

## **IoD The Directors Role in Leading the Organisation (Certificate Programme)**

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The Director's Role in Leading the Organisation is a course delivered by the Institute of Directors. This IoD training module appraises the role of the board when setting objectives, culture and values, in addition to displaying the techniques required in delivering corporate strategy.

The course covers the directors' responsibilities as a member of the board, as well as a driver of strategic change.

This module is one of four training sessions that together make up the IoD Certificate in Company Direction. To book your spot on the Director's Role in Leading the Organisation, use our online booking form, or enquire now for further details.

### **Overview**

The Director's Role in Leading the Organisation is a two-day course, plus post-course e-learning, that enables directors to explore strategic leadership issues.

As a business director or leader within a modern business the demands on you are continuously evolving. The Institute of Directors' professional development opportunities enable you to stay one step ahead of the competition and lead your organisation to success.

This course enables directors to assess and analyse leadership and decision-making techniques, as well as ways in which resistance to change can be overcome. You'll be given the opportunity to apply these skills to your own business.

This course offers a practical approach to people leadership using the implementation of strategy, as well as the opportunity to explore common challenges such as talent management, ethics and corporate responsibility.

### **Delegates and Agenda**

This IoD course offers a not-to-be-missed opportunity for directors and executives from any industry sector, and all sizes of organisation.

#### **Section 1 - Role of the Board in setting objectives, culture & values**

- Developing business plans, objectives & targets

- Understanding Corporate Culture & communicating and championing corporate values and behaviours. Creating a Learning Culture for the organisation
- Defining Corporate Culture
- Reviewing & refreshing corporate values
- Linking Employee Values, behaviours & organisational culture to mission, vision & values
- Creating a culture of engagement
- Business Ethics
- The nature & importance of ethics, defining your ethical position & dealing with ethical dilemmas
- The link between organisational culture and ethical leadership models

### **Section 2 - The Techniques, Tools & Resources needed to deliver the Corporate Strategy**

- Determining capacity and capability of the Organisation to deliver the strategic objectives
- Assessing implications of strategy implementation on Organisational design and resources
- Decisions required to implement strategy
- Implications of deciding to embark on a growth strategy through mergers or acquisitions or seeking to develop a strategic alliance or business partnership
- Implications of outsourcing or sub contracting activities
- Identifying high performers plus those with leadership potential
- Succession Planning to maintain organisational capability & ensure the future survival of the company
- Developing Reward Strategies to incentivise performance and behaviour
- Endorsing appropriate procedures for the organisation to maintain compliance with relevant national employment legislation. Promoting diversity and equality of opportunity throughout the organisation, (including around the Board Table)

### **Section 3 - The individual director's role as a Board member and as a corporate leader, especially driving strategic change**

- Board Structure and Composition
- Programme and Project Leadership
- Risk Assessment & Management
- Delegating to Senior Management
- Directing & Reviewing Senior Management Performance
- Communicating & Leading
- Managing tensions and conflicts including Board dysfunction

- Roles and responsibilities in leading strategic change and assessing inherent risks
- Recognising the range of potential change triggers, internally and externally and reacting to them in a timely way
- Assessing the impact of technology and using technology as an enabler of change
- Key change processes (Models and drivers)
- Recognition and management of reactions to change
- Measuring impact & evaluating success of change interventions

#### **Section 4 - Information, communication and reporting – the feedback loop**

- Corporate Performance Management – Tools and techniques
- In order to review progress towards the achievement of the selected strategies the Board must commission timely, accurate and appropriate information
- Setting & Reviewing Performance Criteria
- Aligning Performance targets both to organisational values as well as strategic objectives
- Overseeing and approving the business targets which are set and benchmarking against the competition
- Determining appropriate criteria against which to evaluate the performance of the Board
- As a result of monitoring progress and reviewing performance, driving continuous improvement and creating a climate for ideas generation, creativity and innovation
- Use of information systems to provide meaningful statistics and data
- Managing knowledge as a strategic asset which can be leveraged by the business
- Communication of business results, new project objectives, change initiatives etc

#### **Learning Outcomes**

On completion of this IoD Leadership for Directors module, delegates will understand how:

- Corporate strategy drives organisational structure and resource requirements, which the Board must monitor and review
- The Board must demonstrate the importance of organisational development by adopting the principles of the Learning Board
- Successful Strategic Change initiatives require Board level sponsorship, ongoing direction and tenacious leadership
- Organisational performance measures should be aligned to strategic objectives and to corporate culture

**If you are interested in learning more about this IoD programme, or other IoD programmes available, please contact us on 0845 431 0433 or [cpd@salford.ac.uk](mailto:cpd@salford.ac.uk)**