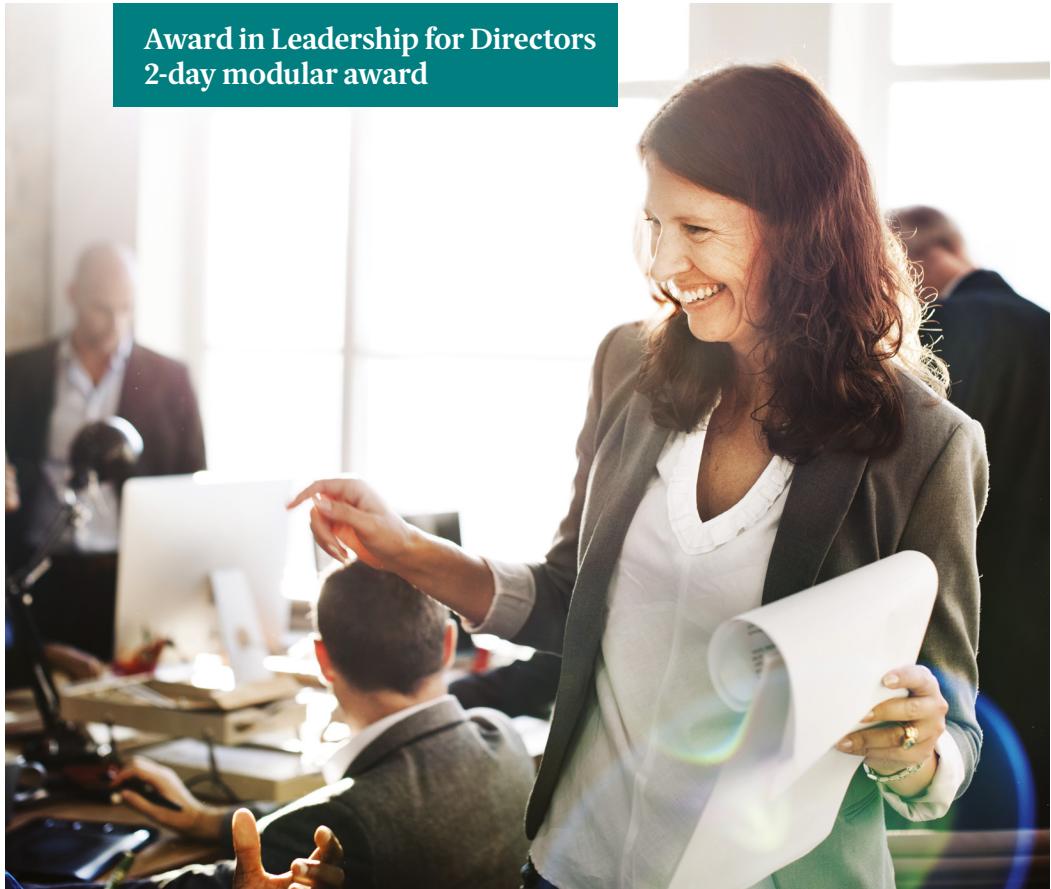# "A really valuable course, that truly meets the needs of senior leaders"

Margaret Gardner
Marketing and communications director, Practical Action

**Award in Leadership for Directors
2-day modular award**

Course overview

Strong leadership is increasingly fundamental to the successful realisation of an organisation's vision. This intensive course provides a valuable opportunity for directors to explore strategic leadership issues both within and beyond their organisation.

This module introduces a more personalised approach to leadership and delegates will be encouraged to understand and develop their own self-awareness and emotional intelligence.

Learning objectives

- Develop an understanding of how leadership can be defined and understood in relation to the director's role on the board

- Apply techniques for developing a greater awareness of oneself and of the motivations and behaviours of others

- Create a culture which constructively engages others in the organisation to achieve the strategic objectives, and to respond effectively to crisis and change

- Identify how leaders create influence and impact within and beyond the organisation, and assess relevant stakeholder engagement strategies

Course topics include:

Leadership responsibilities of the board and the individual directors

- The duties of the board and its role and responsibility in articulating the vision, and determining the organisation's culture and values

- Setting objectives to ensure the delivery of the strategic plans and reviewing risk appetite

- Creating a learning culture for the board

- Defining the organisation's ethical code and being able to handle ethical dilemmas in the context of the organisation's culture and values

- Understanding the essentials of Corporate Responsibility and Sustainability

Leadership of organisational capability

- Reviewing the capability of the organisation to deliver the strategic objectives, considering capacity, competence and culture

- Creating an organisation with a culture of learning and personal growth in which the value of knowledge is recognised

- Building an environment in which creativity and innovation flourish and where feasible ideas are encouraged to grow

- The link between implementation of the strategy and the design of the organisational model

- The techniques, tools, processes and human resources needed to deliver the organisation's strategy

- Considering the pros and cons of partnerships, alliances or subcontracting to generate the resources required, recognising the implications for the company and the leadership challenges which this creates

- Reviewing the feasibility and opportunities for acquisitions and mergers whilst recognising and avoiding the factors which cause them to fail

- Developing a succession pool of talented individuals to maintain and grow organisational capability for future success

- Promoting equality and diversity of opportunity throughout the organisation, and at board level

Leadership and board behaviour in implementing strategy and strategic change

- Implementing strategy by empowering employees to deliver against their objectives and to behave in accordance with the company's values

- Exploring the links between organisational culture, employee values and personal goals to create a climate of employee engagement.

- Identifying individual leadership styles and recognising the effectiveness of each in different situations

- The process of making well considered and effective decisions in different situations and contexts

- Reviewing board behaviour and the role of the chairman in creating a high performing team

- Power and politics in the boardroom.

- Handling tensions around the board table and dealing with conflict within the organisation

- Appreciating the role of the board in leading strategic corporate change, understanding the range of internal and external change triggers and responding to them in a timely manner

- Understanding emotional reactions to change and overcoming resistance

- Stakeholder mapping and effective dialogue, appreciating the influence which different groups have on the organisation

- Dialogue, communication and the impact of social media

Leadership in tracking progress, measuring success and reviewing performance

- The director's role in monitoring corporate performance and reporting feedback

- Identifying the meaningful, information key indicators and measurement techniques which allow the directors to judge and evaluate the organisation's performance

- Introducing reward strategies to incentivise strong performance outputs and reinforce appropriate workplace behaviour. The scope of non-financial rewards

- The value of human capital

- Evaluating the contribution of learning and development programmes

- Reputation as a performance issue

- Evaluating the performance of the board

Why train with the IoD?

- Meet course leaders and guest speakers with unique experience from within the boardroom and wider business community

- Experience an interactive workshop approach with real-world case studies, practical examples and scenarios

- Take advantage of opportunities for focused peer-learning and networking

- Access cutting-edge content underpinned by a solid foundation of professional research and theory

- Achieve an understanding of best practice and practical application in the workplace

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