



SPD
SALFORD PROFESSIONAL
DEVELOPMENT

CERTIFIED DIRECTORS PROGRAMME

Prepare to elevate your directorial proficiency to new heights and make a lasting impact on your organisation

What our clients say about us...

93%

Would Recommend to a Colleague

94%

Tutor Rating

94%

Average Satisfaction Rating

Programme Overview

The Certified Directors Programme is an elite training programme uniquely designed for experienced directors aiming to deepen their expertise, sharpen their strategic acumen and solidify their experience with a qualification. The programme is structured to enhance your capabilities in four key areas: leadership, governance, finance, and strategy.

This comprehensive programme not only prepares participants to meet the challenges of the role but also empowers them to make informed decisions that drive organisational success and address the complex challenges faced by today's leaders.

Through a blend of expert tutor-led sessions, interactive workshops, and real-world case studies, you will gain the knowledge and tools necessary to excel in today's dynamic and challenging business environment.

On successful completion of 8 classroom days, participants become eligible to complete the CMI Level 8 Certificate in Strategic Direction and Leadership, which is one of the most prestigious qualifications provided by the Chartered Management Institute, which is backed by the Royal Charter. This programme is designed specifically for those wishing to validate their classroom learning and industry expertise with a qualification.



Course Methodology and Benefits:



Interactive Learning: Engage in interactive workshops, real-world case studies, hands-on exercises and peer learning to apply theoretical knowledge to real-world scenarios.



Q&A Sessions: Opportunities for participants to ask questions and engage with experts



Expert Tutors: Learn from experienced directors and industry experts who bring practical insights and experience to the classroom. Each tutor combines academic expertise with industry experience, enabling them to enrich theoretical concepts with practical insights and real-world applications.



Certification: Upon successful completion of all 8 classroom days, directors will have the opportunity to complete a CMI Level 8 Certificate in Strategic Direction and Leadership that recognises your expertise and commitment to excellence in directorship and board leadership.



Networking Opportunities: Build a network of peers and industry leaders to share experiences and best practices as you work through the programme to become a Certified Director.

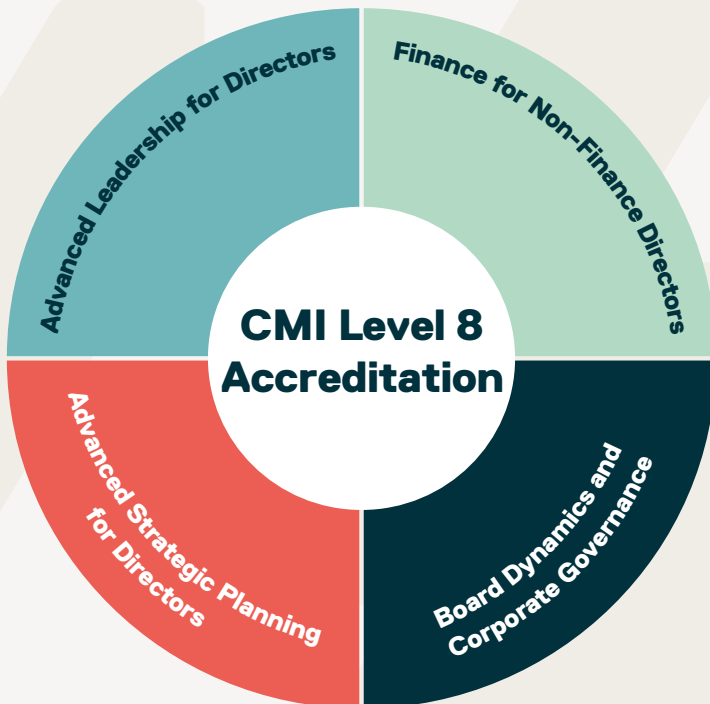
Modules

The programme will empower you to lead with vision, embed robust governance frameworks, navigate complex financial landscapes, and devise strategic initiatives that drive organisational success.

In order to obtain the Certified Directors Programme certification, you must complete all four modules below, along with the accreditation.

Following successful completion of each individual module you will be awarded an individual module certificate.

- Advanced Leadership for Directors
- Finance for Non-Finance Directors
- Board Dynamics and Corporate Governance
- Advanced Strategic Planning for Directors





Eligibility

This qualification is designed for CEO's, Directors and Global Leaders who have the responsibility for developing and implementing effective, ethical and collective strategies across their organisation.

Learners should be either operating in a Global/multinational organisation and have the ability to explore the complexity and challenges of global operations or strategically look beyond the confines of their own organisation and apply critical thinking and analysis to the complexity of their organisational operations and supply chain.

In order to be accepted onto the Certified Directors programme participants must have a **minimum of 2 years' experience in a director level role** and have had responsibility for developing and implementing strategy.

Completion Time:

Become a Certified Director within 12 months!

You have a maximum of 18 months to complete your 4 classroom modules, and a further 2 years to complete your accreditation.

For those wishing to complete the modules in a shorter time period, it is possible to complete the classroom days in 4-6 months if you have the availability to attend the course dates, and the accreditation can be achieved in a minimum of 6-9 months.

What will I learn?

Your role as a Director is one that requires a broad set of skills and knowledge along with a mindset that enables you to react decisively to an ever-changing landscape. Enrol on the Certified Directors programme and you will learn how to...

Drive organisational change more effectively:

Identify and implement growth strategies that align with organisational objectives, and adopt a flexible approach to strategy selection to adapt to a rapidly evolving marketplace.

Become a more impactful and strategic leader:

Utilise established leadership models to inspire and empower teams, maximise their effectiveness, and adjust your approach to meet the demands of various situations and objectives.

Enhance your ability to identify, assess, and manage risk:

Gain a comprehensive understanding of regulations, the responsibilities of a director, and the board's role. Learn from how other organisations manage risks using proven frameworks and interactive sessions.

Expand your knowledge and skills in financial management:

Deepen your understanding of your own organisation's financial operations. Develop greater confidence in interpreting financial information and feel empowered to challenge decisions impacting your projects and organisation.



Advanced Leadership for Directors

Strong leadership is fundamental to the success of any business. The Advanced Leadership for Directors' module is a two-day intensive course designed to develop leaders to effectively manage risk, seize opportunities, and drive change. This programme introduces both theoretical and practical research on human behaviour, leadership styles and emphasises the importance of self-awareness in both team and personal development.

By the end of this module, participants will be able to:

- ◆ Identify and analyse major disruptions impacting leadership today
- ◆ Compare and contrast different leadership styles and their effectiveness in various situations
- ◆ Reflect on the balance between strategic oversight and operational involvement in leadership roles
- ◆ Understand the Adaptive Leadership framework and apply it to real-world organisational challenges
- ◆ Develop strategies for identifying and leveraging individual and team strengths to enhance overall performance
- ◆ Identify organisational power dynamics and have learnt strategies for reading and navigating these dynamics
- ◆ Learn how to create psychological safety within teams to encourage risk-taking and innovation
- ◆ Identify key characteristics of high-performing teams and the leader's role in fostering these characteristics
- ◆ Develop skills in crafting and communicating a compelling vision to drive organisational change.
- ◆ Understand and ability to apply change management frameworks and strategies for overcoming resistance to change

A portrait of a man with short, light brown hair and a well-groomed beard. He is wearing a dark blue suit jacket over a white collared shirt. He is smiling and looking directly at the camera. The background is a blurred office setting with windows.

Finance for Non-Finance Directors

To operate effectively, it is essential that senior executives understand financial concepts and can contribute to financial discussions at the highest level. The two-day Finance for Non-Finance Directors module will outline a director's responsibility for the provision of financial information, provide a deeper understanding of financial language, and develop the ability to interpret financial information more effectively. These insights provide the platform for executives to engage confidently in financial discussions and fulfil their legal obligations as custodians of the organisation they represent.

By the end of this module, participants will be able to:

- ◆ Understand the role of finance in business and the regulatory environment
- ◆ Identify the duties of directors and the specific responsibilities of the CFO/FD
- ◆ Interpret and analyse key financial statements including Profit and Loss, Balance Sheet, and Cash Flow statements
- ◆ Assess the financial health of a business using various financial ratios
- ◆ Differentiate between cash flow and profits and understand cash management
- ◆ Recognise creative accounting practices and identify red flags in financial reporting
- ◆ Apply budgeting disciplines and break-even analysis in decision-making
- ◆ Develop strategies for funding and understand the cost of capital and time value of money
- ◆ Evaluate the financial implications of acquisitions, including valuation and synergy realisation
- ◆ Identify and manage financial risks, ensuring robust corporate governance
- ◆ Use management reporting tools and KPIs to monitor business performance



Board Dynamics and Corporate Governance

This module has been designed for those seeking to enhance their strategic oversight capabilities, it delves into the intricacies of board responsibilities, effective decision-making, and managing complex board dynamics. Participants will explore global governance frameworks, risk management and shareholder engagement. Through case studies, interactive sessions, and expert insights, the program equips leaders with the tools to navigate governance challenges, foster sustainable corporate practices, and drive continuous board improvement, ensuring alignment with long-term corporate objectives in a rapidly evolving business environment.

By the end of this module participants will be able to:

- ◆ Comprehend the fundamental duties and responsibilities of board members, including their role in strategic planning and risk management
- ◆ Evaluate the importance of board diversity, appropriate member selection, and the function of various board committees
- ◆ Compare and contrast different corporate governance frameworks globally and identify best practices
- ◆ Enhance the effectiveness of board interactions and decision-making processes, and manage the relationship between the CEO and the board
- ◆ Understand the board's role in risk oversight and integrate risk management strategies into board processes
- ◆ Promote CSR, ESG and Sustainability through aligning corporate social responsibility and sustainability initiatives with the overall corporate strategy
- ◆ Develop strategies for effective shareholder engagement
- ◆ Understand the impact of digital transformation on corporate governance and oversee digital initiatives
- ◆ Emulate a board scenario through the immersion of a mock-boardroom scenario where participants will have the opportunity to apply their learning



Advanced Strategic Planning for Directors

An effective strategy will carry your business forward to where you want it to be. The Advanced strategic planning for director's module is a two-day intensive course designed to differentiate participants from their peer group and enhance their abilities in developing successful strategies for a variety of organisational objectives. Participants will gain a comprehensive understanding of strategic planning, analysis, and implementation, including risk management, market dynamics, portfolio management, innovation, and strategic partnerships, empowering directors to lead their organisations effectively and achieve the strategic objectives of the organisation.

By the end of this module, participants will be able to:

- ◆ Understand the significance of strategic direction and leadership in organisational success and how to apply best practices
- ◆ Acquire skills to develop a versatile strategy toolkit, enabling the ability to handle various strategic planning scenarios effectively
- ◆ Be proficient in conducting strategic analysis using various frameworks such as SWOT, PESTLE, and STEEPV, to identify risks and uncertainties
- ◆ Apply horizon scanning and scenario thinking techniques to anticipate future risks and opportunities
- ◆ Understand the concepts of risk appetite and risk mitigation, and how to manage these within the organisation
- ◆ Analyse market dynamics and stakeholder perspectives using tools, frameworks and stakeholder mapping
- ◆ Understand and apply portfolio management, including the use of tools and matrixes to manage and optimise strategic portfolios
- ◆ Understand strategic choice and positioning, including core capabilities, value disciplines, and product/market matrix
- ◆ Build strong propositions and apply innovation strategies, including Blue Ocean Strategy, disruptive and incremental innovations, and scaling-up techniques

The Accreditation

CMI Level 8 Certificate in Strategic Direction and Leadership

Comparable to a doctorate level in management, the Level 8 Strategic Direction and Leadership qualification is designed for Directors with responsibility for developing and implementing ethical and performance-driven strategy across multiple organisations, leading by example to inspire teams and provide clear direction.

The Level 8 Certificate in Strategic Direction and Leadership is a 20-credit qualification, with an anticipated Total Qualification Time of 200-hours, which includes the 60 hours taught in the classroom.

Participants attain the qualification by successfully completing two written assignments from the below list.

- ◆ Unit 8001V1 - Personal development as a strategic leader (4,000-4,500 words)
- ◆ Unit 8002V1 - Collective strategy development (4,000-4,500 words)
- ◆ Unit 8003V1 - Inter-organisational strategic planning (4,000-4,500 words)
- ◆ Unit 8004V1 - Inter-organisational strategic direction (4,000-4,500 words)
- ◆ Unit 8006V1 - Strategic culture (4,000-4,500 words)

2 Assignments

20 Credits

200 Hour qualification time



Fast Track to Chartered Status (CMgr MCMI)

Put yourself on a pathway to Chartered Status, the ultimate accolade for managers and leaders.

On successful completion of the CMI Level 8 Certificate in Strategic Direction and Leadership, you would become eligible for the fast track to chartered status.

Chartered Manager is all about professional recognition and is the highest status that can be achieved in the management and leadership profession backed by Royal Charter, CMI is the only professional body able to award Chartered Manager status.

*Please note chartered Manager status can be applied for directly with the CMI on successful completion of the accreditation and subject to your eligibility which will be verified by the CMI



TUTOR PROFILE

Andrew Carroll

Andrew has over 25 years' experience as a consultant and independent director, working as a coach and facilitator with boards and senior leadership teams across both the public and private sector. Andrew's focus is strategy and organisational culture with an emphasis on accelerating change through innovation, strategic thinking and deepened leadership engagement.

Educated at Oxford and London universities, Andrew was previously Consulting Manager at Mercuri Urval, Associate at Henley Management College and HR Director at General Accident (FTSE100 Insurer) with responsibility for strategic development and the senior leadership team. As a Chartered Director and Fellow of the Institute of Directors, he also served as a Non-Executive Director for businesses in the retail, fintech, insurance & manufacturing sectors.

Andrew is passionate to unlock potential in complex situations by getting disparate groups working strategically, engaged around shared goals & embracing new ways of working; ensuring business strategies properly align to enhance people engagement & performance.



TUTOR PROFILE

Anne McCarthy

Anne has over 25 years' experience in Organisational Design, change management, Leadership and HR along with Non-Executive Director board experience. Having worked in association with a world-leading business school, it is this combination of academic knowledge and practical experience that enables her to make a difference to the people and organisations she works with.

Anne specialises in developing the capability of leaders and demonstrates this with each organisation she works with, she is a successful leader of change and is a passionate believer in setting people up to succeed.

Anne has worked on change projects in a variety of settings from unionised environments to financial services, including her long spanning career at The Royal Mail as HR Director and Group Learning and Development Director where she worked directly with the CEO on multiple change projects.



TUTOR PROFILE

Jean Pousson

Jean brings over 34 years of management consultancy, training, facilitation and coaching experience to the table, having worked in well over 30 countries. In a typical year Jean will interface with approximately 500 company directors and about 8 to 10 Boards.

His formative years were in banking with Barclays Bank where he spent many years assessing risks of small to medium sized businesses and Corporates. He has also worked with the UK TSB Banking Group where his last appointment was Group Director of Studies responsible for providing academic leadership to the Group. Jean has both Executive and Non-Executive board experience and has been involved in over 100 board effectiveness reviews.

Jean was twice voted “Lecturer of the Year” for the professional body UK Finance. He has also conducted many strategic reviews and a number of one-to-one coaching to directors on financial awareness. He brings a practical feel to his lectures born out of continuing experience and has been known to make finance courses fun and lively.



TUTOR PROFILE

Rebecca Holden

Rebecca is a senior corporate lawyer in a global law firm, Squire Patton Bogs. She has over 13 years of experience working on a diverse range of corporate law transactions, including M&A, private equity (PE) and venture capital transactions (advising both investors and management), solvent corporate restructurings and reorganisations, pre-pack acquisitions and general corporate law advisory including corporate governance.

Rebecca's specialism lies in large-scale international cross-border deals and corporate reorganisations. She has also been fortunate to have advised clients on the ground in different jurisdictions, including Italy, India, Latvia and the Middle East. Rebecca is well known for her dedication to client service and is particularly adept at advising on complex transactions with multiple stakeholders.

Rebecca has experience of working with many sectors including life sciences, aviation, financial services, professional services, food & beverage and retail.



TUTOR PROFILE

Kate O'Sullivan

Kate is a motivational leader and coach with over 33 years' experience in facilitating organisational design, development and transition for a broad range of companies, sectors and individuals. She holds a wealth of board experience and is especially adept at venturing constructive challenge and building strong relationships between the executives and non-executives of a board.

Kate is focused on helping companies understand that people are their greatest asset and in cultivating the environment and culture that enables leaders to raise their performance and deliver sustainable change.

Kate has a successful track record of working with a variety of stakeholders, to identify solutions to problems and implement strategies and operational plans - focused on the environment and culture that enables them to raise their performance and deliver sustainable change. She has a proven track record across a broad range of sectors and disciplines, developing strategic roadmaps for outstanding organisations including the University of York, Huntsman, ICI and British Rowing.