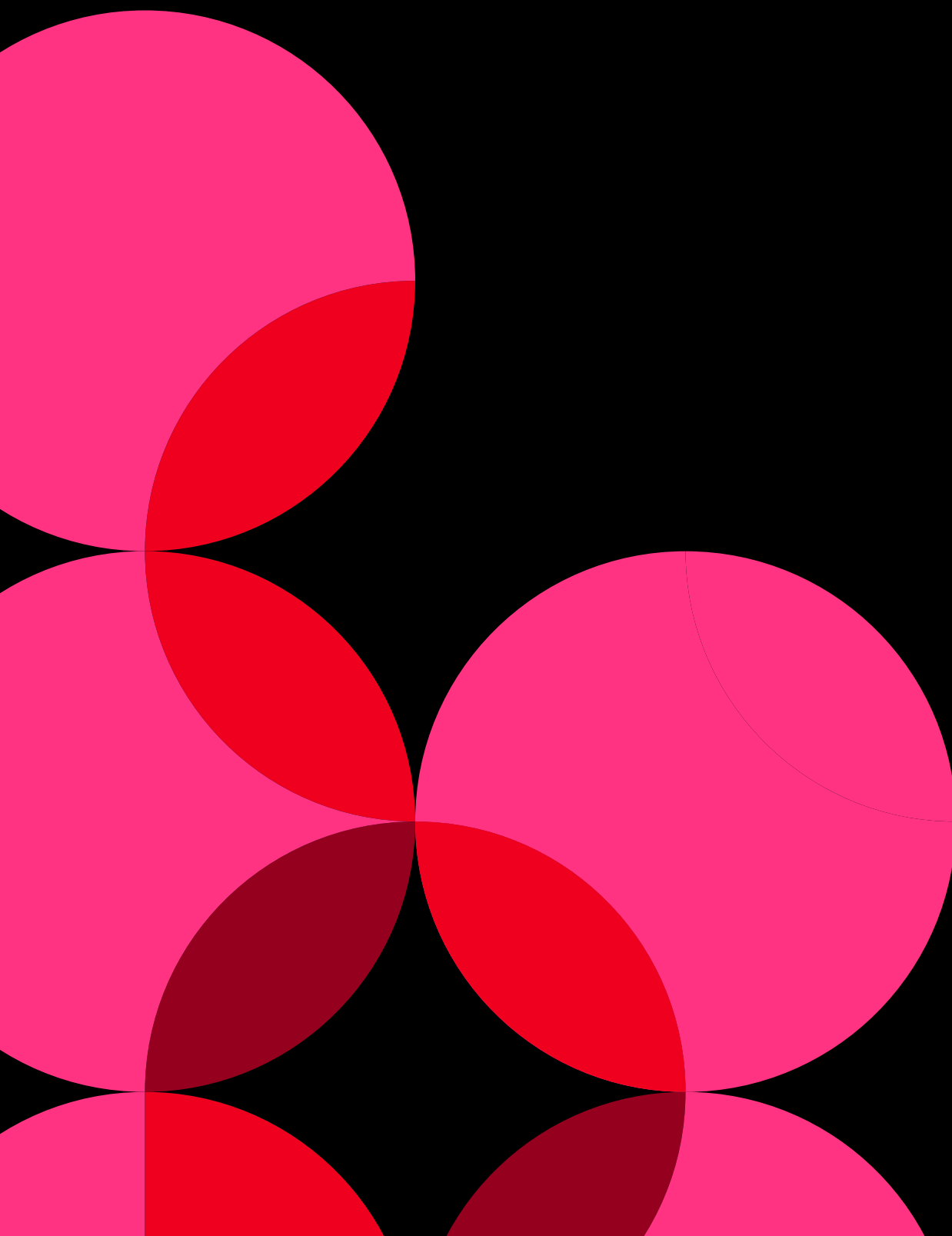




Candidate brief

# For the role of non-executive director



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# Welcome note



**Jean Church MBE**  
Chair – Nominations  
Committee and Senior  
Independent Council  
Member



**Patrick Macdonald**  
Chair, IoD

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

The UK economy faces turbulent times following the global pandemic, the war in Ukraine, rising fuel and food prices, and inflation continuing to bite. Directors and their equivalents in organisations across the UK and beyond have to grapple with circumstances and pressures most have only heard about in history books. During this period, the IoD has effectively repositioned and reset itself in readiness for what we believe will be the next stage in the evolution of this historic and respected organisation, in a world of rapid change. We have reinvigorated our approach to engaging both current and future directors while staying true to our Royal Charter.

We exist to support directors to be the best they can be, encapsulated in the strong belief that 'Better Directors make for a Better world'. We develop, support and represent skilled, knowledgeable and responsible leaders for the benefit of the economy and society. 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 a distributed one, built around energising the IoD to engage, listen and improve the competencies that will be required over the next ten years and beyond. This is with the focus to allow us to achieve our purpose and vision and be thoughtful and influential in our representation of our membership to the four nations governments in the UK.

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 through an innovative, enjoyable and value-adding suite of services and experiences. This is the 'One IoD' organisation we have created.

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.

Across the IoD we are proud to have delivered, both locally as well as virtually, a range of professional development and engagement opportunities. Our research capability has been refreshed as has the provision of 'hubs' across the UK where members can find space to think and do business without the expense of serviced offices. Our London hub at 116 Pall Mall is probably the best known of these.

We are beginning to see the early signs that the difficult but necessary work to re-shape the Institute has begun to bear fruit.

Having outsourced our finance operations to Equiom in Scotland we have also augmented the new finance systems with a new web site and new CRM system.

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These have been successfully integrated to provide the business with the systems and processes needed for robust management and financial controls as well as an 'always on' engaging brand. However, there remains much to do.

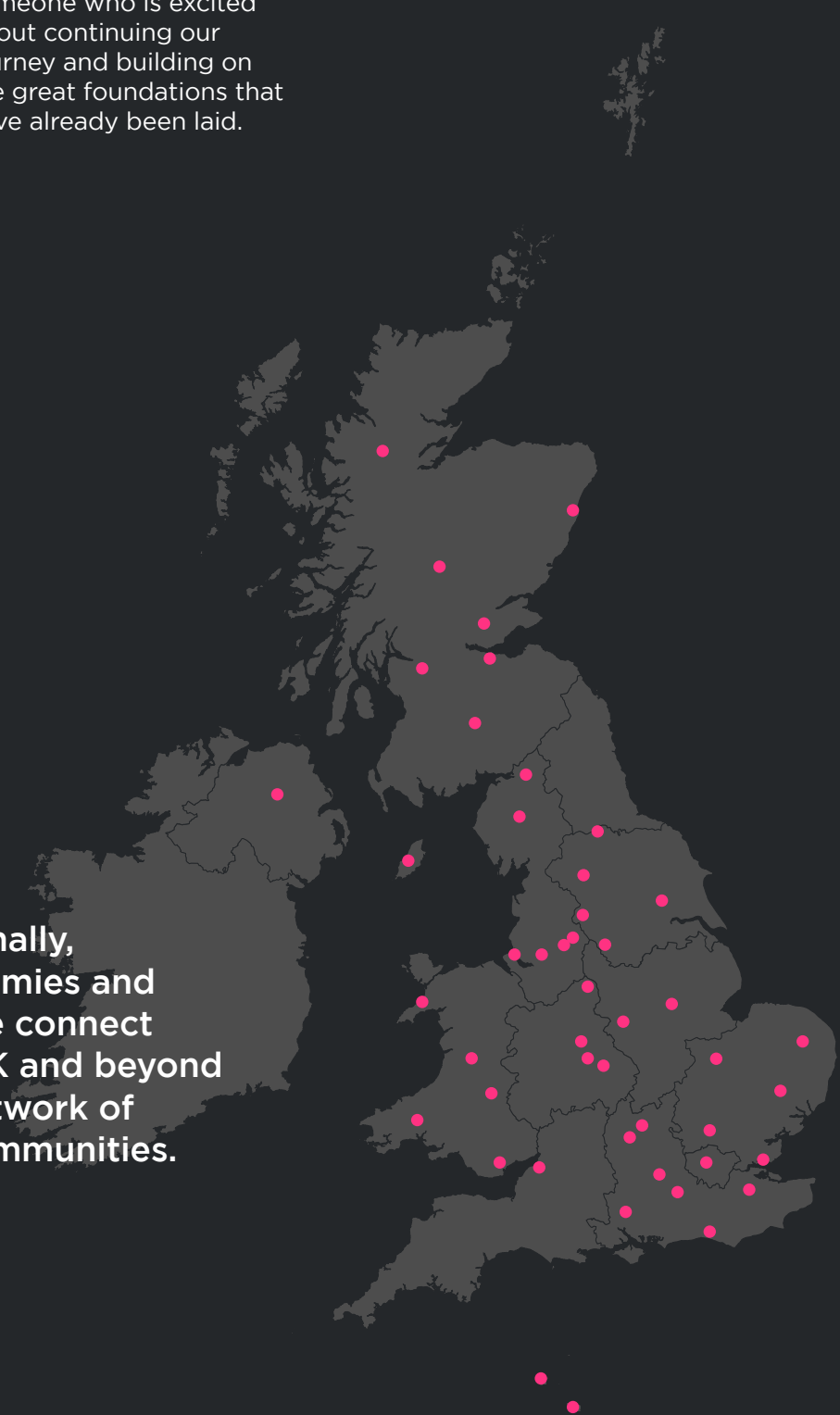
component of our business model. Through them, and a group of committed and active 'ambassadors', we seek to leverage the power and impact of the Institute across the length and breadth of the UK and internationally.

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.

As a member of the IoD Board you will be expected to bring fresh ideas, challenge and innovation to our thinking and approaches. In addition we expect you to play your part in development opportunities, to help in the creation of new experiences and stand up for the values and integrity of all our leaders as they face the challenges ahead. You will engage with our strong volunteer leadership in the regions and nations as well as Internationally. The volunteer chairs and branch network support is an essential

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

**By working together regionally, we are shaping local economies and building a better world. We connect our members across the UK and beyond through our distributed network of branches and volunteer communities.**



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# 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.

We believe that better directors build better organisations and better organisations build a better world. We also believe it is the responsibility of every director and leader to support cultures that promote inclusion and diversity, because organisations with strong I&D cultures not only perform better, but give back more to their people, their stakeholders and society.

These are the kinds of enterprise the UK needs to build a stronger, fairer economy – one where everyone can contribute and thrive.

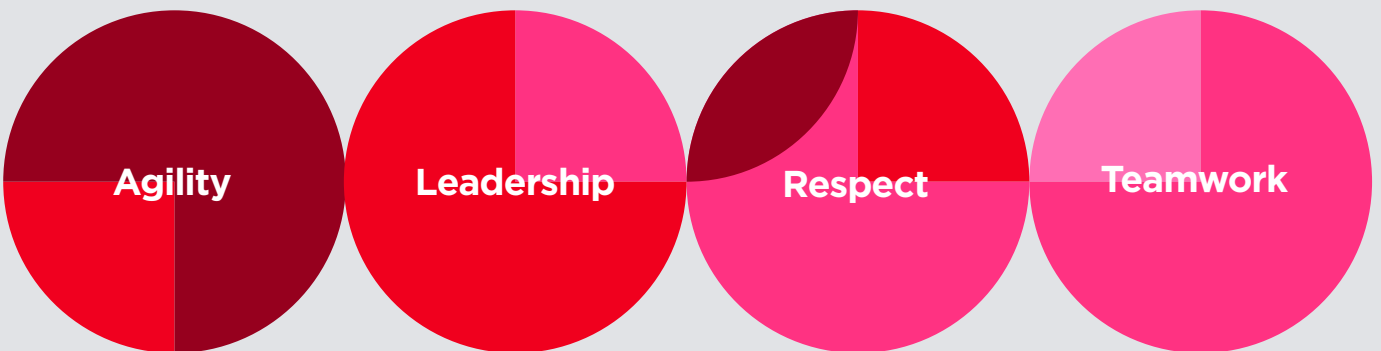
It is our responsibility to support directors in creating these organisations, and that means helping them understand the value that flows from placing I&D at the heart of their cultures and supporting them in implementing best practice.

We are committed to using our relationship with directors, our world-class professional development, our influence with government and our voice in the market to make this happen. And we are committed to strengthening our own I&D culture, delivered through action, not words.

**The IoD has four main imperatives:**

- Grow our membership, reflecting the communities that we represent
- Ensure we add value to our members in all our interactions, including our events, members hubs and the Information Advisory Service
- Build our many strengths in governance, policy and professional development
- Continue developing our finances to give a firm foundation for the future

**The IoD has four key values that underpin all activities:**



More information can be found at [iod.com](http://iod.com)

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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



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# The opportunity

<b>Job title</b>	Non-executive director
<b>Company:</b>	Institute of Directors
<b>Website:</b>	www.iod.com
<b>Position based:</b>	The meetings of the Board are held in London or virtually
<b>Dimensions:</b>	Circa 20,000 members
<b>Commitment:</b>	8-10 days per year including involvement in various projects*
<b>Remuneration:</b>	Non-Executive Board positions are not remunerated; however, expenses will be paid in line with the IoD's expenses policy

The Institute of Directors (IoD) seeks to appoint a highly commercial and well networked non-executive director to the Board. The successful candidate will play a full part as a member of the Board which is responsible for setting strategy and providing entrepreneurial leadership of the Institute. As a key part of these responsibilities, the Board supports and challenges the Management Team who are responsible for executing the strategy.

As well as playing a full part as a member of the Board, it is intended that the successful candidate will chair the Accreditation and Standards Committee (ASC), a committee of the Board.

### The ASC's key duties and responsibilities

- Approving standards/competencies required by directors and Boards together with the methods for assessing directors
- Responsible for independent assurance of the Institute's Chartered Director Programme
- Ensures currency of activity reflected in the academic regulations
- You will establish a key relationship with the chair of the Board whilst supporting the director general and the Board. You will contribute and further shape the business strategy and future direction of the IoD. The IoD requires Board members of the highest calibre to proactively uphold the Institute's gold-standard reputation in corporate governance.
- It will be essential to demonstrate a strong background in education standards and/or assessment, particularly in the field of directors' professional development, ideally at a national or global level.

\*denotes typical NXD commitment; this particular role will require 18 - 22 days encapsulating the responsibilities of the Accreditation and Standards Committee.

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# The person specification

The IoD is looking to appoint an experienced non-executive director with a demonstrable record of achievement in the education standards or assessment arena; ideally this experience will have been gained at a national or global level. This detailed knowledge and experience will complement the Board's existing skills and knowledge base, within the context of a robust and balanced Board.

The individual will not only demonstrate specific expertise in the Accreditation and Standards field but will ideally be a qualified chartered director and have a compelling private, public or non-profit leadership experience of both change and growth.

### Experience/personal skills:

- **Essential:** credibility with a range of stakeholder groups across professional standards and accreditation sectors.
- **Desirable:** Chartered Director Qualification.
- **Desirable:** Experience of dealing with government officials.
- Broad experience with sound business credentials ideally gained within a respected FTSE, SME, globally listed, significant commercial corporate, non-profit and/or national membership organisation.
- Comprehensive understanding of corporate governance.
- Well-developed commercial acumen with a proven record of insight, judgement and decision-making at Board level, ideally with deep non-executive experience.
- Builds trust and respect of staff and Board colleagues.
- Able to clearly articulate complete understanding of the Institute's purpose, relevance and strategic direction.
- Non-political and ego free, with a collegiate and supportive approach to the chair and other members of the Board.
- Good listener and clear thinker able to apply a high level of emotional intelligence whilst constructively challenging colleagues.
- Strong ability to guide and facilitate strategic debate at Board meetings whilst taking a full business overview.
- Ability to promote the case for British business at the highest level.
- Ability to chair the Accreditation and Standards Committee demonstrating currency of standards and assessment knowledge expected of directors.
- Demonstrates a strong and passionate commitment to equality and diversity.
- Acts as an ambassador for the IoD at all times.
- A member of the IoD
- Be familiar with the chartered director and professional development programmes.

**The Institute of Directors is an equal opportunities organisation and is committed to promoting equality and diversity. Applications are encouraged from all backgrounds and sections of the community.**



IoD hub,  
116 Pall Mall,  
London

**Remuneration**

This role is a pro bono position for the Institute which commands significant respect and impact in the UK business and political environment.

**Further information**

For further information or a confidential discussion, please contact [NEDappointments@iod.com](mailto:NEDappointments@iod.com)

