

# Better directors for a better world

Great directors keep businesses running safely, legally and effectively. They understand that diverse boards and leaders drive successful business and organisations. They actively invest in their professional development to become the best director they can be.

Whether you're the founder of a start-up, running a mid-size business, a leader in the public sector or aspiring to join the board, the IoD can help you achieve your development goals.

As an authority on entrepreneurship, high-performing boards and good governance – we can help you develop the knowledge, skills and mindset that directors need. It's why we exist and it's embedded in our Royal Charter awarded in 1906.

## **Make an impact**

If you're starting a new role, get ahead of the curve with a comprehensive understanding of what's expected of you. Our in-depth professional development covers the essential roles and responsibilities of directors and leaders and will help you to enter a meeting room with confidence.

## **Boost your career**

If you're already a successful director looking to take your career to the next level, our world-class professional development, designed by directors, will help you accelerate your career and make you more effective in the boardroom.

## **Navigate challenges**

If you're an experienced public sector leader tackling society's most complex strategic challenges, our professional development will help you prepare for the unexpected. Stay up to date on the latest governance and policy and keep your organisation protected and on the front foot.

## **Know what you need to know**

If you're just starting out and are aiming for the boardroom, you need to understand the demands and responsibilities of directors. Our professional development will equip you with everything you need to know.

## **Stay on top**

If you're setting up a business of your own, start out on the right foot and stay on top of your professional responsibilities and legal obligations with our comprehensive training.

## **Succeed together**

Ensure your board is achieving maximum potential with in-company training designed to expand the skills and knowledge of all your directors, and encourage greater collaboration to drive exceptional organisational performance.



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

**Jonathan Geldart**  
Director General, IoD





# Do you know what you need to know?

Our Director Competency Framework underpins the Chartered Director Programme. It reflects more than a century's experience of what it takes to be an exceptional director and leader. It was created to help directors assess their competencies and use the feedback to help shape their personal learning pathway.

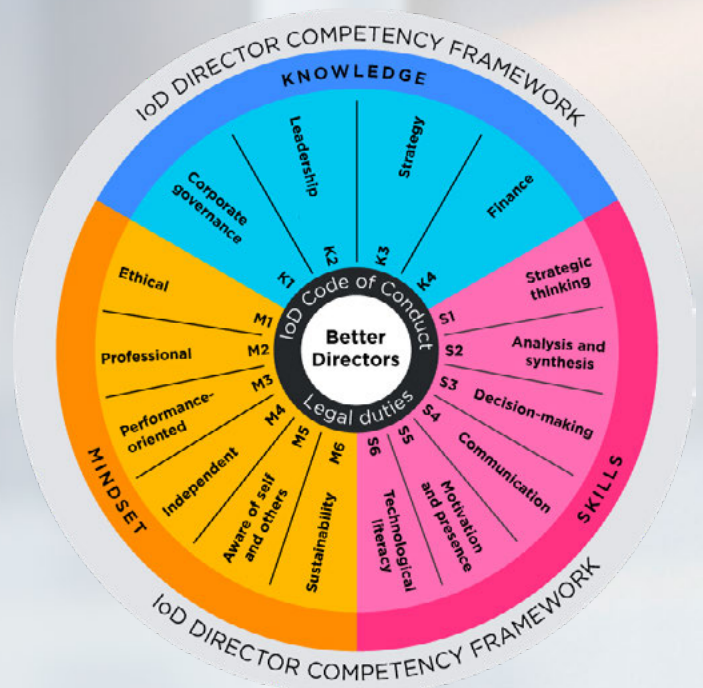
The framework is the first of its kind, setting out 15 core competencies across three dimensions – knowledge, skills and mindset. Competencies that, when combined, characterise strong and effective directors and leaders. It provides an accessible, measurable and achievable guide to help you become a better director, regardless of sector, industry or role.

You can also use it for your organisation to balance competencies across your board and senior leadership teams by enabling you to:

- Objectively evaluate director competencies
- Tailor continuing professional development (CPD) to individual needs
- Support selection, induction and succession planning for new board members
- Carry out 360° assessments and measure performance

Have a look at the [Director Competency Framework](https://www.iod.com) at [iod.com](https://www.iod.com) to see how you measure up.

Director Competency Framework







# Expand your skills and knowledge

We provide an extensive range of continuous professional development (CPD) as well as our Chartered Director Qualification. Designed by directors for directors, our CPD will help you expand your knowledge, skills and mindset in a way that works for you. Choose from different learning options – in-person, virtual and accelerated via our residential programme.



## Open courses

### Equip yourself to succeed in the boardroom

These cover the essentials needed to successfully steer an organisation and can be taken individually or as part of a tailored training package. Led by expert practitioners with real-world experience, they will provide you with a detailed understanding of the roles and responsibilities of leadership teams.

Four out of the 10 courses also make up the Certificate in Company Direction, the first stage in our Chartered Director Qualification.



## Chartered Director Programme

### The gold-standard director level qualification

Undertake the Chartered Director Programme in order to become a Chartered Director – an internationally recognised qualification.

These three stages – the Certificate in Company Direction, a Bachelor's level qualification; the Diploma in Company Direction, a Master's level qualification; and the Chartered Director Qualification – will provide you with a comprehensive and holistic understanding of what it takes to be an effective board director, enabling you to perform at your best in the boardroom and beyond.



**The only way to improve the event would be to extend it! It was the best training that I've had in a decade and should be mandatory for every board member in every company.**

**Alex Freeman**  
CEO, Stance Fitness Ltd, London



**Taking the Chartered Director Qualification gave me the tools I needed to be the best director that I could be.**

**Victoria Clarke Brown CDir**  
Chief Financial Officer, Custom Solar Ltd, Yorkshire



## CPD

### Stay up-to-date with the latest insights

We provide a range of CPD events to help you and your board stay up-to-date. Sign up for our Professional Director Series in which business leaders share their insights on current, relevant topics.

Delivered virtually, the series offers accessible, digestible CPD, mapped to our Director Competency Framework. Whether you attend one or all the events, they will provide you with new information and refresh your knowledge.



## IoD Academy

### Easy to access learning

The IoD Academy is a purpose-built, state-of-the-art learning facility for leaders located at 116 Pall Mall in London. Equipped with learning suites, coaching rooms, breakout spaces and meeting areas, it is the ideal learning environment.

### Choose the learning experience that's right for you

We have brought the learning experience to life as closely as possible. Our virtual classroom experience enables you to interact with course leaders, connect with fellow learners and engage with content. Seamless production support is provided by our team of trained experts.

All courses can also be attended in person at locations around the UK – browse our course calendar for both options by going to the relevant section of [iod.com](https://www.iod.com).

# Your learning pathway



Designed to deepen and extend your governance knowledge.

We are the only institute in the world to offer the internationally recognised Chartered Director Qualification, underpinned by our Royal Charter.

**Stage 1:** Certificate in Company Direction, a Bachelor's level SCQF qualification

Role of the Director and Board Module

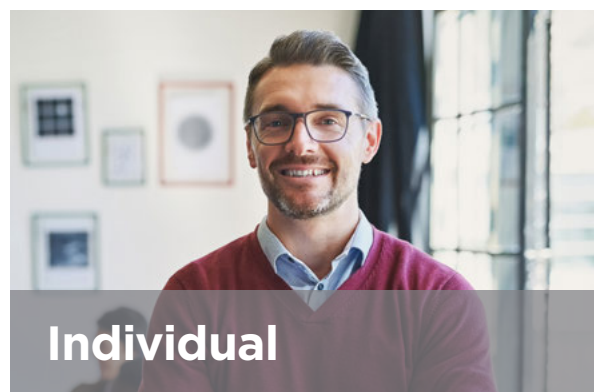
Finance for Non-Finance Directors Module

Strategy for Directors Module

Leadership for Directors Module

**Stage 2:** Diploma in Company Direction, a Master's level SCQF qualification

**Stage 3:** Chartered Director Qualification



Focuses on the attributes that individuals bring to their role as a director. This encompasses the roles and responsibilities of directors and leadership capabilities.

**Role of the Managing Director**

**Role of the Finance Director**

**Leading Sustainability for Directors**

**Aspiring Director**

**Professional Director series (CPD)**





## Board

Covers the practices that individuals bring to their board. This includes the roles and responsibilities of boards, how boards operate and how boards perform.

**Board evaluations**

**Role of the Company Chair**

**Role of the Non-Executive Director**

**Role of the Trustee**

**Role of the Company Secretary**



## Organisational

Covers the responsibilities of directors in the performance of organisations. The key focus is on the governance, risk, strategy, finance and management relations.

**Coaching**

**Consultancy**

**Tailored training**

# Everything you need to know to be a better director

IoD open courses cover the essentials needed to successfully steer your business or organisation. You can take courses individually or as part of a tailored training package. Details on prices and course availability can be found at [iod.com](https://www.iod.com).



The first four courses listed here make up the **Certificate in Company Direction**, the first stage in acquiring the Chartered Director Qualification.



## **Role of the Director and the Board**

The board's role in corporate governance and your legal responsibilities as a director.



## **Leadership for Directors**

The latest techniques for influencing, engaging and creating impact.



## **Strategy for Directors**

The skills you need to create, lead and evaluate your organisation's strategic processes.



## **Finance for Non-Finance Directors**

The skills you need to understand organisational finance and the relationship between financial and operational strategies.



## **Certificate in Company Direction**

What you need to know to be an effective director.



## **Diploma in Company Direction**

The next stage in your development as a chartered director.



## **Chartered Director Qualification**

Setting the standard for business leaders.



### **Role of the Managing Director**

Understand the relationship between the managing director and the board.



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

Practical skills and advice to prepare you for the role.



### **Role of the Finance Director**

Learn how to balance the demands of this complex role.



### **Role of the Chair**

A good-practice guide to fulfilling your role successfully.



### **Role of the Company Secretary**

A practical look at the essential knowledge you need.



### **Aspiring Director**

Helping senior leaders identify what they need to progress.



### **Role of the Trustee**

A vital introduction to the role, responsibilities and liabilities of the trustee.



### **Leading Sustainability for Directors**

A practical look at the essential knowledge you need to achieve net zero.



**The IoD felt like the right place where I could develop all the skills that a better director needs.**

**Sarbani Bose**  
Managing Director, Ei Square Ltd, Hampshire



# Chartered Director Programme

Chartered director status is an exclusive qualification held by some of the world's most successful directors and leaders. The full programme comprises three stages – the Certificate in Company Direction comprising of four core modules, the second stage, the Diploma in Company Direction, is an intensive three-day course, and the final stage, Chartered Director Qualification, is an interview and assessment of business experience.

## Stage 1

### Certificate in Company Direction

**What you need to know to be an effective director**

The certificate will equip you with the knowledge you need to function as an effective director and leader. Covering governance, finance, strategy and leadership, it is accredited at Bachelor's level (18 credits) on the Scottish Credit and Qualifications Framework (SCQF). It consists of four modules and four exams that form a bedrock for the next two stages:

- Role of the Director and the Board
- Finance for Non-Finance Directors
- Strategy for Directors
- Leadership for Directors

Offering flexible study routes and blending digital and interactive learning, it is tailored to your level of experience, prior qualifications, career aspirations and learning style.

## Stage 3

### Chartered Director Qualification

**Setting the standard for business leaders**

The final stage in our Chartered Director Programme is an experience-based assessment of the way you work within the context of your organisation. This can only be undertaken following the successful completion of the Certificate and Diploma in Company Direction.

## Stage 2

### Diploma in Company Direction

**Applying the knowledge you have gained to boost your skills, expertise and impact**

The diploma is accredited at Master's level (four credits) on the Scottish Credit and Qualifications Framework (SCQF) that focuses on developing your boardroom performance. Three days of practical, simulated boardroom challenges in a safe environment will set you up for the diploma examination and have an immediate impact on your performance as a director.

With a focus on real-world situations, this challenging course is intended to take you out of your comfort zone.

An important benefit is the opportunity it brings to connect with your peers from all walks of life, career stage, organisations and boards and to learn from each other.



**I would always encourage someone to do the Chartered Director Programme because it allows you to learn more about what other people are doing in your business. I find that I refer to it in some way, shape or form, every week.**

**Guy Tullberg CDir**  
Tracklements

# Accelerated Certificate in Company Direction

The five-day residential course offers time-poor directors a faster way to upskill, and is a great solution for leadership teams seeking to develop a shared approach to governance, finance, strategy and leadership.



**North East**  
Crathorne Hall  
Hotel, Yarm



**South**  
Woodlands Park  
Hotel, Surrey



**South West**  
Bailbrook House  
Hotel, Bath



**Scotland**  
Norton House Hotel,  
Edinburgh



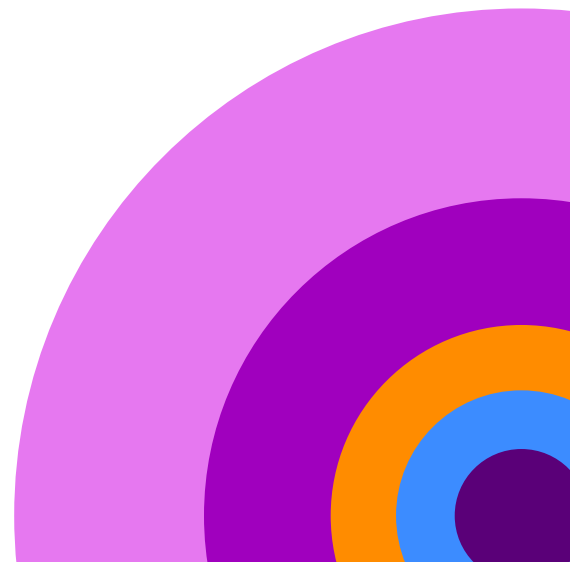
**North West**  
De Vere Cranage  
Estate, Cheshire



**West Midlands**  
Ettington Park Hotel,  
Warwickshire



**Northern Ireland**  
Culloden Estate  
and Spa, Belfast



# Tailored Director Development

Our customised in-company training is led by experienced directors who work with you to get to the heart of what your organisation needs. Using a combination of facilitated classroom sessions, real-world case studies and small group exercises, we get your people thinking strategically, motivating them to raise their game.



## In-company

We work with you to design and deliver in-company training that drives measurable performance improvements at individual, board and organisational levels.

## Executive coaching

A powerful tool that challenges and supports senior leaders to focus on individual career goals, deliver team projects or drive organisational change.

## Board effectiveness review

Best practice shows that effective boards regularly review their capabilities, consider development needs and anticipate succession and evolution. We can help.



**Feedback from the programme was extremely positive and we all found the course valuable and practical and have been putting it to good use. Our directors have said it was the most valuable course they have ever attended. They also thought the course leaders were excellent and really valued their insight and the sharing of their vast experience and knowledge.**

**Marianne Hendry**  
HR Manager, TMF Group



# Professional Director Series (CPD)

The IoD is committed to supporting lifelong learning opportunities with a variety of continuous professional development (CPD) including our Professional Director Series.

This series helps you and your board keep up-to-date through regular events where business leaders share insights on a wide range of current, relevant topics.

Delivered via virtual classrooms, the series offers accessible, digestible CPD mapped to our Director Competency Framework. These events provide new information, development activities, identify knowledge gaps and help refresh your skills and knowledge.



**Leading from the Chair**



**Strategic Decision Making**



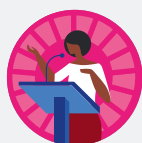
**Top Five Things Every Director Should Know**



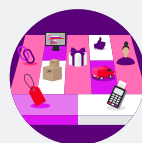
**Step to the Top**



**Leading in a Crisis**



**Company Purpose and ESG**



**The Business Model Canvas**



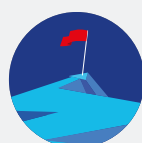
**Anti Slavery Digital Learning**



**Managing Fraud Risk**



**Board Dynamics**



**Practical Tips for Becoming a Non-Executive Director**

# Examinations

IoD awards, certificate and diploma level qualifications are internationally recognised and credit rated under the Scottish Credit and Qualifications Framework (SCQF).

On completion of the course, you will be automatically enrolled onto both the next available exam preparation session and the next available examination - the first sitting of your certificate and diploma exam is included the course fee. Any resits must be paid for separately. They are completed using a computer-based testing system and are remotely invigilated allowing you to choose when and where you take them.



## Certificate

You will need to pass an exam at the end of each of the four certificate modules. Each exam is made up of 16 multiple choice questions and lasts 45 minutes. You'll receive your results within a few weeks.

We will help you prepare for certificate exams with two-hour preparation sessions, scheduled the fortnight before your exam. These virtual sessions are run by course leaders from each of the four certificate areas, providing an opportunity to practice and discuss sample questions with a group of peers.

All information regarding our exams including terms and conditions, regulations and policies and exemptions, can be found in the examinations section on [iod.com](https://iod.com).



## Diploma

To obtain the diploma, you'll need to complete the Developing Board Performance module and pass a three-hour exam. We publish a standard exam question beforehand, which you'll need to answer in relation to a case study released on the day of the exam.

# Course calendars

[Course calendar 2025](#)

[Professional Director Series course calendar 2025](#)

[Exam prep sessions and exam dates 2025](#)





# Better directors for a better world

We're a growing community of directors and leaders with a commitment to professionalism, good governance and inclusion and diversity. Our professional development and insight make the IoD the authority on what today's and tomorrow's directors and leaders need to know. Representing their diverse voices and ambitions, we are also a movement, shaping the agenda and influencing government.

**iod.com**

## Next steps

**Become a member and benefit from:**

- Access to our Professional Director Series (CPD) for free
- Get information to help you manage and grow your business, with resources, guides and factsheets
- Be heard. The IoD is its members' voice to UK government, influencing the debate, shaping the agenda and advocating change
- Learn, share experience and connect with fellow directors and leaders virtually and in-person at events
- Get unbiased, confidential advice on strategic and operational challenges from our business, tax and legal experts
- Make one of our hubs your office. Book flexible workspaces and private rooms or take advantage of our free meeting areas

**Please get in touch if you would like to speak with one of our team.**

**Email: [developing@iod.com](mailto:developing@iod.com)  
Telephone: 020 7766 2601**



**Never stop learning. The IoD specialises in supporting directors and leaders to be the best they can be, through world class professional development. Come and learn, come and connect with directors like you, and come and have a voice to government.**

**Jonathan Geldart**  
Director General, IoD

