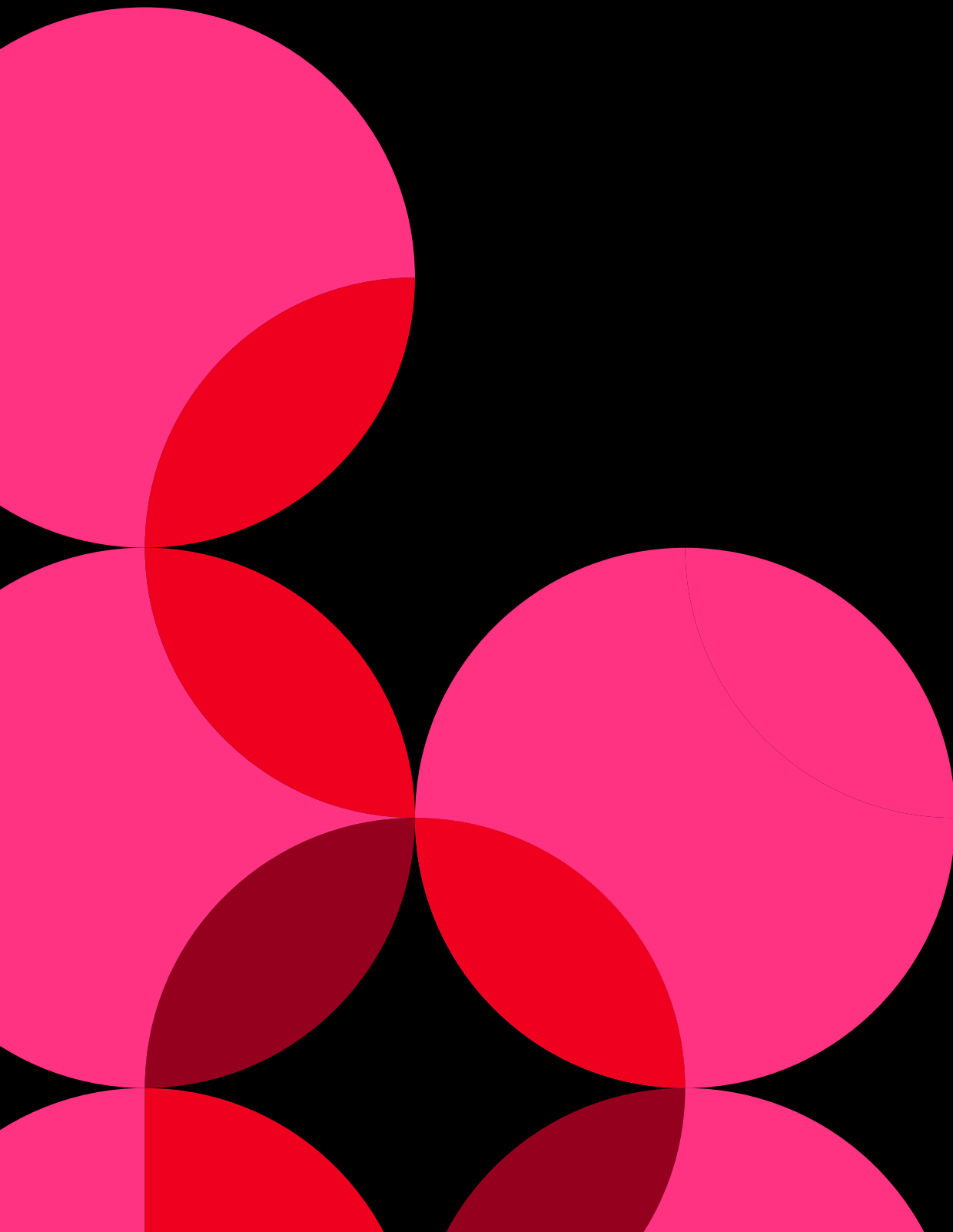




Candidate brief

For the role of director of nations – Scotland



Welcome note

First of all, thank you for interest in this important role.



Jonathan Geldart
Director General, IoD

Both during and as we emerge from the Covid pandemic, the IoD has effectively reset itself as the voice of the director and equivalents in a world of rapid change. We have renewed our approach to engaging both current and future directors while staying true to our Charter and the core belief that better directors and leaders make a better working world for the public good. The opportunity to lead Scotland into the next phase of growth is an exciting and challenging opportunity.

Using the lenses of Connect, Develop and Influence we have reached out to both our current and future membership and have completely revamped our business model to be that voice for the individual. As an organisation we will continue to promote the best principles of great governance and ensure the overall member journey within the IoD is an exciting, relevant and engaging experience regardless of stage of career or what organisation our members belong to.

The new business model is around energising the IoD to engage, listen and improve competencies that will be required over the next ten years and beyond, enabling us to achieve our purpose and vision and be thoughtful and influential in our representation of our membership. Coaching peers and being mentored by experts, we aspire to create cohorts of excellence

throughout Scotland which will be critical as the country embarks on both economic and social transformation.

We have already started on that journey, attracting new members from all walks of life: diverse; serious about business; attracted to learning and putting into practice the key principles for which IoD can be proud; challenging; influencing; and developing by connecting young and mature members in innovative, enjoyable and value-adding experiences. This is the 'One IoD' organisation that Scotland is proud to be part of.

We are looking for someone who is excited about continuing our journey and building on the great foundations that have already been laid.

As our new director of nations – Scotland you will work with a great team based in Scotland, including leaders within our newly empowered branch network and the Scottish Advisory Forum, to lead, develop and most importantly grow our membership base in Scotland. Accelerating the IoD's engagement with both current and potential members, you will bring fresh insights and development opportunities, creating new experiences through services available to members and stand up for the values and integrity of all our leaders as they face the challenges ahead.

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We have completely revamped our professional development offerings, with some of the best virtual, as well as in-person, professional development available. Our current and future chartered directors now have the skills and tools available to help them on their journeys to both support and lead organisations. In Scotland we are proud to have delivered, both locally as well as virtually, a range of professional development and engagement opportunities and we want our director of nations - Scotland to continue to drive this vital element forward.

We are the only organisation that represents individual leaders and directors across all sectors in Scotland - private, public and third, with a strong representation across both further and higher education. It is therefore imperative that we play an important role in acting as the voice of our members with governments both in Scotland and the wider UK to directly influence both thinking and policy.

If you believe you possess the right mix of commercial skills and experience, coupled with high levels of drive and enthusiasm, we would be delighted to receive an application from you.



The organisation

The Institute of Directors (The IoD) is the UK's leading organisation for individual business and organisational leaders. It is a non-party political business organisation founded by Royal Charter in 1903 with over 20,000 current members. Its key activities include providing leading edge representation, support and development for directors and leaders in organisations – helping them achieve greater success for their organisations and their own careers.

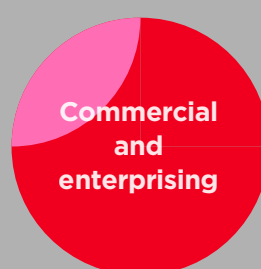
The IoD is a thriving membership community for directors in the UK and beyond, where our members can connect with other leaders, develop their skills and be heard. At a time when great directors have never been more important, the IoD offers professional development, valuable connections and influence.

In Scotland, The IoD currently has approximately 1,050 members who are supported from its Edinburgh member hub and through a number of regional branches focusing on the Highlands & Islands, Central, Tayside, Fife, Aberdeen, Edinburgh, Glasgow and the South of Scotland geographical locations. The member base is drawn from all three main sectors of the Scottish business diaspora; Private, Public and Third Sectors, and reflecting this, the IoD represents a diverse community of interests across Scotland. The IoD Scotland has been proud to champion not only the entrepreneurs in our country, but the broader leadership that is so important for a connected society in Scotland.

The IoD Scotland has a small team of professional staff, led by the national director focused on delivering:

- A suite of member services and benefits
- Effective networking events
- Director training and development
- Influencing and representation activities
- The annual conference
- Director of the Year Awards
- A range of highly profitable and relevant events for members in Scotland

The IoD has five key values that underpin all activities:



More information can be found at iod.com

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For the role of director of nations - Scotland



The IoD is an organisation which is in the public good – designed to support directors in the effective running of businesses in the public interest. Better directors mean better-run businesses, better businesses mean a better economy. And a better economy means a better world.

Jonathan Geldart

Director General, IoD



The opportunity

Job title: director of nations – Scotland

As the credible, progressive face of the IoD in Scotland portraying and communicating the values of the Institute around good governance and the professionalising of boards/ leaders, you will be accountable for ensuring we continue to grow our membership through increased engagement with members and potential members across our branch network as well as nationally

Developing and maintaining productive relationships with key public sector stakeholders including Scottish Government, local authorities, educational institutions, and key membership organisations you will represent views and opinions of members, and of IoD UK, to decision-makers in national and local government thus informing policy.

Key priorities of the role include:

- Communicating the institute's three pillars Connect, Develop and Influence, and establish the IoD as the 'go to' professional organisation for business leaders, influencers, and the media, through IoD activities in Scotland and the effective implementation of an innovative communications strategy
- Oversee the continuing growth, evolution and diversification of the IoD membership in Scotland
- Play a leading role working with both internal and external stakeholders to ensure through actions the IoD improves our inclusivity and diversity, not just in not just in our membership and events/awards , but in our engagement across all communities in Scotland
- Promoting the profile of the IoD Scotland through engagement with local businesses and the development and maintenance of productive relationships with key public sector stakeholders relevant to the best interests of members
- Develop and deliver a suite of services to members in Scotland in a commercial manner
- Enhancing the learning and development proposition to deliver best in class leadership and governance training for both members and non-members
- Providing support, advice and guidance to Scottish national and branch chairs promoting continuous improvement in the quality of local member engagement activities and communication, targeting both active and passive current members
- Developing and maintaining a strong working relationship with other members of the Big 6 – CBI, FSB, Scottish Financial Enterprise, Scottish Chambers of Commerce and SCDI
- Representing the IoD, and the wider business community, on bodies including, but not limited to, the Climate Change Assembly, The Natural Capital Forum of Scotland and the Group of 6 Membership organisations in Scotland
- Providing positive channels of communication and collaborative effort between Scotland and central departments of the IoD, and to represent the interests of Scottish members to the IoD leadership
- Inspiring, engaging with and leading volunteer stakeholders such as branch chairs and other members of the Scottish Advisory Forum.

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Key responsibilities

- Act as collaborative lead for IoD operations in Scotland, in alignment with IoD UK strategy, and aligned to nation's member needs
- Agree an annual budget and a three-year strategic plan, generate revenue to meet or exceed stretching commercial targets, and ensure continued engagement and personal growth opportunities are provided to members in Scotland
- Take overall responsibility, working with The Scottish Advisory Forum and the Scottish Branches, for the financial management of the IoD in Scotland, including P&L and budgets, generating sponsorship and other income to meet or exceed targets
- Oversee a programme of engagement that directly effects retention, acquisition, and increases IoD relevance and value to members in the nation, aligned to the UK strategy
- Proactive and inspirational leadership of the Scotland office team, and responsible for the cost effective management and use of premises in Scotland
- Working closely with the regional chairs, oversee a programme of engagement which directly affects retention and acquisition and increases IoD relevance and value to members in Scotland, in line with the UK strategy
- Encourage member recruitment and retention by acting as a visible focal point for members and ensure that members gain exceptional value from their membership
- Originate and attend Scotland committee meetings and events, and engage with branch events where relevant to support volunteers and other members
- Support and promote volunteer office holders and other agreed members including the Scotland chair act as the public face of the IoD and as ambassadors and advocates for its values, promoting media opportunities
- Create a relevant Marketing/PR strategy for Scotland ensuring alignment with the UK Marketing/Content and Policy/PR strategy
- Lead as well as support all public relations activities to promote IoD Scotland, including where necessary media interviews, press articles and contributing to the national newsletter
- Prepare responses to relevant government consultations and support the development of policy papers in collaboration with relevant committees, the wider membership and the Policy Unit in London
- Promote and support the development of continuing director development and chartered directorships, including signposting members to the IoD's national professional development offering, as well as local professional development activity
- Organise and promote a high-quality Director of the Year competition and aligned events programme with the IoD UK branch and events strategies that deliver a strong profit
- Proactively engage with colleagues across the UK, ensuring positive relationships that provide members in Scotland with direct access to the wider IoD UK network
- Work directly with the director general and wider executive management team in the UK to both represent and promote Scotland's interests

Preferred candidate background

An innovative, solutions focused and inclusive leader, you will have a detailed and comprehensive understanding of the Scottish business landscape and community and relevant experience of delivering against key strategic priorities, demonstrated by a record of achievement and high performance in a senior leadership role.

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As a champion of Scotland's business community across all sectors, the successful candidate will also bring a creative and proactive approach to management and excellent interpersonal, communication and negotiation skills.

Knowledge / experience / skills

- Solid track record of effectively managing resources and budgets coupled with experience of delivering long term financial sustainability and value for money
- Experience of leading both strategic and operational planning processes
- Proven track record in building and maintaining excellent relationships and partnerships with a wide range of stakeholders
- Previous involvement of engaging effectively with volunteers or expanding business networks through external engagement
- A strong understanding of positive good governance including direct involvement at board level
- Direct experience of raising an organisation's overall profile through brand promotion and associated marketing activities
- The ability to identify/quantify member priorities and needs, ensuring the delivery of effective solutions and support
- Demonstrable awareness of the opportunities emerging digital technology offers both the business community and the IoD in Scotland in relation to transforming membership engagement

- Experience dealing with a range of complex issues in both political and demanding stakeholder environment
- Strong track record in delivering commercial value for the organisation
- An up to date knowledge of the government and economic infrastructure in Scotland, and of emerging issues in both Scotland & the wider-UK
- Direct involvement in, or an awareness of, personal development and learning initiatives

Personal attributes

- An inspirational leader who inspires excellence and delivers high performance
- Strong intellect and a pragmatic problem solver
- A highly skilled negotiator with a record of achieving successful outcomes
- Strong political acuity coupled with the ability to operate effectively and rationally in a highly politicised environment
- Intellectual flexibility to move easily between significant detail and the bigger picture
- Strong ambassadorial and presentation skills with the ability to express views convincingly and coherently using a variety of media
- Absolute personal integrity – the public profile of the organisation is of paramount importance
- Willingness to listen and take opinions of members, volunteers and external stakeholders into account

- Significant personal drive and resilience
- Results focused with the ability to plan ahead and meet deadlines
- Strong continuous improvement focus
- An understanding of the expectations of Members within the context of a representative organisation
- Demonstrates behaviours in accordance with the IoD's key values; Integrity, Passionate, Inclusive, Commercial & Enterprising, Professional

Other

- Valid UK driving license and use of car, willingness to travel throughout the area and occasional meetings in other parts of the UK and Ireland

Remuneration

This role offers a salary and benefits package commensurate with experience.

The recruitment process

The recruitment for this position is being managed by our advising consultants, Livingston James.

Interested candidates should provide a tailored CV to:

Douglas Adam

Director – Public and Not for Profit Practice
douglasadam@livingstonjames.com

All third party applications, enquiries and direct approaches to the IoD Scotland will be referred to Livingston James.



Livingston James

