully accessible building.

IoD members are welcome to drop-in to use the facilities any time between 8am – 5.30pm, Monday to Friday.

Jan Thomson, Managing Director of Carnegie Conference Centre said: “We are looking forward to welcoming IoD members to use our conference centre, and in addition to the drop-in facilities on offer, we are also happy to offer a preferred rate for alternative meeting and conference accommodation, including full catering options for lunch or dinner.”



Evening and weekend bookings may be also available upon enquiry – call 0344 248 0119 or email [sales@carnegieconferencecentre.co.uk](mailto:sales@carnegieconferencecentre.co.uk) to find out more.

**Pictured at the new IoD hub are, from left, Susan Dunsmuir, CFO at Fife College; Ian Collins, IoD Fife Chair; and Jan Thomson, Head of Commercial Projects at Fife College**

## Emirates reinstates iconic A380 to Glasgow

IoD airline partner Emirates has reinstated the world's largest commercial passenger aircraft to its Glasgow service.

The huge double-decker aircraft, which has a wingspan of almost 80 metres and can carry over 500 passengers, returns to the airline's popular Glasgow-Dubai route in March.

Emirates will operate the iconic A380 on a year-round basis on the double daily service, Scotland's busiest long-haul route. One of the airline's Boeing 777 aircraft fleet will continue to be used on the route.

Mark Johnston, Managing Director at Glasgow Airport, said: “Emirates' decision to operate a year-round daily service using the Airbus A380 is tremendous news and underlines the airline's continued commitment to Glasgow Airport and its passengers.

“We invested significantly in our international pier infrastructure to vastly improve the experience for our long-haul carriers and passengers last year.

“This included building Scotland's first and only triple airbridge, which not only supports a wide range of aircraft types but is perfect for servicing the A380.

“The decision to make such a significant investment was a bold one, however, the return of this iconic aircraft to daily service underlines our continued



ambition and is testament to the Dubai route's popularity with our customers.

“This decision marks yet another milestone in a relationship with Emirates that dates back to 2004, when the first route between Scotland and the Middle East was launched at Glasgow Airport.

“Our Dubai double daily is Scotland's leading long-haul route, so it's fitting that the world's largest commercial passenger aircraft will play a part in the unique customer experience offered to Emirates' passengers at Glasgow Airport.”

Since the introduction of the Glasgow-

Dubai service in 2004, over 4.8 million passengers have travelled between the two cities and further afield through Emirates' network of 158 destinations.

The A380 flying between Glasgow and Dubai has a three-class configuration, with 14 private suites in First-Class, 76 lie-flat seats in Business Class and 399 spacious seats in Economy Class.

In addition to transporting passengers, Emirates' SkyCargo on the A380 will continue to carry key Glaswegian exports across the world, including Scottish food and drink and oil well equipment.



## UWS to launch biggest ever Graduate Apprenticeship programme

The University of the West of Scotland is set to provide 130 Graduate Apprenticeship (GA) opportunities in 2020 as part of its partnership with Skills Development Scotland, the largest offering since the partnership began three years ago.

As part of the programme, five GAs will be offered in:

- Early Learning and Childcare
- Software Development
- Engineering Design and Manufacture
- Civil Engineering
- Business Management.

All apprenticeships will start in September this year.

GAs have been developed by Skills Development Scotland in partnership with industry and the

further and higher education sectors. They are designed by employers and offered in key sectors that need highly skilled employees.

Professor Craig Mahoney, Principal and Vice-Chancellor of UWS, said: "Working closely with industry, we understand the challenges that employers face when it comes to attracting and retaining talent.

"We work hard to ensure that our students graduate not only with a qualification but with the practical skills they need to thrive in the world of work."

UWS works closely with a variety of employers to deliver GAs. Arnold Clark has been a key partner since August 2017.

## Cloud over IT public sector

A new report by UKCloud looking at the cloud computing landscape has found that buyers are still in search of the 'perfect cloud solution' and are continuing to have to navigate challenges that include policy, skills and budgets.

The majority of those surveyed (87.2%) indicated that they would move their IT to the cloud if the 'perfect solution' existed. However, the survey noted that achieving this 'perfect solution' inevitably comes with a whole host of both business and technical challenges.

Interestingly, 85.5% of respondents revealed that they would prefer a multi-cloud vendor and fewer than one in five have a policy to only use a single cloud.

Leighton James, CTO at UKCloud said: "While the survey was focused on cloud adoption, it was in the context of the amazing potential for the future of public services in the UK.

"Adoption of cloud begins to knock down the silos that exist across the public sector and unlock precious resources and datasets that are key to driving better insights, delivering better outcomes and harnessing the innovation made possible by digital technologies such as artificial intelligence, IoT and mixed reality.

"Hence, by understanding the impediments to cloud adoption the UK GovTech community can work collaboratively to provide the diversity of solutions and skills that will help the UK develop world-class national capabilities – all based on nurturing our nation's precious data as a national asset."

## Knowledge Exchange Partnership celebrates 2020 winners



The Scottish Knowledge Exchange Partnership has announced the winners of its 2020 awards, which recognise organisations that have collaborated with academia to make a positive impact on the economy and society by forming projects.

The winners included:

- Innovation of the Year – HAS Technology Ltd
- Making a Difference – Baltic Street Adventure Playground
- Knowledge Exchange Champion of the Year – Professor Marian Wiercigroch, University of Aberdeen and Professor David

Flynn, Heriot-Watt University

- Innovator of the Future – Connor Blair, University of Glasgow

- Multiparty Collaboration – The nEUROSTRESSPEP project

- Spotlight Award – Enable Scotland, University of Strathclyde Business School, Scottish Power and Marriott Hotel, Glasgow.

Dr Siobhán Jordan (*pictured*), director of event organiser Interface, said: "This unique ceremony showcases the immense talent and expertise in colleges and universities working with industry."

## Qatar Airways doubles up to Doha

IoT partner Qatar Airways has announced that it will double the amount of daily flights out of Edinburgh.

From 1<sup>st</sup> April, the airline will provide 14 flights per week from the capital to Doha.

Speaking about the launch of the increased service, Qatar Airways Country Manager UK & Ireland, Gary Kershaw, said: "Our increased frequency to double-daily flights from Edinburgh underlines our commitment to Scotland and we are delighted to offer our passengers greater opportunities to fly to Doha as well as connecting them with more than 160 destinations worldwide."



14 flights a week from Edinburgh to Doha, Qatar



# Granite city goes for gold as it sets top standards for housing

Aberdeen City Council has agreed to adopt a 'gold' standard for new local authority housing as part of an ongoing programme to deliver 2,000 additional homes.

The new design specification will provide more energy efficient homes using technology to make homes greener and cheaper to run. They will also feature enhanced sound insulation, more natural light, improved security, dedicated space for working, and storage for an electric wheelchair, pram or bicycle.

The council also agreed that where the gold standard cannot be achieved within a specific site, the silver standard must be delivered as a minimum.

Gold standard homes aim for a minimum 27 per cent reduction in carbon dioxide emissions compared to silver, partly through using renewable energy to provide 50 per cent rather than 5 per cent of hot water demand.



Council co-leader, Councillor Douglas Lumsden, said: "Adopting the gold standard means our future housing stock will help meet the aspirations for people, the place and the economy spelled out in the city's Local Outcome Improvement Plan.

"We want to deliver homes that support the physical and mental wellbeing of our tenants by satisfying their current and future needs, helping them become more self-sufficient in the long term."

## Data Lab shines a light on innovation

The Data Lab has launched TORCH, a business advisory service to boost data-driven innovation and collaboration between businesses.

The service, which is co-funded by Scottish Enterprise and the University of Edinburgh, has been created to link businesses who are starting to use data with expert partners and advisors, and will act as a matchmaking service between academia and industry.



Gillian Docherty OBE, CEO of The Data Lab, said: "We are excited to launch TORCH, an initiative born from The Data Lab's core mission to support others to innovate. Every business has the potential to innovate with data, regardless of size or sector, and we want to make sure they know where to go to get the help, tools or support they need.

"Data presents unprecedented opportunities for businesses, but we recognise it also comes with its challenges. We created our Executive Education service to help businesses start their data journey; TORCH aims to enable businesses to successfully take the next steps on their data transformation by translating strategy into practical actions using the methods and technologies most suited to their needs."

Over the next four years, TORCH aims to address these issues and will assist more than 250 companies.

## EY eyes Scottish economic growth

A new report from the EY ITEM Club has found that the growth gap between Scotland and the rest of the UK is predicted to narrow in the next two years.

Researchers have forecast that the Scottish economy will grow by 0.8% in GVA in 2020, down from 0.9% last year. But that compares with the UK as a whole slowing from 1.4% last year to 1.2% in 2020.

Mark Gregory, EY's UK chief economist, said the big question is whether the economy will kick on post-general election or be held back by a global slowdown and potentially harmful terms of leaving the EU.

## Edinburgh BioQuarter announces exciting expansion vision



Images have been published showing plans for a £750m extension at Edinburgh BioQuarter which would see new housing, more space for research and healthcare innovation, a hotel, a gym and shops.

The 160-acre site, which is also home to the Royal Infirmary Edinburgh, University of Edinburgh Medical School and 13 award-winning life sciences businesses, would see the number of people based on the site rise from 8,000 to 20,000.

BioQuarter's partners – City of Edinburgh Council, NHS Lothian, Scottish Enterprise and the University of Edinburgh – have already invested over £500m in the existing site, with a further

£300m investment planned in the next five years through pipeline projects, including the new £68m University of Edinburgh Usher Institute.

Hugh Edmiston, chairman of Edinburgh BioQuarter Strategy Board, said: "This is the start of an exciting journey in the next chapter of Edinburgh BioQuarter's development. As we move ahead, we want to ensure that we involve our staff, students and the local communities in this long-term vision.

"The opportunities here are vast and, once realised, can deliver significant and long lasting economic and social benefits for Edinburgh, Scotland and beyond."



## 'Taps aff' in Glasgow soon?

While summer might seem a while off, we Scots are always in search of the sun (and things to do in it). If a G&T in the sun is not for you (though if it is, we are sure you will appreciate the story below), then how about sliding down the streets of Glasgow on a giant water slide?

Well, if reports are to be believed, by 2030 there could be a giant water slide installed as part of the regeneration of Blythswood.

Described as "bold", the plans hope to revitalise one part of the city and the temporary installation could be used to welcome a new audience to an area little used by pedestrians.

The proposal has been included in draft regeneration plans for Blythswood, the fifth of nine frameworks to be drawn up for city centre districts. Other suggestions include improving links between the city centre and the West End by addressing the divide caused by the M8, re-opening Blythswood Square to the public and upgrading Charing Cross and Anderston train stations.

While a consultation is in process, similar slides have proven popular when installed in other cities. We'll keep you updated on progress.

## Hendrick's launches lunar gin

Hendrick's has unveiled a new limited-edition Moon-inspired gin, called Lunar.

Lunar gin is the second release from master distiller Lesley Gracie and follows Hendrick's Midsummer Solstice in 2019.

Lunar is described as "distinctly floral with a delicate spicy finish". Gracie created the "rich, warm and alluring" gin during a moonlit evening while tending to her botanicals in the hothouse. It is recommended that you serve during occasions such as "night-sipping, moon-gazing and other sensible modes of contemplation". Priced at £35.



# Walk this way, says new Mastercard device

Ever get the feeling that technology is becoming a little too smart? Well, how about a new payment technology being pioneered by Mastercard that authenticates a user by the way they walk?

In a bid to replace bus passes, Mastercard is investigating innovative behavioural biometrics such as gait, face, heartbeat and veins for cutting edge payment systems of the future.

Ajay Bhalla, president of cyber and intelligence solutions for Mastercard, said: "The way you hold your phone, which ear you use, and how your fingers touch the buttons are all unique to you. We have been testing heartbeat, vein

technology and the way people walk to authenticate people."

So how does it work? CCTV cameras would identify passengers approaching transport barriers. Once the system recognises the individual, it would let them pass after matching them with an account that is in credit or linked to a valid payment card. It is hoped that by coming up with this unique measurement of an individual that there will be a lower chance of hackers accessing an individual's credentials.

But at *Direction*, we have one question – what happens if you are late for the train and are running to the barriers?

## Cameron House set to reopen in late 2020

Cameron House has announced the date for its grand reopening following a tragic blaze three years ago.

The five-star resort will reopen in late 2020 and has commenced taking function bookings from January 2021. The hotel expects that an extension, which will include 68 new bedrooms, will be completed by summer of the same year.

Planning approval has been granted by the Loch Lomond and Trossachs National Park Authority for the building housing the bedrooms, many of which will include large balconies with loch-facing views, and a new ballroom.

The ballroom has capacity for 350 guests and for more than 400 people in a theatre or reception-style.

Andy Roger, resort director at Cameron House, said: "We welcome the National Park Authority's planning approval, which is a major step forward in the multi-million-pound



redevelopment of the hotel.

"The extension will maximise the stunning views of Loch Lomond while respecting the architectural integrity of the original house."

The plans include a new loch-facing ballroom and 68 bedrooms, which will adjoin the hotel's existing leisure wing. This will bring the resort's total offering to 208 bedrooms, including 28 spectacular suites.



# Highland Reserve Forces' and Cadets' Association

**Who are we?** Highland Reserve Forces' and Cadets' Association (Highland RFCA) supports members of the Reserve Forces and the Service Cadet organisations throughout the Highlands and Islands.

We have a large number of volunteer members across the North of Scotland and a small permanent staff based at our Dundee HQ, as well as offices in Aberdeen, Dumbarton and Inverness.

Our job is to help promote and maintain Britain's Reserve Forces as well as the Service Cadets, youth organisations that help young people to fulfil their potential in a safe, professional and fun environment.



**What do we do?** Together with Lowland RFCA and the eleven other RFCAs covering the whole of the UK, we:

- Build and maintain the Reserve Centres, Service Cadet buildings and the other facilities needed for accommodation and training.
- Provide financial grants for Reservists and Cadets to compete in sporting competitions, take part in adventurous training and enjoy social and welfare activities.
- Help the Maritime Reserve, Army Reserve and Royal Auxiliary Air Force to achieve their recruiting targets.
- And, by engaging with groups and individuals through events, marketing, PR and communications, raise awareness of – and support for – the UK's Armed Forces and Service Cadets in Scotland.

**What can we do for you?** If you are thinking about joining the Reserve Forces or volunteering as a Cadet Force Adult Volunteer, Highland RFCA can advise you on local units, signpost you to information on age, fitness and qualification requirements, and arrange visits to units. For young people thinking about joining the Sea Cadet Corps, Army Cadet Force or Air Training Corps, we can help with finding the right one for you, provide details of local Cadet detachments and put you in touch with the right people to help you decide.



Highland Reserve Forces and Cadets Association



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# Leading a fantastic team, 24-7

Name: **Pauline Howie OBE**

Position: **Chief Executive**

Company: **Scottish Ambulance Service**

Number of employees: **5,000+**

Short overview of organisation:

**The Scottish Ambulance Service is a national mobile public service dedicated to saving lives, improving health and providing care in people's homes, in every community in Scotland, 24/7/365.**

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

Demand for our Service continues to grow as the population ages. Patients and their carers' needs are increasingly complex and public finances are under severe pressure.

Based on data, patient feedback, staff experience and international best practice we are reforming the Service, working closely with partners to help prevent ill health, to anticipate when people might deteriorate and treat people effectively when they become ill. We constantly have to balance delivering the Service each day under these pressures while making the changes required for longer term sustainability.

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

The people who work in our Service (staff and volunteers) amaze and humble me every day. Across the full range of roles, they work in extremely challenging environments and circumstances, with kindness, care and compassion.

We receive very positive patient feedback, along with suggestions for improvements and this inspires me to continue to create the conditions for the Service to develop further.

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

We are currently

engaging with the public, staff and other stakeholders on how they would like the Service to develop in the coming decade. Building on the increased survival rates achieved in the last five years, along with treating more people in their own homes, we must play our part in helping to improve health and wellbeing.

## ■ What keeps you awake at night?

Leading a 24/7 emergency service there are always issues arising. I work with a great team, whom I have confidence in and know that I'll only be disturbed in extremis.

## ■ What makes a good leader great?

I think the common attributes are passion for what they are pursuing, constant curiosity and desire for improvement, connecting with and listening diligently and with empathy to users and staff, and having a great team.

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

Yes, over the years I have had coaches and mentors. Having a safe space to share what's on your mind, and offer an independent and external perspective can be very helpful, along with practising working in new ways to progress issues.



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

Working collaboratively with other system leaders in pursuit of Scotland's National Outcomes. Most of this development is experiential, although there is plenty of learning to draw on from other systems across the UK and inter-nationally.

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

The fourth industrial revolution will have huge consequences for health and care, eg, personalised medicine, robotic surgery, AI, drones, etc.

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

My iPhone!

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

I use Twitter most often for instant, direct reach to stakeholders. It's an instant source of news and opinion which helps inform next steps.

## ■ What needs fixed?

There are always opportunities for improvements. Within the Service we've embedded quality as a business strategy, with people trained in improvement methodology across the organisation.

For example in the North, local staff redesigned training arrangements to improve accessibility.

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

The people delivering and receiving services are the best placed to design changes and improvements; the leader's role is to create the conditions for this to happen reliably.

"I have had coaches and mentors. Having a safe space to share what's on your mind, and offer an independent and external perspective can be very helpful, along with practising working in new ways to progress issues..."





# IoD Scotland Conference 2020

IoD Scotland Annual Conference returns to the world-class Gleneagles Hotel on Thursday 5th and Friday 6th November. Commencing on Thursday evening with a Leadership Lecture and Gala Dinner followed by a packed Friday programme, including first-class keynote speakers, workshops and panel debates.

- Be inspired by internationally-renowned speakers
- Broad range of topics covering key issues at a crucial time in our national political history, impacting on business
- Meet peers and discuss topics directly relevant to the work you do
- Renew contacts and build your professional network
- Exhibitors with practical solutions to professional challenges
- Workshops that explore subjects in depth
- Have the opportunity to collaborate and reflect

Open to members and non-members, we are confident that it will be time well spent. But don't just take our word for it: here's what some of last year's delegates said....

*'Met some interesting people and got useful insights'*

*'An exceptionally good conference ... Very enlightening'*

*'Another wonderfully well-organised conference...'*

**Got a question?**  
We are happy to help.  
Please contact  
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Further details and  
online booking will  
be available shortly.



# Hard work and good research are never wasted

Few people would relish building a business from scratch in an industry they've no experience of, but for **Poonam Gupta OBE** it was just a challenge that could be met with a lot of hard work, refreshing honesty and a brutal commitment to being the smartest person in the room.

**Rob Beswick** finds out more. Photos by **Susie Lowe**

There's one thing that unites everyone who has their own business: you never forget your first sale.

In the case of Poonam Gupta OBE it was a deal to buy paper destined for the waste bin at an Italian paper mill and selling it on to India.

The cost of the sale was €25,000; Poonam's profit?

"Oh, about £700," she recalls. "I remember being so pleased. It was a great deal, and realising I had earned money made me even more determined to build my own business."

And build it she did: today Poonam has come a long way from that initial £700, with PG Paper now turning over £56m, operating in 60 countries and with permanent offices in the USA, Sweden, Turkey and China as well as the UK and India. But where did the drive to start her business come from?

Born and educated in Delhi, India, Poonam earned an Honours degree in Economics and an MBA in International Business and Marketing before moving to Scotland in 2002 to marry her husband, Puneet. The marriage and move were soon overshadowed by sadness, however, as Poonam's mum died just a week after arriving in her new homeland. "I had to go back to India for the funeral and stayed a month to grieve. When I came back to Scotland I was not in a good place; I was unsettled,

I knew no-one and I was uncertain what to do next."

She began looking for a job but her applications were rejected time and again – "I was over-qualified" – but she remained determined to build a career. "I'd worked in my father's business back in India and I always thought I wanted a career. It was difficult to know where to start, though: my upbringing in India had conditioned me to think of my life in terms of looking after my family – marriage, raising children, looking after older relatives – but I always thought I had more to give than that."

Determined to succeed and feeling that no-one would give her the start she needed, she began to think in terms of starting her own business from scratch. "I didn't know where to start so I threw myself into research. I asked questions of everyone – and kept on asking."

It soon became clear to her that there was a gathering momentum behind the recycling sector and the more she investigated it, the more she thought she could enter this sector, with paper as her major resource.

"I had no knowledge about recycling or paper but I taught myself. I researched the sector completely. The catalyst was discovering that India was a net importer of paper and that its standards for paper were often lower than those in western nations. That

meant that paper grades rejected in Europe and North America could find a willing buyer in India."

Finding a niche to exploit didn't make it any easier to do so, however: "It wasn't easy to get doors to open for me. I was unknown in the industry, I was a woman of Indian descent and I was a start-up business. It was very frustrating but I persevered and in the end came across an Italian paper mill that had paper left over that they didn't know what to do with, as it had been deemed waste. One man's waste is another man's asset and I convinced them to sell me the paper, which I then sold on to a buyer in India."

And that was the €25,000 deal that got PG Paper off the ground.

Growth has been remarkable since, as has Poonam's profile as an entrepreneur, a role model for women in succeeding in a male-dominated sector and as a philanthropist; her charitable work, particularly focused around women's rights and education, is as high-profile as PG Paper.

Once off and running, did growth come easy? "No. The paper sector is a very 'old' industry and many of the major players have been established for generations. It was very hard to convince people to allow a newcomer into the market.

"At first I was almost a curiosity;

who's this Asian woman who's so keen to do business with us? It took a while to get face-to-face with mill owners in the West so I could make my pitch but once I did, I found people were really professional and I never felt marginalised."

It helped that Poonam had something to offer. "I needed a USP and I focused on service. We had to deliver what we promised clients: fast responses to queries, swift turnaround on products, great communication. We took products the paper mills were struggling to sell and found buyers in countries outside their usual markets. Western mills had huge amounts of paper that could be sold on to emerging markets in Egypt, Turkey and India."

That focus on service paid off – and it's still serving the company well. "When people ask me what I'm most proud of about PG Paper, one of the main things is that a lot of those clients from my earliest days are still with me."

One of the biggest ironies was that her homeland was the toughest nut to crack – but Poonam was prepared for that. "Growing up in India I'd seen the barriers placed in front of women when they wanted to build a career. When I faced them in business, it didn't bother me. I was used to it so took it in my stride. I stayed patient, made sure I was the best researched person in the room and earned people's respect by being on top of the subject. Pretty soon any barriers in front of me starting to come down."

"My values made me stand out: transparency, honesty, great communication."

"If you wanted to know what PG Paper's core values are – and there are probably too many to name – it would be those three attributes."

"I drum it into my people, 'we are a service to our customers'. That's our focus."

It's almost an old-fashioned ethic and, in these days of instant but faceless connections, her refrain of open communication throughout the process is refreshing. "I tell all my staff, if there is a problem, pick up the phone and talk about it. Communication is vital."

"I put people into positions of authority that I trust. At some point, the proverbial will hit the fan. It always does. Things go wrong. Deal with it. Don't hide, don't blame others. I give you responsibility to be a leader in your country, your office, your section, so show leadership. Own the problem and deal with it."

**Continued on page 14**



**Continued from page 13**

Her company's rapid growth has been driven by her own high standards but she's adamant that she has no time for top-down micro-management of her team. "I need my people to take responsibility. They have to be accountable for their actions and be independent. When I take on people I look for a sense of autonomy, someone whom I trust, who has integrity and won't hide when things go wrong. I hate incompetence but I hate people who run away from problems more."

What makes a good leader? "Someone who puts other people first. We are so tech-heavy in today's world we are losing the personal touch. You have to treat people right, be clear about what you want, what the ambitions and targets are, and give them the confidence that they trust you to back them."

A recent awards citation saw Poonam described as a female entrepreneur 'that other women could be proud of'. Why would someone say that? "I've no idea," she laughs. "It's a nice thing for someone to say about me but I don't think of myself in those terms."

"More seriously, I'd rather people think of me as someone who just kept on plugging away, wouldn't take no for an answer and was determined to prove herself. Persistence and confidence are hugely important in business; don't give up."

"If people want to describe me as a role model for other women, fair enough, but I'd much rather there were more women taking the plunge and setting up their own businesses."

It's a point she's keen to reinforce. "We need more women to start businesses, to be entrepreneurs. I read somewhere that if women in Scotland started their own businesses at the same rate as men, it would boost the economy by £7.6bn. We need to act on that."

"I've been privileged in that I've seen life in two cultures – East and West – and this has helped give me a sense of balance. I've seen the good and bad from both and this has helped me understand when barriers are being put in front of me and how to gently knock them down."

Why can't more women 'knock them down', as she's done? "I think it's a lack of confidence. It stops some women from taking the plunge and starting their own businesses."

"And even when they do, too often, female entrepreneurs don't grasp the opportunities in front of them and look to scale their businesses; once they're up and running they think that they've finished and stop pushing."

Why does she think that is? "Demands



**"At some point, the proverbial will hit the fan. It always does. Things go wrong. Deal with it. Don't hide, don't blame others. Own the problem and deal with it."**

of family hold you back. Even now, women are still seen as having the main responsibility for the family. It's them who look after the children when they're born, or care for older relatives. Even for someone like me, who was very career-focused, it was a huge wrench to leave my children to go on business. Men are still generally seen as the main breadwinners."

Indeed, it was so hard that for a time, Poonam didn't leave the children behind... "Something I always remember, after my first daughter was

born (she has two daughters, now 14 and 12), I couldn't leave her behind so I took her with me on business. I'd tell the paper mills I was visiting that I was a working mum with a baby and I'd be bringing her along to the meeting."

"People were really understanding. I counted up once and my daughter did 17 round the world trips with me when she was a baby. I joke with her now about how many countries she's visited – but she can't remember much about any of them!"

Can society break this unhealthy



circle, which traps mums into leaving careers behind when they start a family? "We can if we offer working mums more support. Don't get me wrong, Scotland and the UK are great places to do business – I've been all round the world and few countries are as good – and there is help, but there could be more. There should be support in the community so people can have children and build a strong career at the same time."

What's the best advice she could give anyone looking to start their own business? "Oh, that's easy: do your homework. And ask questions. I asked everyone I met for advice. I even rang HMRC!"

The taxman...? "Yes, they were really helpful. They were a bit surprised – I don't think many people ring the taxman for advice, they normally run away from them! – but they were great."

"Something I was told very early on was to ask questions and if the person you ask doesn't know the answer, ask them who will know. You'll be surprised by how helpful people will be."

Looking at her own business, what are the biggest challenges facing the

**"I was told very early on, ask questions and if the person you ask doesn't know the answer, ask them who will know... you'll be surprised by how helpful people can be..."**

modern paper industry? "We've got to face up to our impact on the environment. Paper used to be known as a dirty industry but it's cleaned up its act hugely in recent years. The forestry management techniques used are all focused on sustainability – the idea that we harvest a tree but plant more for the future. We've got a duty to put back for later generations."

"Trust me, the paper industry is very focused on reaching 'net zero' on carbon emissions. We understand the politics of climate change and there's been a lot of action taken on reducing emissions and eliminating harmful chemicals from the paper process."

In addition, PG Paper, like the rest of the industry, is having to work hard to reflect major changes in demand.

"We've seen a huge fall in paper for newsprint, as newspaper and magazine circulations fall. But at the same time there's been a rise in demand for packaging grades, as more people buy online and have the goods home delivered."

"The secret – like with all businesses – is to keep innovating and stay ahead of the curve of change."

And will that change ever see us usher in that Holy Grail of technology, the entirely paperless office? "Not in PG Paper – it would feel like a betrayal," Poonam laughs.

"I'll be honest: I couldn't go paperless. If someone emails me, I may print it out. I don't like reading it on screen."

"But I should say we are very diligent about how we recycle!"

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# Let's innovate to grow in 2020

The Fourth Industrial Revolution brings with it the prospect of keenly anticipated opportunities, but companies need help to navigate what can seem an endless barrage of technological innovations, writes industry commentator **Bill Magee...**

Industry 4.0 can be summed up through the realisation that it embraces high-tech developments – including some that have not yet fully hit the marketplace – but which ones are most suited for your commercial needs?

The latest Consumer Electronics Show (CES), staged at Silicon Valley's playground Las Vegas, hasn't really helped matters. Unless you're in the market for a waterproof handheld camera that converts into a drone. Or into the latest batch of auto-tech offerings – as if more screens, sensors and audio/immersive entertainment systems are needed as we concentrate on motoring between clients.

Now, I bet some of you are asking: "I'm ambitious for my enterprise, that's a given. But what's all this smart tech stuff got to do with my day-to-day operations?"

When it comes to the gamechangers, everything really. Like artificial intelligence (AI), quantum computing, automation/robotics, Internet of Things (IoT) plus burgeoning 5G telecommunications networks.

A few short years ago a business might have got by, hoping for the commercial best as it equipped a few key personnel with smartphones and iPads, all supposedly supported by an often-out-of-date static website and sporadic social media activity.

Also, when things go wrong, expecting the individual in charge of IT to magically fix things, like tomorrow.

But those days are well gone...

Gillian Docherty, CEO of The Data Lab, recently told *The Scotsman* that the tools are in Scotland's DNA, only as long as everyone is brought along with Industry 4.0. But it's not without its challenges.

Such is the lightning fast pace of change that it's difficult for businesses to "spot and leverage" opportunities quickly enough before the landscape changes again.



A lack of boundaries can be a problem as disruption – whether in the form of the business model or the technology itself – comes from any angle, from any corner of the world.

Best not to get left behind because your organisation is no longer competing with the business down the street, even in the next city, but rather on a global scale.

## Where does this leave us?

As a starting point a business could consider a software-driven option to give it a new source of competitive advantage. Such an approach can ensure an organisation remains agile and improves the customer experience.

There remains a growing need in the marketplace to increase the frequency and quality of such options. Leading the way is DevOps where releases across an organisation's life cycle can support both digital customer-facing systems and large-scale enterprise products.

DevOps was born out of difficulties encountered over challenging data migration projects and persuading skilled teams to work better together.

In essence, the term represents a set of practices that combines software development and information technology operations.

The aim is to shorten systems development life cycles and produce a continuous high software delivery to the lasting benefit of the organisation.

The question is how the business leader watching every penny justifies such an investment. Here they should assess their current DevOps capability.

Institute Fellow Scott McGlinchey, CEO of Exception, told me: "For me

DevOps is about culture change. People and process re-engineering, then the technology."

He says DevOps can provide faster software releases, greater levels of optimisation to reduce costs, and it can lead to lower infrastructure and support costs. It also really joins with an organisation's cloud strategy. One major issue is that one size doesn't fit all.

For the smaller organisation it may be that the most benefit is gained from a cloud systems approach, whereas for larger companies gaining business benefit from a DevOps strategy and subsequent implementation.

Like all plans you need to know where you are today and where you want to be. If you're not entirely sure of the future, then his advice is to get some help early and see what options exist.

James Shoesmith, co-founder and CEO of The Startup Race, emphasises that the key to advancing in Industry 4.0 can be summed up in one word: "simplicity", adopting a creative approach towards garnering resources for an enterprise to achieve more with less.

This serial entrepreneur and adviser to fast growth start-ups maintains the secret of success centres on planning. To ensure the right resources for a particular organisation are sourced saving time and money in the process.

**'Best not to get left behind because your organisation is no longer competing with the business down the street, even in the next city, but rather on a global scale,' says Bill Magee**





# IR35 rules change: How you can prepare for the inevitable

Are you prepared for crucial changes to the way the IR35 system operates, asks **Victoria McMeel**, Vistra Corporate Law



With a month until the changes to IR35 come into force, all medium to large companies in the private sector need to determine the tax status of their contractors, or risk financial liabilities.

On 6 April the responsibility for IR35 compliance shifts from the personal service companies ('PSCs') via which many contractors operate and onto the companies which engage or pay them.

The changes to IR35 require engaging companies to provide Status Determination Statements (see below) to their contractors. All companies that meet two of the following three criteria will be subject to the new rules:

- An annual turnover of more than £10.2 million;
- A balance sheet total of more than £5.1 million; and/or
- More than 50 employees.

UK subsidiaries where the parent company (including an overseas parent company) meets two of the above criteria will also be subject to the new rules.

Failure to comply (or to take

"reasonable care" when making a Status Determination Statement) will see the contractor's tax and NIC liabilities become the engaging company's responsibility.

## Quick Recap: What is IR35?

IR35 is the name given to the UK tax rules which cover off-payroll working. The rules are designed to regulate the use of PSCs and combat 'disguised employment'.

Being out of scope of IR35 means a contractor's PSC will continue to receive fees gross. The PSC is then responsible for relevant tax deductions.

Being in scope of IR35 means that a contractor is deemed as an employee for tax purposes and should be paid through the payroll, with deductions being the responsibility of the company paying the PSC.

Not all IR35 cases are simple, however. In some instances, third parties will form part of the contractual chain between the end-user client and the PSC.

It is therefore important that

companies which engage PSCs directly and companies which merely benefit from the services provided by a PSC both understand their new obligations.

## What is a Status Determination Statement (SDS)?

An SDS is a document which sets out an engaging company's determination as to the IR35 (tax) status of a contractor (ie, whether they are a deemed employee or a contractor). Crucially, it must include reasons for that determination.

The requirement that "reasonable care" must be taken when making an SDS means a specific assessment is necessary in respect of each contractor, taking into account the day-to-day reality of their role.

## Practical Steps

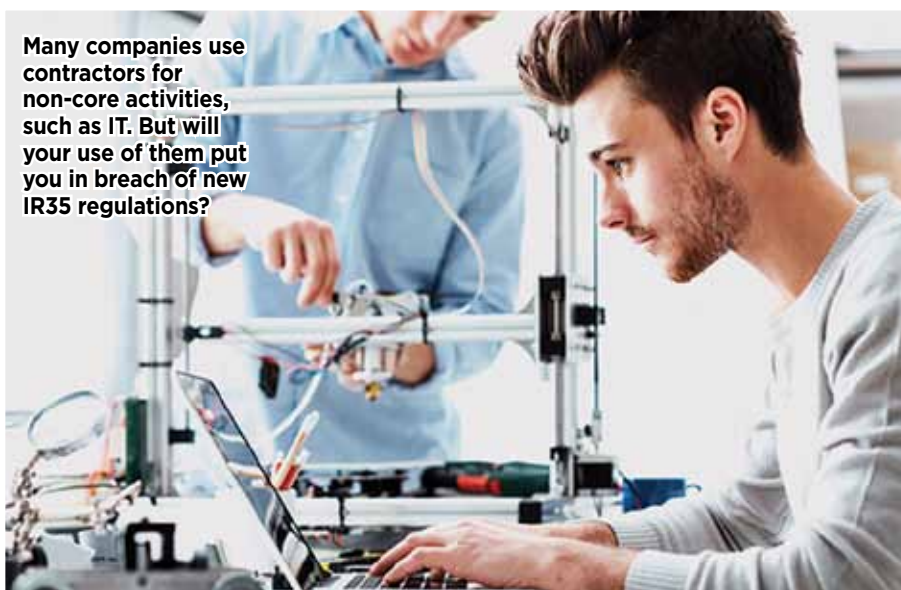
Preparing for the changes to IR35 in advance of 6 April 2020 is strongly advisable. This includes:

- Analysing day-to-day working relationships with contractors operating via PSCs;
- Beginning a consultation process with contractors;
- Providing a Status Determination Statement for each contractor operating via their own PSC;
- Where appropriate, arranging for contracts to be redrafted or job roles redesigned; and
- Anticipating likely challenges from contractors as to the determination that has been made. Engaging companies must respond to challenges within 45 days or will again be responsible for the contractor's tax liability.

**Vistra offers comprehensive business administration services, including tax and employment law advice. For more information contact our local Edinburgh office at [edinburgh@vistra.com](mailto:edinburgh@vistra.com) or call 0131 226 8280.**

**The author, Victoria McMeel, is a Solicitor, Director at Vistra Corporate Law. Contact her at E: [victoria.mcmeel@vistra.com](mailto:victoria.mcmeel@vistra.com)**

**Many companies use contractors for non-core activities, such as IT. But will your use of them put you in breach of new IR35 regulations?**





# True inclusion starts when everyone has a voice

Lynne Connolly outlines some of the steps organisations should take to fully embrace inclusivity in every aspect of their operations – and highlights IoD Scotland's own initiatives



**Progress in inclusion doesn't happen overnight – it's an evolving journey relying on sustained effort and everyone playing their part.**

It's also a shared journey across every organisation in Scotland – regardless of their size. As part of this, it is important for people to learn from and collaborate with each other. This will make the real difference. Change needs to be systemic for it to consistently feel that we are accessible, fair and inclusive.

But when there are so many competing priorities for business leaders, how do we make sure that 'inclusion' gets the attention it deserves?

For me, inclusion is about the everyday. It's about the experience our people have inside our companies and whether they want to continue working with us. It's about being the companies that we want to be. And it's much more than just another item on the agenda to report progress against. It's what engages, inspires and drives people every day – and that's a commercial case in itself.

Last year, the IoD added a Director of the Year for Inclusivity award to its annual recognition event. The collective knowledge and experience of the shortlisted nominees stood out, alongside real drive and energy to quicken the scale and pace of change by pushing forward together.

To maximise this, we created the **IoD Scotland Equality, Diversity and Inclusion Group**. A group of people with a shared interest with a mission to support organisations become more inclusive in their everyday operations.

There is a lot going on across Scotland so we're focusing on how we take that to the next stage.

By thinking about inclusion as something we can create together, we move from this being about business leaders to diverse teams working together in the best way to generate creative thinking. This will then positively impact your customers and create a place your people feel they belong.

So, how do we do that? It doesn't have to be overly complicated. There are some little nudges that can be made which can make a difference. For example:

#### **Have a conversation as a team**

Taking 15 minutes to take stock of the environment and how you can become more inclusive is a great place to start. It's also a great way to understand each other better.

A small amount of time applied consistently over the year can make a significant difference to how you and your colleagues feel.

#### **Flip questions and use 'why not?'**

Think about the ways your working environment and decision-making could shift and what benefits this might bring.

#### **Use a neutral observer**

A neutral observer in team meetings can offer feedback on whether everyone is truly 'at the table'.

#### **Value difference**

Invite a colleague in to offer their thoughts on a piece of work – this could reveal something you hadn't considered.

**Hit the pause button** after conversations to challenge any talent or hiring decisions.

**Change the language** from 'diversity is hard' to asking questions like 'am I really saying I want to work in a homogenous team?'.

And, if not, then to start asking what a next possible step can be.

I was once taught that "all that's ever missing is a conversation". I think it's something we should all think about. So, I put this to you - what can you do to start more meaningful conversations in your organisation?

**The IoD Scotland Equality, Diversity and Inclusion Group will be providing advice around inclusion in each issue of Direction this year. If there is a topic you would like them to explore, please contact [Kirsty.Livingstone@iod.com](mailto:Kirsty.Livingstone@iod.com).**

**• Lynne Connolly is the Global Head of Diversity & Inclusion, Aberdeen Standard Life and member of the IoD Scotland Equality, Diversity and Inclusion Group**

**The IoD Scotland Equality, Diversity and Inclusion Group includes:**  
**Professor Lynne Cadenhead, Chair, Women's Enterprise Scotland; Amanda Jones Partner, Global Women's Advancement, Dentons; and Jane Wood, UK Nations and Regions Director, BT Group**



**Lesley Brydon** offers a few tips on how to survive when your organisation is in the eye of a media storm

Lovely Pip Schofield has shown us how to release your news with grace, control and ultimately, success. He managed his story, its timing and his authentic message, and the world talked about it for five minutes, shrugged and got on with things.

I'm not taking a direct business parallel from his story, but a nugget of inspiration. Getting in front of your story and telling it in your own words is crucial. Whether you need to defend your business or its leader from something on the horizon, or you might have decided to speak out about something controversial or surprising – using your control while you have it is a gamechanger.

Although the term is often used, this practice is NOT crisis management. This is *issues* management – something which should be integrated into the comms function of every organisation. Few businesses will encounter a true crisis – where a catastrophic event happens and in a moment the norm is flipped upside down. Loss of life, property or trust is usually the consequence, and the impact on organisational value can be significant.

More often, we encounter issues that are challenging, and can have an impact on business in a narrower sense. To deal with these, and stop them turning into a full-blown crisis, there are some coping mechanisms.

First, can you fix whatever it is that's causing the vexation? Start there.

At the same time, you need to communicate with stakeholders. This choice of words isn't an accident. Communicate with them – don't wait until they communicate with you. And remember your stakeholders fall into different categories – customers, suppliers, partners, media and most importantly, employees, who can be your biggest advocates. Think about what they need to know, and tell them in a measured, informed way. You've started the 'fix' so you can include that in the message. Sometimes you just need to say sorry, and sometimes it goes further than that. Whichever it is – don't hide from it.

Know the numbers, the reasons this issue is affecting your business, or theirs, and know what you're doing to address the situation. Check your blind spot – does the situation you are in have the potential to bite you in a different

# When is a crisis not a crisis? Most of the time, actually

way, or at a different time? Does a particular stakeholder have a beef with you and will use your predicament to further their end?

Boil your message down to two or three key points, make sure they hold water and repeat them as often as possible – in communications with stakeholders, customers, staff and media. Challenge those messages within your board – so you are less likely to become derailed.

If you're going to be in the spotlight, at a stakeholder event, in front of a major customer or even in a media interview, be upfront. If you don't know something, say so. If you don't, you will come over as evasive. Or, worse you'll make a stab in the dark. It's fine to say you don't know the answer, if you qualify with an offer to follow up.

Most importantly, be nice. An aggressive, evasive business leader will bring out the worst in others at what can be a defining moment. Humility and personality (and not just switched on in a threat situation) can go a long way and make all the difference to the future success of your business.

Phillip Schofield has been nice for years, and so very few people have an interest in bringing him down – now there's a priceless lesson in a nutshell.

• **Lesley Brydon is the MD/founder, Clark Communications**



'Crisis' survivor: Phillip Schofield

"If you don't know something, say so. If you don't, you will come over as evasive. Or, worse, you'll make a stab in the dark. It's fine to say you don't know the answer, if you qualify with an offer to follow up..."

**Lesley Brydon (right)**



# Think locally, succeed globally – and learn to let go of the reins

“Too many good people leave places like Dundee and Scotland in search of diamonds in other parts of the world. The diamonds we seek are under our own feet. We have all the resources, skills and gifts that we need right here – we can be global from Scotland.”

Almost 30 years ago, Insights Group Chief Executive Andy Lothian left the City of London to build a business with his father Andi Lothian in his hometown of Dundee. From a humble two-man operation, the Insights Group is now one of Scotland's, fastest growing and most successful businesses.

Andy's success can be attributed to his entrepreneurial spirit, and desire to develop local talent. He said: “Insights has a unique approach to business because we start from the inside out – we see and develop the whole person. This allows us to grow our talent from within, create better experiences for our people and customers, and build a globally successful business.”

Ahead of this year's IoD Scotland Director of the Year Awards (*see page 24*), and in celebration of Insights' support of the Young Director category, Andy has prepared a short list of principles that have supported him through the years.

## 1) Know who you are

This isn't meant to force entrepreneurs into an existential crisis. Insights' work is based, in part, on the principles of Swiss psychologist Carl Jung and the premise that self-awareness underpins personal and professional growth. Just as self-aware individuals leverage their understanding of themselves to connect their intentions with improved performance, self-aware organisations can be intentional about the customers they pursue and those they don't.

## 2) Understand why you do what you do

Your customers don't buy what you do. They buy why you do what you do. A compelling purpose is the starting point of entrepreneurial success.



The ‘what’ is important, too, as long as it is connected to your ‘why?’ Management consultant Peter Drucker poses one of the most simple and profound questions for entrepreneurs to contemplate: “What business are you in?”

While the answer may seem obvious, Drucker isn't looking for the name of

your product offering, but rather the underlying reason why customers buy from you.

Identifying your organisation's unique value proposition and what specific customer need your business satisfies allows entrepreneurs to develop focused marketing, sales, and delivery strategies.

## 3) Evaluate more than financial results

The measures for organisational performance have long revolved around financial success, namely revenue and profit. But by considering the voice of the customer also, businesses can gauge how they are delivering on their customer promise – and create transformational, rather than transactional, experiences.

## 4) Invest in your people

Some leaders are concerned about investing time and money in developing their people, only to have them leave the business. But what if we don't invest in our people, and they stay? What kind of organisations will we create then?

Truly, to enable organisational success, entrepreneurs must learn to let go of the reins and empower each person to play their part in growing the business.

“Truly, to enable organisational success, entrepreneurs must learn to let go of the reins and empower each person to play their part in growing the business...”





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*The gathering place*

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*Located in one of Edinburgh's most prestigious districts, The Institute of Director's flagship Scottish quarters, 10 Charlotte Square, offers members a dedicated lounge and workroom. An additional four meeting rooms, offer Georgian splendour, ample daylight, charming views and contemporary styling, all of which are available for exclusive use.*

### *Spaces ideal for:*

- Conferences
- Training
- Meetings
- Special events
- Suitable for 2 -50 delegates

### *Location*

Central, peaceful location, all transport links easily accessible.

### *Hospitality*

Offering a fantastic portfolio of committed outside caterers from social enterprises to fine dining specialists.

### *Rest assured*

IoD Scotland has secured preferential rates from an array of superb luxury serviced apartments, apart-hotel styled accommodation and city-based hotels.

### *Competitive packages*

- Drop-in hourly member rates **from £20.00 an hour**
- Competitive loyalty/incentive packages for Trainers
- Daily room hire **from just £150.00**
- Half day rates available



*We would be delighted to host your next event.*

*For a facility visit or to discuss your requirements:*

E [iod.scotland@iod.com](mailto:iod.scotland@iod.com)  
T 0131 557 5488

10 Charlotte Square,  
Edinburgh EH2 4DR,  
Scotland

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





# Magnificent Machrie offers a golfing break like no other

Golf has been played at The Machrie since 1891. First created by Willie Campbell, the course was famous, some might say infamous, for the number of “blind” shots incorporated into the design.

All of which contributed hugely to the charm and challenge of the original 6,254-yard lay-out.

Set in the dunes of Islay, Queen of the Hebrides, the course has now been fully modernised by D J Russell, the former European Ryder Cup Vice Captain and PGA tour player.

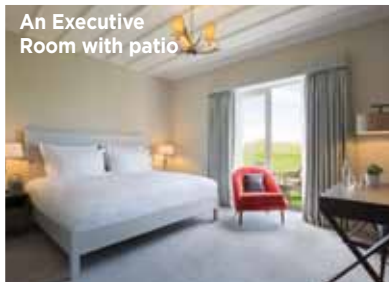
There is a reason why the Scots invented golf on links land, Machrie land, and the links turf on which the course sits is among the finest in Scotland. The dramatic setting of Laggan Bay and the sand dunes has few equals, and with the ever-changing nature of the challenge offered by this acclaimed layout, it's time you played the Machrie!

In addition to The Machrie Links there are also wonderful additional golf facilities. The **Wee Course** is a six-hole par 3 course where there are a multitude of options of which holes to play, while the **Hebrides Putting Green** is an acre of sublime naturally contoured putting surface, ideal for all levels, whether golfer or not.

There is no shortage of practice facilities at The Machrie, including a Driving Range with five covered bays and an outside hitting area. Putting greens and chipping green will give you taste of what's to come on the Links, an ideal place to warm up before play. There is also a teaching studio with the latest in Trackman 4 and video technology. This can be used for lessons with our resident PGA Professional, David Foley, or to play



The Stag Lounge features stunning views over the course



An Executive Room with patio

courses from around the world on the golf simulator.

Whether you're just looking to explore this stunning island, home to some of the world's finest whiskies, birdlife, seafood and dramatic coastal seascapes, or you're taking on the challenge of our championship links golf course, The Machrie will be the perfect place to start your stay.

An 18th century converted farmhouse, The Machrie boasts 47 stylish rooms, suites and lodges. Each room has been tastefully decorated, many with fabulous views over the

fairway towards the ocean.

Dining options include our restaurant and bar, known simply as '18', located on the first floor of the hotel with outdoor terrace, offering panoramic views of the ocean and golf course, while a private dining room will appeal to those looking for a more intimate dining experience.

Other hotel facilities include a 30-seat cinema; a function room ideal for board meetings and private dinners, and our boutique health and wellness facilities – PureGray Spa & Gym – which offers a range of massages, facials, manicures and pedicures; sauna and 24hr gym.

## Want to know more?

Interested in a spell at a golfing paradise? Then contact:

**The Machrie Hotel & Golf Links,  
Port Ellen, Isle of Islay PA42 7AN  
Tel: 01496 302310**

**Email: [reservations@themachrie.com](mailto:reservations@themachrie.com)  
Website: [www.themachrie.com](http://www.themachrie.com)**

The Machrie course offers an ever-changing challenge





# THE MACHRIE

HOTEL & GOLF LINKS

*Put The Machrie top of your agenda  
for your next event...*

We can tailor your event to the needs of the group, from small residential conferences to larger events, corporate golf days, car launches and gala dinners.

- 47 bedrooms and suites
- Flexible meeting space and 30-seat screening room
- 18-hole Links Course and Wee Course
- Flexible meeting space to meet your needs
- 7 miles of beach – perfect for team building
- Bespoke packages to suit your budgets
- Complimentary Wi-Fi
- Complimentary on-site car parking

For more information contact us on  
[janette.napier@themachrie.com](mailto:janette.napier@themachrie.com)



A CAMPBELL GRAY HOTEL

The Machrie Hotel & Golf Links

Port Ellen, Isle of Islay, Argyll PA42 7AN Scotland  
+44 (0) 1496 302310 [reservations@themachrie.com](mailto:reservations@themachrie.com) [www.themachrie.com](http://www.themachrie.com)







The winning line-up from the 2019 Awards

# It's all down to the judges as IoD searches for Directors of the Year

**Entries are now closed for the 2020 IoD Scotland Director of the Year Awards, with attention now turning to who will make our prestigious shortlist for the awards ceremony on May 21.**

The awards were launched in 2004 to recognise and celebrate leadership and excellence at director level within the private, public and voluntary sectors across the length and breadth of Scotland. They celebrate and focus on recent achievement of Scotland's individual leaders.

We've had an excellent response across all categories, and our judging panel (see page 26) is now reviewing all entries, assisted by Edinburgh Business School,

Heriot-Watt University, which is carrying out due diligence on behalf of the IoD.

Awards categories are:

- Equality, Diversity & Inclusion
- Family Business
- Innovation
- International
- Non-Executive
- Public Sector
- Social Value and Sustainability Impact
- Start-up
- Third Sector
- Young
- Large Business
- Small/Medium Business

There will also be a specially selected

Chairman's Award.

Winners of the Scotland national Director categories will be entered into the IoD's UK Awards.

In addition, IoD Scotland runs a number of regional awards, with each submission entered into the relevant regional category based on business address; winners and finalists for each region will be decided by the Branch Committees.

The shortlist will be announced on April 9, with the Awards Ceremony on May 21 at the DoubleTree by Hilton Glasgow Central. (See facing page for ticket details)

## Awards sponsors



## Book your place now

Book online at  
[www.iod.com/  
events-  
community/  
regions/  
scotland](http://www.iod.com/events-community/regions/scotland)

or contact Joyce or  
Alice for  
further information:  
[awards@  
firstcityevents.co.uk](mailto:awards@firstcityevents.co.uk)  
or call 01577 865498.

# Join us at the 2020 Awards



The 2019 Awards ceremony

The winners of the IoD Scotland Director of the Year Awards will be revealed at a black tie Ceremony & Dinner on Thursday, May 21 at the DoubleTree by Hilton Glasgow Central. This evening of celebration will be hosted by award-winning radio and TV presenter Grant Stott and is an excellent networking

opportunity – why not bring a table of business colleagues and guests? Ticket prices for 2020 have been kept at 2019 rates:

- £130 + VAT IoD members
  - £150 + VAT IoD non-members
  - £1,250 + VAT Table of 10
- Ticket price includes drinks reception,

canapés, three-course meal with wine (half-bottle per person) and entertainment. DoubleTree by Hilton Hotel Glasgow Central (Cambridge Street) is offering special room rates for guests staying the night. Contact the hotel direct for details, quoting IoD Scotland.

## About our Awards category sponsors

### Highlands and Islands Regional Director Award

Sponsored by **Highlands and Islands Enterprise**

Highlands and Islands Enterprise (HIE) is the Scottish Government's economic and community development agency for the north and west of Scotland, covering a diverse region from Shetland to Argyll, and from the Outer Hebrides to Moray.

Our purpose is to generate sustainable economic growth across the Highlands and Islands, making it a successful and competitive region in which increasing numbers of people choose to live, work, study and invest.

### Director of the Year – Third Sector Sponsored by the Scottish Council for Voluntary Organisations (SCVO)

The SCVO is the national membership body for Scotland's vibrant voluntary sector. We champion the sector, provide services and debate big issues. We're passionate about what the voluntary sector can achieve. Along with our community of 2,000+ members, we believe that charities, social enterprises and voluntary groups make Scotland a better place.

### Director of the Year – Family Business

Sponsored by **Turcan Connell**

Turcan Connell is one of the UK's

premier private client firms with offices in Edinburgh, Glasgow and London, providing clients with an integrated set of legal services alongside a complete range of tax advice.

Our success is due to a continued focus on meeting the needs of individuals, families, charities, entrepreneurs and family business owners.

We believe that this joined-up, interdisciplinary approach of combining legal and tax skills and expertise sets Turcan Connell's solicitors apart and enables us to provide the very best advice and counsel to our clients.

### Director of the Year – Innovation

Sponsored by **Scottish Government**

Scotland CAN DO is our statement of intent towards becoming a world-leading entrepreneurial and innovative nation.

We want businesses in Scotland to increase their level of innovation and realise their growth ambitions, creating jobs and wealth across the country.

Our Innovation Action Plan is supporting innovation in businesses, sectors and places, using public sector spend to catalyse innovation, and making best use of research, knowledge and talent to drive innovation and growth.

Scotland can rise to the global challenges facing us and shape a highly successful future for all.

### Director of the Year – Young Sponsored by Insights Learning and Development

Insights is a global leader in self-awareness and people development solutions. It uses a simple and accessible model of personality type based on the work of Swiss psychologist Carl Jung and a broad range of psychometric models of increasing depth. Insights creates more effective teams by helping people better understand themselves and others, communicate with impact through the framework of a common language, and tackle pressing business challenges, putting people right at the heart of solving issues.

### Director of the Year – Social Value & Sustainability Impact

Sponsored by **Zero Waste Scotland**

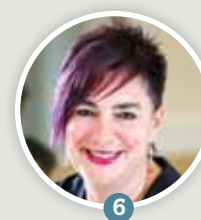
Zero Waste Scotland exists to lead the use of products and resources responsibly, focusing on where we can have the greatest impact on climate change.

Using evidence and insight, our goal is to inform policy, and motivate individuals and businesses to embrace the environmental, economic, and social benefits of a circular economy.

We are a not-for-profit organisation, funded by the Scottish Government and the European Regional Development Fund.

**More on awards - see overleaf**





# Awards judging panel

Our Awards judging panel is drawn from the highest echelons of Scotland's business leadership community.

## 1 Raymond O'Hare

Independent Non-Executive Advisor/  
Director, OC Solutions

Chair of the 2020 Judging Panel

Raymond works with ambitious SMEs, either as NED or an advisor to their boards. He speaks regularly at conferences on leadership, technology trends and the importance of innovation.

Raymond is a former Director of Microsoft Scotland and Chairman of the IoD in Scotland, and is current Chair of the charity ProjectScotland.

## 2 Tim Allan

Private Equity and Property  
Entrepreneur / President, Scottish  
Chambers of Commerce

Tim is a private equity and property entrepreneur with many outside philanthropic interests. He owns Unicorn Property Group which has been particularly involved in the regeneration of the Dundee waterfront.

## 3 Shirley C Campbell

Director for People, Scottish Water

As Director for People, Shirley believes that Scottish Water, as a major employer in Scotland, has a responsibility to help people develop skills and capabilities which support the sustainability of the business and can take back into their communities.

## 4 Dr Jesus Canduela

Head of DBA Programme, Edinburgh  
Business School, Heriot-Watt University

Dr Canduela is the Head of DBA

## What are the judges looking for?

The IoD's philosophy is to set standards for directors, encouraging entrepreneurial activity and promoting responsible business practice, so that we all become better leaders. Effective, dynamic, ambitious and creative leaders deserve recognition – and that's what our judges are searching for. They are also looking for people who meet the criteria set by respected senior experienced directors, reflecting the IoD Competency Framework.

(Doctor of Business Administration) Programme. He has enjoyed a career in the professional sector as a statistician and consultant, in addition to a career in academia.

## 5 Gillian Docherty OBE

Chief Executive, The Data Lab

The Data Lab is an innovation centre with a mission of maximising the value for Scotland from data. The Data Lab facilitates partnerships between industry and academia, supporting data science and artificial intelligence projects as well as funding and running first class, ground-breaking education programmes.

## 6 Anna Fowlie

Chief Executive, Scottish Council for  
Voluntary Organisations SCVO

Anna has been the Chief Executive of the (SCVO) since April 2018. Before that, she was the Chief Executive of the Scottish Social Services Council for nine years, and before that worked in

Scottish Government and COSLA in policy and local government in HR.

Anna is on the Who Cares? Scotland board.

## 7 Margaret Gibson OBE

Deputy Chief Executive, EY Foundation

The EY Foundation is a charity working with young people, particularly those from disadvantaged backgrounds, sourcing routes into employment and education, or in setting up a business.

## 8 Iain Gulland

Chief Executive, Zero Waste Scotland

Zero Waste Scotland leads on the delivery of the Scottish Government's Circular Economy strategy and other low carbon policy priorities and is at the forefront of efforts to create a resource efficient, circular economy.

## 9 Poonam Gupta OBE

Founder & Chief Executive,  
PG Paper Company Ltd

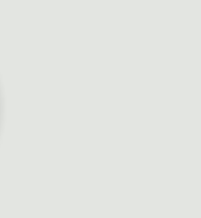
Poonam is a Scottish-Indian Entrepreneur and Philanthropist. In 2003, Poonam founded PG Paper Company Ltd and has developed the business into a hugely successful and globally recognised brand, exporting to over 55 countries across the globe.

## 10 Mike Kane

Partner, Head of Business Law

Mike is a corporate lawyer and leads Turcan Connell's Business Law Team which provides a broad range of commercial, transaction and banking/funding services.

Mike also leads the Turcan Connell Family Business Team, a large interdisciplinary team within Turcan Connell providing legal and tax solutions to family and privately owned businesses and their owners.





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#### 12 Andy Lothian

CEO, The Insights Group and Co-founder, Insights Learning and Development

Andy worked as an analyst for NM Rothschild in London before rediscovering his passion for people development and returning to Dundee to co-found Insights with his father, Andi Lothian Snr, in 1993. Insights is now a global leader in self-awareness and people development and works with some of the biggest brands to help their people better understand themselves and others, communicate with impact, and tackle pressing business challenges.

#### 12 Aidan O'Carroll

Tax Partner, EY / Chair, IoD Scotland

Aidan O'Carroll is a senior tax partner at EY, based out of Glasgow. Formerly Head of Tax for EY in the UK, Aidan has advised both local and global companies across a wide spectrum of tax and policy issues around the world.

Aidan is the current Chair of IoD Scotland.



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#### 13 David Oxley

Director of Business Growth, Highlands and Islands Enterprise

Highlands and Islands Enterprise, (HIE) is the economic and community development agency for the North of Scotland.

David's responsibilities include working with and supporting ambitious businesses to grow, attracting new companies to the region, and progressing key sectoral opportunities for the Highlands and Islands in areas such as Energy, Space and Technology.

#### 14 Professor Robert Raeside

Edinburgh Business School, Heriot-Watt University

Robert works in the Edinburgh Business School of Heriot-Watt University providing support to Doctorate of Business Administration students. He is a statistician by background and is a Chartered Statistician with the Royal Statistical Society.



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#### 15 Theresa Shearer

Group CEO, The Piper Group & ENABLE Scotland

Theresa is Group CEO of The Piper Group and ENABLE Scotland and is also the Vice Convener of the Scottish Council for Voluntary Organisations (SCVO).

Theresa leads The Piper Group, an innovative charity launched in order to accelerate change in improving the lives of disabled people and the dedicated staff who care for them.

#### 16 David Watt

Chair, Fife College & Scottish Forum on National Capital Steering Group

David is also a Director of Systamac Ltd, an online evaluation tool that assesses corporate governance compliance, and a Non-Executive Director of BGR training who develop fitness equipment. David was Executive Director of the IoD Scotland for 15 years, stepping down last year after growing the institute in both size and influence.



16



*A little bit of Scotland in the heart of London.*

The Caledonian Club, founded in 1891, is the definition of tradition, elegance and style with its sweeping marble staircase, original features and large collection of art and artefacts.

This private Members' Club aims to be a home from home, providing comfort and a familiar place to relax combined with a lively social scene. Scottish hospitality is the thread that binds it all together. Members and their guests benefit from:

- Central London Location in Belgravia
- 39 Ensuite Bedrooms
- Members' Dining Room
- Business Centre
- Library featuring Scottish Literature
- Members' Bar leading to Terrace Garden
- Reciprocal Clubs Worldwide
- Extensive Programme of Events
- Club Societies
- Wedding Facilities & Function Rooms

IoD Members interested in knowing more about the Club are invited to contact Club Secretary David Balden at: [dcb@caledonianclub.com](mailto:dcb@caledonianclub.com) or on 020 7333 8711.

For those wishing to enquire about events or weddings, please email: [banqueting@caledonianclub.com](mailto:banqueting@caledonianclub.com) or call 020 7201 1508.

[www.caledonianclub.com](http://www.caledonianclub.com) | 9 Halkin Street, Belgravia, London SW1X 7DR





# Make the most of your IoD membership

IoD membership comes with a host of benefits – on travel, on hotels, accommodation and meeting rooms as well as business services.

### FACILITIES/LOCATIONS

Free access to IoD lounges at the following sites, plus special discounts on meeting rooms and other services

- IoD Scotland, 10 Charlotte Square
- 200 SVS – Glasgow Hub
- Forth Valley College Stirling Hub
- The Centre for Entrepreneurship – Elevator, Dundee
- Citibase Business Centre – Aberdeen (pictured), Queen's Road and Hill of Rubislaw

- Carnegie Conference Centre, Dunfermline, Fife.
- London – 116 Pall Mall + many centres around the UK, including Manchester and Birmingham.

### TRAVEL AND PARKING

- Discounted parking (£10.30 for eight hours – Castle Terrace car park) for members using 10 Charlotte Square – contact the IoD office on 0131 557 5488 for information.



The new IoD base in Aberdeen

See this feature for more details on specific benefits, or contact the IoD office on 0131 557 5488, or via [iod.scotland@iod.com](mailto:iod.scotland@iod.com).

## Emirates exclusive IoD Skywards upgrade

Emirates is delighted to offer IoD Scotland members a one tier Skywards boost either from Skywards Blue to Silver or Skywards Silver to Gold.

This boost offers priority check-in and boarding, additional guaranteed check-in baggage allowance, complimentary standard seats, bonus mileage accrual and access to our Business class lounges in Dubai\*

**To claim please email [EKUKNORTH@emirates.com](mailto:EKUKNORTH@emirates.com)**

Please remember to quote your Emirates booking reference and Skywards membership number. Emirates operates 20 flights a day from 8 UK airports: London Heathrow, Gatwick, and Stansted, Birmingham, Manchester, Newcastle, Glasgow and Edinburgh. The services offer seamless connections to 158 destinations in 84 countries. On-board, passengers can enjoy the Emirates world-class service, including regionally inspired gourmet cuisine and over 4,500 channels of award-winning digital widescreen entertainment. Plus phone, SMS and WIFI connectivity from every seat.

On the ground, First and Business Class passengers can take advantage of the complimentary Chauffeur Car



service, expedited check-in, dedicated baggage handling and luxurious lounges ensuring a seamless journey from start to finish\* Emirates has dedicated First & Business Class lounges in over 35 cities worldwide along with several in Dubai. Our premium customers departing Glasgow have access to our dedicated Emirates Lounge whilst those departing from Edinburgh can enjoy the luxury of the No 1 lounge.

### \* T's & C's

Skywards card boosts are valid for 1 year. Tier miles must be maintained to retain status level. Repeat upgrades cannot be approved. Complimentary chauffeur car transfers are available within a 50 mile radius of Edinburgh and Glasgow airports, anywhere within the UAE and variable at a selection of destination airports. See [emirates.com/uk](http://emirates.com/uk) for further information.

## Escape the hassle: DragonPass access to airport lounges

IoD members can enjoy access to over 1,000 airport lounges worldwide with DragonPass. Escape the noise and bustle of the airport departure lounge and make full use of the dead time before a flight by catching up on work in a professional but relaxing environment.

DragonPass is the world's first all-in-one digital airport platform, offering travellers the ability to locate and access over 1,000 airport lounge and restaurant discounts – all within a single mobile platform.

For IoD members there is no annual membership fee (usually £68). You will need to pre-purchase credit tokens for you and your guests or family at £20 per person. Children under 2 go free and other age concessions are subject to individual lounge conditions (all available on the app). More at [www.iod.com/services/meeting-spaces-and-lounges/airport-lounges](http://www.iod.com/services/meeting-spaces-and-lounges/airport-lounges)



## UK-wide Member Benefits

All members of the IoD can take advantage of exclusive business services:

Information and Advice – Business Information Service

■ Research – Guidance – Advisory Tax Line – Law Express

Personal and Business Services at preferential rates, including Directors

Liability Insurances and Business Sales, Acquisitions and Strategy Services PLUS

■ Car and Van Hire

■ Professional Indemnity Insurance

■ Home and Contents Insurance

■ Health & Wellbeing Services

■ Office Insurance

■ Private Client Insurance

■ Personal Private Health Insurance

■ Cyber & data Risk Insurance

■ International Payments

Influencing policy – Policy Voice

IoD Policy represents your views across the key areas of public policy.

Get your message through – join Policy Voice at [policyvoice@iod.com](mailto:policyvoice@iod.com)

## Diesel 24 Fuelcard

Diesel 24 is an independent distributor for Shell, Esso, Texaco, UK Fuels and Key Fuels cards and provides fuel management solutions to business. All IOD members receive a fixed weekly discounted rate for their fuel. Card fees will be waived for IOD members. The main benefits of the unique deal for members

- Fixed weekly discounted rate for fuel
- HMRC-approved invoice saving you valuable time.
- No annual card charges
- No administration charges
- No non-usage or under-usage charges
- No minimum spend
- Access to our network which covers all Shell, Esso, Texaco, Gulf, Keyfuels, UK Fuels, Fastfuels, Gleaner, Topaz, Morrisons, Co-op, Moto and Tesco
- Designated Account Manager
- Your own online account
- No contracts – Change cards anytime

The Diesel 24 fuelcards save you time and money.

Even if you are using a fuelcard already get in touch and see how much you can save:

E Karl.Gurney@rightfuelcard.co.uk or Daniel.Buckley@rightfuelcard.co.uk. Alternatively, call 0113 202 5119

## Scotrail 1st Class Upgrade



All IOD members can upgrade their seat on ScotRail to First Class.

To access this special offer:

Apply for an individual Smart Card through the ScotRail Leisure Site, this process will take about 7-10 days from application to receipt of card, and will require the IOD member to upload their photograph. <https://www.scotrail.co.uk/tickets/smartcard>

• Once the IOD Member receives their Smart Card, they should contact Elaine Chester (details below) to register their Smart Card number and contact details. This will also allow Elaine to contact IOD members in the future when Account Based Travel is available. IOD Members can then:

- purchase rail tickets online through the ScotRail Leisure Site, paying by card at the time of booking. Tickets will then upload onto the Smart Card when they present the card at a Platform Validator or Gateline.
- buy a ticket from a Ticket Vending Machine (TVM) at the Station. When you buy from a TVM the ticket is uploaded immediately.
- Smart Card should be presented to on train staff along with the IOD Membership Card to qualify for the 1st Class Upgrade.
- If an IOD member is looking to open a ScotRail Business Travel Account for employee rail travel, contact Elaine Chester via [elaine.chester@scotrail.co.uk](mailto:elaine.chester@scotrail.co.uk)

SEE MEMBERSHIP BENEFITS PACK FOR FULL TERMS AND CONDITIONS

## Smart PA - outsourced admin support for business

SmartPA is a market leader in outsourced administrative, personal assistant and business support services. It frees business leaders from day-to-day management and administrative tasks that can hold them back, leaving them to focus on their core business. Smart PA creates a tailor-made package to suit your needs, including weekly

reporting, supporting delegation and providing full visibility of any need to scale up or down depending on your requirements.

As an exclusive benefit for IOD members, we are offering an 20% increase of support with our regular package hours. See [smart-pa.com](http://smart-pa.com) or contact us on 0845 241 3372, quoting your IOD number.

## Hotels and accommodation

**Preferential rates on food, beverages and accommodation have been secured for members across Scotland within Edinburgh, Glasgow, Aberdeen and Inverness.**

• **PH Hotels:** Kimpton Charlotte Square Edinburgh; Kimpton Blythswood Square Glasgow; Intercontinental on George Street, Edinburgh and Voco Grand

Central, Glasgow.

- **Kingsmill Hotel, Inverness**
- **Holiday Inn, Edinburgh**
- **Malmaison Hotels:** Aberdeen, Dundee, Edinburgh and Glasgow
- **Locke Apartments**
- **Lateral City Apartments**
- **Mode Aparthotel, Edinburgh**
- **Angels Share Hotel, Edinburgh**

- **Eden Locke**
- **Yotel, Edinburgh.**
- **Lateral City Apartments**
- **Fountain Court Apartments.**
- **Hawksmoor Edinburgh**

For T&Cs, full details and access, email [iod.scotland@iod.com](mailto:iod.scotland@iod.com) or call us on 0131 557 5488.

## Where Now Consulting ready to help IOD members



Where Now Consulting is a leading management consultancy that specialises in helping companies and organisations to develop effective growth and operational plans, and to convert these into actions and results. IOD Scotland Member Benefits

- One hour free consultancy or advice

- A 10% discount
  - An online IOD members' portal via the Where Now Consulting website, a platform for interaction between IOD members and the Where Now Consulting team.
- Our team of experts provide practical advice on:

- Business growth
  - Mergers and acquisitions
  - Business performance improvement
  - Market analysis and insights
- For more details, call 0141 370 8999  
Email: [info@wherenowconsulting.com](mailto:info@wherenowconsulting.com)  
Web: [www.wherenowconsulting.com](http://www.wherenowconsulting.com)

## Work for Good

Work for Good is an online platform which makes it easy for smaller businesses to donate to charities through their sales and helps them track donations, set targets and promote their giving. Businesses sign up, choose a

charity, and start donating. The platform takes care of the legal admin needed when a business wants to link donations to sales and promote their charities. Collectively businesses have the power to make a difference, engage customers

and inspire others to do the same.

**Use discount code IODWFG for a free Work for Good account for the first year.**





# TO NAME A FEW...

A selection of the workshops & courses  
available through the Institute of Directors.

## **Fundamental Role of the Trustee/Board Member in the Third Sector**

23 March 2020 | Edinburgh | 9am - 5pm

This one-day workshop looks at the specific role required of Trustees and Board Members of bodies in the Third sector. With levels of public scrutiny increasing, customer demand growing and funding ever tighter, it explores the basics of the role, the personal skills Board members need to fulfil their role and how they can maximise the value they bring.

## **Fundamental Role of the Chair**

2 April 2020 | Edinburgh | 9am - 5pm

Perhaps the single most important area within which a Board can improve its effectiveness is how it is chaired. This requires two things to happen – the chair leads the board and the understanding by the other directors of the rules of engagement. The ability to chair any meeting is an important facet in the development of managers; once appointed to a board there is more than likely to be a requirement to chair board sub-committees or lead the board itself at some time in the future.

## **The Fundamental Role of the Non-Executive Director**

21 April 2020 | Edinburgh | 9am - 5pm

This one-day workshop identifies the various roles of the non-executive director (NXD) in a variety of corporate settings; how their appointment can help balance a board and how they make an effective contribution to a board's work. It also examines methods for their selection and reviews their motivation, induction and reward.



**Suzanne Trew**  
Consulting Director  
Fx1 Ltd, Edinburgh

## **SPOTLIGHT**



### **Q. Which course did you attend?**

A. Mastering the Art of Strategic Questioning

### **Q. Can you give a brief overview of the course?**

A. David Steinberg's course on Strategic Questioning is inspirational and thought provoking.

In a highly interactive and engaging workshop, David laid out a method for thinking about and asking questions. We worked in groups on exercises and case studies on real scenarios faced by directors and trustees and came away with a practical set of techniques to apply back in the workplace.

### **Q. Why did you choose the course?**

A. Two main reasons – firstly, as a Management consultant and facilitator, it is key that I understand the ideal outcomes and problems being experienced within an organisation and that is only possible by asking quality



### Role of Director & The Board (2 days)

30 March 2020

9am - 5pm | Edinburgh

### RTC - Confident Leadership

22 April 2020

9am - 1pm | Edinburgh

### Finance For Non-Financial Directors (3 days)

27 April 2020

9am - 5pm | Edinburgh

### RTC - Influencing others & handling challenging people

6 May 2020

9am - 1pm | Edinburgh

### RTC - Leading Innovation

20 May 2020

9am - 1pm | Edinburgh

### Strategy for Directors (3 days)

1 June 2020

9am - 5pm | Edinburgh

### RTC - Making an Impact for Business Presentations

4 June 2020

9am - 1pm | Edinburgh

### Building Your Organisation's Media Profile

9 June 2020

2pm - 4.30pm | Edinburgh



To sign up for advance notice of Director Skills workshops contact Avril Gall at [director.scotland@iod.com](mailto:director.scotland@iod.com) or visit [iod.com/events-community/regions/scotland/events](https://iod.com/events-community/regions/scotland/events)

questions. Secondly, many organisations struggle with running effective meetings and making quality decisions. Coaching others to succeed, includes role modelling the art of questioning.

#### Q. What was the most useful learning point?

A. The key point I took away, was the need to prepare questions in advance. Whilst previously I would have loosely considered question topics when reviewing papers, this isn't sufficient. There is huge value in considering the nature and sequence of questions to be asked.

#### Q. How will you apply it in your job?

A. The change I've made is to prepare and write down the specific questions I am seeking responses too. Of course I can also be spontaneous, but the quality of many discussions has been transformed by this investment of time.

**The next Mastering the Art of Strategic Questioning will take place in Dundee on 21 May 2020 from 9am**

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- Leadership for Directors

For more information contact Patrick Graham:

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**[iod.com/training/qualifications](https://iod.com/training/qualifications)**



### Members' Connectivity Drinks Evening

All events run from 5-7pm  
Location: IoD Scotland, Edinburgh  
Thursday, March 26  
Thursday, April 30  
Thursday, May 28  
Thursday, June 25

Our monthly drinks events are informal get togethers that are an ideal way for new members to meet the IoD team and their fellow members, while learning more about the IoD services and offer you can access.

Existing members are more than welcome, too, particularly if you think you're not using your membership fully.

If you've a colleague who is thinking of joining, bring them along. We'll be serving drinks and nibbles and best of all, this informal event is free of charge.

So come along to the IoD national office in Charlotte Square, Edinburgh.



"IoD events are a great way to broaden your network while picking up tips and advice from some of Scotland's finest business leaders..."

### Learn & Lunch:

## Bid - and win!

**Event:** How to Bid - and Win!  
**Date:** March 24  
**Time:** 12noon -2pm  
**Venue:** Inverness Chamber of Commerce, Inverness  
**CPD:** 1.5 hours  
**Prices:** Member £15 + VAT  
Member Guests £15 + VAT  
Non - Members £20 + VAT

Hear from Andrew Morrison, founder and BD Director of AM Bid, Scotland's largest bidding and tender specialist, in a bespoke bidding Masterclass for Directors and Senior Leaders.

Andrew is also an IoD Scotland Director of the Year Award Winner (2018).

AM Bid is Scotland's largest bidding and tender specialist, sustaining 80%+ win rates for its clients. They work with companies across Scotland, the wider UK & Ireland, to develop winning bids for contracts in a broad range of sectors, including Construction, Architecture, Repairs and Maintenance, Energy Efficiency, Mechanical and Electrical, Legal Services, Communications, IT and Finance.

The Masterclass will cover:

- Bid strategy
- Identifying and qualifying opportunities
- Bid resourcing
- Developing robust internal bid processes

- Creating winning bids
  - Increasing bid win rates
- Delegates will gain a clear understanding of the value of strong bid strategy and governance, and how increasing bid win rates can lead to transformational business growth.
- The event will open at 12noon for networking before lunch at 12.15-1.15pm, followed by Andrew's presentation, time for questions and networking.

#### About our speaker

Andrew Morrison is a bidding professional who founded AM Bid, Scotland's largest and multi-award winning bid and tender specialists in 2014. It has built a reputation for being the 'go to' specialists who can win bids in any sector.

With staff across the UK and extensive experience in bidding to the public, private and third sectors, they have plenty of expert tips to pass on.



Winning bids, tenders and awards can be transformational for a company's growth prospects and value. Andrew's spike is his deep understanding of what clients want to see in bids and proposals. He can confidently unpick both specifications and strategies to craft winning bids.

To book on any event, unless otherwise stated, contact **Ms Patricia Huth** on **0131 557 5488** or email: **Patricia.Huth@iod.com**  
More details on IoD events at **www.iod.com**

# Bridging the workplace age divide

**Event:** Intergenerational working:  
The future workforce is now  
**Date:** March 25  
**Time:** 7.45am - 9.30am  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 1 hours  
**Prices:** Member £5 + VAT  
Non Members £5 + VAT

By 2025, Millennials will make up 75 per cent of the workforce, yet many organisations are still grappling with the unique challenge of having four generations in the workplace. Those that get this right will almost certainly gain competitive advantage.

This talk will focus on young people (millennials/Gen Z) in the workplace and how to build a culture of better intergenerational working. Looking at some of the challenges that developing your young workforce can bring, along with tangible solutions that can help you encourage, develop and inspire a more diverse and unified workforce.

We will open at 7.45am with coffee & pastries/networking and then begin our presentation at 8am, with plenty of time for questions and networking before our 9.30am close.

## Our speaker

**Graham Robertson** is a director of the charity ProjectScotland and runs its social enterprise - Get The Gen. Through Get The Gen he has developed a portfolio of training services which focus on



intergenerational working and supporting businesses on how best to recruit, progress and retain their young talent.

He has over 12 years' experience working in the charity sector having previously worked with Amnesty International and Plan International in

senior roles in London.

Graham was nominated for the Robert Burns Humanitarian Awards 2018 and his passion for young people and supporting social mobility shines through in every aspect of his work. Before his charity career, Graham was a professional footballer for Raith Rovers and Millwall.

# Digital economy: Opportunities for international growth

**Event:** Digital economy:  
Opportunities for  
international growth  
**Date:** April 2  
**Time:** 6.30pm-8.30pm  
**Venue:** CodeBase Stirling, Stirling  
**CPD:** 1.5 hours  
**Prices:** Members £15 + VAT  
Members' guests £15 + VAT  
Non-Members £20 + VAT

The IoD Central Scotland Committee is delighted to present the second edition of its event, looking at the Digital economy and opportunities for international growth.

This is an evening dedicated to the fast-changing digital economy, where we simply aim to inspire by example.

Business leaders can learn from shining examples of how businesses created opportunities for growth by



embracing evolutions and opportunities in Digital Technology. Our well experienced guest speakers will touch in their business cases around International growth on and how embracing the opportunities the digital age, allowed them to grow beyond borders.

The talks are concluded by the Q&A session, followed by ample networking opportunities.

An inspirational evening for IoD members and non-members, food & drinks are provided.

## CodeBase Stirling

We are delighted to be hosting the event at CodeBase Stirling.

A very dynamic and well-respected technology incubator, helping technology start-ups develop into the next unicorn.

## Our Speakers and hosts

This event will be led by Ron Smith- Chair, IoD Central Scotland Committee, and Alain Van Weert, lead on Digital Economy, IoD Central Scotland Committee.



# IoD Masterclasses

IoD Scotland's Masterclasses are half-day workshops (9am-1pm) that aim to provide practical learning and focus on the different behaviours and skills needed to be effective on boards. Of relevance to individuals who are currently directors and those about to be appointed within the Private, Public and Third Sectors, this series is for those serious about their professional development. They can be taken alone or in conjunction with five other masterclasses. To book the complete series of six workshops for the price of five, please contact Ms Avril Gall at [director.scotland@iod.com](mailto:director.scotland@iod.com)

## Confident Leadership

**Date:** April 22  
**Time:** 9am - 1pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 4 hours  
**Prices:** Members £175 + VAT  
Non Members: £195 + VAT

Leaders stumble without confidence and organisations suffer as a result. What confidence is and how can you get more is the aim here.

Also in this session the use of power as a leader will be explored.

Where it comes from and how best to deploy it will be a focus of this revelatory workshop

What does it look like and why you might lack confidence?

Who are you anyway? Personal profile and branding exercise

Power review with questionnaire and personal feedback

The ingredients of confidence revealed



## Making an impact for business presentations

**Date:** June 4  
**Time:** 9am - 1pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 4 hours  
**Prices:** Members £175 + VAT  
Non Members: £195 + VAT

This workshop will show you how to put a presentation together speedily without jeopardising quality, and how to stay relaxed enough to focus on the audience -not your beating heart! It will help participants present to any size of group and have a rewarding,

enjoyable experience.

- What makes a good business presentation?
- The nature of body language- the essential components to make an impressive impact?
- The Magic Process for speedily building effective business presentations
- An introduction to mind- mapping
- How to involve an audience
- Relaxation and visualising success
- The value of practice, practice, practice.

## Leading innovation

**Date:** May 20  
**Time:** 9am - 1pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 4 hours  
**Prices:** Members £175 + VAT  
Non Members: £195 + VAT

'Creativity will be the biggest determinant of company success this century'. So why leave creativity to the artists? We are all creative! Doing things differently to gain edge, to gain business advantage is in the grasp of all of us.

But how to go about it is the challenge. That's why this workshop will address the following challenges:

- The ability to come up with new ideas to move your business forward
- What happens when you have an 'aha' moment so you can have more of them
- Creating a work environment that helps ideas flow
- Learning a quick and easy way to solve problems with your team
- Twisting, noodling and hatching- the language of the new creatives!
- Leading exciting meetings that produce doable outcomes.

### Workshop Leader: Ros Taylor

Ros Taylor is a leading UK and international clinical psychologist, corporate and leadership coach. She travels the world developing the leadership potential of employees through her Just Leadership programme. Ros is a visiting professor at Strathclyde Business School focusing on leadership and runs her own successful leadership and coaching business.

## Influencing others and handling challenging people

**Date:** May 6  
**Time:** 9am - 1pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 4 hours  
**Prices:** Members £175 + VAT  
Non Members: £195 + VAT

Influencing skills are essential for good leadership as the job ceases to be about

you and all about those working with you.

Learn about the latest research which reveals the persuasion techniques that really work.

■ The skills to handle even the most challenging people will be outlined and practiced in this workshop.

■ Working out who are your priorities to influence

- The eight skills of influencing
- The 5 Step Process for handling a difficult person
- Behavioural analysis using the Interpersonal Influence Inventory
- Practising the skills for success

To book on IoD Scotland Director Development courses, contact Ms Avril Gall on 0131 557 5488 / [director.scotland@iod.com](mailto:director.scotland@iod.com)

## IoD DIRECTOR DEVELOPMENT COURSES

### The Fundamental Role of the Trustee/Director in the Third Sector

**Date:** March 23  
**Time:** 9am - 5pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 8.0 hours  
**Prices:** Members £195 + VAT  
 Non Members £250 + VAT

With levels of public scrutiny reaching new levels, customer demand growing and funding ever tighter, IoD Scotland is delivering a full day (9-5) workshop examining the specific role required of Trustees and Board Members of bodies in the Third Sector.

#### Who should attend?

Exploring how board members need to fulfil their role and maximise the value they bring, this session is primarily designed for Third Sector Board members who want to strengthen their contribution or understand how to help improve their Board's oversight and governance performance.

Those who are thinking about joining a Board will also find it useful in exploring what they need to know as well as what they can bring to the board.

#### Workshop content

- Overview of the particular legal and

constitutional position of Boards

- The roles and responsibilities of Board Members/Trustees
- What does corporate governance mean?
- Examining the practicalities of oversight and delivery - challenge versus support
- Delivering value as a volunteer Board Member/Trustee
- Building a strong Board - dynamics, teamwork and assessment

#### Workshop Benefits

You will have a deeper appreciation of the specific demands on a Board Member in the Third Sector and will take away a range of concepts, tools and techniques to help you perform your role. The session will also guide thinking to improve your Board performance enabling it to function more effectively.

#### Workshop Tutor

The day will be led by David C Watt, an experienced Board member in the Third Sector having served on a variety of boards over the last 20 years and a former National Director of IoD Scotland.

### The Fundamental Role of the Chair

**Date:** April 2  
**Time:** 9am - 5pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 8 hours  
**Prices:** Members £345 + VAT  
 Non Members £395 + VAT

This one-day workshop (9-5) explores the fundamental roles and responsibilities of the Chair. It will outline the theory of leading boards and put this theory to the test through group discussion, workshops and case studies. The theory will assist delegates to develop their knowledge and understanding of the art of listening, group dynamics and managing conflicts.

#### Workshop Benefits

Help improve your current performance as a chair or help you prepare for your first appointment as a chair. A full set of workshop notes and certificate of attendance. Opportunity to network with a group of directors. A chance to re-charge your batteries and reflect on your own style of chairing the board. Opportunities for authentic feedback and challenge from workshop tutors and fellow workshop delegates.

- This workshop seeks to explore:
- Setting agendas
  - Keeping to time
  - Controlling the meeting
  - Stimulating the debate
  - Understanding the culture of the board
  - Understanding what lies behind what people say
  - Winning board behaviours
  - Working with the CEO
  - The role of the chair between board meetings
  - The external role of the chair
  - Evaluating the performance of the board
  - Ensuring adequate information for the board
  - Devising the composition of the board
  - Renewing and improving the board

#### Speakers

The workshop is facilitated by David C Watt with guest speaker Raymond O'Hare.

### The Fundamental Role of the Non-Executive Director

**Date:** April 21  
**Time:** 09:00 - 17:00  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 8 hours  
**Prices:** Members £345 + VAT  
 Non Members £395 + VAT

This one-day workshop identifies the various roles of the non-executive director (NXD) in Scotland within a range of settings - family company, subsidiaries, Third Sector and Public sector; how their appointment can help balance a board and how they make an effective contribution to a board's work.

It also examines methods for NXD selection and reviews their motivation, induction and reward. It will help improve your current performance or help prepare you for the time when you may be appointed.

There will be ample opportunity to

share experiences and future aspirations.

#### Workshop Content

- What an NXD can bring to a board and what input they can give
- An outline of the legal and ethical duties and responsibilities of a NXD
- Qualities and experiences needed to fulfil a NXD appointment
- Practical guidance on how best to secure an appointment as a NXD
- Provision of an overview of the UK Corporate Governance Code and other relevant codes of governance.
- Detailed guidance on finding, selecting, appointing and rewarding NXDs

#### Workshop leader

The workshop will be facilitated by David C Watt (see above for short biography).



# Forum focuses on Highlands and Islands

**Event:** Highland Investment & Innovation Forum  
**Venue:** Kingsmill Hotel, Inverness  
**Date:** April 27  
**Time:** 10am - 7pm  
**Pricve:** Members and Partners £90 (early bird offer) + VAT  
Non-Members £105 + VAT

This unique high impact one-day forum focuses on the Scotland Highlands, Islands and North-East Scotland as an important investment destination for UK and international investors.

The Forum will explore the area as a high growth innovation hub for the UK (and Northern Europe), as well as spotlight key sectors of innovation, entrepreneurship and impact, including existing women-led businesses and ventures.

The event is aimed at investors (financial and strategic) and potential venture partners, C-Level industry executives, business leaders and owners as well as established entrepreneurs/SMEs.

The forum programme will include a leadership workshop for executives and entrepreneurs, sector innovation



plenary looking at technology, green ventures including clean tech, renewable energy, tourism, hospitality, food and beverage, health, wellness and life sciences. There will also be a feature on 'game changing' ventures, finishing with an investors and funding segment.

#### Speakers confirmed include:

■ **Angus MacDonald** (pictured) – Founder, Moidart Trust, Chairman (Former) of SWR Recycling, ICS Learn, Renewable Parts; Vice President, National Trust of Scotland; Founder, Caledonian Challenge; Spears Entrepreneur of the Year & Entrepreneurial Scotland's 'Scale Up Entrepreneur' 2017  
■ **Lisa Lambie** – CEO, Positive Planet UK, Exec. Committee, IoD Highlands & Islands



■ **Nick Lyth** – Co-Founder & CEO, Green Angel Syndicate; 2019 Investor Syndicate of the Year (UK Business Angels Assn)

■ **Carolyn Currie** – CEO, Women's Enterprise Scotland; Director, Mint Ventures

■ **Yvonne Greeves** – Head of Women in Business, RBS, Natwest & Ulster Bank

■ **David Ritchie** – Head of Scottish Investments, Scottish National Investment Bank

■ **Paola Cuneo** – Director & Head of Advisors and Investors, ELITE - London Stock Exchange Group

■ **Iain Scott** – Director, Highland Venture Capital

■ **Fiona MacDonald** – Broadcaster, BBC Scotland & BBC World Service; Ambassador, PPUK

■ **Ben Fletcher** – Founder, Velocity^2 and Fast Growth ICONS

■ **Fraser Lusty** – Gatekeeper & Investment Director, Equity Gap

■ **Andrew Castell** – Partner, Par Equity; 2018 Growth Investor Awards (Best EIS/SEIS Investment Exit)

■ **Garry Munro** – Director, Business Banking (Highlands) – Royal Bank of Scotland

■ **Amr Sheeran** – Angel Investor, Womena

## Plenty of questions – and some answers

**Event:** Mastering the art of strategic questioning  
**Date:** May 21  
**Time:** 9am-5pm  
**Venue:** Apex City Quay Hotel and Spa, Dundee  
**and** November 19  
**Time:** 9am-5pm  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 8 hours  
**Prices:** Members £345 + VAT  
Non Members £395 + VAT



Jonas Salk, the scientist whose team discovered one of the first successful polio vaccines, once said: "What people think of as the moment of discovery is really the discovery of the question."

We ask questions constantly to learn about the people and the world around us. Yet where do we learn our questioning skills?

This highly engaging session will focus on deconstructing and reconstructing the way you think about asking questions with the ultimate aims of building trust in people and of gaining deeper insights from them in the process. Throughout

the day, you will work in small groups on exercises and a case study that capture compelling scenarios faced by directors and trustees.

Questioning skills are the *sine qua non* of successful business leaders.

In this highly interactive one-day workshop you will

learn a breakthrough questioning method that is steeped in investigative journalism, cognitive neuroscience and social psychology.

The method emphasises humility, finely tuned listening, empathy, and Eastern and Western perspectives on mindfulness – an ideal model for effective leadership and governance.

This workshop will offer you a new way to think about and ask questions. Throughout the day, you will work in small groups on exercises and a case study that capture compelling scenarios faced by directors and trustees.

By the end of this one-day workshop, you will have:

■ Understood the optimum questioning mindset

■ Learned the Seven Deadly Sins of Questions

■ Discovered the secret to creating compelling question sequences

■ Added a powerful set of skills to your leadership competencies

#### Workshop Tutor

Dr David Steinberg (pictured) is a consultant and university lecturer specialising in advanced questioning skills for business professionals.

He is a guest lecturer at Cass Business School, Strathclyde Business School, Edinburgh University School of Social and Political Science, and Edinburgh University Institute for Academic Development. He holds the title of Associate Professor in Leadership Strategy & Organisation at Heriot-Watt University. He is also the Heriot-Watt University Edinburgh Business School Director of Graduate Apprenticeship Programmes. Prior to starting his consultancy he directed sales operations and account management processes in the US for a highly successful e-learning software-as-a-service start-up and for a Fortune 500 Corporation.

# Service life revealed

**Event:** Armed Forces:  
Step Behind the Wire  
**Date:** May 27  
**Time:** 9.30am - 1.30pm  
**Venue:** Leuchars Station, Leuchars  
**Price:** Free of charge

This event will offer a unique insight into the lives of Army and RAF Reservists.

It is an amazing opportunity to see first-hand the skills and training which military reservists can bring to your workforce, and for you to join in with some fun activities.

Reservists from Scottish & North Irish Yeomanry and 71 Engineers will be on hand with specialist equipment, and you can visit 612 Squadron's Field Hospital to see how personnel deal with casualties in combat zones. Lunch will be served from an army field kitchen, or you can sample the contents of a ration pack to keep your energy levels up.

Employers will have plenty of opportunity to chat with serving personnel and to find out more about the Armed Forces Covenant; a pledge of support from business to ensure that no



employee is disadvantaged in their civilian workplace. You can find out more about the Covenant here or contact HRFCA staff for more info.

Please let us know if you wish to sign the Armed Forces Covenant at the event, there will be photos and PR made available for you to use afterwards.

Names and car details will be needed and delegates will be required to bring photo ID with them.

To book on any event, unless otherwise stated, contact **Ms Patricia Huth** on **0131 557 5488** or email:

**Patricia.Huth@iod.com**  
More details on IoD events at **www.iod.com**

# Building a positive media profile

**Event:** Building Your Media Profile  
**Date:** June 9  
**Time:** 2pm-4.30  
**Venue:** IoD Scotland, Edinburgh  
**CPD:** 2.5 hours  
**Prices:** Members £175 + VAT  
Non Members £250 + VAT

You would love your organisation to have the visibility and reputation it deserves, with hundreds of thousands of pounds of free publicity in the media. A long-term positive presence in the media builds a protective shield, mitigating negative news' impact. But why do your positive news stories not seem to make the impact you hoped? This one-day workshop led by a former BBC TV journalist and experienced communications consultant, debunks myths and offers a step-by-step guide to success. Delegates will also be introduced to the fundamentals of effective performance in TV and radio interviews.

It's ideal for individuals who would like greater insight into the critical role communications can play in achieving a media profile which facilitates wider



objectives such as income generation and enhanced relations with stakeholders.

## Workshop Tutor

The workshop will be run by Seonag MacKinnon, an experienced communications director who worked for over 25 years in newspapers and as

an on-screen BBC TV journalist. She has also worked in digital media, regional newspapers and professional magazines.

A regular judge in the Scottish Press Awards, her expertise includes crisis communications as well as internal communications to foster staff engagement.



# Commercial financiers can keep SME owners' dreams alive

**Paul Michel**

Since moving into financial services, my greatest discovery has been how absolutely dedicated small business owners are.

It is not just the financial and time commitments they make, but a whole range of dreams, values, relationships and sense of self that is "on the line".

Coming from a career in education, I know the personal growth bred by success, and the cost born of failure.

In surveying a range of clients, colleagues and business owners, I find that ideas around Commercial Finance vary widely. Some are familiar and comfortable with it, others slightly suspicious. Some know the range of funding options, others only one or two. Not all know whom to contact, nor what the costs or security required.

In all cases, concern over cash flow takes top priority. Without cash, a business is hamstrung. Matt Bull, a business coach with years of company turnaround experience, told me: "Companies are often 'stuck', either from distress or in their growth."

Companies need the right people in their corner. Granted a clear vision and set of values, meaningful key performance indicators and a solid business plan, companies need to know their numbers well, and know where and when to seek help. Relationships with bankers, brokers, accountants and coaches are key. Emphatically, Matt tells me they must be trusted, as they are fundamental to helping face challenges and giving support.

Commercial Finance is a primary tool for fuelling growth. Traditional business loans and bank overdrafts will always be part of the picture, but a greater variety of products is available today: asset finance, development and bridging loans, commercial mortgages, selective or whole of ledger invoice finance, lines of credit, procurement and supply chain finance. The pool of lenders has grown to include institutions, crowd-funding, angel investors, and private funds.

A great pitfall with commercial



finance is to align your company to a product. "The product is there to support you and what you do best," Matt says, "not the other way round."

Just as golfers need the right club for their swing, so businesses need the right finance. They must use commercial finance in the right way. An overdraft facility, for instance, can be a blessing or a curse. Explains Matt, "It is mindset dependent – some use it judiciously, others see it as a 'new zero'."

Speaking with a trusted broker or bank manager enables business owners to find the right product for their company, and for their patterns of behaviour. Another popular facility, Invoice Finance, can be tailored to meet the particular requirements of companies.

A 'whole of ledger' factoring approach offered by banks and larger financiers can be very useful for high-turnover businesses with predictable flows of cash. Entering invoices through a portal keeps a consistent and easily checked account of debtors and creditors, and allows businesses to draw down on funds they've already earned.

Alternatively, selective or spot invoice finance can be used more sparingly,

enabling cash flow at times when it's needed and to a level comfortable for the company. It can often be mated with business loans or supply chain finance – keeping the structure neat, and with a discernible end-point.

Returning to an earlier point, businesses need to know their numbers well and be aware of the security required and costs associated with commercial finance. Eligibility is judged differently among lenders, and rates or fees must always be determined at the time of application. Some lenders are more flexible than others around allowable risk profiles, and it is often the case that companies can find funding if they are willing to seek it from some of the less traditional lenders. Consulting with a good commercial finance broker is a useful first step in understanding the breadth of products and lenders in the market.

I began this editorial paying respect to the level of commitment shown by business owners, evident in so many aspects of their lives. It is the role of commercial financiers and brokers to give appropriate opportunity for this commitment to bear even greater fruit. I hope this article has given you a deeper insight into the field, and has helped you begin to question how commercial finance might benefit your own business.

**Paul Michel can be contacted via [paul@pmichelinvestments.com](mailto:paul@pmichelinvestments.com)**

"Companies are often 'stuck', either from distress or in their growth... they need the right people in their corner... relationships with bankers, brokers, accountants and coaches are key ..."



# CHARDON HOTELS

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