



Professional development for directors, senior management and high-potential talent

your essential guide to talent development and succession planning for your organisation



Choose the University of Exeter Business School to meet the learning and development needs of your top talent

At the Business School we believe in the benefits of lifelong learning, whether it is developing high-potential employees, managing talent, retaining key staff, succession planning or honing the skills of established directors.

One of the programmes that we offer within the Executive Education portfolio will meet the needs of individuals that have either achieved, or are aspiring to, significant directorial responsibility within their organisations both nationally and internationally.

We will always find a solution that meets their needs and those of the organisation that fits around their schedule.

Contact the Executive Education team on [01392 269230](tel:01392269230) for a confidential discussion on how the IoD Company Direction Programme can help your organisation develop its leadership talent.

The road to success



IoD Courses and Programmes within the South West

The Institute of Directors (IoD) Company Direction Programme is now successfully running from Exeter and Bristol, which means that directors in the South West no longer have the expense of travelling to London to partake in this nationally recognised programme.

The IoD's qualifications, the Certificate in Company Direction and Diploma in Company Direction will equip you with essential skills and abilities to make you more effective in your role. All this, and we will make sure they fit around your working life too.

Qualifications are based on a blended learning principle, meaning we combine face to face courses with e-learning. This makes sure they are flexible enough to fit in with any busy director's schedule, so you have got no excuse not to get started.

The learning will keep you up to date with your changing responsibilities as a director or aspiring director, in a practical hands-on environment. It will also give you the opportunity to share ideas with other directors, and get invaluable peer group support.

All our tutors are business leaders themselves, as we recognise that first hand knowledge is the key to making sure you get the best from us.

• The Certificate in Company Direction

• The Certificate covers all the knowledge and awareness that is necessary to be effective in your role. A series of courses ranging from 1-3 days long is backed up by e-learning elements. After completing all the elements you will sit the Certificate exam.

• The Diploma in Company Direction

• The Diploma provides an opportunity to put into practice the knowledge gained from the Certificate in a realistic environment. A 3 day module, Developing Board Performance, where delegates run an organisation as its board, is followed by the Diploma exam.

• Chartered Director

• Successfully completing the Diploma exam is a significant step towards achieving Chartered Director status – the badge of professionalism for directors. The assessment for Chartered Director is via a peer review (with two experienced directors) based on a portfolio of evidence. The reviewers will seek evidence of substantial experience in five key areas of director and board leadership as demonstrated through your current, or previous directorial roles. Being a Chartered Director will demonstrate that you have a real grasp of the issues affecting your business and the skills to deal with them, and it will give you a solid competitive edge too.

Key development for those who want to reach their full potential

- The Certificate in Company Direction
- The Diploma in Company Direction

Made up of courses which include case studies, participative group work, tutor input and post-course support through e-learning, our qualifications are the Certificate and Diploma in Company Direction. The Diploma can ultimately lead to Chartered Director status.

The qualifications will equip individuals with essential skills and abilities to make them more effective in their role, and are designed to fit around their working life.

We appreciate how difficult it can be to commit large blocks of time to updating your knowledge and skills, so we have designed our programmes to be delivered in a number of formats. The courses and examinations for the Certificate and Diploma are offered at various locations throughout the UK and offer great networking opportunities as well as excellent value for money.

The development route

Enrol onto

The Certificate in Company Direction

Attend 6 modules and complete:
Role of the director and the board (2 days + 1 day post-course e-learning*)
Finance and non-financial directors (3 days)
Strategic business direction (2 days + 1 day post-course e-learning*)
Effective marketing strategies (1 day)
People mean business (1 day)
Leading strategic change (1 day)

*E-learning is a mandatory element of these courses.

On successful completion of the examination, receive

The Certificate in Company Direction

Enrol onto

The Diploma in Company Direction

Attend Developing board performance (3 day exercise) to put the knowledge and learning gained into practice.

*This module can only be completed once all the Certificate courses have been completed or following a pass in the Certificate exam.

On successful completion of the examination, receive

The Diploma in Company Direction

Professional review for

Chartered Director

Programme fees

The Certificate in Company Direction

£6,142

This price includes a 10% discount (only available when paying for the entire programme in advance).

The Diploma in Company Direction (one module)

£2,400

IoD members should contact us for the discounted fee rates.

For more detailed information on our qualifications and how they could help you, take a look at the leaflet that you will find at the back of this guide, or telephone +44 (0)1392 269 230

The benefits of blended learning

- The flexibility of e-learning means you spend less time away from the office
- Combining courses with e-learning allows you time to reflect on the face-to-face elements and link them back to your own organisation
- You can spend time learning when it is convenient for you

Why IoD qualifications?

- Clearly define your role and responsibilities
- Improve your knowledge and skills, which can only have a positive effect on your performance and that of your business
- Learning is highly participative using case studies, group work and tutor input
- An opportunity to benchmark your knowledge and skills against clearly established standards of good practice
- You will be surrounded by fellow directors offering peer group support and networking opportunities
- Courses are short and focused, so you won't have any problems fitting them into your schedule
- E-learning and support is available throughout, right up to the exams

The courses*

The Certificate in Company Direction

Role of the director and the board

2 days + 1 day of post course e-learning

An in-depth look at the key duties, roles and legal responsibilities of directors, corporate governance and the role of the board. It also looks at the crucial differences between management, direction and ownership and offers guidance on improving board effectiveness.

Finance for non-financial directors

3 days

This course will demystify the world of finance, allowing you to contribute more effectively to boardroom discussion. It will make sure you have got the skills you need to evaluate and monitor the financial health of a business and spot the warning signs.

Strategic business direction

2 days + 1 day post-course e-learning

Provides an introduction to the key ideas and approaches to setting strategic direction. It will make sure you know what role you need to play in leading strategy, that you make the right choices and that you implement them successfully.

Effective marketing strategies

1 day

An opportunity to look at how marketing supports strategy within a business. It will show you how to form marketing strategies, and then put the plans in place to make them work.

People mean business

1 day

This course will show you how to gain competitive advantage through people. It defines the role of the board in integrating HR strategy with the broader corporate strategy.

Leading strategic change

1 day

Shows how the board should lead an organisation, create a culture committed to change and describes the strategic issues, opportunities and pressures for change which exist.

The Diploma in Company Direction

Developing board performance**

3 days

In this module, you will act as a board member facing a variety of typical issues and crises. The challenge is to apply the knowledge and learning gained from the Certificate in Company Direction courses and e-learning to real life situations. This is your opportunity to put theory into practice. You will receive feedback on your performance, as the board reviews and appraises its own impact and effectiveness.

*For anybody wishing to gain knowledge without receiving a qualification, these courses are all available as stand-alone courses, with the exception of Developing board performance.

**This module forms the basis of the Diploma in Company Direction and cannot be attended until you have been present at all the Certificate in Company Direction courses, or following a pass in the Certificate exam. Contact +44 (0)1392 269230 for individual course fees.

How much does it all cost?

The Certificate in Company Direction (six modules)

£6,142

This price includes a 10% discount (only available when paying for the entire programme in advance)

The Diploma in Company Direction (one exercise)

£2,400

IoD members should contact us for the discounted fee rates.

Chartered Director – The Qualification for Directors

“A gold standard in director training and development”

Co-operative Insurance

“I would highly recommend anyone who is serious about the role of director to do the IoD programme.

It is without doubt the most informative and challenging series of courses I have ever done”

A Chartered Director

Chartered Director is the professional qualification for directors. Increasing numbers of influential businesses, institutional shareholders and their advisors are now recommending the qualification for executive and non-executive directors.

The award of Chartered Director demonstrates that individuals have a real grasp of the issues affecting their business and the skills and knowledge to deal with them – thus giving a solid competitive edge.

Qualifying as a Chartered Director will enable directors to:

- Appreciate effective business leadership
- Improve board effectiveness
- Operate at a new strategic level to establish and sustain growth
- Increase their personal contribution to the board
- Adopt a common set of business principles
- Demonstrate professionalism to shareholders, clients and customers
- Attract support from banks and investors
- Draw on a network of fellow Chartered Directors
- Enhance their effectiveness as directors



Development planning

Full details of all our courses, including dates and prices, can be found in the booking form at the back of this brochure.

Governance and The Role of the Director including:

The board's corporate governance role, the legal duties and liabilities of individual directors, the legal issues relating to directors and the running of the organisation, the role of the board and identifying good practice.

Finance

Understanding and interpreting financial statements in accordance with accounting principles and standards, the evaluation and monitoring of the financial health of a business using accepted financial ratios and capital investment appraisal.

Strategy

Overview of and development of strategic thinking, formulation and implementation of an effective strategy and how to analyse strategy effectively.

Marketing

The role and responsibility of the board in determining marketing strategy, situation appraisal and marketing strategy formulation.

People strategy

The role and responsibility of the board in aligning human resource strategy with corporate strategy, improving performance through people and strategies for organisational development.

Leading Change

The opportunities and pressures for strategic change facing organisations, the role of the board and individual directors in leading strategic change and the process for leading the planning, implementation and review of strategic change.

Board performance

The board's role in strategic decision making, handling crises and reviewing the effectiveness of the board's and directors' performance.

Role Specific Master Class

Non-Executive Director

Certificate* and Diploma in Company Direction	Available as individual 2-3 day intensive programmes	Available as a single day short course
●	●	
●	●	
●	●	
●		●
●		●
●		●
●	●	
		●

*All of the courses that make up the Certificate can be taken as standalone courses or as part of the qualification.
 ••The course that makes up the Diploma can only be taken following attendance on the Certificate courses.

Learning from the experts, learning from peers

Programme delivery

All of our programmes and courses are delivered by experienced directors and specialists who have achieved significant business success. They combine expert knowledge of the subject matter with real life examples to deliver content designed specifically for senior executives.

Peer group experience

All of the course attendees have significant organisational responsibility and benefit throughout the programmes from sharing their challenges and experiences with each other in a facilitated environment.

Executive coaching

IoD Executive Coaches and Mentors work with clients from a variety of businesses and assist individuals to achieve organisational success. Coaching allows intensive learning sets to achieve specific personal and organisational goals. We have a range of highly experienced coaches from a variety of backgrounds that enables us to match the need of the individual with the background and experience of the coach.

Some feedback from satisfied clients*:

“The Chartered Director training and qualification is recognised in commerce and the public sector and meets a true requirement. It gives people knowledge which is not available everywhere.”

Fortis

“Completing the Diploma has had a hugely positive impact on Somar’s board and the business”

David Bone, Somar International Ltd.

Our clients

We work with clients across all sectors and types of organisation

Some of our clients include:

- Lloyds TSB
- Santander
- Standard Life
- Shell
- McDonalds
- Barclays
- Haliburton
- BAE
- BP
- MOD
- First Group
- Serco
- Fujitsu
- QBE Insurance
- NHS Trusts
- NHS Foundation Trusts
- UKAEA
- Stride Tregown Ltd
- Aviation Training International Ltd
- Fire and Rescue Services
- South West Water

Case Studies

There are a number of helpful things in life that people don't necessarily think to tell you; dropped toast will always land butter side down, two children is not less work than one and getting the job title of Director doesn't automatically bestow any greater knowledge than you had before the promotion to those lofty heights. The problem is that the people working for you suddenly expect you to have all the answers, and it's all too easy to pretend that you've got them rather than lose face and admit the Directors need to keep learning as well. All of a sudden you're in the dangerous situation of being one of the key team leaders, setting the pace for the organisation and they're looking to you for guidance. It takes a brave Director to constructively criticise themselves and realise that they're lacking in some areas. If we want our organisations to develop and we want our people to have a great role model to follow, there's no better way than by having a learning culture that is driven from the very top.

I'm constantly amazed at the number of Directors who appear to be completely unaware of the obligations they assume when they are appointed as a legal Director. It's easy to be so absorbed in the detail of business that we forget we are supposed to be out in front, mapping a future path for the organisation. I've been a Director for 15 years and I've seen all sorts of Directors; the good, the bad and the downright criminal! I'm a great believer in the benefits of professional development and I originally started the Chartered Director course so I could ensure my skills are kept-up-to-date. The combination of being tutored by people with relevant experience, practical application to your business and the ability to network with like-minded individuals really appealed to me and the course certainly didn't disappoint. I also found an added benefit in that it gave me space for some 'me' time away from the business and my young family. I found that I was reinvigorated and began approaching problems from a different perspective. My course

group was very stimulating and we kept in touch after the exams – I still call some of them to discuss things now. It also gave me an insight into the University of Exeter, and Programme Manager, Ann Cullum, which was great and I've been invited to lots of development events.

Ultimately (and partly as a result of the course) I decided to start my own business. Being a Chartered Director gives me the confidence of knowing what being a Director is about and it helps me through challenging conversations when I need to persuade someone who has been running their business for a long time that they still have something to learn! I've also become a leadership Affiliate of the University of Exeter so I can continue on the skills development path. That's the great thing about the Chartered Director course, it reminds you that there is so much more out there and that your company's competitive advantage is firmly based in your openness to learn and share knowledge with others.

Emma Warren
MD
Portfolio Directors Ltd

• Newton About based foodservice provider, Pasta King, is enthusiastically led
• by two of its board directors, Sue Davenport and Paul Haigney. Both Sue and
• Paul attended the Institute of Directors (IoD) Diploma in Director Development
• in Bristol.

• Sue – I had always wanted to own my own business, my background has
• always been involved in growing businesses and I have worked at all levels
• within an organisation. Joining Pasta King as a board director presented new
• challenges and experiences at board level. Attending and completing the IoD
• Diploma was superb preparation for executing this role. When the opportunity
• came to own Pasta King, I felt ready and confident to take on the
• responsibility.

• The most important thing for me with the IoD course is that it gave a very
• practical outlook of all management theory. Real life, real world examples
• working this through with other people on the course with their experiences. I
• felt the Programme did this for us. There were some incredible people on the
• course. The tutors were first class too, we thoroughly enjoyed it.

• Paul – One of the things that I thought was empowering was going on the
• course and meeting other managing directors, leaders of businesses. Not
• everybody knows everything, and sometimes you work in your own little bubble
• and you get the impression that everyone else is doing really well, and
• understands everything. But this, of course is not always the case and
• understating that is reinforcing. Some of what you learn also reinforces the fact
• that you may already be doing it – so you get confidence in what you are doing.

• Sue – It's the discipline of thinking through situations ensuring that you have
• everything you need to take effective decisions and understanding impact on
• your organisation.

• Being confident in your own abilities, and why you are doing something, is
• really, important.

• **Sue Davenport and Paul Haigney**
• **Pasta King**

You will find us throughout the UK

We have regional centres offering IoD qualifications throughout the UK. For further information on dates and prices, please feel free to contact the relevant centre directly.

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EXCEL AS A
COMPANY
DIRECTOR

GAIN CHARTERED DIRECTOR STATUS

FUNCTION EFFECTIVELY
IN THE BOARDROOM

UNDERSTAND YOUR
LEGAL RESPONSIBILITIES

BENCHMARK
YOUR CAPABILITIES

RECOGNISED QUALIFICATION

ATTEND THE INSTITUTE OF DIRECTORS
DIRECTOR DEVELOPMENT PROGRAMME





For all enquiries and to book please contact

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