



In collaboration with



University of
St Andrews

Business
School
Executive
Education

Global Certificate in Company Direction

Boardroom excellence, with a global perspective

Elevate your presence with our exclusive, immersive, and
transformational boardroom excellence programme





The Global Certificate in Company Direction is an exceptional executive education programme, created by the Institute of Directors (IoD) in collaboration with the University of St Andrews Business School.

This prestigious programme equips directors with governance, leadership and strategic capabilities for board-level impact in a complex global environment.



Empowering directors

Leaders in every type of organisation and industry face unprecedented change, both in and outside the boardroom. This exclusive qualification is for a limited number of global directors, ensuring a high-calibre learning experience.

- 1 Fast-track your director development
- 2 World-class faculty leadership for directors
- 3 Immersive boardroom simulations

Gain a globally recognised degree-level qualification that accelerates your leadership journey and enhances your global credentials.

Expert-led sessions designed by directors for directors provide cutting-edge insights on corporate strategy, board dynamics, and finance and empower you with actionable insights and leadership strategies to excel in your role as a leading director.

Experience real-world scenarios that mirror today's governance challenges in a high-stakes boardroom environment. Refine your strategic decision-making skills in a safe and supportive environment.

- 4 High-profile speakers
- 5 High-calibre networking
- 6 Luxury meets learning

Participate in engaging in-person sessions with renowned thought leaders and industry pioneers, including the iconic environmental activist and consumer advocate Erin Brockovich, as they explore critical global business trends.

Join a powerful peer group of international business leaders, create lifelong connections.

Experience six and a half days of learning in a luxurious, distraction-free setting, with gourmet dining, spa treatments, championship golf, and scenic coastal views at Fairmont St Andrews.

Contents

Programme content	6
Programme delivery	7
Delivery team	11
Masterclasses and distinguished speakers	15
Keynote speaker: Erin Brockovich	16
Participant profile	18
Examinations	21
Heritage and forward thinking	22
Investment and benefits	25
Next steps	26

”

The IoD is an organisation that exists for the public good and is designed to support directors in effectively running 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



Programme content

The Global Certificate in Company Direction includes four modules, which are delivered through case studies and real-world exercises that analyse both successful and failed strategies.

These modules focus on collaborative planning and problem-solving tasks:

1

International Role of the Director and the Board

Explore the essential duties and legal responsibilities of directors and the board while gaining valuable insights into corporate governance. This module equips you with practical skills to confidently tackle boardroom challenges and promote a culture of integrity and accountability within your organisation. Enhance board effectiveness and implement best practices, all while ensuring compliance with legal and ethical standards to secure your company's prosperity. Learn to master the dynamics of governance and risk assurance for a successful future.

2

Leadership for Directors

Unlock your potential as a director by mastering essential leadership concepts tailored specifically for your role on the board. Enhance your influence and leadership styles so that you can manage change effectively and drive organisational success. This programme focuses on building high-performing teams, how to foster a positive culture and confidently navigate change. Build self-awareness and gain valuable insights into stakeholder relations and performance management, enabling you to make a lasting impact within and beyond your organisation.

3

Strategy for Directors

Enhance your strategic foresight and decision-making with a module designed to build your expertise in strategic insight, boardroom confidence, and effective execution. Gain valuable skills in strategic analysis and planning while learning to monitor progress and mitigate risks. Develop priorities for action and resource management while understanding the critical role of governance and ethics in strategy.

4

Finance for Non-Finance Directors

Learn to navigate the complexities of financial leadership to organisational success. This will demystify the world of finance and enhance your understanding of the director's role in finance and the interplay between financial and corporate strategies. This module will boost your financial literacy, sharpen your decision-making skills, and build your confidence in discussing financial health. You will learn effective reporting techniques, gain insights into financial statements and ratios, and develop risk mitigation strategies. Ultimately, you'll create long-term financial value for the organisation while fulfilling your duties as a director.





Programme delivery

The programme will be delivered using a blended model, combining in-person residential learning with virtual sessions.

Immerse yourself in a transformative six-and-a-half-day residential with industry leaders in a luxurious five-star setting. Attend masterclasses given by distinguished speakers. Learn with and from your peers alongside world-class faculty from the Institute of Directors and the University of St Andrews Business School.

Enhance your influencing skills while building powerful networks and forging valuable connections with fellow directors.

Residential

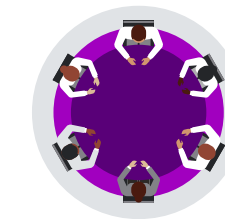
 Six and a half days
1pm Saturday 10 October to 4:30pm Friday 16 October 2026

 Fairmont Hotel, St Andrews,
Scotland

During the residential, you will embark on an intensive, accelerated journey through the three modules:

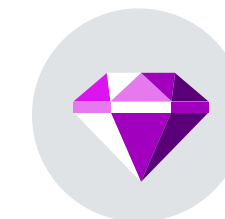
-  International Role of the Director and the Board
-  Leadership for Directors
-  Strategy for Directors

This will be accompanied by:



Board simulation

You will develop your board performance while being assessed by your coach and peers. Through practical, simulated boardroom challenges in a safe, supportive environment, you'll gain essential tools and techniques to strengthen your competencies and effectively elevate your board's performance.



Elite speakers

You will hear from a distinguished line-up of speakers addressing crucial topics such as geopolitical and economic uncertainty, and leadership. Gain insights from expert instructors and seasoned practitioners in governance strategy, leadership, and finance, and engage with thought leaders shaping the future.



Commitment and environment

Join a prestigious peer group of international business leaders and build connections with global executives. Experience the charm of St Andrews through a guided exploration of the University's heritage and exclusive masterclass dinners.

Prepare for intensive, interactive days with pre-course reading and independent study.

Virtual

 **Three days**
Monday 30 November to Wednesday 2 December 2026

 **Online**

4 Finance for Non-Finance Directors

Following the residential programme, a virtual session will commence to delve into the fourth and final module of Finance for Non-Finance Directors. This is your opportunity to gain the essential skills and knowledge to evaluate business plans, critically engage with financial information, and play a transformative role in boardroom decision-making.



Delivery team

IoD faculty



Sheelagh Duffield

International Role of Director
and the Board

Sheelagh is a qualified lawyer with over 20 years of board level experience and has held senior executive roles within the corporate departments of Scottish Television plc, Scottish Power plc, and The Miller Group Limited. Sheelagh has a successful track record of leading complex projects and delivering organisational change.



Janhavi Dadarkar CDir

Leadership for Directors and
International Role of the Director
and the Board

Janhavi holds a portfolio of NED positions and has over two decades of experience in advising corporates and entrepreneurs. After starting as a lawyer in top City of London firms, she turned to corporate and government affairs as an equity partner in an India focused advisory firm which she helped build, restructure and exit. She is a recognised expert and frequent speaker on governance and cross-border transactions. Janhavi has authored many guides and articles on a variety of topics, including doing business in India, best corporate practices and joint ventures.



Murray Eldridge

Leadership for Directors

Murray has over 28 years of board-level experience across the marine, oil and gas, telecom, and water desalination industries. He has held executive roles at Smit International, BT, and Cable & Wireless, as well as non-executive positions across various sectors. As a Chartered Director and MBA graduate, he now consults for major global clients on organisational and human performance, focusing on leadership capabilities, board effectiveness, and governance. His international experience includes setting up joint ventures and running companies through sector crashes. He also authored “Leading High Performance” (2014).

Delivery team

IoD faculty



Karim Harbott
Strategy for Directors

Karim is an experienced non-executive director and governance consultant, specialising in strategy, cybersecurity, and innovation. With over two decades of experience, he advises boards and senior leaders on digital transformation, corporate governance, and risk management, particularly in regulated sectors like financial services and healthcare. He has led significant technological and cultural transformations for notable companies and is recognised as a thought leader in business agility strategy. Additionally, Karim is an international keynote speaker and the author of “The 6 Enablers of Business Agility: How to Thrive in an Uncertain World.”



Talita Ferreira CDir
Finance for Non-Finance
Directors

Talita is a seasoned C-suite executive, non-executive director, chair of audit, Chartered Director, consultant, author, leadership trainer, and international speaker. She has worked with global brands, including KPMG, Investec Bank, Tandem Bank, Ford Credit Europe Bank Plc and Henry Boot Plc, to name a few. She was former CFO and CHRO of BMW UK Ltd. and BMW Financial Services Ltd.



Jean Pousson
Finance for Non-Finance Directors

Jean is a management consultant with over 30 years of experience advising boards in 36 countries on finance, strategy, and governance. He has conducted over 100 board effectiveness reviews and has served as a non-executive director for multiple companies. His career includes 15 years at Barclays Bank, followed by roles at Euromoney plc and as Group Director, Studies at TSB Banking Group. Since starting his consultancy in 1994, he has led Certificate and Diploma programmes for the IoD and contributed chapters to notable publications on effective governance.



Professor Mark Brewer
Dean and Head of Business School

Professor Mark is Dean of the University of St Andrews Business School. Prior to his academic career, he was a capital markets lawyer at Linklaters, Clifford Chance, and Fried Frank in London, Frankfurt, and New York. He has held senior academic roles, including inaugural rector of Lancaster University's German campus. His PhD is from St Andrews, Juris Doctor from Cornell, and Master's from Humboldt Universität. He has been named a Truman, Rotary, and Bosch Scholar. His research focuses on corporate sustainability with a focus on the fashion industry.



Professor Anna Brattström
Chair of Entrepreneurship

Professor Anna's research focuses on the people side of entrepreneurship: how to form entrepreneurial teams, effectively function in them, and work with others to turn ideas into outcomes. Her research has been published in leading academic journals, and she has experience working with executive education to turn research-based insights into actionable learning outcomes.



Professor Carole Elliott
Professor of Leadership Development (with visiting professorships at Copenhagen Business School and Rennes School of Business)

Professor Carole's research, funded by prestigious institutions including the ESRC and The Leverhulme Trust, focuses on leadership learning and critical human resource development. She has co-edited several influential works, including "Gender, Media and Organization" (2016) and "Genderwashing in Leadership" (2024). Dr. Elliott's contributions to the field have earned multiple accolades from the Academy of Human Resource Development, including the Outstanding HRD Scholar Award (2022). She currently co-Chairs the University Forum for Human Resource Development.

University of
St Andrews
faculty



Professor Phillips O'Brien FRSE
Chair of Strategic Studies

Professor Phillips focuses on the relationship between politics and grand strategy, shaping strategic policies in peacetime and wartime. He explores how top decision-makers navigate their roles while being influenced by the structures they manage. While his earlier research centred on grand strategy in World War II, he is now increasingly interested in 21st-century conflict. He also examines how Strategic Studies and Management Studies can learn from each other regarding strategy.



Professor Ruth Woodfield
Professor of Equalities &
Organisation and Vice-Dean
of Research & Impact

Professor Ruth is the university's first Assistant Vice-Principal (Diversity), and current Co-Director of the Centre for Research into Equality, Diversity & Inclusion, she brings extensive senior management experience to her role. A trained mediator, Professor Woodfield specialises in organisational success through equality and inclusion, with extensive publications addressing workplace participation, progression, and belonging disparities.



Dr Sandra Romenska
Senior Lecturer, Business School

Dr Sandra is a Senior Lecturer in Leadership and Leadership Development at the University of St Andrews Business School in Scotland, UK. She also teaches Human Resource Management for the executive MBA programme of the American University in Bulgaria as a visiting academic. Dr Romenska has experience delivering leadership programmes to a wide range of national and international public and private organisations. She has been an invited speaker at many global forums, including the Project Management Institute Global Congress, the World Universities Forum at Davos, UNESCO and Fulbright. Dr Romenska has managerial experience in the non-government, public and charity sector after working with Save the Children-UK, and at various leadership posts in higher education institutions. She has an MA from the University of Warwick and a DPhil from the University of Oxford.



”

This collaboration brings together the academic excellence of St Andrews and the IoD’s unmatched expertise in corporate governance. The Global Certificate in Company Direction is for leaders who want to drive meaningful change and excel in their boardroom roles. By combining real-world case studies, peer learning and cutting-edge research, this programme offers a transformative experience for directors worldwide.”

Professor Mark Brewer

Dean and Head of Business School,
University of St Andrews



Masterclasses and distinguished speakers

In today's rapidly evolving business landscape, directors encounter unique challenges and opportunities.

You must navigate geopolitical tensions, address sustainability demands, and embrace technological advancements and innovative leadership. To achieve success in this unprecedented world, board members need to possess the insight, agility, and foresight necessary for effective leadership.



Keynote speaker

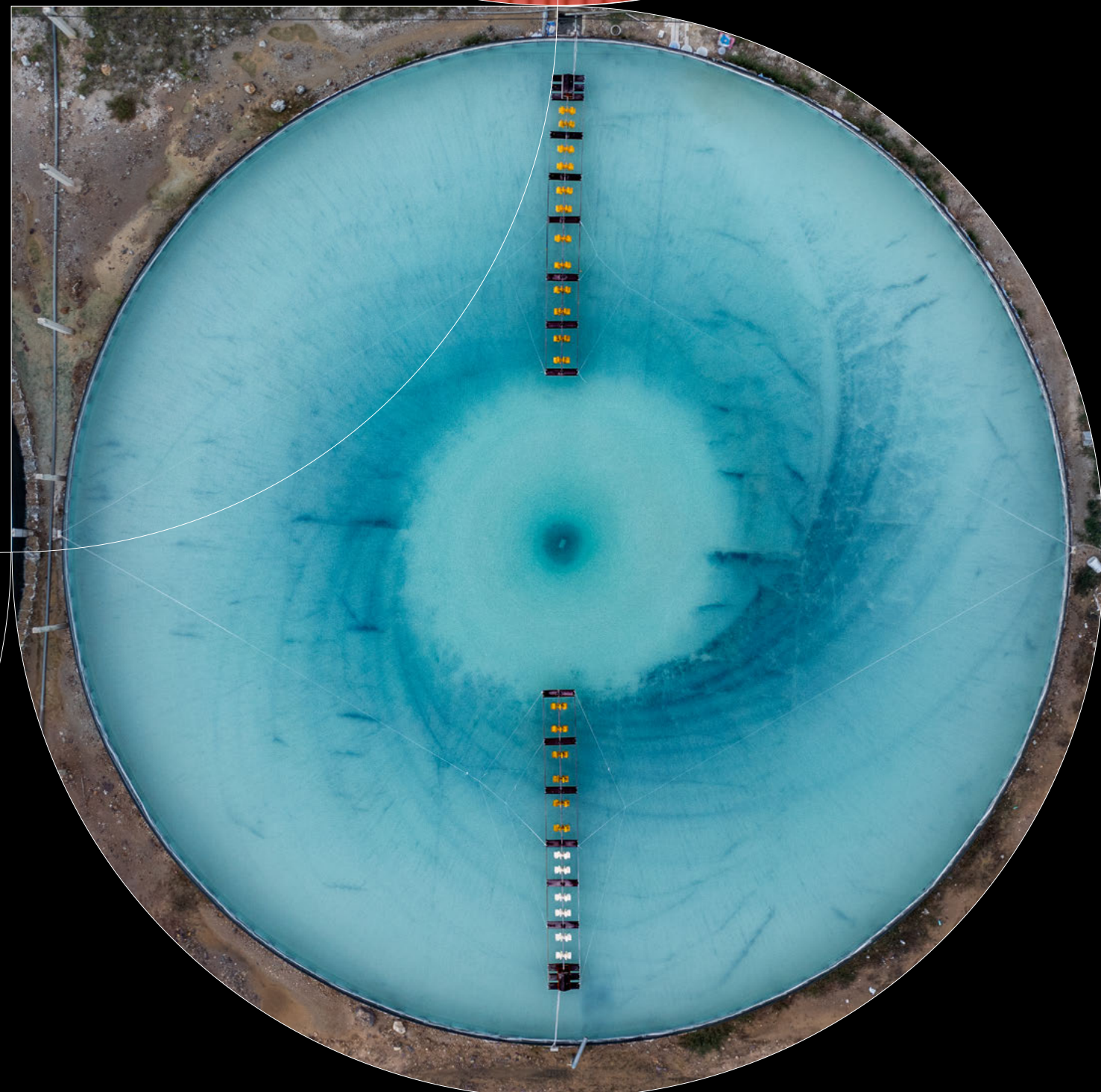
Erin Brockovich

Erin Brockovich is one of those rare individuals whose true story has become part of our public consciousness. Seen by millions as a symbol of American justice and the importance of fighting for the truth, Brockovich continues to advocate for those who cannot speak for themselves. Her determination led to the revelation of a 30-year history of groundwater contamination in Hinkley, California, caused by Pacific Gas and Electric Company (PG&E).

Through her exhaustive investigation, Erin uncovered that PG&E had been poisoning the water supply in the small town of Hinkley for over three decades. Her unwavering tenacity exposed the company for leaking toxic Chromium 6 into the groundwater, which significantly affected the health of Hinkley's residents. In 1996, as a result of the largest direct action lawsuit of its kind—spearheaded by Erin and her attorney Ed Masry—the utility giant was compelled to pay \$333 million in damages to more than 600 residents, marking it as the largest toxic tort injury settlement in U.S. history.

Erin's relentless pursuit of justice for the victims demonstrates that one person can indeed make a difference. She believes that everyone, in their own way, can contribute to positive change.

As the president of Brockovich Research & Consulting, Erin is actively involved in numerous environmental projects worldwide. She receives requests for assistance with groundwater contamination complaints from every state in the U.S., as well as from Australia and other international locations. Currently, she is working on cases in California, Texas, Florida, Michigan, Illinois, and Missouri. In addition, Erin has made a significant mark in the publishing world with her New York Times bestseller, "Take It From Me: Life's A Struggle, But You Can Win."





Geopolitics

Navigating global uncertainty

In a world of shifting political alliances, economic volatility, and regulatory change, today's leaders must master the art of strategic resilience. This masterclass equips you with the foresight to anticipate risks, seize opportunities, and drive stability in an unpredictable global landscape.

Speaker

Professor Phillips O'Brien FRSE

Professor O'Brien's recent work has focused extensively on the Russia-Ukraine conflict. He has worked with scholars and analysts in Ukraine, throughout the rest of Europe, and across the Atlantic to try to digest some of the war's lessons and understand why the pre-war analysis was so fundamentally flawed. His commentary has been published regularly in *The Atlantic*, *The Times*, *The Spectator*, *The Telegraph*, and other major newspapers and journals. At the same time, he has made media appearances for outlets in more than 15 countries, including MSNBC, CNN, NPR, BBC, DW, and *L'Express*.



Participant profile

The participant profile will be typically made up of:



Senior executives who regularly interact with organisational boards



Non-executive directors, chairs, and executive board members looking to transition to a non-Executive board role



CEOs, COOs, CFOs, C-Suite executives as well as controlling shareholders and family members of boards and family companies

Participants from all industries and ownership types are welcome, including publicly held, private equity-owned, NGO's, the public sector, family-controlled, government, and voluntary and community sectors.



93%

of past IOD participants regularly use the programme's learnings in their current roles (daily, weekly, monthly).

What makes our participants unique?



Diversity of experience

Each cohort brings together individuals from various sectors, industries, and cultural backgrounds, creating a dynamic environment for peer-to-peer learning.



Commitment to growth

Participants are united by their ambition to lead with purpose, adapt to the evolving demands of the global marketplace, and implement governance practices that deliver real-world impact.



Collaborative spirit

Through interactive learning and shared challenges, participants build lasting networks that support their personal and professional growth long after the programme concludes.



I undertook the Global Certificate in Company Direction in its debut year. I found it scintillating and valuable. In particular, I welcomed the focus on board-level effectiveness, governance for the board, financial effectiveness for non-finance directors, and the leadership and strategy framework, which was rigorous and enriched with global examples and experience. I also valued having time to share experiences with other executives. The collaboration between the IoD and St Andrews provided a compelling mix of practitioner and thought leadership. I would recommend the course to anyone who wants to deepen their executive leadership with rigour and further enhance their networks.”

Helena McLeod
Global Executive

Examinations

Participants will take four exams, each testing the four modules. Each exam will last 45 minutes and consist of 16 multiple-choice questions.

Delivery + timeframe

 **Three days**

 **Online**

Four exams

International Role of the Director and Board

Strategy for Directors

Leadership for Directors

Finance for Non-Finance Directors

Participants will be automatically scheduled for exams one month after completing each module.*

Awarding of Global Certificate of Company Direction

Upon completing the examinations, you will gain the Global Certificate in Company Direction, a globally recognised symbol of excellence in governance.

This trusted qualification empowers board-level professionals, enabling you to advance your career, drive boardroom performance, and meet regulatory standards. It equips you to tackle emerging challenges such as geopolitics, governance, sustainability, environmental and technological disruption.

The Certificate in Company Direction is not just a certification; it is a pivotal step on your journey to becoming a Chartered Director.

You will have the privilege of attending the graduation ceremony at the prestigious IoD hub, 116 Pall Mall, in London.

Additionally, for taking part in the programme, you will receive a certificate of attendance from the University of St Andrews Business School and the Institute of Directors.

89%

reported that IoD qualification helped them secure a new board role, demonstrating their commitment to professionalism and good governance.



*It is advised that module exams be taken within six weeks after completing each module. However, module exams can be rescheduled to another available slot.

Heritage and forward thinking

The Institute of Directors (IoD) and the University of St Andrews offer a programme that combines 732 years of learning and leadership.

This programme provides valuable insights and proven strategies that have endured over time. Both prestigious organisations honour their rich heritage while looking to the future by empowering the next generation of leaders.

IoD

Since its inception in 1903, the Institute of Directors (IoD) has stood at the forefront of the business landscape, achieving Royal Charter status in 1906. With a steadfast commitment to promoting free enterprise, advocating for the interests of the business community, and raising the standards of corporate governance, the IoD has built a legacy over 120 years.

We proudly serve as the authoritative voice for entrepreneurialism, professionalism, and exemplary governance in the UK and beyond.

As a distinguished professional organisation empowered by a century-long Royal Charter, the IoD is dedicated to nurturing responsible leadership among directors and leaders. Our mission is to develop, support, and represent skilled, knowledgeable, and principled leaders, thereby benefiting the economy and society as a whole. As a non-profit organisation, we strive to elevate the competence and governance duties of directors. With a vibrant community of around 20,000 members, the Institute of Directors embodies the collective voice of directors and actively champions their interests with the UK government.



University of St Andrews

Founded in the early 15th century, St Andrews is Scotland's first University and the third oldest in the English-speaking world. The University of St Andrews is Scottish University of the Year and second in the UK in both The Times and Sunday Times Good University Guide 2026 and The Guardian University Guide 2026. The University of St Andrews Business School prepares professionals to succeed in a fast-evolving business landscape by offering a world-class educational experience. Their objective is to equip leaders to be pioneers in a digitally transformed world and to develop sustainable business models that are essential in today's environmentally conscious market.



Tradition meets sustainability at Kingsbarns

Set within a beautifully restored 18th-century Grade B listed building, Kingsbarns Distillery blends rich historic character with progressive commitment to sustainability. From local sourcing to low-carbon innovations, every detail reflects a respect for tradition and the environment an inspiring setting for reflection and leadership.

The evening will include:

Welcome reception

Upon arrival, guests will be greeted with a complimentary drink.

Private distillery tour

Delve into the inspiring story of Kingsbarns distillery, featured in Forbes, as you explore our distillery. The tour includes:

- Insights into Scottish whisky evolution and regional characteristics.
- An overview of single malt whisky production, with exclusive access to the still room.



Three-course 'Taste of Scotland' menu

Enjoy dishes crafted from locally sourced ingredients from Fife, Angus, and Perthshire, each paired with a premium single malt whisky. Our whisky expert will guide you through each pairing, offering insights into the region, distillery, age, and flavour profile of the whisky.

Bottle Shop Experience

Conclude your evening with a visit to our bottle shop, where enthusiasts can sample and purchase our spirits as keepsakes.

Investment and benefits

Investment	Qualification*	Exclusive membership
£17,500+VAT per delegate Includes meals at the luxury Fairmont Hotel in St Andrews, a Kingsbarns distillery tour, and all programme materials	IoD Global Certificate in Company Direction In addition to a certificate in module completion from the University of St Andrews Business School and the IoD	One-year IoD membership and access to the St Andrews alum network

One-year IoD membership

Directors from every sector and every corner of the world have joined the IoD for over 120 years, seeking support to start, run and grow successful businesses. We have a thriving global member community of 20,000 skilled directors and leaders.

Membership benefits include:



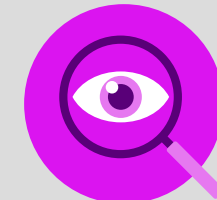
Access Professional Director Series (CPD) for free.



Learn, share experiences, and connect with fellow directors and leaders through virtual and in-person events.



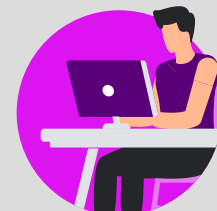
Utilise resources, guides, and fact sheets to manage and grow your business.



Obtain unbiased, confidential advice on strategic and operational challenges from our business, tax, and legal helplines.



Amplify your voice; the IoD represents members to the UK government, influencing debate and advocating for change.



Make one of our hubs your office by booking flexible workspaces and private rooms, or take advantage of free meeting areas, including our prestigious premises at 116 Pall Mall, London.

St Andrews Alumni

Become part of a vibrant global community with a legacy spanning seven centuries and nearly 70,000 St Andrews graduates while enjoying exclusive alumni privileges.

*Qualification of IoD Global Certificate in Company Direction pending successful completion of exams.



Next steps

Enhance your leadership presence and connect with global business leaders through our transformative residential programme.

Delivered once a year with limited places, it offers a unique opportunity to deepen your governance expertise. Admissions will be secured on a first-come, first-served basis. It promises to be an exclusive experience that brings together a diverse range of sectors and backgrounds.

Unlock your potential: register your details

Gain access to upcoming events featuring insights from programme faculty and masterclass speakers, with further discussion about the programme.

Due to high demand, we encourage early application. Please [click here](#) to register your details.

For more information on the Global Certificate in Company Direction, contact us:
Email: ExecEducation@iod.com
Visit: iod.com



In collaboration with



Business
School
Executive
Education