



The official membership
magazine for the Institute
of Directors in Scotland

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Direction

SUMMER 2023

Looking after the people as well as their pets

Lindsay Fyffe-Jardine at
the IoD Scotland Director
of the Year Awards



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The best of leaders, the best of times



IoD Scotland's new Chair, Julie Ashworth, is looking forward to her new role with optimism and determination – and a wish that external disruption to business will be kept to a minimum!

Welcome to this, the summer issue of *Direction* – the first issue I've been asked to provide a comment piece for, as the new Chair of IoD Scotland.

As I embark on my new role I couldn't have asked for a more fantastic start, playing host to the IoD Scotland Director of the Year awards. The Edinburgh International Conference Centre (EICC) buzzed with energy all evening as members from all corners of Scotland gathered to celebrate outstanding leadership at what was our first in-person Director of the Year Awards since before the pandemic.

The air was filled with a sense of achievement and jubilation as we honoured the best of the best, recognising their remarkable accomplishments.

Amidst the festivities, it was essential to acknowledge the tremendous challenges that business leaders, including myself, have faced in recent years.

The ever-shifting landscape, including Brexit, changes in Government, the global pandemic, and conflicts such as the war in

Ukraine, has demanded resilience and adaptability.

In this context, I want to pay tribute to Aidan O'Carroll, our outgoing Chair, who has exemplified unwavering strength, visionary leadership, and a constant source of inspiration.

His contributions at the IoD have set a high standard to follow.

However, as I embark on this exciting journey as Chair of IoD Scotland, I am filled with optimism and determination. While I hope for a period of reduced external disruption in the coming years, we must remain aware of the Scottish elections in May 2026 and the UK's imminent general election no later than January 2025.

Our primary focus at IoD Scotland is to connect, develop, and influence for the benefit of our members. And to that end, I am delighted to be a part of the New Deal for Business group, leveraging its resources and initiatives to drive positive change.

The group, made up of business leaders and representatives from industry bodies, aims to involve business at the earliest stages of policy development, to ensure it is effective. It will also be collating and sharing

data and evidence across sectors to dictate the response to emerging opportunities and changes in the business climate.

I'll be feeding back on our findings – so watch this space, but meanwhile you are encouraged to contribute your thoughts and views here:

newdealbusinessgroup@gov.scot

The lessons we have learned, or reaffirmed, over the past few years are invaluable. Decision-making in the face of volatility, uncertainty, complexity, and ambiguity requires good governance, and our schedule of events over the summer promises to provide insight and guidance in these areas.

From sessions on how to gain a competitive advantage, to the art of strategy and modern business etiquette, these events underscore the importance of building connections, fostering collaboration, and enhancing communication between organisations throughout Scotland.

By embracing these essential elements, we can collectively navigate the challenges, seize opportunities, and shape a resilient and prosperous business environment where Scottish business leaders thrive.

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We're championing the voices of directors to build a better Scotland

Welcome from Catherine McWilliam, Nations Director of IoD Scotland



I write this fresh from celebrating the outstanding achievements of Scotland's finest leaders at our Director of the Year Awards 2023. The ceremony showcased the very best from Scotland's boardrooms, serving as a testament to the remarkable individuals who exemplify excellence in leadership.

Spending the evening surrounded by these leaders, I couldn't help but feel a sense of privilege.

The Scottish business landscape has been marked by uncertainty and challenges over the past few years, but as we move forward, it is crucial to have authentic, driven and focused leaders at the helm.

All of the Directors shortlisted for the Awards possess these qualities in abundance, as well as the ability to navigate organisations through difficult times, motivate their teams, and make strategic decisions.

And speaking of moving forward, we recently welcomed our new Chair of IoD Scotland, Julie Ashworth. You'll have seen her first welcome piece for this magazine on page 3, and there's more about her appointment on page 5.

Julie's extensive experience and business acumen as a founder and CEO make her the ideal candidate for the role, and in welcoming her, I'd like

to also express my gratitude to our outgoing Chair, Aidan O'Carroll, for his invaluable guidance, especially during the tumultuous times of the pandemic and Brexit.

Julie's appointment ensures a future-proofed IoD Scotland, representing the leadership community across sectors, listening and supporting our members through the challenges of running an organisation.

Concerns on skills

One of the biggest concerns for Scotland's Directors is the skills gap, as reflected in our recent State of the Nation survey.

The findings revealed persistent worries about skills shortages, with 44% of businesses reporting a lack of skilled personnel. Further to this, 43% of SMEs expressed uncertainty in their ability to recruit suitable

candidates for future vacancies, indicating an 8% decrease in confidence compared to the previous year.

In response to these challenges, IoD Scotland is committed to working hand-in-hand with the Government to develop innovative solutions to bridge the skills gap. The Scottish Government's Fair Work Principles remain central to our vision for Scotland's workforce, but it is evident that more work needs to be done.

As an organisation at the forefront of tackling directors' challenges, we are dedicated to fostering an open dialogue with the Government to ensure relevance and support for recruitment efforts. Our primary focus will be on advocating for the support of directors in accessing a diverse pool of skilled workers and making the Fair Work Principles more accessible for businesses across the nation.

My role as Nations Director for IoD Scotland is defined by a passion for leadership and an unwavering belief in the potential of Scottish businesses. Guided by a commitment to excellence, I am proud to lead an organisation that champions the voices of directors and strives to shape a prosperous and sustainable future for Scotland's boardrooms. Together, we will navigate the challenges, seize opportunities, and inspire a new generation of leaders.

"IoD Scotland is committed to working hand-in-hand with the Government to develop innovative solutions to bridge the skills gap..."

New Chair brings a wealth of experience to ensure IoD delivers the services its members need

As you will have seen in her introduction on page 3, Julie Ashworth – a Fellow of the IoD – has been appointed as the new Chair of the IoD in Scotland.

Julie said she was honoured and delighted to take on the role. “I’m hugely proud to be asked to take the Chair at IoD Scotland, and look forward to working with members from across Scotland, many of whom I have worked with for years.

“I’m focused on how we can improve the use of local insights and intelligence of members to create meaningful conversations specific to each region, feeding these into the national strategy, ensuring IoD can continue to deliver on what members really need, connecting, developing and influencing.

Julie brings a background and experience across multiple sectors of industry, including retail, technology, professional services and hospitality. Specialising in governance, she has worked with FTSE 50 and award-winning start-ups. She founded Broadreach Ltd, a leadership consultancy, in 1998, working with brands including Tesco, Smart DCC, Vodafone, Target Australia and Dubai Airports. In addition she acts as a business coach to senior executives and directors.

Other current roles include being the Chair of the University of Aberdeen’s governing body the University Court, serving as Scotland lead of Women on Boards UK, and having seats on several Scottish advisory boards including the Scottish Business



“I’m hugely proud to be chair at IoD Scotland and look forward to working with members from across Scotland, many of whom I have worked with for years.

Julie Ashworth

Network, meaning she brings a wealth of knowledge and insight to the role.

Catherine McWilliam, Nations Director – Scotland at IoD Scotland said: “Julie will make a fantastic Chair of IoD Scotland. We had several high-calibre candidates interview for the role, but Julie’s experience, paired with her business acumen as a founder and CEO, made her an ideal candidate for the role.

“The IoD Scotland membership is reflective of the leadership community in Scotland, representing public, private and third sector leaders. They are all facing real challenges around growth and building success, while ensuring their organisation is built on the vital pillars of ethics, governance and integrity.

“Julie is an experienced Executive and Non-Executive Director, Chair, and advisor with a unique cross sector view into the experience of

boardrooms in Scotland.

“Through her work with M&S, IBM, and Sainsbury’s, she brings a commercial understanding to the boardroom, but equally offers insights into the public sector and higher education through her Governor roles. It’s this diversity of thought which will help ensure IoD’s position is future-proofed as the leading voice for directors in Scotland.”

Julie replaces outgoing chair Aidan O’Carroll, who said Julie’s experience and business acumen meant the IoD was in “capable hands” going forward. “I have worked with Julie for several years and have seen first-hand her understanding and dedication to the principles of good governance, professional development and business for good,” Aidan said.

“I’m pleased to be able to leave the role in such capable hands and look forward to witnessing IoD’s achievements in the future.”



“I have worked with Julie for several years and have seen first-hand her understanding and dedication to the principles of good governance, professional development and business for good. I’m pleased to be able to leave the role in such capable hands...”

Aidan O’Carroll

New chair appointed to IoD Glasgow

Mark Spragg, managing director of leading Glasgow-based business consultants Where Now Consulting, has been appointed as the new Chair of the IoD Glasgow branch.

Mark previously spent 12 years with Steelcase, the multinational US furniture and home furnishings manufacturer, latterly as its Vice President EMEA Channel Strategy and Management, based in Munich, after leading its northern European operations.

A chartered management accountant, Mark has been the President of Inverclyde Chamber of Commerce for the past two years, working with its board to restart face-to-face networking and training activities. He is also a committee member of the Chartered Governance Institute's Scotland branch.

He said: "I am hugely excited to be stepping into the role of branch Chair in Glasgow, which will provide a fantastic opportunity for me to share my passion for great governance and professional development.

"Glasgow's historic reputation for creating then developing some of the very best directors over centuries is world renowned.

"This city remains a cornerstone of both the Scottish and UK economies, and still boasts an amazingly diverse and healthy business and industry landscape.

"Our pivotal branch hub here will continue to provide an invaluable space for discussion and collaboration, with a focus on building and maintaining an ever-better pipeline of ground-breaking directors and businesses."

Catherine McWilliam, Nations Director of IoD Scotland said: "Mark

has had a long and highly successful business career, most recently holding increasingly senior financial, commercial and corporate management positions in Scotland, the UK and in Europe.

"As managing director of Where Now Consulting, one of Scotland's top management consultancies, he is helping companies to grow and compete.

"I know how passionate Mark is about business and its place in society as a force for good – and so his appointment as our Chair in Glasgow will undoubtedly prove a huge asset for the IoD."

"Our pivotal branch hub will continue to provide an invaluable space for discussion and collaboration, with a focus on building and maintaining an ever-better pipeline of ground-breaking directors and businesses."

Mark Spragg



New Deal for Business prepares initial recommendations for First Minister

At the second meeting of the New Deal for Business Group, joint chairs Dr Poonam Malik and Wellbeing Economy Secretary Neil Gray heard from five subgroups tasked with bringing about changes on key issues which are of primary importance to the business community.

The subgroups have set out a clear timeline of what they want to achieve up to the end of June, when they will provide their recommendations on next steps in an interim report to First Minister Humza Yousaf.

The five subgroups within the New Deal for Business Group are led by one or two group members, who can bring in others from the wider business community to provide advice and experience. Subgroups meet in between meetings of the New Deal Group, and report back on progress and flag issues at whole group meetings.

Neil Gray, Wellbeing Economy Secretary



The subgroups and their leaders are:

Regulatory Review (Regulations Taskforce):

Richard Lochhead, Small Business Minister; Councillor Gail Macgregor from COSLA; and Colin Borland, Federation of Small Businesses

Business Partnership: Iain Baxter, CEO of Scotland Food and Drink

Non-Domestic Rates (NDR): Tom Arthur, Public Finance Minister; and Liz Cameron, CEO of Scottish Chamber of Commerce

Wellbeing Economy: Sarah Thiam, CEO of Scottish Council for Development and Industry; Louisa Macdonell, CEO of Business in the Community Scotland; and Nathalie Agnew, MD of Muckle Media

Sharing Key Metrics: Kathy Johnstone Office of the Chief Economic Advisor; and Gopalan Rajagopalan of Tata Consultancy Services

• If you would like to contribute your views to the New Deal for Business group, please email newdealbusinessgroup@gov.scot

CENTRAL SCOTLAND

IoD event takes a look at economic picture



IoD Central Scotland branch held a breakfast event on IoD Scotland's State of the Nation Survey 2023. The event, kindly hosted by Macdonald Inchyra Grange Hotel in Falkirk, kicked off with an incredibly insightful keynote and Q&A from Harvir Dhillon, economist at the British Retail Consortium. Also speaking was Ann Jacob-Chandler, head of the Regional Programme Management Office, Stirling & Clackmannanshire City Region Deal. The event was well-attended by a cross-section of SME business owners, with plenty of opportunities for open and honest discussions with guest speakers, as well as other business leaders.



HIGHLANDS & ISLANDS

MYXD shakes it up to create a stir in the cocktail world

Inverness-based cocktail manufacturer MYXD has been bought by three Highland-based businessmen, Martin Murray, John Murray and Royce Clark.

Between the three they have over 70 years experience of the retail, hospitality, food and drink sectors.

The manufacturing process has just been relocated to new premises



outside Thurso at Dunnet Bay Distillery, home of the world-famous Rock Rose Gin.

While the current offering of 19 expertly hand-crafted cocktails will continue to be produced to fulfil existing demand, the new owners intend to partner with Highland & Scottish-made spirits and add these to the existing recipes.

This will see Rock Rose Gin, Holy Grass Vodka, Map Makers Rum and others, replace the mainstream premium spirits currently used.

John Murray, Director of MYXD said: "We are all excited about taking an already well-known locally established brand and improving on the current range of products.

"Our vision is to have as many of the cocktails' ingredients made in Scotland as we can, and promote that both in the UK and internationally."

CENTRAL SCOTLAND

Key City Deal role for IoD Ambassador Brian

IoD Central Scotland branch ambassador, Brian Williamson, has recently been asked to take on the position of Interim Chair of the newly formed Regional Economic Advisory Group (REAG).



This is the group that provides independent advice to the City Regional Deal (CRD) for Stirling and Clackmannanshire. This deal has £90.2m of funding from UK and Scottish Governments combined with another £123.8m of partner funding and the objective of securing £646m of private sector investment. The Deal aims to tackle some of the inequality issues in the region and create a platform for economic and social prosperity.

In addition, the group is tasked with considering the regional economic strategy and advising on how to maximise outcomes of this investment.

FIFE & TAYSIDE

Regenerative capitalism: A snowman's perspective in a world on fire

Paul Hainey

Behavioural psychology is an aspect of sustainability leadership which is hugely important but often overlooked.

Professor Rebecca Henderson from HBS observes that: "The successful purpose-driven leaders I know are almost schizophrenic in their ability to switch from a ruthless focus on the bottom line to passionately advocating for the greater good".

Personally, as a sustainability leader, I find that I'm increasingly forced to function at Kegan's Level 5, in that, "I hold many identities, I embrace paradox".

I won't lie, I find this tough.

My solution to help me manage this, is that I externalise these conflicting identities as imaginary characters in the physical world. My sustainability persona is a one-foot-tall snowman I observed on top of one of the handrails on Queen's Bridge, over the River Tay, on the eastern edge of Perth City Centre. I often use his photo as a background for my video calls. He's pictured above.

Folks commonly assume that he's an urbane, charming little chap, but nothing could be further from the truth! He's grumpy, disagreeable, quick to judge and anger, but most of all, he's incredibly impatient. He feeds on URGENCY, "The fierce urgency of now", as Martin Luther King put it.

Why is he grumpy and impatient? It's obvious really – he's melting. This is an existential crisis for him. In this respect he shares a demographic with all of us, the world over. We stare into the abyss of potential social and environmental collapse in future generations.

What about collective, rather than individual, behavioural psychology though? Can we as a species adopt collective behavioural tools to help us manage our existential crisis? One of the most promising ideas I've seen in a long time in this area is that of regeneration. More specifically, the



Urbane, charming? Not a bit of it. This little chap is positively grumpy, because he is melting and he is incredibly impatient about tackling the problem

notion that we can build regeneration into our *de facto* Global-North-West behavioural pattern of capitalism to form **Regenerative Capitalism (RC)**. This idea pushes the boundaries way beyond mainstream sustainability thinking. Rather than merely seeking to maintain things at an acceptable level into the future, regeneration looks to exponentially improve things over time.

Building this into capitalism itself in a business-as-usual sense would allow us to become 'pollinators'. Analogous to bees chasing nectar who inadvertently transfer pollen, capitalists who chase enterprise value could inadvertently create system value for society and/or the environment.

Not quite inadvertently perhaps, we'd need conscious effort in design and behaviour change, but (unlike my snowman), the idea's certainly got legs.

Earlier this year at Fife and Tayside IoD branch we were privileged to welcome experts from the think-tank Volans to provide a virtual learning

session on the topic of RC.

Its CEO, Louise Kjellerup Roper, briefed us on the fundamentals of RC including the three core design principles of:

- Learning from Nature (Biomimicry)
- Circularity
- Alignment

Senior 'pollinator', Pauline Silverman, shared her inspiring work using RC in the regeneration of the River Leven area in Fife as well as her sage advice to "be bold".

Following the session, I looked around our region and found many examples of regenerative organisations with the potential to help us in our RC endeavours. Further west from the River Leven lies the beautiful Loch Leven National Nature Reserve, part of the same aquatic ecosystem. Here NatureScot is currently involved in the creation of a highly regenerative type of value network known as a 'Land Enterprise Network' (LENs).

In Perth City, Giraffe Trading draws boldness from its 'long brass neck' in

"We were privileged to welcome experts from the think-tank Volans on regenerative capitalism... its CEO, Louise Kjellerup Roper (right), briefed us on the fundamentals of RC... Learning from nature (biomimicry), circularity and alignment





“In the beautiful Loch Leven National Nature Reserve, NatureScot is currently involved in the creation of a highly regenerative type of value network known as a ‘Land Enterprise Network’ ”

using high-quality ingredients which would otherwise be wasted to produce top-class meals from its kitchens. These are then distributed to local outlets and used to create social value in the Giraffe City Centre café.

The hugely regenerative aspect is the social enterprise which provides training, skills, and employment to citizens who might otherwise be left behind in society. This augments the diverse, inclusive, high-quality human skills capital reserves within Perth into future generations, as part of an embryonic Social Enterprise Network (SEN).

One of my biggest bugbears with modern society is its seemingly endless obsession with banal technology. Is crypto an actual currency? Are NFTs assets? Do either

carry value? Who cares. A traditional, regenerative, indigenous store of intergenerational equity sits right beneath our noses – seeds. The Perthshire Seed Library plays its part in preserving Scotland’s ‘Seed Sovereignty’ for future generations.

While I’m on a roll, I’m going to stick my own brass neck out; maybe we can combine LENSs, SENs, and intergenerational equity to ensure a regenerative intergenerational economy for Fife and Tayside, to see us well into a prosperous future?

What about the grumpy wee guy on top of Queen’s Bridge though? Well, despite the anti-social behaviour stemming from his existential angst, he’s got it all figured out.

Sure, he’ll melt. His pebble eyes will fall into the Tay to become part of the

riverbed. His twiggy arms will float 400m downstream to be picked up by the first wild, city-dwelling beaver colony in the UK for hundreds of years. Even his body will dissolve and be carried out into the North Sea via Dundee.

Not only this though, but he’s also playing you and I like fiddles. His regeneration strategy leverages our species’ playful, cultural desire to sculpt its own form from snow.

He’s got the regenerative trinity of biomimicry, circularity and alignment licked. His bold behaviour assures his future into eternity.

Can ours?

Paul Hainey is a purpose-driven sustainability strategist and business architect



Giraffe City Centre cafe in Perth: by using high-quality ingredients earmarked for waste, it is reimagining how we do business

Art Night 2023: Dundee breaks London's grip as it's unveiled as cultural event host

For the first time ever, the biennial 'Art Night' event is being brought to a city outside London – and it's coming to Dundee.

This free, one-night-only event will welcome local and internationally renowned artists to the city of Dundee for a unique, contemporary exhibition on June 24.

Since its launch in 2016, Art Night has been on a mission to present artists with the opportunity to share their ingenuity while supporting local groups and artists in their bid to push the boundaries of contemporary art.

This year's exhibition will feature ten innovative commissions by well-respected artists and budding artists from Dundee's civic and public spaces.

Among this year's list of featured artists are Nabihah Iqbal whose *Sonic Voyages* sets out to present a musical take-over of two of Dundee's most iconic venues, RRS Discovery and the Arctic Bar. There will also be an accompanying Inwith programme, showcasing samples from Dundee's inclusive art scene including work



from the V&A Dundee's Young People's Collective.

The commissions will be presented through a range of formats which make in-person attendance all the better. From live events to installations, and sound performances to film, the work

will span across Dundee's city centre streets and into Arbroath.

This year's Art Night encourages audiences to engage with one-of-a-kind cultural experiences and embrace a rich blend of local and international artistry.

For more information go to <https://artnight.org.uk/>

Grabbing a good book down in the Borders

Celebrating 20 years of bringing together literary fanatics, the Borders Book Festival hosted a four-day event from 15-18 June packed with books, comedy, live music, family fun, food & drink, and much more.

Set in the picturesque Harmony Garden in Melrose, the festival

features the best the Scottish Borders have to offer.

This year the festival welcomed a rich selection of Scottish novelists, including Booker Prize winner and acclaimed author of *Shuggie Bain*, Douglas Stuart. Other notable names include Scottish crime writer Val McDermid, celebrated tennis

coach Judy Murray, and contemporary storyteller Mara Menzies.

For those looking for a more interactive experience, there was also the chance to browse the festival bookshop and attend book signings throughout each day of the festival, with an impressive line-up of novelists on call.

As well as an array of literary attractions, festivalgoers were invited to indulge in a fine choice of delicious food and drink from across the Borders and Scotland, with the onsite orchard transformed into an outdoor food village, with foodies' favourites including Alandas Scottish Seafood's mouth-watering fish and chips and Pizza Geeks' tempting wood-fired pizzas.

For more on the show and its future plans, see <https://bordersbookfestival.org/>





Celebrating history and new horizons at the 45th Edinburgh Jazz & Blues Festival

Having earned its status as one of the largest and most respected music festivals in Europe, the 45th Edinburgh Jazz and Blues Festival returns from July 14-23 to celebrate the history of the music, and its progression to where it is now, with the help of a new generation of artists as well as some familiar faces.

The festival will take the city by storm, packing in 130 concerts across 10 days throughout Edinburgh's

theatres, parks, and clubs. From the historical Festival Theatre to the dynamic Leith Arches, jazz and blues enthusiasts can be assured that the incredible array of talented Scottish and international musicians will shine against every backdrop in the city.

Festival favourites will be in attendance, including the infectious rhythms of Ibibio Sound Machine and the uplifting fusion of swing, jazz, and R'n'B courtesy of Jools Holland

and his renowned Rhythm and Blues Orchestra.

This year's festival also offers a great opportunity for young musicians to burst on to the scene and share their talents, breaking down barriers to the discovery and appreciation of the musical arts.

Names to look out for include the innovative melodies of Ali Watson Quartet and the soulful vocals of Sister Cookie and her accompanying band.

See <https://www.edinburghjazzfestival.com/>

Get into the 'swim' of the Stonehaven Folk Festival

With warmer summer evenings firmly upon us, Stonehaven Folk Festival offers a great variety of activities and concerts for those looking to immerse themselves in the best of traditional and contemporary folk music.

Taking place from the July 7-9, the weekend features ceilidh dancing, singalong sessions and interactive workshops, all set in the picturesque harbour town of Stonehaven on the north-east coast of Scotland. It also offers the opportunity to attend one of many artist-led workshops taking place throughout the weekend, offering great tips and tricks and catering to all abilities.

This year's event is hosting an incredible range of international and local performers, from the gentle yet moving folk Americana stylings of Irish singer Edwina Hayes to the energetic and fiery blend of solo and ensemble sets mastered by the Blazin Fiddles. Frequent visitors of the festival may also recognise the comforting sounds of the Mearns Singers, a charming local community choir who are best known for their vast repertoire of traditional and



contemporary songs.

All this plus the festival's well-loved 'aqua ceilidh', taking place at the historic Stonehaven Open Air Pool, accompanied by a live band, to finish the festival on a high note!

More at <https://www.stonehavenfolkfestival.co.uk/33rd-stonehaven-folk-festival/>

Tackling inequality – and be brave enough to accept vulnerability

Answering our questions this issue is Claire Alexander, Director of Africa Scotland Business Network

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

Managing business plateaux. I've learned to accept that success is not a direct moon shot, there's a few stars to bump into on the way. Our strategy for smashing through a plateau is to regroup as a team, bring in our advisors and consultants if required, brainstorm and action the most logical ideas.

Remaining agile and being comfortable with change is engrained in our companies' culture.

Who, or what, drives you or inspires you?

I am driven by the high standards and ambitions I set for myself and my companies. I am extremely goal and purpose-driven. Motivation and inspiration from external forces is undoubtedly a great way to learn new ways of thinking but ultimately, determination and drive has to come from within.

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

The long-term vision for both of my businesses is to be recognised as legacy companies in their respective industries. You don't need to be the 'first' or the 'biggest' to win, but you do need credibility and an edge to build brands that are successful and stand the test of time.

What keeps you awake at night?

War and inequality. We are all living on

the same burning rock. Life is fragile enough. We deserve the right to live in harmony and prosperity and without fear of harm or lack of access.

What makes a good leader great?

Someone who genuinely cares about the wellness, ideas and ambitions of the people they lead, while continuously learning to master themselves.

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

I have four/five highly experienced business mentors at any one stage. One of the most important lessons I've learned from mentors is that leadership doesn't have an age. Leadership takes immense courage and responsibility and the confidence to express vulnerability, which I commonly do.

As a 40-year-old, I'm able to relate very easily to millennials but I also have great business relationships with my elders.

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

Refining my public speaking. I have a global audience now so it's important that I can communicate a message or a story clearly, compellingly and authentically.

I still need notes to do this but one day I won't need to nervously rely on them!

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

Geopolitics. People often ask me why I didn't start an Africa Scotland trade consultancy. There are a few answers to this but essentially, a well-managed international

network of multiple and diverse companies harnesses influence and impact.

What piece of technology do you rely on most?

CRM, fintech and the latest communication technologies.

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

LinkedIn. Our clients and members are all over the world so it's a great tool to connect with them quickly. LinkedIn also helps us promote our brands into new audiences and international markets.

What needs fixed?

The system as we know it. Instead of putting plasters on all the wounds that the system constantly generates, change the system.

What leadership advice would you give your younger self?

Invest your money and stop buying so many pairs of trainers.



"Inequality stops me sleeping... we are living on the same burning rock... we all deserve the right to live in harmony and prosperity "

ERS Silver Awards for 29 employers

Twenty-nine companies in the Highland RFCA-area have been awarded the prestigious Defence Employer Recognition Scheme (ERS) Silver award for 2023.

The award from the Ministry of Defence (MOD) is in recognition of the support the organisations give to the Armed Forces community.

The Employer Recognition Scheme incorporates Bronze, Silver and Gold awards.

Major General Marc Overton, Assistant Chief of Defence Staff (Reserves & Cadets) said: "I would like to thank and congratulate the recipients of this year's Employer Recognition Scheme Silver awards.

"A Silver award recognises the fantastic efforts of employers throughout the UK who have both elevated their commitments under the Armed Forces Covenant and provided actual benefit to the Armed Forces Community.

"The winners should all be proud of the life-changing impact and fresh opportunities they are providing to our Reservists, veterans, and their families. The number of winners this year yet again shows that the Armed Forces family talent pool is also providing tangible business benefit."

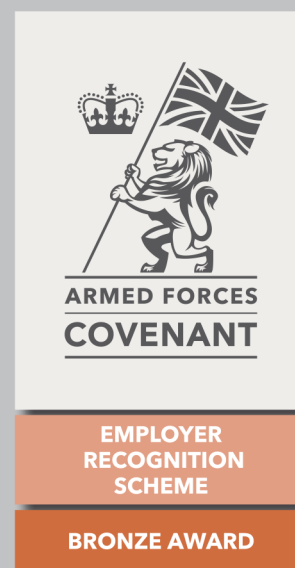
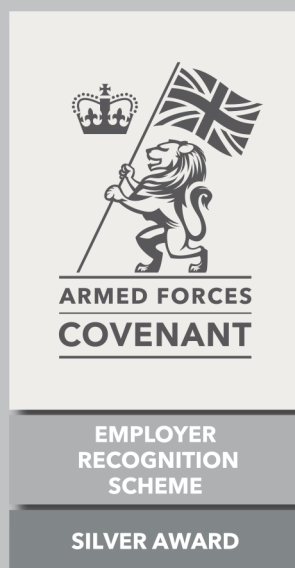
The ERS awards culminate annually with prestigious ceremonies at The Black Watch Museum in Perth and at Scone Palace to recognise the efforts of the Silver and Gold award winners in the Highlands.

Silver winners in the HRFCFA-area for 2023 are: 20/20 Business Insight Limited; Andron Facilities Management; BEAR Scotland; BRAVEHOUND; Central Fife Sheds Ltd; Dundee Football Club; EC Aluminium Ltd; Eclipse (IP) Ltd; Falkirk Football Community Foundation; Forth Valley College; G.H.Q. Spirits; Glenhead Engineering Limited; Gray & Adams Ltd; Home Instead East Fife; HorseBack UK; International SOS (Medical Services) UK Limited; Lochaber Chamber of Commerce; Lochgilphead Medical Centre; Munro and Noble Solicitors; NHS Western Isles; Progressive Pathways Limited; Royal Dornoch Golf Club; Serica Energy; Stirling Highland Games; Stroven Ltd; The Dundee Gin Company; The UKSI Limited; TSG UK Solutions Ltd; Wings for Warriors.

To find out how you can support the Armed Forces, contact Highland Reserve Forces' and Cadets' Association's Regional Employer Engagement Directors.

Contact **Roy McLellan** by email: hi-reed@rfca.mod.uk.

Contact **Ray Watt** by email: hi-reed2@rfca.mod.uk.



‘People are at the heart of our story’

IoD Scotland Director of the Year **Lindsay Fyffe-Jardine** explains to Rob Beswick why the success of the Edinburgh Dog and Cat Home charity she runs lies in seeing the people behind the pet in crisis

You tend to find that double award winners are in a good mood when you get chance to have a chat with them – and it's fair to say Edinburgh Dog and Cat Home CEO Lindsay Fyffe-Jardine was in exactly that when I caught up with her a few days after her triumphant evening at the IoD Scotland Director of the Year awards.

“I'm still in a bit of shock, to be honest,” she said. “It's nice to be nominated for awards, but you always turn up thinking someone else is bound to win, so it was a real surprise to win two.”

While the IoD Director of the Year awards are seen as a personal triumph, for Lindsay, hers were a vindication of everything the team is doing at the Edinburgh Dog and Cat Home (EDCH). “We've struggled over the past few years, but we've come through the challenges and we're really positive about the future. These awards just add that touch of validation for what we're doing, which everyone needs from time to time.”

‘What we're doing’ is providing a sanctuary for dogs and cats across the East of Scotland, from the Borders right up through Edinburgh & the Lothians as far as Fife. The need to rescue pets often comes when their owners feel they can no longer look after them, and at that point the Home will step in and love them as if they're their own.

What makes the Home's work particularly interesting is that the animals aren't all the story - their owners are just as important. “People ask us to take their dog or cat, but you can see it is the last thing they want to do, because their pet means so much to them. We try to work with

them, to keep loving homes whole and pets where they belong – with their families. We look for ways round their problems.”

“People assume our focus is on a pet in crisis but behind every story there is usually a family in crisis, too. We don't pre-judge the people who approach us: we know that in the main, people will try to keep their pets until the last possible moment; they will keep on fighting for something they love, and hang on to their pets till everything else is gone.

“Often the person or family that we work with is there through bad luck or just an unfortunate series of events. Sudden poverty, illness, a major changes in circumstances, and before they know it, they are in crisis.

“I see our job at the Home as being about changing the narrative. We listen to the person in crisis and see if we can reach a different outcome.”

Most people would assume that Lindsay's path to being CEO of an animal charity would involve a huge number of animal-related roles – but the truth is her involvement with the Home was completely unintentional, and a major departure from the majority of her career.

“Previously I've focused on humanitarian aid and disaster relief programmes. I've worked for a number of aid agencies, including the British Red Cross, and the roles have taken me to some of the worst

natural disasters the world has seen in the past couple of decades,” she explains, before ticking off a relative ‘Who's Who’ of natural disasters: “I worked in India on the response to the Boxing Day tsunami; in Haiti after the earthquake in 2010; in Japan after 2011's ‘triple disaster’ of the earthquake, the tsunami that followed and subsequent nuclear reactor meltdown; and in the Philippines after Typhoon Haiyan in 2013.”

It was an incredibly challenging but fulfilling role. “I had always loved working with people and wanted to help them. The job took me around the world but one thing I noticed, no matter where I was, was how far people would go to protect their animals. I remember seeing a man struggling down a flooded street in the Philippines after Typhoon Haiyan with his pigs on a makeshift raft, getting them to safety. Despite the stress they were under, people look after their animals.”

A role in London with the World Animal Protection charity – then known as the World Society for the Protection of Animals – “made me realise how animals and people interconnect. I understood the security and companionship that people derive from their relationship with animals. They are part of our lives.”

That was followed by a role at

“People ask us to take their dog or cat, and you can see it is the last thing they want to do, because their pet means so much to them. We try to work with them, to keep loving homes whole and pets where they belong – with their families.”

Edinburgh Airport, managing the security side, which saw her draw on her training from the aid programmes – “you might guess that the security of their people is high on the agenda of aid charities”.

It was while at the airport that her CV brought her to the attention of an Edinburgh headhunter eight years ago.

“I was approached to become the Home’s Operations Director. It wasn’t an obvious next move for me, and working with animals was not something I directly sought, but the CEO was looking to reinvigorate the charity and the plans looked exciting.”

She loved the charity from day one: “It’s a great place to work, and the job it is doing felt so vital. We made a lot of changes and brought the charity up-to-date. After a stint as Deputy CEO I was asked to step up to lead the charity in 2020...”

Hang on... when in 2020? “Just as lockdown started,” Lindsay says, laughing. “I couldn’t have picked a worse time to take on the role, could I? Almost overnight all our fundraising plans were abandoned. We lost £650,000 almost immediately, and without furlough schemes I think we’d have struggled to survive. But we did. I made a lot of tough decisions, not all of which were well received by partners, but I knew we had to be strong, to weather the storm and stick to our guns.”

Despite the challenges of the pandemic, “lockdown made me fall in love with the Home again. I saw its role in a different light. It made me really understand why we were there.”

Lockdown also “stretched the strategic muscle in my head. I had to look at everything differently. Lockdown meant we had to shut the home’s doors for the first time since the Second World War. But I still had to motivate the team – indeed, we were asking people to do so much more that it became even more imperative to have them all pulling in the same direction.”



Despite furloughing staff “we had to keep the home open. The dogs and cats still needed looking after, so we had staff in throughout.”

Including their kennel assistant... “First day as CEO, I was in the kennels and cattery, mucking them out! It was important for me to be seen as still hands-on, getting involved, not stuck in an office, particularly when everyone else had so many jobs to do. I knew we were asking our people to go the extra mile, so I had to, too.”

As with many businesses, the pandemic forced the Home to look at its operations from every angle – particularly fundraising, on which it is so reliant. “As I said earlier, we knew

we had a shortfall of £650,000 almost straight away, so we had to address that. The only good thing that came out of it was that we came out a stronger team, having gone through such a challenging, stressful time together, and we were well-placed to handle the second ‘whammy’ to hit us, the cost-of-living crisis.”

Lindsay’s principal response to the loss of fundraising events and donations from visitors was to diversify fundraising as much as possible. “We set in place some different ways to engage with our supporters and the pet-loving community.”

Continued on page 16

Continued from page 15

The first of these new programmes were two dog first aid courses, “to help people identify illnesses in their pets sooner, and also teach them what to do in an emergency.”

They have proved very popular: “we’ve even had people attend who don’t own pets but who have family members who do, and they want to know what to do if there is a medical emergency.”

In addition there is a one-on-one dog training programme coming on stream, both for pets that have been rescued and people who want help controlling their own dogs, and a dog walking service with a difference. “We don’t walk the dog – the owners do – but what we offer is a safe space for them to walk.”

To the non-dog owner, perhaps an explanation is required, and as with so many other things these days, we can trace it back in part to lockdown, and one of its many surprising and unintended consequences. “A lot of dogs were brought into the world during the pandemic, and their early days were in an environment that’s very different to normal. They went for their first walks on quiet, empty streets, with no cars, no other people. They didn’t get to ‘socialise’ with other dogs. Now life has returned to normal, some cannot handle the change. Our walking space gives them the chance to be in a safe environment.”

Business leaders often say that in times of crisis, the best ideas come to fruition, and you’d suggest Lindsay would be on board with that idea. “Our team has had to be really creative since 2020. We’ve needed to look at different ways to operate, new fundraising streams, really innovative thinking. We’re better – and stronger – for it.”

One of her most eye-catching initiatives has been setting up a system of pet food banks. Their introduction ties in to Lindsay’s understanding that there is a strong connection between a family in crisis and a pet in need.

“We have a pet food bank here at the Home, but we’ve teamed up with a number of national food banks - the Trussell Trust, the Salvation Army, Church groups, local larder-style food banks – to make sure there are supplies of pet food available in those, too.

“We’re trying to ensure that if people are financially stressed and



Lindsay at the Director of the Year awards, with one of her two trophies

using food banks, they can still feed their pet. We don’t want their pets to go without, but we don’t want people to use their own food for their pets either.”

The pet food banks have a supply of blankets, leads, bedding and jackets for the winter, “anything people need to keep their pet warm, safe and dry.”

While the driver behind this is the increase in people in financial distress because of the cost-of-living crisis, in truth that is too simplistic a view, and just the offer of a pet food bank makes all the difference. “People will make extraordinary sacrifices to ensure their animal is looked after, even going without food themselves. We don’t want people to make that sacrifice, hence the pet food banks. If people contact us and ask if we can take their pet in, the answer is yes... but we ask why. If it is a case of they can’t afford to feed their pet, then the pet food bank option can make all the difference.”

It’s an initiative that has meant the number of pets needing to be rescued “is far lower than it would have been. We’ve given people a way to keep their pet.”

What about those who question whether giving donations to animal charities such as the Edinburgh Dog

“Our team has had to be really creative since 2020. We’ve needed to look at different ways to operate, new fundraising streams, really innovative thinking. We’re better – and stronger – for it...”

and Cat Home is right, when there are so many other charities – looking after neglected children for example, or fighting illnesses – which also need support?

Lindsay’s clear on this: “It’s up to you to support the charities that you want to support, that’s absolutely the right thing to do. But the way I see it, we are supporting the people who own the animals as much as the pets themselves. We are offering the support they need, and if we are doing it through their pet, in a way that makes them feel better, then that’s just as good a way of helping people as any other.”

“It doesn’t matter how you help people, or which vehicle you choose to help them, as long as you reach out to people who are struggling.”

As a society we are starting to be better understand how our mental health is linked to our physical health – and as Lindsay points out, “we’re realising just how much animals can help us feel better and improve our mental well-being. It just shows how much we gain from their companionship.”

As for the future, despite the challenges, it’s looking bright for the Edinburgh Dog and Cat Home. “Life is really challenging at the moment, we all know that. In many cases it is the charities that are holding people and families together. If we’re helping to do that, through supporting their pets, that’s brilliant.”

And the next thing for Lindsay and the Home? “You know – I’m not sure! I love to build, to find new pathways in which different strategies can develop. We have to keep evolving the service we offer and continue diversifying, but for the time being, I’m incredibly proud of my team and what we’ve building here, and what we do.

“So I have no idea what the future holds, but I do know, I’m excited about it!”

• See <https://edch.org.uk>

The essential armour in cyber warfare: Cyber security awareness training

In an increasingly digital world, the threats we face have evolved far beyond the physical realm. Cyber threats, particularly phishing scams and social engineering attacks, pose significant risks to businesses and individuals alike. In this context, cyber security awareness training emerges not as a luxury, but as a necessity.

Phishing scams are a common tactic among cybercriminals. These attacks often come in the form of seemingly harmless emails or messages that trick recipients into revealing sensitive information, such as log in credentials or credit card numbers.

As technology advances, these scams become increasingly sophisticated, making it harder for the untrained eye to recognise them.

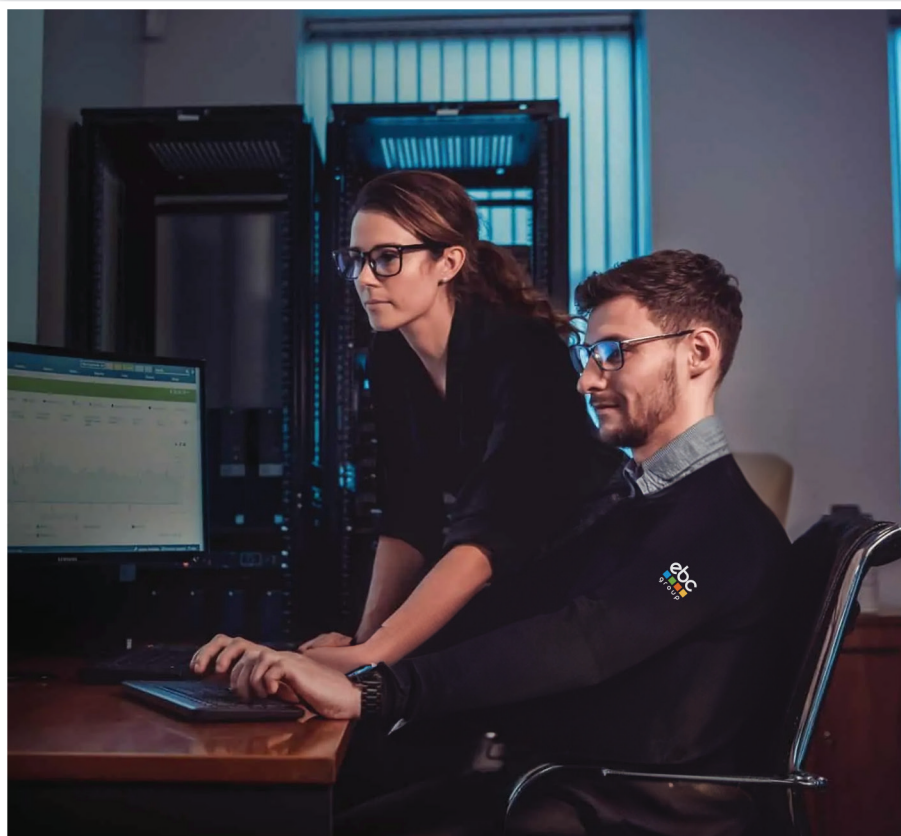
Social engineering attacks are another widespread cyber threat. Cybercriminals use manipulative tactics to deceive individuals into performing actions or revealing confidential information. These methods prey on human psychology, exploiting traits such as trust and fear.

The potency of such attacks lies in their ability to bypass even the most robust technical security measures by targeting the human element of security – the users themselves.

The advent of artificial intelligence (AI) has added another layer of complexity to the landscape of cyber threats. AI technology can now mimic voices to an alarmingly accurate degree. Imagine receiving a phone call from your boss or a family member asking for sensitive information. The voice sounds exactly like them. Would you question its authenticity? This is not a far-fetched scenario. It's a real threat that we must prepare for.

In this cyber battleground, **awareness** is our most potent weapon. Cyber security awareness training equips individuals with the knowledge and skills necessary to recognise and respond effectively to cyber threats. It transforms the human element from the weakest link in the security chain into its strongest asset.

Effective cyber security training covers a range of topics, from understanding the basics of phishing scams and social engineering tactics to anticipating more advanced threats like AI-voice imitation. By arming employees with this knowledge, businesses can significantly reduce their vulnerability to cyber attacks.



Moreover, ongoing training ensures that individuals stay updated on the ever-evolving cyber threat landscape. Cyber threats change and evolve constantly, and so should our knowledge and understanding of them. Regular training sessions can help keep employees sharp and ready to respond to new threats.

Cyber security awareness training is not just beneficial – it's essential. It's a crucial line of defence against an array of cyber threats. And as these threats continue to grow and evolve, the importance of such training will only increase.

So, whether you're a business owner seeking to protect your organisation or an individual looking to safeguard your personal information, consider investing in cyber security awareness training. It could be the difference between staying safe or falling victim to a cyber attack.

EBC Group

EBC Group provides robust cyber security awareness training, designed to train and educate employees at all levels on the dangers of poor security habits. The training modules emphasise the real-world

implications of cyber threats, helping individuals to understand the importance of good cybersecurity practices in both their professional and personal lives. Whether it's dealing with phishing attempts, recognising signs of social engineering, or implementing secure data handling practices, EBC Group's training aims to empower employees to be the first line of defence against cyber threats.

In a world where technology is advancing at an unprecedented pace and cyber threats are evolving just as quickly, cyber security awareness training stands as our best defence. It empowers us to recognise threats, respond effectively, and stay one step ahead of the cybercriminals. As we look to the future, one thing is clear: knowledge is power, and in the realm of cyber security, it is our most crucial asset.

Find out more at
www.ebcgroup.co.uk



It's a night to remember as IoD awards shine a spotlight on Scotland's finest

The extraordinary achievements, resilience, innovation and tenacity of Scotland's finest business leaders received their rewards as IoD Scotland revealed the winners of its Director of the Year Awards 2023.

The ceremony – hosted by Stephen Jardine at the Edinburgh International Conference Centre – was the first in-person event since 2019, and proved a fitting celebration of those directors who have gone above and beyond to navigate and support their organisations through a fast-moving and challenging 12 months.

The event, sponsored by Turcan Connell, Zero Waste Scotland, Wheatley Group, SCVO, the Scottish Government, Insights, Prosperity and transACT Technology Solutions, saw presentations to 12 national category winners and six regional awards from the IoD's branches, in addition to a special Chair's award, presented by the Chair of IoD Scotland, Julie Ashworth.

Theresa Shearer FRSE, CEO at Enable, was the recipient of Chair's Award for her life-long commitment to leadership, pushing for human rights-driven public services securing significant policy change in Scotland and internationally.

Other winners included **Carolyn Currie**, Chief Executive at Women's Enterprise Scotland; **Michael Golding**, CEO at Visit Inverness Loch Ness, who won the Director of the Year 2023 award for Sustainability; **Jackie Kipps**, Finance & Corporate Services Director



Chair's Award:
Theresa Shearer
Enable
collected on her behalf by Ashley Ryan,
Director, Enable Works

at Insights Learning & Development, who was named the Large Business Director of the Year 2023; and Lindsay Fyffe-Jardine, CEO at Edinburgh Dog and Cat Home, who took the awards for Director of the Year 2023 in the Third Sector.

Catherine McWilliam, Nations Director at IoD Scotland, said: "It has been a real privilege tonight to celebrate the leaders who are examples of the very best from Scotland's boardrooms.

"Over the last few years, the Scottish business landscape has been tumultuous to say the least, and while we hope to see some stability ahead,

Presenting the award above are IoD Scotland Chair Julie Ashworth and event host Stephen Jardine

there will always be challenges to face. An authentic, driven and focused leader is vital in navigating an organisation through difficult times, as well as motivating staff and driving strategic decisions.

"Our Director of the Year Awards are a fantastic way to recognise those who have demonstrated these attributes, and I hope this year's winners offer inspiration and a source of pride for the business community across Scotland."

Awards sponsors



TURCAN CONNELL



and supporters



Winners all: Our Directors of the Year



Equality, Diversity & Inclusion:
Carolyn Currie,
Women's Enterprise Scotland

Carolyn is pictured with Jo Armstrong, Group Chair of the awards category sponsor, the Wheatley Group



Innovation:
Duncan Wallace,
PlacesWork Ltd

Gillian Docherty, Chief Commercial Officer at the University of Strathclyde, presented the award on behalf of the Scottish Government

Our judges said...

"Carolyn's commitment and success in encouraging participation from all teams in her organisation and board demonstrated true leadership skills. We were impressed by her strong board engagement, generating a clear individual stake among directors..."

Our judges said...

"Duncan has developed a vision around making both local community places (home) and office workplaces work better ...it's a social-technical offering that is adaptive and set for significant success as it looks to enter new global markets..."



International:
Fiona Logan
Insights Learning & Development

Our judges said:

"Fiona's work overseeing a complex organisation operating in 90 countries, centralising its European arm, boosting efficiency, opening new operations in the Asia-Pacific region, and establishing a distributor in China, was truly impressive..."



Young Director:
Neale Bisset
PMC Property Management
& Lettings

Our judges said:

"Neale has drive and vision, as well as the ability to take and implement tough decisions. His ability to respond to the challenges of Covid-19 were key to sustaining and building profitability..."



Award presented
by Louise Smith
from award
sponsor Zero
Waste Scotland

Sustainability:
Michael Golding
Visit Inverness Loch Ness

Our judges said:

"Michael's spectacular achievements in the face of the head-winds of Brexit and Covid-19 have showcased a path towards sustainable tourism. He identified sustainability as a key goal and made it a specific item on the board agenda, creating a company culture where staff are aware of the impact of their decisions..."



Public Sector:
Stuart Black
Highlands and Islands Enterprise

Our judges said:

"Stuart's long-term commitment to HIE is a powerful factor underpinning his leadership and connection to staff... he has developed and delivered a clear vision for HIE, making it an exemplary regional development agency..."



Third Sector:
Lindsay Fyffe-Jardine
Edinburgh Dog
and Cat Home

Our judges said:

"Lindsay showed excellent leadership within her own organisation and across the entire third sector, in addressing key strategic issues ... her grasp that when a pet is in crisis, there is often a person in crisis... was game-changing..."

Award presented by Anna Fowley, CEO at award sponsor the SCVO



Award presented by category sponsor Mike Kane of Turcan Connell, who sponsored the award

Family Business:
Rebecca Bell
Spectrum Service Solutions Ltd

Our judges said:
“Rebecca shows many examples of key core competencies, and her care for employees shines through. Even lockdown did not dent performance...”

SME Business:
Lucy Harrier
Prepress Projects Ltd

Our judges said:
“Lucy’s decision to pivot the business towards the United Nations when Brexit took away EU contracts showed real strategic leadership... her grasp of the importance of a coaching culture was also refreshing...”



Award presented by IoD Scotland Chair, Julie Ashworth



Central Scotland:
Josie Saunders
Ceteris Scotland Ltd



Fife & Tayside:
Kirsteen Campbell
Scottish SPCA

Other winners, not pictured:

NATIONAL AWARDS

Agility:

Jim Gillespie
Kibble Education and Care Centre
Highly Commended:
Laura Davidson
Tag Digital Ltd

Large Business

Jackie Kipps
Insights Learning & Development

Non-Executive Director of the Year:

Bob Keiller
Aberdeen & Grampian Chamber of Commerce
Highly Commended:
Tracey Rob Perera
Institute of Chartered Accountants for Scotland (ICAS)

Sustainability:

Highly Commended:
Richard and Ed Nimmons
Carbon Capture Scotland

Young Director:

Romy Berits
CANTEEN Lunches Ltd

REGIONAL AWARDS

Aberdeen & Grampian

Bob Keiller
Aberdeen & Grampian
Chamber of Commerce

Edinburgh & Lothians

Lindsay Fyffe-Jardine
Edinburgh Dog and Cat Home

Glasgow & West of Scotland:

Jim Gillespie
Kibble Education and Care Centre

Highlands & Islands:

Stuart Black
Highlands and Islands Enterprise (HIE)

The Directors' Update

Economic intelligence to keep you ahead of the curve

Date: Tuesday, 4 July

Time: 12pm — 1pm

Venue: Online

Cost: Free of charge

The Directors' Update examines the state of the UK economy together with regulation, legislation and Government policy relevant to directors.

Published exclusively for IoD members, the Directors' Update digests what has happened in the last three months – and gives you insights into what is anticipated for the months ahead.

The IoD believes that better directors build better businesses and a better world. But it can be hard to make the right decisions for your organisation when the economic outlook is so unpredictable.

This is where the IoD quarterly Directors' Update comes into play.

Ahead of the publication of our Q3 Directors' Update, you are invited to join Dr Roger Barker, IoD Director of Policy and Corporate Governance, and Kitty Ussher, IoD Chief Economist.

At this members-only event, Roger and Kitty will summarise the report's highlights and answer your questions.

Join us on 4 July to ask the experts and get the inside track on the economy.

About our speakers

Dr Roger Barker

Roger has been the IoD's Director of

Policy and Corporate Governance since September 2020. He also served as Director of Corporate Governance and Professional Standards at the IoD from 2008-2016. He is honorary associate at the Centre for Ethics and Law at University College London and was previously managing director of Governomics Ltd, a corporate governance advisory firm.

He is also the author of numerous books and articles on corporate governance and board effectiveness.

Kitty Ussher

Kitty Ussher is a UK macroeconomist and public policy research professional and the Chief Economist at the IoD. A former MP for Burnley, she served as

Economic Secretary to the Treasury as 'City minister' during the early phase of the financial crisis and subsequently as a junior minister at the Department for Work and Pensions.

She then moved to the private sector, delivering public policy thought leadership research projects for large corporates and charities. She has served on the FCA consumer panel and in addition to her work at the IoD is also a NED for an asset manager and a fast-growing fintech.

This event is organised by the IoD Events Team

To book: events@iod.com



Summer Economic Update

with the Bank of England and Kitty Ussher, IoD Chief Economist

Date: Friday, 8 September

Time: 12pm — 1pm

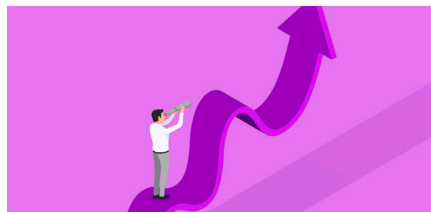
Venue: Online

Cost: Free of charge

Members only

Join us on 8 September for an informed discussion on the latest MPC report from the Bank of England.

As the UK enters a period of challenging economic activity, keep up to date with the trends and analysis by listening to IoD's quarterly economic updates with the Bank of



England and IoD's Chief Economist, Kitty Ussher.

Kitty will explore the latest UK economic outlook and tell us what it means for directors and their businesses.

She will be joined by Rob Elder from the Bank of England.

This event is an excellent opportunity for leaders to hear more about the UK and global economic outlook for 2023.

Note: this event will be run under Chatham House Rules.

This event is organised by the IoD Events Team

To book: events@iod.com

Introduction to IoD's Certificate in Company Direction Programme

Sample and experience an element of course content alongside other delegates and IoD's course leader. Get a feel for how IoD's director training is delivered.

Date: Thursday, 21 September
Time: 9am - 10:15am
Venue: Online
Cost: Free of charge

Have you been considering how you can enhance your impact and performance as a director? Do you want to gain the latest tools and techniques from expert practitioners who have a wealth of experience in board rooms across the globe?

If you answered "yes" then this may be the most useful session you take this year. We warmly invite you to find out more about our gold standard Certificate in Company Direction.

Whether you're a newly appointed director, aspiring to a seat on the board, or want to improve performance with fresh insight, the IoD Certificate in Company Direction, Bachelors level (SCQF) qualification will equip you with the core knowledge and awareness needed to function effectively as a 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 IoD professional development programmes for executive and non-executive directors.

The session will be interactive, with a Q&A with the course leader and Chartered Director, and will also include a teaser activity from one of the Certificate in Company Direction modules. You will discover what it means to be a Chartered Director, and have the opportunity to hear direct experiences from a member of our Chartered Director alumni.

From practical pointers about our examination process, learning



outcomes from our four modules and the opportunity to ask questions you can expect to finish the session having a comprehensive understanding of our Certificate Programme.

Most importantly you will understand its invaluable benefits to your development as a director, and how that reach can extend beyond you to the boardroom, your organisation and its stakeholders.

The session will begin with a teaser on the roles and responsibilities of a director- to get you thinking! We look forward to welcoming you to this friendly and informative session.

We will be joined by: **Mary Campbell**

Mary Campbell is an international corporate finance strategist and governance specialist. She has advised and served on the boards of all sizes of business from start-ups to FTSE100 global entities in the UK, Europe and the US. Mary is CEO of Blas Limited and her other

directorships have included chairing the UNESCO Founding World City of Literature Trust.

Mick O'Connor

HAELO MD and founder Mick O'Connor first became a director in 2002 and since then developed a passion for promoting professional standards. In March 2023, Mick was appointed the Institute of Directors Chartered Director Ambassador for Glasgow and the West of Scotland.

Mick believes directors should not only possess technical skills e.g., finance, strategy but also the behavioural meta-skills necessary to lead and inspire others. "The board and its directors set the tone for the organisation and casts an exceptionally long shadow if behaviours are inconsistent with company values"

This event is organised by the IoD Events Team
To book: events@iod.com

Gates' prediction that we will be 'stunned' by AI's potential leaves us asking how it can help business

Institute Fellow **Scott McGlinchey** explains to industry commentator **Bill Magee** what transformational digital initiatives are readily available for businesses to harness, helping them survive tight economic times

Artificial intelligence is currently getting a bad press in these modern digital times, with attention often dwelling on a trendy 'Transformer' gaming and blockbuster movie image, where giant robots either destroy or save the planet and, if the earth is still around, AI will take control of our minds and the world with it.

Pure science fiction but powerful nonetheless, now the lines are becoming blurred. You will have read how hundreds of tech leaders and researchers, from the likes of OpenAI, Deepmind and Google, claim a risk of "human extinction" on a par with pandemic and nuclear war exists, which must be mitigated against.

Thomson Reuters' chief product officer David Wong attempted to bring perspective and some context to the issue: generative AI is having a profound impact, emerging as a powerful force transforming various aspects of our lives, he said. "This imminent revolution in the future of work driven by unparalleled capabilities of AI... means there is a crucial need for a transparent and human-centric approach."

Institute Fellow, Exception's Scott McGlinchey, says we are becoming more aware of the importance of protecting our data: "In the coming years expect more regulations and technologies aimed at improving data privacy and security".

Generative AI virtual events on how to work responsibly with the technology are increasingly being staged by the likes of Scottish Enterprise and the World Economic Forum.

The thing is, it's not as if AI is a new phenomenon: Harvard University is one of many institutions quick to remind us that AI has been around for



**The Google datacentre:
AI's ability to process
data will transform many
aspects of our lives**

a wee while. Indeed, within several years after the end of the Second World War, and especially for the following two decades, it flourished.

Computers were storing more information and becoming faster and cheaper to use. Since then, related technological advances have continued to transform business and commerce.

In finance, the sector rapidly cottoned on to what AI could achieve with hedge funds, for example, recognising its strengths in the mid-Fifties onwards for ever-smooth operations "well before the recent hype", as the *Economist* put it.

In healthcare, AI has been used to discover **abaucin**, a new antibiotic that appears to be highly effective against a superbug. Further tests and

"In healthcare, AI has been used to discover **abaucin**, a new antibiotic appearing to be highly effective against a superbug..."

clinical trials will reveal if it will be available around 2030, as hoped.

In education, it's recognised how AI can help children learn new skills, explore their creativity, becoming more independent and engaged in their learning. Interactive games and educational apps can help them gain more knowledge and understanding of the world around them.

Microsoft's co-founder Bill Gates says AI chatbots will teach kids to read within 18 months. "You'll be stunned by how it helps," he claims. He showed fellow billionaire, investor Warren Buffet ChatGPT, who said afterwards: "When something can do all kinds of things, I get a little bit worried because I know we won't be able to un-invent it."

Back to medicine, and AI has been used in a medical procedure by researchers at Lausanne University Hospital to surgically help through electronic implants insertions in the brain of a paralysed man to walk again.

MIT Technology Review sums up how 'AI' is often treated as one thing when really, "it is a collection of a hundred different things"; discussions are best served by being pragmatic, focusing on the "actual" not the "what-ifs".

Here, the key is distinguishing which particular and specific function of AI products and tools a business needs: "What does it do and how does it do it?"

You think e-commerce is big? You ain't seen nothing yet!

Institute Fellow Scott McGlinchey identifies the following digital trends, based on current developments and projections, that any company, organisation or institution should take a close look at

■ An increased adoption of augmented & virtual reality

AR and VR technologies are already being used in various industries, such as gaming, education and healthcare. In 2023 we may see more widespread adoption of such tech especially as the hardware becomes more affordable and software more sophisticated.

Nike uses both in their physical stores where customers can scan items like shoes or clothing to view information, or they can enter a VR world to experience the different steps in Nike's supply chain, to understand how and where items are being made.

Mercedes-Benz in the US is using this technology to help technicians perform maintenance activities remotely with the assistance of an expert engineer.

■ Continued growth of the Internet of Things (IoT)

The number of connected devices is expected to increase significantly in the coming years, with estimates ranging from 25 billion to 75 billion devices by 2025. Over the next few years we may see more IoT devices used in homes, businesses and public spaces.

AI voice assistants like Amazon Echo and Google Home are some of

the most popular connected devices in consumer IoT. Users can talk to voice assistants like Alexa for help performing a variety of functions including playing music, providing a weather report, getting sports scores, ordering an Uber, and much more.



intelligence: they are two related but entirely different fields. The former involves the creation of robots to perform tasks without further intervention, while the latter is how systems emulate the human mind to make decisions and learn."

■ Greater emphasis on data privacy and security

With increasing concerns about data breaches and cyber threats emanating from individuals, they, together with organisations, are becoming more aware of the importance of protecting their data. In the coming years we will see more regulations and technologies aimed at improving data privacy and security.

The widely-covered T-Mobile data breach that occurred last year, for instance, cost the company £28 million in 2022 – and that's just in customer pay outs. Pizza Hut, KFC, JD Sports, Pay Pal, Apple, Uber and Twitter are among those who have all confirmed data breaches in the last year.

■ Advances in artificial intelligence and machine learning

AI and machine learning are already being used in various applications, from chatbots to self-driving cars. This year we may see even more sophisticated algorithms in fields such as healthcare, finance and transportation. The advent of ChatGPT and Bard AI are great examples of this evolution. When you are using a smart assistant, whether it's Google Assistant, Alexa, Siri or Bixby, they are based on AI.

Says Scott (pictured above): "One distinction I would like to make is between robotics and artificial

■ Continued growth of E-Commerce

The pandemic accelerated the growth of e-commerce, with more people shopping online. We will see further expansion in this field, with more businesses moving online and more consumers opting to shop there.

Also, many Councils have enhanced usage through tariffs such as increased car parking charges, restrictions on roads and access within city centres which can only encourage more growth in E-commerce.

■ What should we do?

Scott's five-fold plan-of-action makes it crystal clear an abundance of technologically-based initiatives is readily available to transform an organisation – enabling it to digitally operate and survive in today's uncertain economic times.

It's just a case of picking the right one(s) for your business.

Cloud solutions and digital transformation outfit Exception's Scott McGlinchey is a senior technology expert with over 40 years' experience, and a Fellow of the Institute of Directors.

Plotting your path to new markets



Finding new markets for your business can pay dividends - but don't underestimate the preparation required, says Jeff Lockhart, Director, St Andrews Management Centre

World trade has grown significantly over the last 70 years – in fact according to The World Trade Organisation, it's seen a 38-fold increase since 1945.

Trading internationally can bring many benefits to a business: expanding to new international markets allows businesses to grow more easily and quickly, either providing them with cheaper materials or access to more customers. Additional benefits can arise through spreading the business risk across multiple geographic economies, and reducing exposure to the impact of domestic market decline.

However, it's not something which should be entered into lightly. Here are a few questions a business should consider before they take the plunge.

Why?

What will exporting bring to your business? Does it fit in with your long-term business strategy? Do you have one? Do you need to revisit it? Will an international strategy have implications for your UK activities?

Where?

It may sound obvious, but which country or region do you want to sell into? Is there a market for your product or services? Some carefully considered research will save time and money!

What can you find out about the demand and import figures for products and services which may be similar to yours, if they exist? And who currently provides that?

Check out the demographics, licensing and Government compliance requirements as well as local cultural and religious practices.

When?

You need a plan! Think about the resources you have and the resources you will need. Do you have the capacity to meet the demand you identify? What skills will you need? Do they exist in your business, or will you need to recruit?

How?

What route to market are you going to use? Sell directly? Use a distributor? A sales agent? Create a joint venture? Whichever option you choose, you must ensure clarity of responsibility for things like delivery and payment, and remember to protect your intellectual property.

What about logistics? How will you transport your goods? How will you

establish a contract? Which country will have jurisdiction? These are all questions that need answering.

Who?

Who is going to buy your product or service and how will they find out about you? Will your UK marketing materials and approach work in your target geography? Will it need translation?

What?

What are the customs obligations and permissions? Do you need a licence to export? What documents do you need to get it out of the UK? What about clearing customs in the destination country?

What happens if you get it wrong? What additional costs are involved? Will there be any taxes or customs duties? If so, do you pay or does the client?

The lure of international markets can be irresistible, but as this quick list of the questions you need answering shows, it requires additional planning and preparation.

"The lure of international markets can be irresistible, but it requires additional planning and preparation"

Jeff Lockhart is a Director of St Andrews Management Centre, a training and management consultancy who support businesses across the UK and International markets.

Understanding and planning: how to handle the menopause at work

Ruth Devlin, founder of Let's Talk Menopause, explains why it is important to understand the menopause, regardless of age or gender



So, why should we ALL understand the menopause?

Well, it affects rather a large percentage of the population to varying degrees, both directly and indirectly. There's over four million women still in the workplace between the ages of 45 and 60. 51 is the average age of menopause, so it makes sense to not only provide support for those experiencing symptoms through this transitional stage of their lives, but also to provide training for anyone lending that support.

However, support can only be truly effective if there is a clear understanding of the symptoms, resulting feelings and coping techniques available, as well as recognising that every experience of the menopause is

“When you have a happier, supported and more informed workforce, it can improve productivity...”

different, and that's just the tip of the iceberg!

Ensuring the right information is available has been like the missing piece of a jigsaw puzzle for many people when trying to navigate this topic. Key questions often revolve around how to have an open conversation, how to develop an open, inclusive and supportive culture within an organisation, and what reasonable adjustments should be put in place to best support staff experiencing menopause.

Of course, this extends to outside of the workplace too, as many people will be facing similar questions on going home to perimenopausal wives and partners.

Providing support not only benefits employees, it naturally benefits employers as well.

By feeling confident discussing unfamiliar issues, or indeed being comfortable discussing personal experiences, employees can experience improved physical and mental wellbeing, and it will help to build resilience and improve motivation and confidence. All of which can be impacted by experiencing menopausal symptoms.

From an employer's perspective it's a no-brainer – when you have a happier, supported, and more informed workforce who feel valued and respected, it can improve productivity, reduce sickness time and the need for time off work. Additionally, it will aid in retaining valuable, experienced and talented staff and make organisations more appealing and sought after by potential employees.

When looking into getting the right sort of training and education for your staff, make sure the provider takes a holistic approach to health and wellbeing, and is providing evidence-based education as well as practical tools and resources to genuinely be able to improve and support employees overall health and wellbeing.

A good comprehensive overview of the menopause is essential but should be followed up with more in-depth sessions on related topics like stress management (anxiety & stress being a common symptom of the menopause) and sleep management – another common symptom.

It's important to provide sessions in different formats to cater for everyone's learning preferences, and that they are easily accessible and not treated like a tick box exercise. It may also be beneficial to provide targeted sessions to specific gender and age groups.

To close, a couple of points for you to

think about...

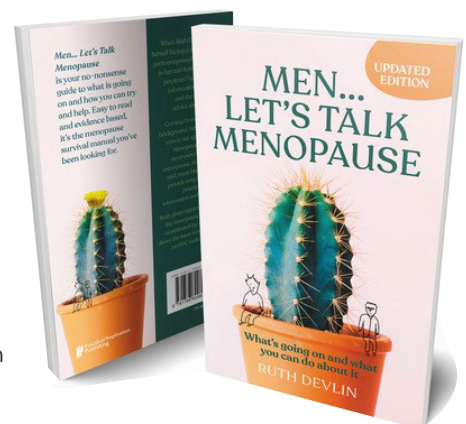
- Never underestimate the debilitating impact symptoms of the menopause can have for certain individuals.

- Remember that no-one chooses to go through this transitional stage of life, but they have a choice as to how to cope with it, and employers can make the choice to actively embrace this topic and provide support.

- Lastly, remember no-one is too young to be menopausal. Premature menopause, also known as premature ovarian insufficiency, can affect 1% of women before the age of 40.

Want to know more?

For further training sessions which are informative, engaging, evidence based & educational please get in touch with: Ruth Devlin via ruth@letstalkmenopause.co.uk or visit www.letstalkmenopause.co.uk



Ruth Devlin's book, Men... Let's Talk Menopause, is available through her website or Amazon

IoD membership and benefits

We're delighted that you have chosen the IoD to support you in your development as a director, and we hope you get real value from your membership. The IoD Scotland team is always looking to enhance your membership with exclusive discounts on products and services, helping make your role that little bit easier, kinder on the budget and – most importantly – more convenient. We have outlined some of the key benefits here: for a full summary and discount codes, contact patricia.huth@iod.com

St Andrews Management Centre is offering a 10% discount on its export and import services to IoD members.

St Andrews Management Centre is a training consultancy, based in Cupar, Fife, which has been delivering workshops and consultancy support to businesses across the UK for many years. It understands the challenges facing those who import to or export from the UK.

Its TradeNet International Trade Support is designed to give businesses a 'helping hand' when it is most needed – without breaking the bank.

About its services

Customs entry services

St Andrews Management Centre can handle your import and export clearances for an affordable flat-fee, with no additional charges for multiple commodity codes.

Support and advice

Advice on customs processes and controls, and assistance with UK export licences where required. It can help businesses identify appropriate duty management strategies and help with their implementation.



Staff training

Workshops on all aspects of international trade, from

Understanding Incoterms to Customs Documentation.

For a full list of courses, see <https://stamc.co.uk/courses-tradenet/>

International trade support

The TradeNet International Trade Support is available at two levels, making it an affordable solution to meet your needs.

Silver Service is for the 'casual' user and offers on call access to one of our International Trade Advisors for around 90 minutes per month for £250 pcm (+ VAT).

The **Gold Service** is for those with more complex trading arrangements and provides around four hours support per month for £450 pcm (+ VAT)

Want to know more?

St Andrews Management Centre
14 St Catherine Street, Cupar, Fife
KY15 4HH

Email: tradenet@stamc.co.uk

Call Us: 03300 241316

Sign up at <https://stamc.co.uk/courses-tradenet/>

Discounted consultancy support

Where Now Consulting Ltd provides business advice and support to IoD members in Scotland.

Where Now Consulting focuses on the development of business models for growth and would be delighted to support members in any of the following categories: Organic growth; In-organic growth; and Success Planning

IoD Scotland offer

Where Now Consulting Ltd will give members a complimentary one hour consultancy session to focus and develop key strategies for success with a further 10% discount on further support from Where Now Consulting, and a £35 discount on the Where Now Consulting Business Diagnostic Tool.



Hotels, dining and accommodation

Unique offers and discounts for IoD members

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The George, a Grade-II listed hotel, is complemented by elegant interiors, from the bedrooms to the grand King's Hall. All with the very best of Edinburgh's shopping, restaurants and nightlife on your doorstep.

To take advantage of IoD membership special discounts, present your IoD membership card at check-in or when seated at one of the hotel's food outlets.

Book ihg.com or see www.edinburgh.intercontinental.com 0131 240 7137
EdinburghTheGeorge Reservations
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Kimpton Charlotte Square Hotel

IoD members receive 15% discount on food, drinks and accommodation.

There's also a 15% discount on the Gym & Spa at the Charlotte Square Hotel. Quote IoD Scotland member when booking.

Holiday Inn, Edinburgh

Members receive 15% off best available rate.

To book call 0131 314 7018 or email reservations@hi-edinburgh.co.uk, quoting IOD Scotland.

Other offers:

Malmaison Hotels – 20% off lunches and dinners in Edinburgh.



Locke Apartments – 20% discount
Lateral City Apartments – 12% discount

Fountain Court Premier Apartments – discounted rates
Mode Aparthotel, Edinburgh – discounted rates. Book via 0131 370 8433.

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Yotel, Edinburgh. Quote IoD when booking online for a preferential rate. See www.yotel.com/yotel-edinburgh or call 0131 526 4950

Hawksmoor Edinburgh – a round of drinks on us when eating. Quote IoD when booking.

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Up to 10% off accommodation and 20% off food and beverages. See malmaison.com or call 01224 507097

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Take your pick from 91 sumptuous rooms and suites spanning six fabulous floors. There's so much to see and do in Dundee, and Malmaison is perfect place to stay in the City of Discovery.

Up to 10% off accommodation

bookings and 20% off food and beverages. More at malmaison.com or call 01382 339715

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IoD members receive 15% off best available bed and breakfast rates. kimptonblythswoodsquare.com or call 0141 248 8888

voco Grand Central

Members receive a 15% discount on the best available rates for food, beverage and accommodation.

See grandcentral.vocohotels.com or call 0141 221 3388

One Devonshire Gardens

Members receive 10% off best available rate for accommodation when booked online. Book via hotelduvin.com/locations/glasgow or call 0330 016 0390

Citizen M

Enjoy best rates at time of booking and a welcome drink. See citizenm.com/directors-scotland or call 0203 519 1111, quoting IoD offer.

Malmaison

10% off best available rates for IoD members. See malmaison.com or call 0141 378 0384

INVERNESS

Kingsmill Hotel

Fabulous four-star luxury hotel in Inverness. Luxurious rooms, impeccable dining and good old-fashioned Scottish hospitality.

Book with the hotel's dedicated Reservations Team to qualify for the IoD discount.

Rooms £89 including Scottish breakfast.

More at kingsmillshotel.com, or call 01463 257100.

Other benefits: Member discounts on products and services

The IoD has arranged special discounts on a host of products and services that are required by directors and business leaders, including:
Professional Indemnity Insurance
Office insurance
Data risks insurance

Car and van hire
Personal private health insurance
Home and contents insurance
Private client insurance

Directors' Liability/Cyber risk
Specialist insurance products at

discounted rates from Hiscox, to offset the personal risks that can come with holding authority in a firm and mitigating threats to your personal finances, and to protect you from cyber attacks.

CLICK here for more details

Professional Development 2023



Strategy for Directors

In Person: 25 – 27 September – Neo-Space, Aberdeen, 9-11 October – Apex Waterloo Place Hotel, Edinburgh



Exceptional teacher – extremely knowledgeable and able to dig deeper on the subject with considerable experience and well read theory and practice together”

Paul Burke,
MoD

This course will enable 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.

Visit: <https://www.iod.com/professional-development/open-courses/strategy-for-directors/>

Member Rate: £2,995.00 Plus VAT

Non-Member Rate: £3,595.00 Plus VAT



Leadership for Directors

In Person: 27 & 28 November – Neo-Space, Aberdeen, 4 & 5 December – Apex Waterloo Place Hotel, Edinburgh



This course provided a great opportunity for discussion and sharing experience amongst delegates with a wide range of experience and role in various sections”

Amanda Stewart,
Policing Board

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.

Visit: <https://www.iod.com/professional-development/open-courses/leadership-for-directors/>

Member Rate: £2,795.00 Plus VAT

Non-Member Rate: £3,295.00 Plus VAT

Accelerated Certificate in Company Direction

In Person:

22-27 Oct 2023

Norton House Hotel, Edinburgh



My experience of the Accelerated Certificate programme was probably the best learning week of my career so far, so clearly it comes very highly recommended”

Bernard Grenville-Jones CDir,
MD, Activate Learning

Visit: <https://www.iod.com/professional-development/chartered-director-programme/certificate-in-company-direction/>

Member Rate: £9955.00 Plus VAT

Non-Member Rate: £12,995.00 Plus VAT

Accelerated Certificate in Company Direction five-day intensive residential course is set at Norton House Hotel in Edinburgh. This intensive residential course for experienced directors is designed to fit around your schedule, enabling you to be more effective in your director role in just five and a half days.

WHY ATTEND?

- Achieve the IoD Certificate in Company Direction in a flexible way and without taking focus away from your professional life

WHO WILL BENEFIT?

- Any busy director who simply cannot take too much time away from the demands of their business and who is looking for a fast -track method of achieving the certificate in company direction



Using a practical approach, each of the four Certificate in Company Direction modules will equip you with the knowledge and skills needed for effective performance, covering the key areas of **governance, leadership, finance and strategy**. You will explore different business aspects first-hand by meeting course leaders and delegates from a mix of sectors and hear different perspectives, helping to broaden your understanding of your role.

Practical learning enhanced by real-life scenarios and peer collaboration will provide you with the essential knowledge and skills for immediate application and maximum impact. As this course is condensed into five days, all parts of the course are mandatory.

QUALIFYING SCOTLAND

SQA qualifications ensure Scotland's economy has the skills it needs to thrive. We work with industry, employers, and skills specialists to develop qualifications that support businesses at a local level.

Find out how we can support your business.

www.sqa.org.uk/qualifying

