



Direction



The official membership magazine for the Institute of Directors in Scotland

**Director of the Year
winners announced**

**Putting diversity and
inclusion at the heart
of your recruitment**

**Build back better – not
business as usual**

Wood in a time of Covid

**Robin Watson on handling
a global pandemic and
greening the planet's future**





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This is the time to invest in leadership



As we face the prospect of an extended period of Covid-19 restrictions, it's never been more important for directors to know that the IoD is there for you with help, advice and training opportunities, says IoD Scotland Chair **Aidan O'Carroll**

With the latest measures just announced on further restrictions being placed on everyone in Scotland as a result of Covid-19, we all face the prospect of trying our very best to keep our spirits up through such worrying times.

While the focus quite rightly is on trying to protect as many as we can from this awful disease, we also have an important role to play in keeping our economy going and trying to live as normal a life as we can in the circumstances.

There has never been a more important time for leadership across business and across our communities to show that we can move forward despite the challenges. That's why it was right and fitting that we went ahead with the Director of the Year Awards for Scotland, and it was inspiring to see and hear about so many success stories at an event that we were able to run virtually for the first time! It was a great occasion for all those who attended online and we are so grateful for our sponsors' support to allow us to run the evening. To all who entered and to all who won an award, please accept our heartfelt thanks and our best wishes for the future.

Over the coming months we should also not forget to continue to invest in increasing our skills, adapting to new realities, supporting those who want and need our insights, looking

to come out of this difficult period with a keen focus on building an exciting future.

That is why IoD has converted its learning modules to digital, why we are engaging with so many members and non-members alike with a series of webinars, and why we are determined to represent our members views at the highest levels of Government.

We are making a real difference and we are humbled by the support and engagement many of you are showing. As I said, there has never been a more important time for leadership to step up and help drive us out of this crisis. You will find in the programmes of events we are running at the IoD, relevant and insightful material, practical help and support, and with our Information Advisory Service a class-leading offering that will bring deeper analytics and practical help to all levels of business and organisations.

Please take a look at what we are doing by going to www.iod.com and see what Scotland is up to.

We would also be delighted if you can join us on the 5-6 November at our annual Conference which will be held online for the first time.

To book your tickets see: www.iod.com/events-community/regions/scotland/annual-conference

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Cover: Robin Watson, Wood, is this issue's Leadership Interview. See **pg 16**

IoD Scotland Annual Conference 2020

Collaborating for Scotland's Growth

Virtual Event | 5 & 6 November

More details - see pg 21-23

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Time to focus on your team

Executive comment: As new restrictions come into force in parallel to some staff returning from furlough, it's time for business leaders to consider how they can support their teams, says IoD Scotland National Director **Malcolm Cannon**



Our Director of the Year Awards gave us time to pause and celebrate excellence in leadership (more on that later in the magazine). But it is often said that a leader is only as good as their team.

However, the challenges that come with supporting a team have been magnified in the last six months. Each one of us has been pushed to the extreme and this is something that we – as responsible leaders – must also recognise within our colleagues.

As rules on furlough change over the coming month and new rules come in with the new Job Support Scheme, this may be the opportunity to welcome back some members of the team. However, leaders will need to be mindful of the challenges facing their colleagues as they return to a vastly different workplace from the one they left in March.

New systems, a hybrid office/home-working arrangement, improved technology, changing business priorities and new objectives will all need to be considered and communicated. While those who have worked throughout the pandemic have likely settled and adapted to the new set up, they will be unfamiliar concepts to returners.

Though it has been a difficult time for furloughed employees in terms of uncertainty, hopefully, for those returning, it is with enthusiasm, a renewed sense of purpose, and excitement to get stuck in. In contrast, those who have worked throughout the last few months

may well be feeling exhausted, as some will have taken on more responsibility and workload to compensate for furloughed team members.

Many people are enduring unusual levels of stress, anxiety, loneliness and unhappiness; and if we're not careful these problems may well fester. Remote working has enabled businesses to continue to operate, innovate and communicate, but because individuals are not seen in person, it is too easy to gloss over the 'soft' aspect of management and leadership. The saying goes, "the soft skills are frequently the hard skills to master", and this has proved to be just as true in a virtual world.

Leaders have an opportunity to put wellbeing high on the agenda, ensuring that all staff are supported.

Reaching out to colleagues will become even more important. When we are asked how we're doing, we Scots are resolute in responding with "fine", "good, thanks" or "not bad". This is often



Leaders have an opportunity to put wellbeing high on the agenda, ensuring that all staff are supported..."

a tactic to avoid what some may see as uncomfortable conversation, admitting things are not fine. As a leader, it is important to use different approaches like asking open-ended questions such as "where are you on the scale of 1-10 today?" or "what might make your life less stressful?". These approaches open a discussion, and leave no room for closed responses.

It may even be appropriate to promote a culture of peer support, to encourage all workers to ask after their colleagues. Crucially, leaders need to be ready to engage in those conversations, listen and help where appropriate; this cannot be a tick box activity.

Shrewd business leaders will build on the established trust and flexibility that remote working has introduced. Many workers have been juggling work with looking after children and have adjusted working hours and practices to reflect this. In those businesses where anecdotal measurement has been possible, it appears that productivity has not slipped during the Covid-19 restrictions.

So perhaps we shouldn't rush back to old ways but consider embracing the good practice and innovation that has emerged through this crisis.

And don't forget to ask, "how are you really?".



Help in the fight with Covid-19

The IoD Coronavirus Hub is designed to provide you with access to the latest advice, information and resources you need to support your business.

Our global community of directors is a huge asset, and we want you to get involved.

We are in direct contact with Government and will continue to make your voice heard, seeking the support you need.

Visit the IoD Coronavirus Hub for the most up to date information.

For more information, please contact www.iod.com/iod-coronavirus-support-hub

New development lead to maximise value at Data Lab

The Data Lab has appointed a new head of business development as part of its mission to help Scotland maximise value from data and lead the world to a data-powered future.

Mark Wilkinson joins The Data Lab from Teradata, where he led a multi-disciplinary team to deliver high impact business outcomes for customers using data intelligence.

Mark has been tasked with helping The Data Lab deliver its mission to maximise the value of data for Scotland and the lead the world to a data-powered future. He has also been asked to identify future strategic funding opportunities from both public and private sector, and spearhead collaborations with external partners across industry, public sector and academia.



Commenting on his new role, Mark said: "As we all start to plan for life beyond Covid-19, I look forward to helping The Data Lab tackle the challenges and opportunities that the 'next normal' brings to Scotland and our global partners.

"Data innovation will be key to how we transform; compete and create better lives for our citizens in the new world and Scotland is ideally positioned to be a global leader in this area."

"The chance to join such a talented team and help build on their successes to date by embracing and driving their overriding mission to help Scotland maximise value from data is an opportunity that I'm incredibly excited about."



Brave new world as Forth Valley College reopens for new term

As we have seen in recent weeks, shops, offices and education institutions are (finally) beginning to reopen.

One of those to reopen most recently is Forth Valley College which has – like many others – put in place a raft of new procedures to keep all staff and students safe. The measures put in place by the college include:

- new cleaning procedures.
- a redesign of classrooms, workshops, laboratories, refectories and flexible spaces to implement social distancing.
- a review of workshops and practical

spaces to ensure physical distancing regulations are in place, with students assigned to the same classroom for each day so they can use the same piece(s) of equipment.

It's a brave new world and we'd love to hear about how your business plans to reopen or continue operations.

• Get in touch with IoD Scotland and let us know what your business has done to reopen – or if, indeed, you will be shifting to remote working for the long term.

Safe Trace will help Scotland get out – and get back to work

A Glasgow-based employee safety specialist has launched a contact tracing and visitor management tool to help Scotland to get out more and back to work safely and in line with legislation.

Safe Shores Monitoring has developed Safe Trace, which they say ensures places, including offices or visitor attractions, remain safe and compliant for returning staff. The app offers an easy-to-use technology that deploys QR codes to securely record details of customers, visitors and staff.

The data collected meets all contact tracing requirements and ensures that premises can maintain safe distancing by



monitoring the number of people who have entered and departed. The data is encrypted and deleted automatically after 21 days, which alleviates customer privacy concerns and meets data protection rules.

The Safe Trace visitor management

system improves the safety and traceability of these environments as it can be easily configured to log all relevant details of their visits with a quick scan.

Tom Morton, chief executive of Safe Shores Monitoring, said: "Measures brought in to prevent the spread of Covid have controlled the disease but poleaxed the economy. We need to put up the open sign and get back to work.

"As we start getting out more, we need to adopt measures that ensure those who are returning to workplaces and other spaces can do so safely and in a way that is compliant with contact tracing as well as data protection legislation."

Big Yes from us as programme grows

Young Enterprise Scotland (Yes) has extended the number of industry partners within its Company Programme, which offers the first 'Higher' for entrepreneurial skills.

It has announced the introduction of additional workshops and support from Accenture, City Fibre, ICAS, IoD Scotland, Lyreco, The Marketing Society and Royal Bank of Scotland.

Last year, more than 2,000 pupils aged 17 to 18 in 140 schools across Scotland developed their enterprising skills by setting up and running their own companies as part of Yes's Company Programme, with more than 300 going on to gain a SCQF Level 6 qualification for their achievements.

The programme includes virtual training and drop-in sessions, plus an

online trading hub, with Yes partners delivering workshops on digital skills, leadership, finance, marketing and personal development.

Also new for the 20/21 academic year,



credits will be scored for entrepreneurial skills under the SCQF scheme and administered via Glasgow Kelvin College will count towards university places.

Chief Executive of Yes, Geoff Leask, said: "The importance of enterprise skills to our recovering economy is widely acknowledged and the support and contribution of such a strong group of partners, underpin the role YES plays in schools to instil and encourage entrepreneurial skills.

"Many Scottish businessmen and women who are now running their own companies and employing their own workforce are alumni of the Yes Company Programme and our ambition is to produce many, many more successful entrepreneurs for years to come."

Mary Quant exhibition headlines V&A Dundee reopening

The V&A Dundee has reopened with its first major fashion exhibition focused on the work of classic 1960s fashion designer Mary Quant.

Scotland's first design museum has also curated a new exhibition in response to the coronavirus pandemic, looking at how designers responded to



the crisis. *Now Accepting Contactless: Design in a Global Pandemic* is on show in the Michelin Design Gallery, in spaces throughout the museum and, for the first time, outside the museum.

Other exhibits include a large-scale installation by Scottish fashion designer Christopher Kane on the façade of V&A Dundee, as well as a bespoke Quarantine Bread Baking Barbie created by Tonya Ruiz, Wash Your Lyrics posters in visitor bathrooms encouraging handwashing to popular songs, and a chalk playscape created in collaboration with Abertay University.

The Mary Quant exhibition will run until 17 January 2021, with tickets on sale now at www.vam.ac.uk/dundee. This will be followed by *Night Fever: Designing Club Culture* from 27 March to 5 September 2021.



The Balvenie Morgan Roadster

Ton up for charity

Spirits company William Grant & Sons has raised over £100,000 through a charity auction to help those in the hospitality sector hit by Covid-19.

The #STANDFIRST Charity Auction was hosted online over a 10-day period, with bidders from around the world vying for 300 items in the catalogue of exclusive 'money can't (normally) buy' lots. Among the lots under the hammer were a one-off The Balvenie Morgan four-seater Roadster, a trip to the Glenfiddich Distillery and a session with malt master David C. Stewart at The Balvenie Blending Lab. The money raised will go to The Drinks Trust and The BEN Scotland. Cheers!

New tech hub network to support Scottish start-ups

The Scottish Government says it plans to establish a national network of tech hubs to support the next generation of Scottish startups.

Known as 'tech scalers', the hubs will look to deliver world-class training and mentoring services for technology entrepreneurs and early-stage startups.

A key focus of the tech scalers network will be to cultivate a more collaborative environment throughout

Scotland's tech ecosystem; providing entrepreneurs with a haven for knowledge exchange, networking and critical grassroots support.

Following Mark Logan's tech ecosystem review, the Government will establish five scalers by 2022 and aim to create at least 300 high-quality startups over the next five years.

"Mark Logan's review of our tech sector has attracted universal acclaim,

having been described as potentially transformational by key figures across business, technology and academia," Finance Secretary Kate Forbes said.

"The tech scaler network is the report's centrepiece and I am pleased to be putting this recommendation into action to dramatically increase the quality and intensity of support available to Scottish startups," Forbes added.

Restoration plans for Inverness icon praised

Plans to restore a former department store in Inverness city centre have been hailed for their sympathetic restoration.

The £12.5m redevelopment of the former Arnott's store comprising of retail and residential premises has been praised for its architectural merit and preservation of listed buildings on Union Street (built 1863) and Baron Taylor's Street (opened in 1892).

The project will bring original features back to life, such as shopfront detailing, spiral wrought iron staircases and exposed walls, with the original building facade on Union Street restored.

The team behind the project, which is poised to receive vital Scottish Government funding that would see the



plan realised by mid-2021, says it has regeneration at its heart and would be the biggest city centre retail development since the extension of the Eastgate Centre.

As well as breathing new life into Union Street and Baron Taylor's Street, it is claimed the development would secure up to 200 local jobs during the construction phase.

The plan, from developer Swilken Estates Ltd, would see the creation of six new retail units linked by an internal courtyard which would connect two of the centre's busiest thoroughfares.

The project, which is set to be completed in mid-2021, has appointed Inverness-based IBI Joiners as principal contractor.

Quantum leap for Edinburgh

The University of Edinburgh is to join Rigetti, Californian-based tech company, in a consortium to create the UK's first commercially available quantum computer.

Experts from Edinburgh, as well as Oxford, London and Bristol, will develop the machine with Rigetti Computing, which will be based in Abingdon in Oxfordshire.

The project forms part of Government plans for the UK to become the world's first quantum-ready economy, according to science minister Amanda Solloway.

She said: "This a key part of our plan to build back better using the latest technology, attract the brightest and best talent to the UK and encourage world-leading companies to invest here."



Rigetti, which also developed a cloud-based platform allowing computer programmers to write quantum algorithms, will work alongside Oxford Instruments, Standard Chartered and Bristol and London-based quantum software start-up Phasecraft, as well as the University of Edinburgh.

Rebranding all adds up to better Azets for accountants

Accountancy firms Campbell Dallas and Scott-Moncrieff are to rebrand as Azets.

Following the rebrand, Azets will become the largest brand within Cogital Group as it provides advisory services to more than 100,000 UK enterprises, SMEs, larger businesses and private clients.

The rebrand aims to create a major presence in the UK accounting and business services market with the scale and reach to serve businesses digitally and in person from the UK's largest network of local offices.

Campbell Dallas and Scott-Moncrieff will continue to provide a range of business advisory services to clients from a network of offices across Scotland. The move will see the other leading firms rebranding as Azets including Wilkins Kennedy and Baldwins.

Chris Horne, regional CEO in Scotland and North England (*pictured above*) said: "The rebranding of Campbell Dallas and Scott-Moncrieff to Azets marks a seismic step forward in our plan to be a disruptive and ambitious business; focused on advising our clients in the local community of SMEs, growing family businesses, entrepreneurs and the public sector."

"The global scale and reach of resources of Azets will allow us to accelerate investment in the best technology, develop new client services and recruit the best talent, which have been core to the way we do business in Scotland."

"The accountancy market is ripe for disruption and change, and we think that under one brand we will be well-placed to drive that change process."



Aberdeen Director awarded IoD Chartered Director status

We are pleased to announce that Gavin Currie, Managing Director of Bancon Construction and member of the IoD's Aberdeen branch, has been awarded Chartered Director status.

A big congratulations from



everyone within the IoD.

If you would be interested in our Chartered Director programme, please contact Kirsty Livingstone to find out more via kirsty.livingstone@iod.com or see pages 34 or 40-41 of this issue.

Heston Blumenthal launches new Waitrose gin



Top chef Heston Blumenthal has launched a new gin in association with Waitrose and, as with any good G&T, there is an unexpected twist.

Blumenthal, renowned for his experimental and scientific approach to cooking, has created 'Sherbet Lemon' gin in the past, and has gone back to the drawing board to design a gin with the most unusual of serving suggestions – olive oil.

The 'Lazy Sunshine Gin' is the latest in the Waitrose range of speciality spirits and follows a Mediterranean theme, enriched by a plethora of herbs and spices, inspired by the chef's love for the south of France. A fusion of sweet basil, thyme, rosemary and lavender botanicals on top of a robust and fragrant Italian juniper partners it perfectly with a side serving of olive oil, Blumenthal says.

The chef's full serving suggestion includes Mediterranean Tonic, ice, a Nocellara olive and not forgetting a generous drizzle of olive oil.

Which begs the question, whatever happened to a simple lemon wedge?

Lofty ambition



Fancy a new view of Glasgow? Then plans to transform a River Clyde icon into a £7 million visitor centre, museum and restaurant might be for you.

The Big Cran' Co is hoping to develop a high-class eatery inside the Finneston Crane – or the Clydeside 'Cran' as it is affectionately known – with further plans for a sky-high visitor centre at the top. That's 152 feet up, so it should provide spectacular views across Glasgow.



Light up as Christmas at the Botanic returns for 2020

Yes, we just used the 'C' word, and we are okay with that, because it has just been confirmed that Christmas at the Botanic is to return for 2020.

Set against the spectacular backdrop of the Royal Botanic Garden Edinburgh, the illuminated trail promises to deliver a dazzling display of lights, projections and lasers that will surprise and delight those who attend.

Over 32 nights – from 26 November-3 January – the one-mile long after-dark extravaganza will welcome back some of the most popular festive installations including the Cathedral of Light and Laser Garden, as well as an appearance by Santa Claus and the festive finale

which will be projected onto Inverleith House.

Now a centrepiece of Edinburgh's festive calendar, Christmas at the Botanic will form the *pièce de résistance* on the Royal Botanic Garden Edinburgh's 350th anniversary year. The event also looks to welcome back devotees of the Garden who were not able to visit when the Garden was temporarily closed because of Covid-19.

The 2019 event welcomed 76,000 visitors during its five-week run – and the 2020 event promises to be as popular to those from Edinburgh and beyond.

Tickets for this year's show are on sale now at www.rbge.org.uk/christmas.

Scottish staycations: The Great Escape (Pod)

With the continent possibly off the cards for some time to come, the search is on to find the best British staycation you can boast to the (virtual) office about.

For most this includes serene lodge breaks, an indulgent spa stay, or a lavish city break. But for the odd few who have really spent too much time together during lockdown, the perfect getaway may come in the form of the 'Escape pod' rescue boat.

Located at Bowling Harbour, just 30 minutes' drive from Glasgow city centre, the 'Ava Rose' an Oil Rig Rescue Craft – or an enclosed bright orange life boat to you and me – has been fully renovated into a cosy overnight retreat complete with wood burning stove.

It has all the creature comforts of a



A cosy home from home

high-end hotel, albeit in a more compact version.

The surprisingly luxurious one-bed retreat boasts an 'almost' superking size bed, sink, shower, and toilet and kitchen facilities. Those over 5'11 may wish to approach with caution though, as the shower cubicle is suited to humans of the smaller variety.

A PROMISE BY THE NATION.

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

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

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

One such company to show its commitment was Highland Perthshire-based outdoor adventure experience firm Nae Limits that signed the Covenant during Armed Forces Week in June.

The document was co-signed on behalf of Defence by Lt Col Duncan Mackinnon, the Commanding Officer of 7th Battalion The Royal Regiment of Scotland (7 SCOTS).

Signing up to the Covenant is straightforward and sets companies on the path to have their pledge recognised through the Defence Employer Recognition Scheme (ERS).

This scheme incorporates prestigious Bronze, Silver

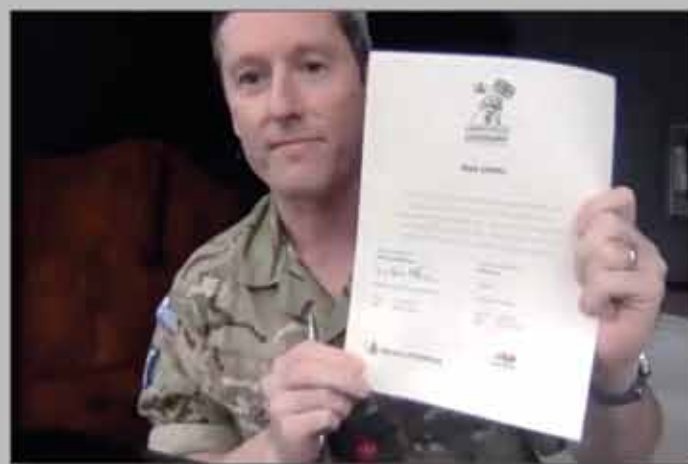


and Gold awards, granted in recognition of their pledge to support defence and the Armed Forces Community.

2020 Gold winners in the HRFCA-area were: **Aberdeen City Council, Angus Council, High Life Highland, and Scottish Water.**

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

To find out how you can support the Armed Forces, contact Highland Reserve Forces' and Cadets' Association's Regional Employer Engagement Director **Roy McLellan** in Dundee on **01382 631022** or email: **hi-reed@rfca.mod.uk**.



Dale Strang of Nae Limits (left) and Lt Col Mackinnon of 7 SCOTS (above) with the signed Covenant documents.

Proudly supporting those who serve.

It's time to bring mental health issues out from the darkness

Name: Gin Lalli

Position: Solution Focused Psychotherapist

Number of employees: It's just me!

Short overview of organisation:

I help professionals eliminate anxiety, stress and depression by helping them to understand the science behind how the brain works and to sleep better.

I use techniques that DO NOT require analysis of the past but to focus on solutions going forward.

I also present talks to companies to open up the mental health conversation – my signature talk being 'How to Empty Your Stress Bucket'

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

That people still assume that therapy is hard work, analysis and draining. Solution Focused work is all about moving forward with your life and making the changes you need quickly and easily. I try to get round this by talking about it ALL the time – in my blogs, social media and in person.

Who, or what, drives you or inspires you?

My clients and particular members of my family. I've always been fascinated by how some people cope with life's challenges and others find it more difficult. People with good mental health have not had a fairytale life, far from it, and yet they've faced pressures that some of us can only dream of, but they have this resilience and underlying strength from within. It's great we're talking more about mental health, but I strongly believe we should be



studying these people who cope rather than studying mental illness.

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

That we stop talking about mental illness altogether because we know how to manage it.

What keeps you awake at night?

Nothing – my sleep is non-negotiable!

What makes a good leader great?

Humility; we're all learning something new all the time. Also, someone who doesn't even realise they're leading as they just feel part of the team.

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

I've been lucky enough to have numerous mentors and coaches. And they all taught me different things at different times of my life. They've helped me mature and become the person I am today. I think we've overcomplicated what a mentor or coach is – these brilliant people are everywhere and ready to help.

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

World domination! No, seriously, I'm really enjoying the journey that I'm on right now and can't wait to see where it will take me.

Eventually, I want to be the first name that comes to mind when you think of stress management – I'd love to emulate in mental health what Joe Wicks has done for

physical health. So not sure what is next exactly, but I've got the final destination in mind!

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

The access to online therapy – it was something I always did but people were under the impression you HAD to be face to face.

Now you can get access to the best therapists regardless of geographical location.

What piece of technology do you rely on most?

My laptop, webcam and headset – I'm always on Zoom!

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

I love LinkedIn; I think it's become the best platform for education, business and a bit of personality while remaining professional (well for most of us – some people still need to learn that).

What needs fixed?

The NHS waiting lists for access to mental health services. The NHS doesn't realise there is a wealth of therapists out here ready to solve the mental health crisis, but they're reluctant to come out of their lane and explore other options.

What leadership advice would you give your younger self?

Only you will obsess over your mistakes – no-one else will notice them. Stop being a perfectionist and just do it! (I think I still need to remind myself of this sometimes).

“

Eventually, I want to be the first name that comes to mind when you think of stress management – I'd love to emulate in mental health what Joe Wicks has done for physical health.

Gin Lalli

”

What's flex got to do with it?



Placing diversity and inclusion (popularly known as D&I) firmly at the heart of your recruitment process is the surest way to advance gender equality at work – but how does flexible working fit in? **Juliet Turnbull**, founder of 2to3days.com explains why it is a win-win-win situation

Shout about your inclusive culture during the recruitment process and you'll open up the widest talent pool to fish from.

You'll recruit a team with diverse experience, opinions and approaches that will lead to creative, innovative solutions for your clients.

You'll become more profitable. After all, why would you want your team to all think the same way when your clients represent every part of society?

Our experience at 2to3days.com, connecting highly capable women with dynamic businesses, makes it clear to us that offering flexible working is the key to unlocking this treasure trove of hidden talent.

This isn't just a box-ticking exercise. It's not a 'because we have to'. It matters because boards with diverse executive teams are quite simply more profitable.

Indeed, a *lot more* profitable, according to April data from The Pipeline which shows that UK business and shareholders are missing out on £47bn of pre-tax profit by not engaging diverse leaders.

So where does flexible working fit into this puzzle and how is the current crisis accelerating the pace of change? It has been said that 'We're all millennials now'. We've proven en masse that it is possible to work remotely, at unconventional hours and to be productive, creative and energised. Back in March, as a nation, we embraced overnight the possibilities inherent in connecting virtually with our colleagues and tackling projects separately, yet together. It's becoming normal.

And which group in society is set to benefit the most from this adjusted timetable? Time-pressed women juggling career goals with caring responsibilities.

It's a false assumption that women who need to reduce their hours have diminished ambition. These women were talented assets before their lives at home changed, but they are still exceptional, driven individuals. By removing barriers to progress, such as



“These women were talented assets before their lives at home changed... by removing barriers to progress you'll ensure the pipeline of female talent stretches up to the top and your organisation will reduce the gender pay gap.”

the need to be 'always on', you'll ensure the pipeline of female talent stretches up to the top and your organisation will actively reduce the gender pay gap.

Responsiveness can be built into flexible work patterns. Job-sharing with an experienced colleague can be a cost-effective way to bring about innovative, profitable outcomes. Flexible workers can be brought into company culture using clever communications. It's all eminently achievable.

So, by reducing the final great barrier to women accessing the workplace

equitably – availability of time – we can truly advance gender equality at work. We can open doors where those who have the freedom to be full-time employees didn't even know they were closed.

• 2to3days comprises the UK's largest online community of highly capable women seeking to pursue their career on a flexible basis. 87 per cent have 10+ years' experience, 32 per cent have Masters and /or PhD and 41 per cent have senior management experience. More at www.2to3days.com

Tech to the rescue



As we all look to come out the other side of the Covid-19 pandemic, companies should “extend and expedite” seamlessly-connected IT transformational initiatives to digitally underpin eventual economic revival, IoD Fellow **Scott McGlinchey** tells industry commentator Bill Magee.

A digital audit of Scotland is never more prescient. It follows an extremely challenging several months across all sectors, as cost-conscious organisations have attempted to navigate a Zeitgeist global moment of unprecedented commercial and social upheaval.

Reducing the pain somewhat while simultaneously boosting the aim to become the data capital of Europe, is the Hewlett Packard Enterprise partnership with the University of Edinburgh that aims to create the Edinburgh International Data Facility (EIDF).

EIDF represents a 10-year R&D computing and artificial intelligence solutions project valued at near £100m, and the Californian-headquartered tech giant's move is fortuitous, coming as the business world has changed for ever.

This piece of good news represents a bit of light relief in what's been such an extended period of unparalleled commercial turbulence, where traditional business calendar landmarks have fallen by the wayside.

Institute of Directors Fellow Scott McGlinchey points out that despite the problems we have all faced, organisations responded well to pressures caused by the coronavirus pandemic lockdown – especially when it has involved embracing the nationwide employee jobs retention furlough scheme, too.

As a consequence, it's doubtful the office, as we've come to know it, will ever be quite the same again, with the rapid shift to homeworking backed up by video conferencing fast becoming the commercial norm.

As the health crisis has continued to engulf the entire planet, organisations have, by-and-large, adopted this practice to such an extent that it has become mainstream. Along with protecting staff in a forward-looking approach, that is to be applauded.

The Scottish Government is tapping into this wellspring of enthusiasm. It has launched a 'short-life' review, which Finance Secretary Kate Forbes says will make a series of recommendations on how the tech industry can help to ensure

the future of Scotland's economy.

More than ever, as Scotland emerges from lockdown, restarting the economy needs clever ideas jam-packed full of innovation and centred on how to harness 'the enormous potential of this sector.' The review is backed up by a £100 million ScotGovt package of additional grant support for small and medium-sized enterprises and the self-employed, centred on ensuring our indigenous SME footprint flourishes.

A truly digital economy

A McKinsey & Company pandemic briefing note reports that as the world reverts from 'resilience' to 'return', models being incorporated are increasingly using analytics/spreadsheets, central to an enterprise-wide ability to absorb such uncertainty.

It's all about getting back to business as rapidly and efficiently as possible and on the technology side, a Gartner analysts' report emphasises IT leaders must ensure business client costs are reduced by developing cost-optimised IT frameworks.

Scott McGlinchey, who is CEO of Exception, Scotland's leading digital IT solutions company specialising in helping companies engage with cloud technologies, says those organisations which have embraced, for example, remote working, “Are instrumental in moving Scotland a big step closer to a

“
Plan for similar events occurring again... invest in solutions that not only support remote working but also seamlessly support your customers across a range of digital services
”

Six-step digital plan

Business priorities are continuing to shift requiring an increased focus over the short-to-medium term and Scott McGlinchey suggests the following:

- Focus on digital services that deliver the best value for your customers.
- Cloud technology is key. Whether it's your staff digital workplace or customer engagement processes, make sure you have a clear forward path.
- Review existing digital strategies building a clear and robust cloud-first approach ensuring your business is ready

for the next phase of disruption.

- Automation, remote working, cyber security and robotics are priorities as they remove labour-intensive processes and reduce cost, safely.
- The digital workplace is not just an add-on or “nice to have”. It's a strategic technological environment. Also, remember it's more than solely products.
- Ensure your supply chain is sustainably intact and that they too can deliver for you in the “new world”. Lessening cross-border dependency may also be wise.



truly digital economy, almost overnight.”

In such a commercial reordering the pace at which businesses have reacted to the health crisis is testament to the levels of digital transformation-investment taking place. However, it should be recognised that events have affected sectors differently and in ways which no one could have predicted.

Take the financial services industry: the sector now has far greater practical experience of which services can be operated remotely and those requiring people to remain on-site. Such a ‘hybrid quality’ enables FS organisations to continue servicing customer requests “albeit, the majority have no doubt experienced considerable challenges, trying to meet greatly increased customer demand.”

A very different example is the airline industry which, regardless of how advanced the technology used, is faced with a situation where nothing other than the Government permitting people to move freely again will get that business flying.

Scott reminds the marketplace that we are all navigating our way through a situation which may change the face of business forever.

He warns organisations, wherever they are based, they must plan for similar events occurring again and that it requires new and enhanced solutions.

“Expect to see organisations expedite and enhance their digital transform-

The Cloud

Cloud computing’s lasting benefits – especially when it comes to gaining that vital innovative commercial edge – are needed more than ever.

An IDG survey reveals an overwhelming 92 per cent of respondents report their IT environment now relies on the cloud, a figure expected to rise to 95 per cent by end 2021/early 2022.

The term has been around longer than we think. Dating back to the 1950s with large-scale mainframes, leapfrog 40 years and ‘virtualisation’ PCs took off and the internet became more accessible.

IBM recalls the concept was so named because the sum of its parts represents a “nebulous blob” of computing resources.

A further three decades on and we’re talking about digital connectivity

delivering IT that’s agile, speedy, flexible while sustainable.

Failure to embrace such a cloud-driven route will result in outdated, clunky, expensive and inefficient legacy systems.

One thing is certain in an uncertain world: failure to adapt will leave a company being left way behind. Or worse still, not surviving.

“

92 per cent of respondents report their IT environment now relies on the cloud, a figure expected to rise to 95 per cent by 2021-2022...

”

ation initiatives”, he says. “By investing in solutions that not only support remote working but also those providing capabilities, to seamlessly support customers across an increased range of digital services.”

Bottom line

Scott urges three things to do: “Invest in your organisation’s digital footprint, be led by cloud-based systems that are

readily accessible remotely, to significantly enhance your ability to respond swiftly to change, and continue to support clients and staff.

Above all, approach such change with a positive mindset and belief.

The latter is extremely important as we all attempt to come out of the worst pandemic in 100 years with some new and dynamic digital ways of working to cover the rest of the century...

Build back better, not 'business as usual'



Want to get back to exactly how things were before the pandemic hit? Well, if you do, you're in a minority – because overwhelmingly, people want to build a new reality based around wellbeing, society and the environment, says **Sarah Deas**



For decades, businesses have focused on maximising profits for the benefit of shareholders. Today, some are experimenting with broadening those values – planet as well as profit, staff and communities together with shareholders. It is a purpose-driven mindset that redefines success from being the best in the world to being the best for the world.

Many studies show that purpose-driven organisations outperform profit maximisation businesses. Clearly, doing good is good business.

The Covid-19 pandemic has highlighted the cracks in the current economic system. Before the pandemic, the world was facing multiple crises: the climate emergency, rising inequality and increasing public disengagement from democratic processes. Our current health crisis adds to and accentuates those concerns.

Looking to the future, many voices are calling for systems change, for economic models that deliver for people and planet. In a recent YouGov poll, only nine per cent of respondents want things to return to how they were before the pandemic.

Covid-19 has shown us the stark divides in our economy between those who can readily work from their kitchen tables and those who cannot, including the delivery drivers who make remote working feasible. But it has also shown us a context for a better economy. The 'wellbeing economy' is designed to

deliver social justice on a healthy planet.

Business has a vital role to play in this transition. As business leaders, it's up to us to ask fundamental questions about the purpose of our businesses. How can we realise the opportunities to make a positive, regenerative contribution to the environment? How can we benefit from values-based collaboration and stakeholder relationships? How can we grow our businesses through enabling equal opportunities and sharing the wealth?

Taking the first step

There is no one single solution to the complex challenges we face, but there are solutions. The first step requires us to build individual and collective awareness of how current business operations impact and potentially damage local communities and the environment.

While we need to lead this process, we don't need to do it alone. There is a wealth of intelligence within our organisations. Create a culture where employees feel safe to help explore these difficult and challenging questions. Ask them how your business can create a more positive impact on society and the environment. You'll be surprised at what you learn.

Exploring potential solutions

Every business will navigate a different path. Each must consider all aspects of their business, from

ownership and governance models to workplace participation, product/service innovation and stakeholder relationships.

So how might stakeholder voices be brought into the governance model? Employee ownership, a model that is gaining increasing attention in Scotland, is one solution.

How might circular economy principles be used to minimise resource use and waste? Could local supply chains increase resilience (preventing disruption in times of crises) while enabling community wealth building?

These are just some of the solutions highlighted in the Wellbeing Economy Alliance's 'Business of Wellbeing' guide. It is designed to help you navigate issues and find inspiration, and it includes a self-assessment tool and details of partners that can offer support.

Now is the time to be bold.

Forget the idea of 'business as usual' – let's seize the opportunity to build back better.

To learn more, visit www.wellbeingeconomy.org/scotland. Find the Business of Wellbeing guide at www.wellbeingeconomy.org/the-business-of-wellbeing

• Sarah Deas is Trustee of the Wellbeing Economy Alliance (Scotland) and a member of the IoD's Sustainable Business Special Interest Group

How to unlock the potential of remote working

Victoria McMeel - Director, Solicitor

The shift to a remote way of working has by no means been easy for every business, but for many, it has been a rewarding experience.

While governments spent time over the summer encouraging employers and workers to return to the office to bring life back to city centres and save the economy, many businesses took a very different view.

Indeed, employers have come to realise the benefits of homeworking, flexible working hours, and the further utilisation of technology, to achieve their business objectives better, as well as to boost employee morale.

In March 2020, commercial real estate company CBRE published a report predicting that over the next decade, this radical re-imagining of the workplace will accelerate.

The acceleration has been phenomenal. Two months on from this report, global organisations such as Twitter are implementing permanent agile working practices, having transitioned from office-based to remote working. "The past few months have proven we can make it work" was the official statement from Twitter – which will allow those of its employees who can work from home to do so indefinitely. Facebook, too, has confirmed its 45,000-strong workforce will be offered the opportunity to work from home permanently.

The findings of some large-scale remote working studies have long supported a growing enthusiasm for agile working. The study carried out by CTrip, China's largest online travel agency (which at the time employed some 13,000 employees) revealed that when employees work from home, there was:

- a 13% increase in employee productivity
- a 50% decrease in employee attrition rate (e.g. employees leaving CTrip); and
- overall increased work satisfaction for employees.

Successful agile working practices can, in many cases, reduce or remove the need for businesses to rent office space – meaning fewer expensive property overheads. In addition to this, top talents are increasingly seeking flexible working opportunities.

However, while the potential benefits of remote working have seen a promotional push during this period, employers must also be aware of the



"Businesses must ensure they have the necessary IT capabilities to realise this vision..."

possible pitfalls before implementing this growing global trend permanently.

Remote working has to make business sense for your specific organisation in 'normal' circumstances, as well as in extreme ones. Currently, many organisations will have devised their remote working practices with speed, following emergency government advice.

As businesses manage through the current difficulties and build towards recovery, those who are considering an agile-working-based future must ensure careful planning.

Five considerations when implementing remote working

■ Capability

Businesses need to understand their current culture, have a clear vision of what the company wants to achieve through agile working and ensure they have the necessary IT capabilities to realise this vision. This may involve employee surveys, IT audits and senior strategy meetings.

■ Practicality

Not all businesses are suited to remote working. Companies must devise plans in line with business models, objectives and day-to-day activities. For example, it may be unsuitable for some employees to work remotely, or for them to have flexible hours. Remote workers need to be proactive, self-directed and have a defined home office space.

■ Engagement

Equally, it is not for certain that all employees will want to work from home. Some employees may associate

remote working with social isolation, or fear being 'out of sight, out of mind' may affect their promotion opportunities. Employee engagement through consultation and other forms is crucial when considering agile working to avoid employee relations issues.

■ Risk

Key risk areas such as negative employee perceptions, difficulties with remote supervision, the health and safety of remote working staff and – critically – data security, must all be addressed to ensure successful implementation. Legal obligations, specifically around health and safety and data protection, should be a primary focus for all businesses.

■ Policy

Finally, organisations seeking to transition to remote working permanently are strongly advised to ensure they implement appropriate policies, and that employees receive training to make them aware of their obligations, as well as their rights.

Our specialists have the expertise to assist you with your remote working plans from early-stage through to implementation.

If you have queries about remote working or other employment-focused topics, please contact edinburgh@vistra.com.



Wood in a time of Covid

“It doesn’t matter how much business planning you do – you can never really cover for everything that happens in a pandemic...” **Robin Watson**, Chief Executive of Wood, talks to IoD Scotland’s Rob Beswick about how coronavirus has changed his business – and why its long-term repercussions could accelerate our journey to a greener planet

When Robin Watson reviews the first stage of the Covid-19 pandemic from Wood’s point of view, the first words he uses are informative: pride, and resilience.

“Pride” in the way the business responded. “We shifted around 40,000 people to working from home virtually overnight. It was a huge logistical challenge; it doesn’t matter how thorough you are with your business planning, you can’t design a strategy that will cope perfectly with a pandemic. But our people were superb; they’ve responded brilliantly and kept going throughout the lockdowns.”

As for resilience, two factors are in play. First, Wood reaped a harvest sown over the past five years, after a large investment in back office systems in partnership with IBM, including comprehensive cyber security programmes and a cloud platform. It has kept the disparate workforce active and productive throughout lockdown.

Second, Robin’s own drive to diversify the company’s activities beyond a dependence on upstream oil and gas projects has left it better balanced and able to respond with more agility to the ebb and flow of demand throughout 2020. It’s over-reliance on oil and gas is long gone: where the sector used to make up around 95 per cent of its business, today it is around a third.

But keeping a company of 45,000 people working across 60 countries moving forward has not been easy, something Robin is quick to acknowledge. “It’s been the biggest challenge I’ve ever faced – indeed, all of us have ever faced, I’m sure. In the oil and gas sector we are used to a degree of volatility in the markets, but this is more than that; it’s a deadly crisis. People are dying and we had to respond accordingly.

“Our first priority was keeping our people safe. We directed the vast majority of our employees to work from home and the speed with which they

have adapted to their new working conditions has been astonishing.”

Where staff have been left on site, in charge of critical power installations, for example, the key to their safety has been “having a thorough testing regime in place.”

If only that strategy was followed by everyone...

It wasn’t without its problems, however. “Like everyone else we’ve had to consider if our people are really productive but also, what are the HR challenges? Home working doesn’t suit everyone – there may be family or care commitments, some people need that physical interaction more than others. It’s been a huge ask for our management teams.”

For Robin, the personal impact has been interesting. Now mainly home-based and trapped in a seemingly never-ending cycle of Teams meetings, Skype chats and phone calls, as many of us are, his new working dynamic means he’s missing out on getting around Wood’s global network.

“I’m not the most enthusiastic traveller,” he admits, “but getting out to meet our people is the part of the job I love. I’ve always been a very hands-on leader. I’m naturally curious – have been since I was a boy – always looking for solutions to things. It’s the engineer in me. That’s why I love getting round our sites, seeing them in action, hearing about the challenges our people face and helping address them.

“I always knew I enjoyed that part of the job but it’s only once you’re stopped

from doing it that you realise just how much it means to you.”

Has handling a business working in 60 nations, presumably under 60 sets of coronavirus rules and restrictions, created added complications?

“Surprisingly, no: most of our work is within OECD nations and there was a general consensus as to how to respond to the virus. There were differences but in the main, they were quite nuanced.”

Wood has always been a ‘sunrise/sunset’ operation, with a strong presence from Asia to the Americas. The onset of the pandemic in Asia, therefore, gave it a taste of what was to come Europe and the USA’s way, allowing it to prepare for the crisis. But it was in no way an even picture as far as the impact on business is concerned: in the first quarter around 60 per cent of its end-user markets were largely unaffected, Robin points out.

But since then there has been more volatility – and that will hurt. “Like everyone else, we’ve seen an inevitable reduction in sales revenue and activity as projects have been cancelled or mothballed. That will deliver short-term pain, but we’ve proved we’re resilient enough to handle that.”

Part of that resilience comes from the very nature of the business Wood is in. A global leader in the delivery of consulting, project, engineering and technical services to energy and the built environment, there is a natural ebb and flow to its work throughout any year. “You win new work, you finish a project, you enter new geographies and



I love getting round our sites, seeing them in action, hearing about the challenges our people face and helping address them... it’s only once you’re stopped from doing it that you realise just how much it means to you...”



leave old ones. It's a pattern that creates a natural wave of peaks and troughs of activity through the year. I think Wood has a general operational muscle that helps us cope with change and has given us a built-in resilience. It's been a vital tool during the past six months."

It is astonishing to see just how far the company has diversified in recent years. "After the 2015-16 recession we accelerated a programme of diversifying into new areas. At one point 40 per cent of our revenue came solely from the North Sea, 95 per cent from upstream oil and gas – and just 12 customers represented over 60 per cent of turnover. We've cut that dependency right back. We were too vulnerable to commodity price fluctuations. Now, upstream oil and gas is only around 35 per cent of our revenue, and our top 20 clients make up around 40 per cent of the balance sheet."

Today, Wood is as likely to be involved in chemicals and renewable energy sources such as hydrogen, wind and solar as it is oil or gas. "We have made a number of bolt-on acquisitions that

“

The public has become used to clearer air and less pollution... that drives aspirations for cleaner energy sources in the future”

broadened our market exposure so we have a much better customer mix."

The acquisition of Amec Foster Wheeler in 2017 has deepened this diversification, adding new strings to an already strong bow. "Buying Amec Foster Wheeler was part of our plan to broaden our portfolio, including in the all-important renewables sector; it has taken three years to integrate it fully into the Wood family, smoothing out the back office systems, and we'd just about got all that sorted at the start of this year..."

But what could have been a year of quiet consolidation was transformed by Covid-19 into a year of upheaval – but like any forward-thinking business leader, Robin recognised the need to be agile and responsive to the challenges of the pandemic.

"We had already started a strategy programme called Future Fit, which is looking at every aspect of our business and ensuring it is ready for the challenges we face in the coming years. The pandemic has accelerated that process; it's a change programme that will adjust our structures, focus and emphasis, making sure we have the right people in the right areas."

High on the Future Fit agenda is energy transition. As the world looks to wean itself off fossil fuels, Wood wants to be leading that change. "There are tremendous opportunities for us, and the pandemic has accelerated our plans. The public has become used to clearer air and is aware of less pollution around them as traffic levels have fallen. That drives aspirations for cleaner energy sources in the future."

Once Covid is out of the picture, climate change and the decarbonisation of the planet will return to front page news. China's recent announcement that it intends to be carbon neutral by 2060 seems a long-distance goal, but it is still a notable step. Is it possible the world could become carbon neutral in that timeframe? "Yes, it's challenging but I'm an engineer at heart, and we need to engineer a solution. It will come."

Wood has made a strong start to the journey already. "From an organisational point of view we're looking at decarbonising our customers. Our 'Green Handprint' is a critical part of our business model as we reduce reliance on fossil fuels. I don't particularly like this phrase, but we're looking at "greening the brown."

I can see why he doesn't like it, but in layman's terms, it means steps such as "using wind turbines to power offshore oil and gas sites" as a practical way of reducing CO2 emissions.

"First, we help our clients to reduce the carbon intensity of their current operations, including decarbonisation, carbon capture and storage."

Carbon capture is an area where the UK can be a world leader. "We've got the technology and people to make it work, and we have sites in the North Sea ready to use. It needs supporting and stimulus from governments but it's an exciting field to be working in, and we're ideally positioned to take advantage of new opportunities as they present themselves."

Continued on page 18



The dynamics of our board are excellent. I enjoy whiteboarding ideas with them, kicking ideas around and seeing how things could look...”

Continued from page 17

In addition, “we help our clients find new, renewable sources of energy.”

He’s especially pleased with the giant steps the business has made in renewables. “We have an outstanding track record in renewable energy projects. For instance, we’ve delivered 120 trains powered by hydrogen; it’s a fuel that we think is a great option for powering the future. The issue holding it back at present is scaling it up - but I’m confident we will engineer our way through that problem.”

He points to advances in wind and solar as the proof that engineers will find a way. “15 years ago everyone said solar and wind were economically unviable, yet today they are as viable as fossil fuels in some regions.”

Wind power is an area where Wood is certainly leaving an indelible impression. “We’re involved in 20 per cent of all wind capacity globally, from complete turnkey projects in the US to optimising turbine blade technology. We’ll see more investment and innovation in both these fields in the future.”

Finally, we are also working alongside our clients in new partnership models that look to the future, in both the energy industry and across the built environment.

He’s quick to point out that a carbon neutral world won’t happen overnight, however. “Cutting carbon out of the equation won’t be immediate; there’s no switch we can flick to transition the whole energy sector. I’d suggest we’re on a generation-long journey, maybe a generation and a half, before we can truly say we are carbon neutral.”

It’s a pragmatic approach you’d expect from Robin. Brought up in a traditional working class household, he prides himself on his straight-talking narrative that, he hopes, brings people with him. “To lead, people have to believe you are authentic. I have a real passion behind the strategies we’re following; I genuinely believe they are for the best. You can’t go on the type of transformational journey Wood has been on without first energising people to join you on the journey.”

“It’s a hearts and minds exercise; we’re creating a new business based on emerging trends and it is very challenging, but thankfully we’re all

focused on delivering successful outcomes.”

He is full of praise for the board and executive team who support him. “We have a good mix - people who’ve been on the board for 30 years, one who has been with us for a year. It’s exciting to bring in fresh ideas and thinking, to have diversity of experience in the boardroom.”

He is pleased too that, despite an outsider’s impression of Wood as male-dominated, it actually has a good gender mix at senior level. “Around a third of the board and the executive team are female, which is possibly a better mix than many would assume.”

He is concerned, though, about the pipeline of talent coming through. “I think we have to acknowledge that that mix doesn’t go all the way down through the business. We’ve got great role models at the top but when I look at senior middle management and P&L delivery operations leadership, it is dominated by STEM qualified engineers, and is heavily male.”

The problem for Robin begins far earlier than his management teams. “We have to get more girls at school interested in science and engineering. We know that by the age of 15, 70 per cent of students on STEM courses are male. That gender gap widens even further by the time you get to university, so the pool of available female talent we have to draw on is small. We have to change that.”

It’s why Wood is active in a number of STEM courses in schools and colleges, encouraging girls to look again at science and realise engineering has a place for them. “Our focus is on inclusion and diversity; it’s an important distinction, to put inclusion first.”

Wood has other blockages in its talent pipeline that it is working to clear. “We’re very active in India but know that the number of Indian candidates in our succession pool is small, so again, we’re looking at that, with a policy of conscious inclusion.”

He cherishes diversity of thought. “It’s crucial. It’s not just male v female or different cultures around the table, but different disciplines, too. You get accountants and engineers around a table and you’ll see they have a very different way of looking at things.

“The broader your range of views,

whether it comes from gender, culture, education or just life experiences, the better the outcomes for the business.”

Despite being the head of a world-class operation, Robin acknowledges that he is not the finished article and is always looking to develop his own knowledge and skills. “I use a coach to help me and have done for some time. I don’t always use the same coach - I look for advice in different areas at different times. For instance, I’ve looked to develop my skills on scenario analysis, or building a new strategic model, and used different coaches to achieve that.”

Currently, Robin is looking at ways of staying energised so he can leverage future opportunities. “One of my thoughts at the moment is how do you finish a major task and feel it’s been an





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We're involved in 20 per cent of all wind capacity globally, from complete turnkey projects in the US to optimising turbine blade technology. We'll see more investment and innovation in both these fields in the future..."

exhilarating success that, while tiring, doesn't leave you feeling dead inside? I'm comparing it to that moment when you finish a sporting event, like an Olympics decathlon or climb Everest, and you have that feeling of fatigue but it's combined with intense satisfaction."

He has long used mentors to shape his path. "I've been fortunate in working with some really inspiring people over the years. Sir Ian Wood is still someone I can turn to for advice, and chairs past and present have always been sources of wise counsel. In addition I've an informal network of people I can turn to to ask, 'what do you think of this, or 'I'm thinking of doing that', and gauging their response."

He also has his 'fellow travellers' of the Wood executive team to turn to.

"The dynamics of our board are excellent. I enjoy whiteboarding ideas with them, kicking ideas around and seeing how things could look."

At the moment, it's planning for the future that is taking up much of his time. "If you asked what keeps me awake at night, it would be the Future Fit programme. We're active on so many fronts that there's a lot to think about, and that can stop me dropping off."

He's also aware that the challenges of the pandemic are placing new pressures on him and his fellow executive team members. "It's hard; you can feel the fatigue creeping up on people. You go through a week of conference calls, Zoom meetings and it's an intense period with little downtime; there's no social interaction with colleagues

between sessions and that can be so tiring."

It's something that concerns him: "I'm encouraging my people to talk about it and share when they are struggling. There are pressures at play people haven't been used to."

But Robin is convinced Wood's in-built resilience will see it through. "You know, when we were in the depths of the pandemic and deaths were soaring, I took a huge amount of heart from the front-line workers around us. I saw them, not just the NHS, but the delivery drivers, the postmen, all carrying on, giving their all. They inspired me - I think they inspired us all. Their example gave me the extra resilience I needed to handle the challenges we faced."



The Covid-19 pandemic has forced many businesses to innovate in order to survive – and the ones that have succeeded best are those that have embraced gender diversity as the power behind their plans, says **Professor Lynne Cadenhead**, Chair, Women's Enterprise Scotland



As we re-start the economy, our ability to innovate will be critical to our future prosperity. There has never been a more important time than now to create a business landscape where innovation can thrive, and diversity of thought can power exciting new prototypes and propositions.

Research consistently shows that gender diversity is the power behind radical innovation – the kind of creative thinking that identifies novel ways of doing things and ushers in big transformations. When our business ecosystem fails to harness all the talent available, can we really be surprised that our productivity and innovation lags? We are currently leaving billions of pounds of economic opportunity lying untouched on the table – as much as £250bn, according to work led by NatWest Group CEO Alison Rose.

When we speak about the importance of gender equality in business, it's often about the value of doing the right thing. We talk about inclusion, leaving no one behind and creating a better future. All of which is important, but gender diversity is so much more than that. It has the power to transform existing thinking, open up exciting possibilities

and significantly boost economic activity.

Our work at Women's Enterprise Scotland (WES) is founded on the economic benefits of closing the gender gap in enterprise participation. It's 2020, yet fewer than 16 per cent of SMEs in Scotland are women-owned employer businesses. We have a vision of a progressive Scotland, one where all women, and especially BAME women, can start up in business at the same rate as men. That's one of the reasons why we recently launched the digital Women's Business Centre. WES wanted to create a vibrant hub that provides dedicated support for women as they develop business ideas and take the leap into enterprise.

At a time where many businesses have been ravaged by the impacts of the Covid-19 pandemic, we have seen great acts of collaboration which have delivered much-needed urgent support. But with the furlough scheme due to end shortly, mounting business closures and redundancies are all too likely.

Our economy urgently needs to create new jobs and the importance of encouraging women to participate in sectors lacking gender diversity has

already been highlighted by Mark Logan in his recent review of the technology sector. It is SMEs that will create the much-needed new jobs which will regenerate our economy. This is the time for us to capitalise on all the skills and talents available to us as a nation, enabling women's enterprise to help boost innovation, creativity and new jobs.

There are already new initiatives underway which can help realise these goals. The recently launched Productivity Institute aims to lay the foundations for a new era of sustained and inclusive productivity growth. The result of much hard work and determination by visionaries at the University of Glasgow Adam Smith Business School, the new Institute will be a game changer. Bringing together diverse teams right from the start, it will create that all-important environment where innovation can thrive

We have an opportunity now to build back a better, stronger, more inclusive and diverse economy. It is time for us all to encourage more women to participate in enterprise and usher in a new, innovative and vibrant economy in Scotland.

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We are delighted to announce confirmed details for the IoD Scotland Conference 2020.

As you will expect, this year's conference cannot be held in its usual manner because of the coronavirus pandemic, and will instead be an online event.

However, what hasn't changed from previous years is the calibre of our guest speakers: drawn from the top echelons of business, politics, the third sector and sport, we have put together a stellar line-up who we're sure will deliver superb insight and takeaways that will make a lasting impression on both you and your business.

Our focus will be firmly on how we can all **Collaborate for Scotland's Growth**

With the world's attention focused on the Coronavirus pandemic, it's up to us to use all our ingenuity, creativity and powers of innovation and collaboration to keep business on track; never before

has Scotland been so dependent for its directors and business owners to show real leadership.

The economy that emerges from this crisis will be very different, but what we have learnt over the past months is the value of collaborative effort to produce regenerative, sustainable results.

Yet Covid-19 is not the only challenge business leaders face. It is being played out against a backdrop of global climate challenges, UK-EU trade negotiations and tension over the political future of Scotland.

We are in changing and unpredictable circumstances, and it is only with collaboration that these challenges can be faced.

Our keynote speakers will address issues arising from Covid-19 and help plot a route through to the other side of the crisis, investigating the key ways we can all contribute to 'Building Back Better.'

In addition, the two sessions will feature the leadership lecture, an interactive Q&A session with Robin Watson, Chief Executive of Wood, workshops, a panel session and exhibition – and we've even managed to organise a virtual cocktail masterclass and some networking!

TO BOOK: www.iod.com/events-community/regions/scotland/annual-conference

Conference itinerary

THURSDAY 5 NOVEMBER: 2pm-5pm

- Welcome & Introductions
- Lecture with Benny Higgins, Chair, Scottish Government Advisory Group on Economic Recovery Workshops
- Jon Geldart, Director General, IoD
- Cocktail Masterclass & Networking

FRIDAY 6 NOVEMBER: 10am-2pm

- Welcome & Introductions
- Keynote Session
- Panel Session
- Exhibition & Networking
- Workshops
- Keynote Session
- Final Remarks

Leadership lecture, keynote talks, panel session, breakouts, networking and an exhibition hall – all hosted live on a virtual platform

Keynote speakers, panel session and workshops – see overleaf

Headline Sponsor: Salesforce

A unique view of how technology is changing business...

Salesforce is a global technology company founded on four core values of Trust, Customer Success, Innovation and Equality. Many of the world's leading companies use the Salesforce platform to bring their business into the Fourth Industrial Revolution, and beyond.

During the conference, we will share our unique view on how technology is changing the world of business, and where there are opportunities for Scottish business to excel

in the future. We will advise Scottish leaders on two key considerations when it comes to shaping their business for the future: their people, and their mindset. Your people are crucial for future business, and the right executive mindset is needed to lead them forward.

For more information, visit www.salesforce.com/uk

salesforce

IoD Scotland Annual Conference 2020

Collaborating for Scotland's Growth

Virtual Event | 5 & 6 November



Conference Keynote speakers

IoD Scotland is delighted to welcome a number of high-profile figures to address our conference.

■ **Jon Geldart, Director General, IoD**, joined by Tej Parikh, IoD's Chief Economist, will offer views from a UK-wide perspective on finance, the economy and Scotland's future.

■ **Kate Forbes MSP, Cabinet Secretary for Finance**, will outline the Scottish Government's steps to support entrepreneurship and expansion of the digital economy, as well as interventions for addressing inequalities in society.

■ **Robin Watson, Chief Executive, Wood**, will join IoD National Director Malcolm Cannon for an 'In Conversation' session and will share his thoughts on the skills and attributes required in times like these. Of interest to many will be how he has steered the 55,000-strong global workforce at Wood through the pandemic – plus how the crisis could precipitate a global race for green energy.

■ **The Conference will be chaired by IoD Scotland Chair Aidan O'Carroll on Thursday and National Director Malcolm Cannon on Friday.**



Panel Session

Mental wellbeing messages from the world of sport

There is much that sport can teach business about teamwork and collaboration, as well as mental resilience and wellness. We are delighted to be joined at Conference by three Scottish international stars to look at these key areas and offer their thoughts on how the sporting world's techniques and training can be transferred into the business world.

The sporting trio are John Barclay, former Scotland rugby captain; Scottish international cricketer Abbi Aitken-Drummond; and Kieron Achara, Olympian and former GB Basketball and Scotland international. A panel session will allow interaction from the audience.



Leadership Lecture: Benny Higgins

Covid-19 has disrupted all that is familiar, with a sudden and devastating impact on health, society and business. **Benny Higgins, Chair, Scottish Government Advisory Group on Economic Recovery** will explore how a crisis can be a catalyst for change.

■ How do we collaborate effectively to create a new dynamic for growth and prosperity for Scotland?

■ How do we create a country that is stronger and fairer, and achieve greater societal integration?

■ What is the role of business leaders in building a stronger Scotland?

■ How do we make businesses more efficient, more effective and better places to work?

■ How do we best serve young people and make sure their futures are not blighted by the pandemic – and how do we ensure a green economic recovery?

The lecture will include a Q&A Session facilitated by Aidan O'Carroll during which the audience can respond with their own questions.



Workshops

Workshops will be delivered on Thursday and on Friday, giving the opportunity to select two of your choice. The options will include:

Introduction to Cyber and Taster Session to the NCSC Cyber Exercise in a Box Delivered by Scottish Business Resilience Centre

Exercise in a Box is an online tool from the NCSC which helps organisations test and practice their response to a cyber-attack. The service provides exercises, based around the main cyber threats, which your organisation can do in your own time, in a safe environment, as many times as you want.

It includes everything you need for setting up, planning, delivery, and post-exercise activity, all in one place.

This iteration of *Exercise in a Box* has been piloted with SMEs, local government and the emergency services in mind, but other private and public sector communities could benefit from using it. There will also be some overarching cyber advice, including what to do if you experience a cyber incident.

The session will be delivered by three of the senior management team at the SBRC: Jude McCorry, CEO; Declan Doyle, Head of Ethical Hacking; and Mark Cunningham Dickie, Head of Incident Response.

More at www.sbrcentre.co.uk



Priorities for a Green Recovery

Delivered by Zero Waste Scotland

Zero Waste Scotland has identified steps the country should take as part of the green recovery post-Covid-19, and the future of Scotland's low carbon economy. Eight opportunities have been identified, including: bioeconomy, energy transition, carbon pricing. Zero Waste Scotland will examine each section and outline the opportunities that lie ahead for businesses as they look to promote sustainability.

More at www.zerowastescotland.org.uk



The Zero-Carbon Car – electric vehicles, tax and the next five years

Delivered by Pike + Bambridge

As recently as 2019, electric vehicles were predicted to reach global parity with combustion engine vehicles by 2025. Now, experts predict this will be achieved before then. What does this mean for business, our roads infrastructure, and how can decision makers benefit from this unprecedented revolution in the way we move? Pike + Bambridge's MD Piers Bambridge will guide delegates through the new world of mobility, covering everything from what the world of autonomous vehicles may look like in 2030, to tax and employee benefit opportunities and what many are predicting will be the 'smart phone revolution' of the 20s. We'll also review new hybrid and electric vehicles, and consider the tax benefits of electric vehicles for company directors.

More at www.pikeandbambridge.co.uk



Dunnet Bay Distillers Premium Scottish Spirits

We are thrilled to have our fully recyclable refill pouches now available across our range of spirits! These create a super recycling scheme, allowing you to refill your iconic ceramic bottle.



Bottle for Life

Refill your collectable ceramic bottle with our fully recyclable pouch

Save Money

Our refill pouch costs less than our ceramic bottle and we pass that saving onto you

Free Pre-Paid Postage

Our pouches have pre-paid postage. Simply pop it into the post box – no envelope required

Sustainable Packaging

Each empty pouch you send back to us will be collected and recycled into new items

The cream of the crop!

IoD Scotland defies pandemic to hail achievements of our best business leaders at Director of the Year Awards

Covid-19 restrictions could not stop IoD Scotland holding an exciting and vibrant Director of the Year Awards that saw Marshall Dallas of the Edinburgh International Conference Centre and Jim Galbraith, Chief Executive of Scottish Friendly Assurance Limited, take home the two headline honours.

This year's ceremony followed so many other events by switching on-line as a result of Covid-19, and were so expertly compered by radio and TV presenter Grant Stott, that the evening cracked along with wit and energy as the IoD shone a deserving spotlight on the country's most inspirational business leaders.

There was high praise for all finalists and entries, whose inspirational stories made the judging panel's task harder than ever, IoD Scotland Chair Aidan O'Carroll said.

But in what has been an immensely difficult time for the country, he said, it was right that the IoD recognised its many outstanding directors and praised their achievements over the past 12 months.

In the headline **Director of the Year categories for SMEs and Large Businesses**, two candidates stood out.

For **SMEs**, **Marshall Dallas'** stewardship of Edinburgh International Conference Centre displayed excellent evidence of his abilities, in particular his commitment to staff and team development, and ability to overcome challenges.

Judges also praised his forward-thinking development of a new hotel linked to the EICC, to counter a room shortage in the city.

Michael Rolland of The Paint Shed was Highly Commended in this category.

In the **Large Business** category, **Jim Galbraith's** role in building a strong business with a track record of sustainable and profitable growth at Scottish Friendly Assurance

Limited made him the stand-out candidate.

Jim was, the judges said, a "leader with impressive focus, purpose and ambition, ensuring that he is building the right skillset to grow and enhance a well-known brand in a responsible and financially profitable way."

Both were delighted to receive their awards: Marshall said the fact that it came from the IoD made it all the

Watch the winners' videos at:
Marshall Dallas:
<https://vimeo.com/461270586>
Jim Galbraith:
<https://vimeo.com/461283547>



SME Director of the Year Marshall Dallas and (inset) Michael Rolland, Highly Commended



more pleasing, as he sees it as a global leader in promoting good governance and directorship, while Jim dedicated his award to his team at Scottish Friendly, hailing their response to the pandemic as "superb".

"The way they came together to continue supporting our customers and delivering our expected service standards was truly impressive."

IoD Scotland National Director Malcolm Cannon said he had been blown away by the two main winners. "In times of crisis, they demonstrated an incredible amount of tenacity and drive."

He had warm words for the other winners, too: "They showed why they are recognised as leaders by Scotland's business community. They are creating and leading business organisations that are built to thrive, something that is vital in the current environment."

"With businesses facing external strains like never before, they require leadership such as our finalists demonstrate to steady the ship and generate benefits for customers, employees and stakeholders."

This year's awards attracted over 200 entries – a record for the event.



Director of the Year (Large Business), Jim Galbraith



Lyle Hamilton from Dumfries & Galloway High School, won the Young Enterprise Scotland Award for his leadership of student business, Idiom.

* Click this for more details on the winner's organisation

Chair's Award

The IoD Scotland Chair's Award, selected by Aidan O'Carroll, went to Professor Heather McGregor CBE.

Professor McGregor, Executive Dean of Edinburgh Business School at Heriot-Watt University and Non-Executive Chairman of the Taylor Bennett Foundation, was described as having all of the attributes that IoD wants to celebrate with its Director of the Year Awards.

"Professor McGregor has been a true inspiration for so many people in Scotland and around the world throughout her long and distinguished career," said Aidan, particularly citing her commitment to diversity and inclusivity.



Young Director

The Young Director of the Year was Rebecca Bell of Spectrum Service Solutions Ltd. Judges said she "clearly demonstrated good articulation around roles and responsibilities, mixed with a clear sense of leadership, which had helped her drive business growth." Rebecca told Grant Stott she was delighted with her win, saying that her secret was to never be afraid and always challenge herself with "unreachable goals".



Director for Innovation

The Director of the Year Award for Innovation went to Martin Murray of Dunnet Bay Distillers Ltd. His track record demonstrated great strategic thinking and decision-making, underpinned by a community-based approach that showed a passion for his business and the region in which it was based. Impressive growth had been the result, judges noted.



International Director

Colin Wade of Chemco International Ltd won the International Award after proving to be an effective leader in a competitive and price-sensitive market that required tact, aptitude and knowledge to succeed. He told awards compere Grant Stott that he saw the award as "a vote of confidence in the employee ownership model... there really are no downsides to employee ownership, only benefits... everyone pulls together..."



Public Sector

The Public Sector category was another that proved highly competitive, with Simon Milne MBE, Royal Botanic Garden Edinburgh, named as the winner. He had shown, judges said, how to effectively lead a team throughout a transformational process while delivering better outcomes for them, the organisation and the community they serve. Simon also won the Edinburgh & Lothians branch award, with judges blown away by his obvious passion for this historic part of the city's firmament.

Third Sector

The quality of entries in the Third Sector category highlighted a real breadth of talent from across Scotland, but Iain MacRitchie of MCR Pathways' combination of passion, expertise and personal qualities were truly inspiring and saw him take the award. He also received the Glasgow & West of Scotland branch award.



More award winners: see pgs 26-28

The cream of the crop!

Director of the Year Awards (cont from pg 25)



Equality, Diversity & Inclusion

Lynne Cadenhead of Women's Enterprise Scotland was named Director of the Year for Equality, Diversity & Inclusion. Lynne has created "meaningful change at policy level with a small team" and delivers high impact and global reach for her organisation.



Start-Up

The **Start-Up** award was a chance to revel in the achievements of exciting new business leaders, with **Dr Dave Hughes** of Novosound adding excellent business skills to his already outstanding knowledge of the sector. **Nicki Sturzaker** of Drylaw House was Highly Commended in this category, with praise for her ambitious growth plans and vision to spot new opportunities.



Social Value & Sustainability Impact

A new category this year was for **Social Value & Sustainability Impact**, and the inaugural recipient was **Martin McCrimmon** of CMS Window Systems. His clear passion for delivering environmental targets had impressed judges, as he proved once and for all that financial success went hand-in-hand with sustainability.

Non-Executive Director

Sarah Deas, was the **IoD Scotland Non Executive Director of the Year** for her work with the Bank of Scotland Foundation and Wellbeing Economy Alliance (Scotland). She was hailed as a "strong example of an effective NXD, bringing thoughtful and constructive challenge in an appropriate manner that is always focused on business improvement. A strong example of an effective non-executive who has positively impacted governance." John Anderson of iMultiply Resourcing Limited was Highly Commended in this category.



Family Business Director

The importance of Family Businesses to the Scottish economy was underscored by Ed Monaghan of house builders Mactaggart & Mickel. While not a member of the family, Ed had demonstrated significant experience and understanding of what is required to lead one of Scotland's premier family businesses.



Missed the awards and want to catch up? Watch it all at www.iod.com/events-community/regions/scotland/director-of-the-year-awards

MORE AWARDS WINNERS - SEE PAGE 28



GLENCRAFT
MATTRESSES - SINCE 1843



Glencraft Mattresses - a social enterprise

Making positive changes to the lives of our staff – every time you buy

A “Not for Profit” Social Enterprise, Glencraft is also a registered Charity. Ever since we were founded in 1843 it's been our mission to help people sleep better while improving the lives of both our customers and staff.

Glencraft is proud to manufacture and offer our clients the highest quality luxury mattresses. And every purchase our customers make changes the lives of our staff and the local community, while also making a positive impact on society.

The company has a long, extensive history of fine craftsmanship. In 1818, Miss Christian Cruickshank gifted money for an organisation to provide work to unemployed and disadvantaged people resident in Scotland.

25 years later, as this fund was accumulating interest, it enabled the organisation that would become Glencraft to open its doors, in 1843.

During the first 60 years the trust fund provided a school, workshops and allowed the company to employ over 300 people. Until the end of the 19th century part of the building was also leased as a hospital for the orphans of Aberdeen.

Our main objective, then as now as a social enterprise and business, is to continue to provide ‘Dignity through Work’ to our passionate,

skilled colleagues. Consequently we have in place a strong staff training system which allows open discussion on training needs and developing our staff in both craftsmanship skills, administration and business skills.

People come to Glencraft because they trust the quality of our products and because of the emphasis that we place on excellent customer service. As a social enterprise the sale of every mattress makes a positive impact on the lives of all Glencraft employees and the wider community.

We also have a Royal Warrant to HM Queen Elizabeth, having served four generations of the Royal Family at Balmoral. Our luxury mattresses can be found in some of the best hotels in the country and beyond. Indeed, we recently provided the mattresses for the new Caledonian Sleeper Service between Scotland and London.

Exclusive IoD discount

Glencraft is proud to be associated with the Institute of Directors and would like to offer any IoD member a 20% discount on any of our luxury models purchased between now and the end of June 2021.

Please email our Managing Director, Graham McWilliam, at graham.mcwilliam@glencraft.co.uk quoting your membership details.



Pictured right, Glencraft's Managing Director Graham McWilliam with his Director of the Year Award for the IoD's Aberdeen & Grampian Region. Judges praised Graham for overseeing “a period of significant challenge and evolving the business into a truly world-class one...”



Regional Awards

IoD Scotland's regional branch network were also delighted to name their own winners at the Director of the Year Awards.

Simon Milne MBE of the Royal Botanic Garden Edinburgh took the honours for the **Edinburgh & Lothians** branch, with judges blown away by his obvious passion for this historic part of the city's firmament, while the **Central Scotland** winner was **Dr Ken Thomson OBE**, Forth Valley College. Dr Thomson has developed an outstanding network of outside partnerships, and has proved to be a transformational leader.

In **Glasgow & West of Scotland** the winner was **Iain MacRitchie** of MCR Pathways. Judges commented that they could see tangible evidence of the impact his work has had on the charity. There was praise too for young and upcoming director **Vanessa Gilpin** of **strEAT Events Ltd.**

Niall MacDonald, previously with Aquascot, was named regional director for **Highlands and Islands**, with judges praising his creation of a positive and responsive culture, with **Lisa Kerr** of Gordonstoun School Highly Commended.

Nathan Pyne-Carter took home the honours in **Tayside & Fife** for his work with Ace Aquatec Ltd, where goals set for innovation and growth and his clear people strategies were evidence of a shrewd leader at work; **Mike Robinson** was Highly Commended for his work with the Royal Scottish Geographical Society.

In the **South of Scotland**, **Anna White** of ScotlandShop took home the spoils

after impressing with her extensive and deep knowledge of the market and business context – skills that had held her in good stead as she transformed the business to cope with the pandemic lockdown – while in **Aberdeen & Grampian** the winner was **Graham McWilliam** of Glencraft (Aberdeen) Ltd; he was praised for overseeing a period of significant challenge and evolving the business into a truly world-class one.

Regional champions:
From the top, **Anna White**, **Ken Thomson**, **Niall MacDonald**, **Nathan Pyne-Carter**, **Graham McWilliam**, **Mike Robinson**, **Lisa Kerr** and **Vanessa Gilpin**



Awards sponsors and supporters

• See the link below for an exclusive message from our category sponsors;



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The Friendly option wins through

Jim Galbraith said he was surprised to be named IoD Scotland's Director of the Year for Large Businesses... but given his recent track record as Chief Executive of Scottish Friendly Assurance, he shouldn't have been surprised by the accolade. By Rob Beswick



Jim Galbraith admits he was more than a little surprised when he was announced as IoD Scotland's Director of the Year.

With the awards held online rather than at the traditional black tie dinner as a consequence of the Covid-19 pandemic, Jim was sat at home enjoying proceedings in the belief there was little chance of him winning when his name was read out by event compere Grant Stott.

"It was a very humbling experience," said Jim, Chief Executive of Scottish Friendly Assurance Ltd. "I was surprised to be a finalist in the first place, so to win was a huge shock. When Grant interviewed me live I had to pull a quick speech of thanks together as I had nothing prepared!"

Entering the awards was not something he had ever planned to do but after leading the successful acquisition of a £2.4billion book of life and pensions business from Canada Life, increasing head count and making a considerable investment in new processes and systems, his fellow board members thought it was time the rest of the world heard a little more about Jim's achievements.

"I was very flattered. The Canada Life deal has been really challenging. It has taken 18 months of really hard work to bring it to fruition and integrate all the policies into the Scottish Friendly portfolio."

However, the returns will be worth it. "It has really raised our profile in the financial sector and hopefully will lead to more deals of a similar size and nature in the future."

Canada Life had been looking to move some assets that no longer fitted their core business, and Scottish Friendly made an ideal fit. Jim hopes it won't be the last acquisition, either. "These things

take time but I hope that in 18 months we'll be looking at a similar deal going through."

Jim is quick to point out that the success of the deal – and his subsequent Director of the Year award – are not solely his work. "The whole team has got behind this; it's been a real collective effort that I'm very proud of."

That team is surprisingly small, too. "The new roles we've created have increased our headcount to around 200 but I like to think we punch above our weight. We've invested heavily in back office systems and one of our core strengths is our efficiency. Our staff-to-funds ratio is very low, meaning we deliver a good return to our customers from comparatively few people."

Like everyone else, the team has had to cope with the turmoil of the coronavirus pandemic for the past six months, and Jim's pride in their performance shines through. "We've had to change the way we worked from the start. We've always had business contingency plans in place but not to this level. We were focused on fires, cyber crimes or vandalism, but the pandemic absolutely smashed those plans."

"We're not a huge business with lots of spare resources or capacity, so virtually overnight we had to totally transform the way we operated."



Continued on page 30

The Friendly option wins

Continued from page 29

"That involved increasing our connectivity, making sure all staff had access to laptops, and could get on to our systems and start work.

"It took a few days but our IT team were brilliant; they went the extra mile to make sure everyone was up and running."

But getting kit into the right hands weren't the only challenges. "We were very concerned that some of our people just wouldn't be able to work from home in any kind of comfort. We've got a lot of younger staff who might not have had space to work, or access to desks or proper chairs for that matter. We made it a priority to make sure everyone was properly kitted out."

Hard work and graft can beat a lot of problems but they can't make a poor broadband signal disappear, however. "One of the biggest problems we faced was internet speeds. They were poor in some areas and we were genuinely shocked. We had our IT team racing round delivering Wi-Fi dongles to people who just couldn't get the systems to work. That's appalling we had to do that, in this day and age."

The connectivity speeds impacted on productivity a little but service standards quickly returned to the levels Scottish Friendly's customers expect. "We responded by recruiting new people but then found training difficult over Zoom or the phone. Our people have proved really resourceful though, and we've noticed that if efficiency levels have dropped, the hours people are working have lengthened. I think we're getting a little of their commute time, as people sign in a bit earlier than expected in the office, and work later."

The staff's response was first rate. "What pleased me most was that we had no push back on the changes we had to make. There were no naysayers; everyone appreciated the seriousness of the situation and got on with it.

"It was a collective effort of rolling up our sleeves and getting stuck in."

Having managed the switch in extreme times, Jim thinks home working clearly has a long-term future in some capacity. "We've always had the odd person working from home a little but there was always a reluctance to see it through to a real hybrid model, with people splitting working days between home and the office. That thinking has changed, however. There are many benefits, particularly for those with care commitments. Flexible working

liberates some people and takes the pressure off. And, more importantly, we know we can make it work."

There is a downside, however. "At Scottish Friendly we pride ourselves on our culture. My fear would be, if everyone worked from home, there would be a dilution of our core values and we would lose some of that team ethos and the idea of everyone pulling in the same direction. A hybrid model is a better fit, I think."

The steps Scottish Friendly Assurance have taken in recent months will help ensure a smooth customer experience. "We have invested heavily in improving the functionality of our services so we can do more for our customers. Our new Mobile App enhances this, too."

If the pandemic has changed the business, it's also striking that it has given Jim time to reflect on his own priorities. "When you're at the top the danger is you get stuck into tasks and problem solving when that's not your role. Your job is strategy, direction, culture and ensuring the right people



We've had to change the way we work ... we've always had business contingency plans in place but not to this level. We were focused on fires, cyber crimes or vandalism, but the pandemic absolutely smashed those plans..."

are in the right positions. Particularly now, with the team scattered, it's my job to work harder to reinforce our key messages, articulate our vision and boost people when they need support."

His own leadership principles are simple: treat people fairly, be consistent and take a long-term view. Be patient and ensure everyone is on board with your direction of travel."

But he's keen to stress that in every business, you're dealing with people: "One of the things I always try to remember is that work is not the only thing to define you; people are broader than just their job."

Does he think this ethos makes him a good match for Scottish Friendly Assurance? "Yes; as a mutual we like to take a similar long-term position. It helps that we don't have shareholders breathing down our necks all the time, but at the same time there is no room for complacency. I always tell myself, this place has been around for over 150

years - you don't want to be in charge when it goes wrong!"

His board remains supportive, and Jim sees signs that the business community, while not embracing mutual status, is coming round slowly to some of Scottish Friendly's values.

"There are a number of companies I've seen recently that have stayed private when previously, they may have looked to go public," he says.

"Staying private allows you to take a more considered approach and creates stability."

So how would he describe the culture at Scottish Friendly? "In a phrase, 'we're here for the long-term and here for our members.' We push certain values: we're sustainable, we offer service levels above those that are expected; we are efficient and innovative, which allows us to do more with fewer staff; and we're team players. The response to Covid proved that."

One of the hot topics of the moment is workplace diversity, and it is one Jim takes seriously. "We've made good

progress in the past few years: our gender balance is excellent in senior positions and at board level.

"However, there's no complacency. What we've found is that our internal pipeline of talent could be improved. We want to stop bringing in people from outside, instead nurturing our own people to take senior positions. There's more to do on that side."

With a new Head of HR in place, Scottish Friendly is looking at barriers to entering the business and promotion within it. "The focus is on inclusion; what's stopping people joining us and progressing?"

Jim is keen to hear a rich diversity of voices around the table. "The pandemic proved the need for this. For instance, if you've got a boardroom of senior executives sat planning the work-from-home scenario, how many would have stopped and asked 'do our people have the room and the facilities to do this'? Fortunately, we had people in our



executive team who could articulate that view.”

It makes commercial sense, too. “It’s about understanding other people and how they live, so we can develop products that will suit their needs.”

As for developing people, Jim is a firm believer that even those at the top can’t stop learning. “I’m a relatively new convert to the idea of a coach,” he admits. “If you’d have asked me 10 years ago I’d have said I wouldn’t find it useful but I’ve changed my mind in recent years. I find having a sounding board to bounce ideas off and question my thinking really useful, and it is something I’ve encouraged others on our executive team to do.”

Jim’s coach acts as his “devil’s advocate”, and if more specific topics arise, can put Jim in touch with specialists for advice and guidance.

“The big thing I’m working on at the moment is seeing the long-range challenges before they become a problem. Directors can get comfortable immersing themselves in the detail of day-to-day business, but that’s not their job. Theirs is to get their heads up and see the trends and respond to them before they damage the business.”

With this long-term view in mind, what worries him at the moment?

“

We push certain values: we’re sustainable, we offer service levels above those that are expected; we are efficient and innovative, which allows us to do more with fewer staff; and we’re team players. The response to Covid proved that.”

“Outside our sphere and Covid, education. It’s the cornerstone of business. If we want to create a world-class business environment in Scotland we’ve got to start with our next generation of workers.

“Our schools and universities used to have a reputation for leading the world but while I know many of the universities are still well regarded, I’m concerned our schools are falling back.”

Once students are well educated, “we have to keep that talent in Scotland. We need a business environment where companies can flourish and young talent does not slip away down to London.”

He would also like to see infrastructure upgraded in a number of areas, but particularly broadband and digital connectivity, while some long-term thinking around the ‘Build Back Better’ slogans around the

Covid-19 recovery would be useful – “and some evidence that it is actually happening, and not just a buzz phrase.”

And as he contemplates the future, what worries him? “Scottish Friendly has been hit by the pandemic, of course, but nowhere near the level of some other businesses. We had a strong first six months of the year, so the immediate threat isn’t as daunting as for some businesses.

“Where I’m looking is 6-12 months hence, when the dust has settled and the Government’s support has ended: what will the landscape look like then? Potentially, job losses could result in fewer people saving, or them withdrawing savings. That’s when we’ll really start to get a sense of the full impact of the virus.

“It’s my job to position the business to ride any waves that come our way.”

Now more than ever, IoD Scotland is committed to providing access to high level events and speakers so we can continue to offer support to our members. No matter how big, small, local or global your business is, the IoD will be with you through the months ahead and beyond. Our meetings and seminars have gone online, and will continue to run as such until Government advice over Covid-19 allows us to run physical networking events. For more events on all IoD events, or to assist you in booking on any event listed here, contact Patricia Huth on 0131 557 5488



IBM - IoD SkillsBuild Reignite

The IoD is proud to be working with IBM in launching IBM SkillsBuild Reignite, to provide learning opportunities and coaching to entrepreneurs and small business owners, helping them adapt their professional, entrepreneurial and technical skills to a post-pandemic world.



The effect of the coronavirus pandemic on mental health at work

Date: October 1
Time: 13:00 - 14:00
Venue: Online
Prices: Free of charge

The Coronavirus pandemic has forced businesses and individuals worldwide to adapt to new ways of working, sometimes to the detriment of workers' mental health. Coming to you during National Inclusion Week, the first webinar in the series will focus on how mental health is changing our approach to work during the pandemic; both continued home working and the prospect of eventually returning to the physical workplace environment.

Brought to you by the team behind the IoD and the newly launched IBM SkillsBuild Reignite programme, join this webinar to hear a balance of views on the topic: both from the perspective of mental health expert Faye McGuinness, from leading mental health charity Mind, who sits on the IoD's Inclusive Business advisory board, as well as IBM's resident Mental Health First Aiders - Paul Baxter and Andie Blackwell.

This session aims to provide you with the practical tools and advice to support your own mental wellbeing, and that of others, at this unpredictable and

challenging time for workers everywhere.

In light of the potentially sensitive content, we will be observing Chatham House rules, and there will be the option to ask anonymous questions.

Faye McGuinness is head of Workplace Wellbeing programmes at Mind.

She joined in 2015 to lead on the development and implementation of a Cabinet-funded programme to address the mental health of emergency services employees. Now, as head of workplace wellbeing programmes, Faye leads on the development of large-scale workplace wellbeing programmes

Paul Baxter is a partner in IBM's Talent and Transformation consulting practice and a trained mental health first aider.

Andie Blackwell is leader of IBM Infrastructure Services and is passionate about the importance of combining the creativity of people and the capabilities of new technology to create value for her customers.

Event manager: Sophie Breeden
T: 020 8078 4073
E: Sophie.Breeden@iod.com

Sustainability: First steps for SMEs

Date: Part 3 October 1
Part 4 November 5
Time: 18:00 - 19:00
Venue: Online
Prices: Members - Free of charge
Non-members £10 + VAT

So you've decided to embrace sustainability, but where should you start? In the third and fourth parts of our

Sustainability workshops for SMEs we will look at how to make sustainability a key strategic priority, find the low hanging fruit and avoid common pitfalls and barriers to lasting change.

In the fourth session we will be celebrating and learning from businesses who have embraced sustainability initiatives and benefitted

from doing so. We will learn how they themselves got started on their journey, the steps that they took and the results they have achieved. This will bring insights for all who attend into how they might apply similar approaches within their own businesses.

Event manager: Alan Fitzwater
E: london@iod.com

Bidding to win – what to know, what to do

Date: November 3
Time: 12:00 - 13:00
Venue: Online Webinar
CPD: 1 hour
Cost: Free of charge

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. It works 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.

There will be time for Q&A with our guest speaker.

Andrew Morrison is a bidding professional who founded AM Bid, Scotland's largest and multi-award-winning bid and tender specialists, in 2014.

Since then the company has become the 'go to' specialists who can win bids in any sector. With staff across the UK and extensive experience in bidding to the private, public 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 expert level commercial, strategy, writing and editing skills.

Event manager: Patricia Huth

T: 0131 55 75488

E: Patricia.Huth@iod.com

Today's task... Juggling the wellbeing of my staff while starting cures for cancer

Date: October 7
Time: 13:00 - 14:00
Venue: Online
Cost: Free

Keeping our workforces motivated during these challenging times is tricky. We've asked Helen Rippon, PhD, Chief Executive of Worldwide Cancer Research, to offer us some tips.

She will look at:

- Defining and maintaining your company's culture during Covid
- Being the glue for your senior management team
- Staying connected after a Zoom call ends

• Removing the charity stereotype: improving commerciality

• Looking outside the business: tapping into our external audience

Dr Rippon was appointed CEO of Worldwide Cancer Research in January 2016 after four years as Director of Research, responsible for the strategic delivery of the charity's multi-million pound, global programme of pioneering

research.

Awarded a PhD in 2002 for research into prostate cancer, Dr Rippon started her career as a postdoctoral fellow at Imperial College London working in the new and blossoming field of tissue engineering. Moving to the third sector in 2008, Dr Rippon oversaw the medical research programmes of Age UK and Prostate Cancer UK, developing in-depth knowledge of research funding strategy and policy, the evaluation of research impact, science communication and public engagement.

As CEO of Worldwide Cancer Research, she leads a charity that may be small in staff numbers but punches well above its size in the fight against cancer.

Over four decades Worldwide Cancer Research has invested nearly £200 million into research across 34 countries that has led to demonstrable improvements in the lives of people with cancer today.

Event manager: Patricia Huth

T: 0131 55 75488

E: Patricia.Huth@iod.com

Five ways to optimise your LinkedIn profile

Date: October 29
Time: 12:00 - 13:00
Venue: Online Webinar
Cost: Free of charge

LinkedIn is considered to be the top social network for business, combining an online CV with a powerful tool to reach potential clients, customers or partners through your engagement and activity. However, it is often a neglected channel and with the right attention could work a lot harder for you and your business.

What will the session cover?

Your LinkedIn profile can be a powerful lead generation tool, but first you have to focus on making a good impression. When someone lands on your profile that is interested in learning more about your brand, products or services, you only have a few seconds before they start forming an opinion... so you need to make sure it's a good one!

This session will provide attendees with five tips to create a more compelling LinkedIn presence and make a great first impression:

- Maximise Your Connections
- Consider Your Content
- It's All About Timing
- Improve Your Visibility
- Always Engaging

Event manager: Patricia Huth

T: 0131 55 75488

E: Patricia.Huth@iod.com

Free online training and development for directors

IoD Scotland is more committed than ever to providing its members with access to high level events and speakers through which they can learn how to navigate through these worrying times. Where we can, our online events will remain free for members to attend. To secure your place, we instead ask that you consider making a donation of £10 to our 2020 Charity Partner, Epilepsy Scotland.

You can do so here: Thank you.

<https://www.justgiving.com/fundraising/iodscotland>

IoD Chartered Directors' Virtual Summit 2020

Date: November 25
Time: 14:00 - 17:00
Venue: Online
Cost: Chartered Directors and their guests - Free
IoD Fellows - Free
Members' Rate (Early Bird) £15 + VAT
Associate Member Rate (Early Bird) £30 + VAT
Non-Member Rate (Early Bird) £75 + VAT

2020 has been a year in which directors, boards and organisations have had their business resilience, leadership and corporate governance tested to the utmost limits in the face of a global pandemic. How are Chartered Directors navigating this 'new normal'?

At this virtual summit we will bring together the Chartered Director community to evaluate and discuss key leadership and governance challenges facing today's directors in an ever-evolving business landscape.

About Chartered Director

As the only institute in the world to offer qualifications for directors under Royal Charter, influential figures from business and beyond continue to recommend the IoD Chartered Director qualification for executive and non-executive directors.

We are proud to have Chartered Directors leading businesses all over the world - from Berkshire to Bermuda, and Northern Ireland to the Netherlands. Our alumni put into practice the skills and knowledge gained from their IoD qualification to better their personal, professional and board outputs, focusing on good governance and policy.

To find out more about the IoD's Chartered Director programme see the IoD website, at www.iod.com.

Why should I attend?

Join us in celebrating 21 years of the Chartered Director qualification at this virtual summit and hear from IoD Regional Director - Yorkshire, North East and Midlands, Natalie Sykes, and IoD former Chair Charlotte Valeur on why the qualification represents the gold standard in executive leadership.

A select panel of eminent Chartered Director exec and non-exec directors



Speakers at the Chartered Director Virtual Summit will include (left) Natalie Sykes, IoD Regional Director - Yorkshire, North East and Midlands, and IoD Director-General Jonathan Geldart (below)



will then offer their perspectives and share insights into what the Covid-19 crisis has taught them about leadership and corporate governance, and how directors can harness lessons learnt to reignite their businesses.

There will also be a number of taster sessions providing attendees with the chance to learn more about the training, courses and qualifications offered by the

IoD. Chartered Directors are welcome to invite a guest to the event for free - please register below.

Agenda

2pm: Welcome from Jonathan Geldart, Director General, IoD

2.20pm: Panel Discussion - Green Recovery

2.40pm: Q&A opens

3pm: Breakout Sessions - Professional Development Masterclass Sessions

3.45pm: Keynote - Neurodiversity and the Boardroom, Charlotte Valeur

4pm: Panel Discussion - Diversity and Inclusion

4.20pm: Q&A

4.30pm: Breakout Sessions - Professional Development Masterclass Sessions

5pm: Close of Event - Key Learnings & Takeaways

5.15pm: Event Close

By attending this event you will qualify for three CPD Hours.

Event manager: Cari Grice
T: 0115 857 8170
E: Cari.Grice@iod.com

Prepare to meet our dragons!

Join us for the YDF Den 2020 Live Pitching Competition

Date: November 18
Time: 18:00 - 20:00
Venue: Online
Cost: Members Free
 Non-members £10 + VAT

IoD's Young Directors Forum (YDF) is holding a live online pitching competition with an audience of business leaders and investors.

It's the fifth year the YDF has hosted this exciting event - though this year it will be held online.

It is a Dragons Den-style event at which four carefully selected entrepreneurs will be given the chance to pitch to a panel of expert investors in front of a global audience of business

leaders! Previous years have led to multiple investments, either directly with one of our panel, an investor in the audience or via an introduction made as a direct result of the pitch.

Our 2019 attendee survey scored 5/5 stars for overall event value, enjoyment and organisation.

Why apply to pitch?

- Every previous year has led to investments in at least one finalist.
- All applicants given opportunity to receive feedback on their application, whether successful or not.
- Free pitch training for all finalists.
- This is one of the most prestigious pitching competitions in London with a

high-calibre audience.

This is a fantastic opportunity for entrepreneurs, start-ups and founders to learn about the pitching experience first-hand and hear the questions and feedback given by our expert investor panellists.

To apply for this exclusive pitching opportunity, see below for entry criteria, instructions and details of the selection process.

The deadline for applications is Friday 9 October 2020 at 11:59pm.

Event manager: Alan Fitzwater
E: london@iod.com

OUR INVESTORS: Jenny Campbell

Jenny is an ex-career banker turned business turnaround specialist and cash machine entrepreneur who featured as an investor on the real *Dragons Den* in 2017 & 2018.

Following 30 years in the banking trade, Jenny left the corporate world to turn around a failing cash machine business owned by RBS. She later went on to buy-out the business, relaunching it as YourCash Europe Ltd. The company quickly expanded to become a leading provider of ATMs to the retail market across Europe, processing billions in cash value. Jenny sold YourCash in 2016 to a company listed on the New York stock exchange.

Paul Daniels

Paul is an active and enthusiastic business developer with a wealth of experience and worldwide network, spanning several trade and industrial

sectors. He and a business partner founded and developed nine start-ups over 10 years, covering a diversity of trades and industries including traffic management, media ownership, self storage and more.

Several of these companies were sold for fast-track development, two were recapitalised for further expansion through the sale of minority stakes to Venture Capital Trusts. Others have been retained.

Angelica Morrone

Angelica is the Managing Director and Co-Founder of Deutsche Suisse Asset Management Ltd, which to date has invested and managed a compounded fund of \$2bn.

Having been an active Angel Investor for the past 20 years, her passion for impact investing led her to found Aligned Global who support purpose-driven entrepreneurs in making a meaningful difference in the world.

While managing these ventures, Angelica became an Olympian in 2014 and built a private real estate portfolio worth US \$90 million.

Eligibility Criteria to pitch to our Dragons, and to apply:

- To pitch your business idea must be:
- Revenue producing or anticipated to do so within six months of pitch
 - We welcome innovative, novel and disintermediating businesses
 - All business sectors
 - Located in UK
 - Funding SEIS, EIS, Series A
 - Scalable
 - Compliant with all laws and regulations
 - Smart, honest management team

TO APPLY, please email you business

plan – three pages or fewer – to YDFLondon@iod.net. Use it to communicate your business in a succinct and compelling way. Detailed guidance and any questions can be sent to the address above. Please ensure your submission email has the title: '2020 YDF DEN SUBMISSION'. You may attach a pitch deck, but this may not be reviewed unless your business plan is shortlisted.

SELECTION PROCESS

All applications will be reviewed by a

minimum of two members of the IoD YDF Committee. The committee shortlist 10 business plans. These plans are then reviewed by our investor panel and ranked in order of preference, giving us our four finalists.

Whether selected to pitch or not, all applicants will be given the opportunity to receive feedback on their entry. In advance of the YDF Den event all four finalists must attend a free pitching training session in early November.

Insight Online Workshops

IoD Insight Events

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



Top tips for speaking and presenting in a virtual world

Date: October 8
Time: 13:00 - 14:00
Venue: Online
Cost: Free

We have all got used to online meetings in 2020 but how do you make your presentations effective and engaging when presenting online?

What are the essentials to make you look good online?

Should your slides be the same online as when presenting in the room?

What techniques can you use to keep your audience engaged?

This session will be ran by David Henson, The Slide Presentation Man and an IoD Advance member. As always with his presentations there might be a guest appearance from Bad Dave who has very different ideas from Dave's as to how to present!

Please book below if you're an IoD Advance member, or email advance@iod.com to receive the Zoom meeting link. After registering, you will receive a confirmation email containing information about joining the meeting.

Making robust decisions in challenging conditions

Date: October 15
Time: 13:00 - 14:00
Venue: Online
Cost: Free

While we are all faced with new challenges, many will also uncover new opportunities, but in critical times like these, how do we decide which problems to focus on solving and which new dreams to chase after?

This session will provide you with best-practice tips for volatile situations and interaction with our experienced team of progress coaches.

The workshop will be based around a hands-on decision making tool, which we will introduce and train in various break-outs throughout the session.

This session will be run by Nick Stanforth, IoD Advance member and director at Progress Factors. Nick has dedicated the last 25 years to finding the swiftest and most effective ways to engage teams and help them to embrace change.

Eight steps for turning your service into a product

Date: November 11
Time: 13:00 - 14:00
Venue: Online
Cost: Free

Did you know that instead of buying open-ended consulting services, we're buying specific online training products (contributing to the rise of Zoom shares, which have doubled since January).

Service companies have been among the worst hit by this pandemic.

Consumers and businesses have drastically cut expenditures on services to conserve cash and avoid human contact. However, we're still buying products that meet an immediate need.

To capitalise on this flight to purchase products that meet an immediate need, service providers need to "productise their service" and that's what we will explore during this session looking at examples and then how these techniques could be applied.

This session will be ran by Glenn Cameron, IoD Advance member and regional director at Boardroom Advisors.

IoD Insight events

If you're an IoD Advance member you can book through the IoD website, or email advance@iod.com to receive Zoom links to the above events. After registering, you will receive a confirmation email containing information about joining the meeting. For more details on IoD Advance, email advance@iod.com

EVENT MANAGER: Anna Calderbank. T: 020 7766 8866 E: advance@iod.com

The hardest person to market is you!

Date: November 25
Time: 13:00 - 14:00
Venue: Online
Cost: Free

How can you articulate your value and worth in a way that resonates with their target clients?

Entrepreneurs and business leaders are often very poor at explaining their worth to others, either because:

- They're too modest
- They're not going beyond the obvious visible value that they offer
- The 'diamond' USPs that would engage your target clients and build great trust and rapport (if only they knew about them) get buried.

In short, it's hard to read the label when you're inside the bottle!

In this session we'll look at how to:

- Unlock your hidden value and worth
- Go deeper to find the unexpected value!

- Clearly communicate this to increase your visibility, influence and impact

This session will be ran by Denise Quinlan, an IoD Advance member and director at Insightful Images, who will deliver a highly visual presentation, filled with practical and illustrated examples, insights and tips to unlock your value and clearly communicate this to your target audience!

Tools for Online Meetings and Workshops

Date: December 9
Time: 13:00 - 14:00
Venue: Online
Cost: Free

How can we tackle 'zoom fatigue'? What different skills do we need in an online meeting environment compared to face to face?

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

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

Psychological safety the key to unlocking high performance

Date: October 27
Time: 13:00 - 14:00
Venue: Online
Prices: Free of charge

Psychological safety is a characteristic of a healthy culture and most now agree that it is the most important factor contributing to a team's effectiveness. However, what makes a team psychologically safe? This webinar will explore the key challenges faced in building psychological safety in the workplace and share best practice for overcoming them.

It will offer clarity around the concept of psychological safety, the important role leaders play in creating this environment and what might be hindering their own teams psychological safety. They will also be introduced to the Psychological Safety Index (PSI) which has been created by Amy Edmondson

(Harvard Business School professor) which moves her insights to practical application.

The event will be led by Shona Marshall, client development director, Connect Three. Shona has over 20 years corporate experience as a business orientated learning, OD and talent development specialist who nurtures talent and harnesses the power of people to drive company performance.

She specialises in exploring individual impact on team dynamics, inspiring confidence in others and enabling clients to realise their strategic vision through a people focused lens.

Shona has an MSc in Strategic HRM, is a Fellow of the CIPD and executive coach.

Event manager: Patricia Huth
T: 0131 55 75488
E: Patricia.Huth@iod.com

"What makes us feel psychologically safe? This webinar will explore the key challenges faced in building psychological safety in the workplace and share best practice for overcoming them, and offer clarity around the concept of psychological safety and the important role leaders play in creating this environment"



IoD Scotland

Helping you through the coronavirus crisis



Did you know as a member* you get...



Free business advice, research and information



25 enquiries to the Business Information Service



Four sessions with our business advisers



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

Find out more at www.iod.com/services/information-and-advice

Business Information

As an IoD member, you have access to top professional researchers through the **IoD Business Information** service.

They can provide you with valuable information on topics ranging from market forecasts and industry trends to trading abroad and employee salaries.

Key details

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

*According to your membership package

Directors' Advice

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

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

Key details

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

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

Edinburgh hub still closed but Pall Mall is open to members

IoD Scotland's Charlotte Square facility in Edinburgh remains closed until restrictions are lifted but we would be delighted if you would consider supporting many of our partner hotels across Scotland. For a full list of hotels that support IoD members with fantastic discounts please email: kirsty.livingstone@iod.com. Please note that our Members' facility in Pall Mall is open! Our colleagues in London look forward to welcoming you soon.



Membership discounts

We are delighted to be able to offer exclusive members-only discounts at a number of leading hotels across Scotland.

Inverness: Kingsmills Hotel

The Kingsmills Hotel is a fabulous four-star luxury hotel set in the beautiful Scottish Highlands, offering luxurious rooms and impeccable dining options and good old-fashioned Scottish hospitality.

Bookings need to be made directly with our dedicated Reservations team to qualify for the discount quoting IoD. **£89.00*** - inclusive of a Full Scottish Breakfast (*Applicable 18/10/2020 – 31/12/2020)

More details from

www.kingsmillshotel.com | reservations@kingsmillshotel.com | 01463 257100



**KINGSMILLS
HOTEL**

Edinburgh: Kimpton Charlotte Square Hotel

Overlooking one of Edinburgh's prettiest private garden squares, Kimpton Charlotte Square Hotel consists of seven interconnected Georgian townhouses.

With a magnetic inner courtyard and an acclaimed Middle Eastern restaurant, it's no wonder the hotel has become a natural meeting point and a sociable heart of modern life.

IoD members receive:

15% off at The Garden- Kimpton Charlotte Square food and beverage and off best available bed and breakfast rates.

Members also have access to the corporate membership offer for the Gym & Spa- £50per month (discounted from £65 per month).

Members should present their membership card / app or



confirmation of membership email at check in.

Enquire with reservations direct with Kimpton Edinburgh
Book online at ihg.com using id 954286003 or telephone reservations direct.

More details at

www.kimptoncharlottesquare.com
0131 240 5500

Eden Locke

- Eden Locke Aparthotels uniquely fuse the privacy, personality and homeliness of a designer apartment with the facilities, amenities and services synonymous with a boutique hotel.
- 20% off best available rate and 15% off leisure weekend stays.
- Quote: LOCKEDIN for mid-week business
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0131 526 4190

ScotRail on new travel guidelines

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

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

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

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

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



customers should follow our five rules for safer travel:

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

VIRTUAL CERTIFICATE IN COMPANY DIRECTION

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

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

What will I get out of the programme?

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

1

Award in Role of the Director and the Board

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

2

Award in Finance for Non-Finance Directors

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

3

Award in Strategy for Directors

This programme will empower you to develop robust strategic planning processes for your organisation. By providing frameworks, tools and the opportunity to apply them, our course leaders will work with you to develop both understanding and skills helping you to gain the confidence to grow yourself and future-proof your business.

4

Award in Leadership for Directors

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

For session dates between October and December 2020 please visit [iod.com/certificate](https://www.iod.com/certificate)

"I thoroughly recommend it to anyone who currently sits on a board of directors, or to anyone who aspires to do so."

Leo McParland, Managing Director, Hamilton Shipping (Port Services) Ltd

[FOCUS ON] THE DIGITAL ACADEMY

As an IoD member, you have access to the IoD's Digital Academy platform as part of your membership. Access the platform via www.iod.com/academy using your member login or download the app (available for Android and iOS).

WHY ACCESS THE DIGITAL ACADEMY?

1. Identify areas of growth

Understand your development needs with the IoD' Director Competency Framework self-assessment tool.

2. Enhance your knowledge

Access high-quality bite-sized CPD content, focused on specific standards from the Director Competency Framework – includes articles, video interviews, webinars and insights from business leaders and academics that promote an understanding and application of the standard.

3. Track your progress

Use the interactive CPD tracker to log and monitor your learning, helping you gain a holistic view of your own progress, which can be downloaded and shared with other organisations.

Recently we have featured insights from our course leaders, IoD award winners and directors of businesses and charities, including:

- Bevis Watts of ethical and sustainable bank Triodos, discussing values.
- Col Needham, who created internet giant IMDb, discussing how he took his bedroom passion and sold it to Amazon while remaining at the helm.
- Paul Gerrard, head of campaigns for the Co-op, talking about vision through the prism of the Co-op's 175 years history.
- Joy Parkinson, CEO of ethical cosmetics giant Faith In Nature, outlining the strict principles that govern everything from its ingredients and packaging to its office design and workplace culture.
- Kavita Cooper of start-ups Novo-K and JoCoBu talking with us about aligning financial health to strategy and procurement.

Find out more at www.iod.com/academy

CALLING ALL CHARTERED DIRECTORS..

IOD CHARTERED DIRECTORS' VIRTUAL SUMMIT 2020

Wednesday 25 November

2020 has been a year in which directors, boards and organisations have had their business resilience, leadership and corporate governance tested to the utmost limits in the face of a global pandemic. How are Chartered Directors navigating this 'new normal'?

This virtual summit will bring together the Chartered Director community to evaluate and discuss key leadership and governance challenges facing today's directors in an ever-evolving business landscape.

[Book here](#)

We are currently working on organising more events for you - if you have an idea for an event or webinar in your region, please get in touch at cdirfeedback@iod.com

Qualifying Scotland's skills



At every stage: school, college,
work, volunteering: SQA's
qualifications prove skills

Customer Contact Centre T: 0345 279 1000 W: www.sqa.org.uk

