



DIRECTOR
OF THE YEAR
AWARDS 2019

IoD Director of the Year Awards Categories & Criteria

“A celebration of leadership talent, success and achievement”

What is a director?

Directors are responsible for effective leadership and setting out processes and systems that are appropriate for the organisation. Importantly, directors have a duty to make informed decisions and exercise reasonable care, skill and diligence on behalf of the organisation. They owe a duty of trust, loyalty and confidentiality to the organisation and they must act in good faith in the best way to promote its long-term success.

The IoD believes that directors require a wide range of competencies to be effective in their role. Besides the concrete skills and explicit knowledge they need to carry out their duties, directors should also bring an ethical mind-set, integrity and independence. It is often said that when it comes to an organisation's ethical standards the directors and senior management need to be beyond reproach and 'set the tone at the top' for those below them to follow. This has never been truer in an age that has seen many organisations dragged into scandal over the conduct of their top management and direction.

General criteria for all categories

All directors, regardless of their specific role on the board, the sector or industry in which they operate, or the size of the organisation, need to demonstrate competence in a wide range of areas in order to be truly effective leaders. The IoD Director Competency Framework sets these out in terms of knowledge, skills and mindset.

Please refer to the [competency framework](#) to complete the following sections to demonstrate your overall performance as a director.

1. Knowledge

Please give evidence of how you have applied your director knowledge to perform effectively in your role as a director. Please refer to all four knowledge competencies. (Max 250 words)

2. Skills

Please give evidence of how you have successfully used your director skills in your role on the board. Please refer to all six skills competencies. (Max 250 words)

3. Mindset

Please give evidence of how you have brought an appropriate director mindset to the delivery of your role. Please refer to all five mindset competencies. (Max 250 words)

Director of the Year – Non-Executive

The economic stresses of recent years and the ever-growing demands for responsible governance have resulted in a fundamental shift in the requirements of the Non-Executive Directors (NEDs) role.

NEDs can bring exceptional value to any organisation, whose role is to provide a creative contribution to the board by providing independent oversight and constructive challenge to the executive directors on a broad range of subjects.

The most important qualities are judgement, wisdom and the ability to gain respect and attention from their colleagues.

This award recognises individuals that have made significant contribution to the organisation's strategy, impacted on the financial success of the company, demonstrated high ethical standards and promoted the practice of good corporate governance.

1. Please provide examples of how you have efficiently identified and managed risk (operational, financial or reputational) **(300 words maximum)**
2. Please provide examples of how you stay up to date with the company's performance and management so that you can positively contribute to the board **(300 words maximum)**
3. Please provide examples of how you've positively engaged with the board **(300 words maximum)**
4. Please give details of your professional qualifications

Director of the Year – Innovation

This award recognises leaders that have achieved success through bringing an innovative and ‘disruptive’ approach to their marketplace.

The judges are looking for a leader that has developed an innovative and transformational idea that displays creative thinking, has beaten the competition and has been developed and applied to improve commercial performance, operational effectiveness or customer engagement.

The judges will consider all aspects of an innovative new product/service launch, including research and development, launch activity and the actual or likely commercial success of the product/service. Key success factors will include; degree of innovation, time taken to market, design process/best practice, market edge, USP, potential for growth/competition and profitability. Other factors might include job creation/safeguarding, environmental sustainability, use of teamwork, project management capability, customer delight/novelty factor and use of market research.

1. Please provide a brief description of your change, alteration, transformation, restructuring, remodelling or revolution in a product or service *(800 words)*
2. Please provide details of how this innovation has delivered competitive advantage through tangible and quantifiable results and/or improved overall financial performance *(800 words)*
3. Please provide examples of how your role has supported and implemented this innovation through strong leadership and management *(800 words)*

Director of the Year – Young

This award recognises upcoming leaders who have demonstrated excellent entrepreneurial potential, ability, ambition, creativity and vision in new or established businesses who have operated at director level for less than two years.

We are looking for someone with an entrepreneurial approach who is a calculated risk taker, an innovator, a charismatic personality and, crucially, already generating excitement in the marketplace.

1. Section A - Individual Summary **(200 words maximum)**

Please provide an executive summary outlining your achievement(s) and why you think you should win?

2. SECTION B - Leadership / Teamwork **(300 words maximum)**

How have you demonstrated an outstanding level of Teamwork / Leadership?

3. SECTION C - Outstanding Performance **(300 words maximum)**

How have you surpassed expectations and delivered tangible business benefits and results?

4. SECTION D - Innovation **(300 words maximum)**

How have you used new ways to generate ideas and opportunities to enhance performance or affect change?

Director of the Year – Public Sector

Leadership is critical to good public governance, including good planning, efficiency, transparency and accountability. This award is open to leaders of public services including public agencies, national bodies and governmental departments.

The judges are looking for leaders that can demonstrate how to get the best out of others' professional expertise and their contribution to civic society

Wider considerations include how leaders have explained their societal contribution and impact to their stakeholders in the context of the environment in which they operate, their viability and governance and key 'hot topics' facing the public sector."

1. Briefly describe your organisation's activity, outcomes and plans for the future.
(200 words maximum)
2. Describe the processes or programmes that you have put in place to engage with your stakeholders which have been successful in delivering your strategy or vision.
(300 words maximum)
3. Describe how you motivate employees and establish a positive working atmosphere that inspires people to deliver good public services.
(300 words maximum)
4. Briefly highlight key milestones achieved in the last 12 months and demonstrable impact.
(300 words maximum)
5. Please give an example of how you have diversified your organisation's income through entrepreneurial flair.
(300 words maximum)

Director of the Year – Third Sector

This award is open to directors of charities, voluntary organisations and social enterprises whose business is a not-for-profit which can generate a surplus that exists to serve the good of its beneficiaries and the wider community.

Directors will be required to demonstrate how they live by the values of the organisation and the voluntary sector, and as innovative and effective communicators to achieve organisational goals.

Directors are also expected to have followed through on governance initiatives and have a considered approach to risk and have successfully raised the profile of their organisation.

Wider considerations include how leaders have explained their societal contribution and impact to their stakeholders in the context of the environment in which they operate, their viability and governance and on key issues facing the sector.

1. Please describe how you personally have set a clear direction for your organisation and used the mission, purpose and values of your organisation and the wider voluntary sector to enable you to achieve your organisation's goals.
(300 words maximum)
2. Briefly highlight key milestones and outcomes achieved in the last 12 months and demonstrable impact on your beneficiaries and wider community.
(300 words maximum)
3. Describe how you have and empowered and motivated people across your organisation to deliver high quality experiences and outcomes for your beneficiaries.
(300 words maximum)
4. Describe how your listening and responding quickly to internal and external feedback have helped you be successful in delivering your strategy or vision.
(300 words maximum)
5. Please give an example of how you have diversified your organisation's income through entrepreneurial flair.
(300 words maximum)
6. Briefly describe your organisation's activity and outcomes, and how plans for the future will build on this year's success.
(200 words maximum)

Director of the Year - Family Business

This award recognises individuals family businesses who have responded to the specific challenges that face directors in family firms and who have contributed to the success of the diverse, dynamic and innovative family business sector.

The judges are looking for a leader that balances the needs and relationships of its owners with a desire to become more successful. The winner of the award is more likely to be second generation however, emerging leaders in a family businesses are still eligible as long as they demonstrate the right trajectory and ethos of this very important part of the Private Business community. Whether one family is in charge or several families work together, the business leader must have the potential to continue to grow and thrive within its current ownership structure.

1. Please provide a brief description of why you are applying for the award and why you should win; your main business activity and what makes your family business exceptional
(200 words maximum)
2. Please tell us how you have contributed to the success, growth and profitability of your organisation?
(300 words maximum)
3. What is your vision for the future of your company over the next 3-5 years and how do you personally intend to drive your business forward? Additionally, can you give examples as to how you ensure that this is measured & communicated to staff?
(400 words maximum)
4. What are the greatest challenges you personally face as a Family Business Director?
(300 words maximum)
5. How do you ensure that there is effective decision making across the family taking into account management and ownership issues, conflict resolution, facilitating effective ownership of the business, balancing the involvement of family members with their skill set and those required by the business whilst above all operating in the best interests of the business and family as a whole?
(400 words maximum)
6. As a Director, describe the systems you have in place to ensure ongoing professional development for you and your employees, and your role in this regard?
(300 words maximum)
7. What is your approach to company culture and welfare?
(300 words maximum)

Director of the Year – International

We're looking for an international business leader with evidence of credible growth and development plans in place to build further on its company's success globally. The leader will operate across borders and could be in any industry sector, but is likely to be gaining market share due to strong international growth from a great product or service.

The company must be trading a minimum of 30% of its business outside of the country it is registered in.

1. Please explain how you have increased market share, growth or expansion through international business operations
(300 words maximum)
2. Please give details of your potential plan for sustained growth
(300 words maximum)
3. Please give details of your effective leadership and management skills in international engagement
(300 words maximum)

Director of the Year – Inclusivity

Over the years many organisation's have worked hard to embrace diversity within their workplaces and create an environment where everyone, regardless of gender, sexual orientation, race or cultural background or disability, can flourish and succeed.

While diversity has celebrated our differences in ability, sexual orientation, gender, cultural background, religious belief and more, it has also distinguished the minority from the majority and celebrated their "otherness" without ensuring they experience the belonging and engagement that inclusion generates.

Today more needs to be done to ensure that we are inclusive, that people feel valued for what they bring to the organisation and that everyone has the same access to opportunities.

Judges are looking for examples that demonstrate that you have specific initiatives already in place to promote diversity and inclusion. These initiatives must be appropriate and relevant to your organisation and its employees.

These could include:

- Training programmes in diversity/inclusion for staff
- An organisation Equality and/or Diversity policy
- Employee access to diversity/inclusion resources (e.g. training materials, an on-line diversity calendar, ebooks or elearning)
- Community projects that offer opportunities for others outside of the organisation
- Promoting the use of a national language

1. Please give examples of initiative(s) that have successfully contributed to the promotion of diversity and inclusivity in the workplace?

(300 words maximum)

2. What is the potential for expansion and/or inspiration for replication of the initiative?

(300 words maximum)

3. How do you ensure your board are accountable for diversity and inclusion goals?

(300 words maximum)

4. How can receiving this Award be used to further promote diversity, race relations, inclusivity and in your region and/or industry?

(300 words maximum)

Director of the Year – Corporate Social Responsibility

This award is aimed at leaders who can demonstrate how they integrate the success and smooth running of their business with a strong sense of responsibility and consideration for their role as a corporate citizen.

Judges are looking for Directors that are aware of the impact of their business on all aspects of society including economic, social, and environmental.

You must be able to demonstrate where applicable your commitment and involvement in one or more of the key areas of CSR that is in addition to the core purpose of your business:

Organisational Governance

The system to make and implement decisions in pursuit of objectives - accountability, transparency and ethical behaviour and respect for obligation and values

Human rights

Due diligence, human risk situations, resolving grievance, discrimination and vulnerable groups, civil and political rights, economic social and cultural rights, fundamental principle and rights at work

Employment Practices

Employment and employment relationships, conditions of work and social protection, social dialogue, health and safety at work and human development and training in the workplace

Environmental issues

Prevention of pollution, sustainable resource use, climate change mitigation and adaptation, protection the environment, biodiversity and restoration of natural habitats.

Community and Involvement Development

Community involvement, education and culture, employment creation and skills development, technology development and access, wealth and income creation health and social investment.

Fair operating practices

Anticorruption, responsible political involvement, fair competition, promoting social responsibility in the value chain respect for property rights.

Consumer Issues

Fair Marketing, protecting Consumers health and safety, Sustainable consumption. Consumer, service support and complaint dispute resolution, consumer data protection and privacy, access to essential services and education and awareness.

1. Taking into account the key areas of CSR above, please provide examples of how you encourage your company to act in an ethically and socially responsible manner, and your own direct and active role in this.
(300 words maximum)
2. Please describe the outcomes including social and economic benefits and measurable impacts.
(300 words maximum)
3. Please tell us how you can drive schemes forward and how others could adopt your procedures?
(300 words maximum)

Director of the Year – Start-Up

(exempt for IoD Student Members)

Going it alone can be a scary and lonely journey but the chance to be your own boss and create a business that works for you and your life means it can be an extremely rewarding one too.

The IoD is all about celebrating innovation supporting those of us who have the courage to go it alone. In this category, we want to champion the risk takers, the innovators, the disruptors, the founders who put everything on the line to follow their dreams, that saw an opportunity and went for it.

This award celebrates founders/co-founders of the UK's most promising start-ups. Focusing on the market opportunity identified, the model to capitalise on it, and how it has been executed within the first three years of trading.

Judges will look at how initial targets and KPIs have been exceeded, the vision for growth, innovation and the leader's understanding of key challenges, customers and the competitive landscape. This Award recognises those demonstrating the entrepreneurial aptitude, commercial acumen, vision, ambition and drive to build a successful new enterprise.

1. Please provide evidence of the market opportunity you have identified, your model to capitalise on it, and how it differentiates you from your competitors **(200 words maximum)**
2. Please provide details of your personal story (if appropriate), career to date and any notable additional information **(200 words maximum)**
3. Please explain how you define growth (i.e. revenue/profit, staff, client-base, regional/international expansion, etc.) and key milestones achieved over the last 12 months **(200 words maximum)**
4. Please provide case study examples and top line data to explain how you have increased your customer base, or engagement from existing customers, over the last 12 months and the impact this had on your financial performance **(200 words maximum)**
5. Please outline the key innovation(s) you have introduced, or developed, that have created competitive advantage for your business - and the impact on the wider industry if applicable. **(200 words maximum)**
6. Please provide a top line revenue and net profit figure for the current year, previous year and prediction (if possible) for the next year of trading. This question will relate to the financial performance element of the criteria, which represents 10% of the overall score **(200 words maximum)**

Director of the Year – Small - Medium Business

(below £50 million t/o (below £25 million t/o for Scotland and below £15 million t/o for Northern Ireland))

This award is designed to celebrate those directors working in a business that employs under 250 employees and has an annual turnover of less than £50 million.

This award will go to the business that can show outstanding initiative, boldness and imagination in the enterprise, as well as sound management practices. Entrants to this award will be expected to demonstrate sustainable growth combined with a degree of commercial success that is exceptional for the size of the business.

1. Executive Summary and Company performance
(A brief description of why you are applying for the award and why you should win; what makes your business exceptional, and how have you contributed to the success, growth and profitability of your organisation?)
(max 800 words)
2. What is your vision for the future of your company over the next 3-5 years and how do you personally intend to drive your business forward? Additionally, can you give examples as to how you ensure that this is reviewed & communicated to staff?
(max 800 words)
3. What practices and processes have you put in place to ensure that you acquire, grow, and embed skills and knowledge in your organisation?
(max 800 words)
4. How have you ensured you, and your business, remains aware and responsive to wider technological, social, and economic shifts?
(max 800 words)
5. What actions have you taken to create a culture of innovation and learning in your organisation?
(max 800 words)

Director of the Year - Large Business

(£50 million+ t/o (£25 million+ t/o for Scotland and £15 million+ t/o for Northern Ireland))

This award is designed to celebrate those directors working in a large business that has an annual turnover of more than £50 million.

Judges will look at how financial targets and KPIs have been met/exceeded, the vision for growth, innovation and the leader's understanding of key challenges, customers and the competitive landscape.

To assist you in this please see the proposed [Wates Corporate Governance Principles for Large Private Companies](#) which outline some key areas of best practice.

1. Executive Summary and Company performance (max 800 words)
(Please provide a brief description of why you are applying for the award and why you should win; what makes your business exceptional, and how have you contributed to the success, growth and profitability of your organisation?) **(max 500 words)**
2. What is your vision for the future of your company over the next 3-5 years and how do you personally intend to drive your business forward? Additionally, can you give examples as to how you ensure that this is reviewed & communicated to staff? **(max 800 words)**
3. Please provide a statement as to how you in your role of a director have contributed to the corporate governance of your organisation providing examples where possible. To assist you in this we have attached the proposed *Wates Corporate Governance Principles for Large Private Companies* which outline some key areas of best practise. **(max 800 words)**
4. Please provide examples of your contribution to board composition including identifying any gaps in board competency. You should also include details of board accountability policies and procedures. **(max 800 words)**
5. Please provide examples of how you have fostered meaningful engagement with your stakeholders including remuneration and decision making. **(max 800 words)**