

Diploma in Company Direction

3 Days - 21 hours

Course Aim

The Diploma in Company Direction offers delegates the opportunity to apply their learning from the Certificate in Company Direction and make collective decisions that affect the running of an organisation in a range of challenging and realistic situations. While identifying and balancing the risks involved in potential courses of action, delegates make well-reasoned strategic decisions and assess their own contributions and effectiveness in the context of board best practice.

Developing Board Performance

Section heading	Learning outcomes
Assessing the Role of the Board and the Director	Assess the role of the board and the director with respect to satisfying their fiduciary duties and formulating options to support strategic decision-making, based on the appraisal of an organisation from a strategic, financial, leadership and governance perspective.
Evaluate the role and responsibilities of the board and the director	Evaluate the role and responsibilities of the board and the directors in managing and driving change and handling crisis situations.
Factors that contribute to board effectiveness and performance	Debate the factors that contribute to board effectiveness and performance and to promoting the success of the company, including risk and environmental, social and corporate governance (ESG) considerations.

Director Competencies
KNOWLEDGE
K1.2 Best practice in corporate governance including relevant governance codes and the rules, duties, responsibilities and accountabilities of individual directors and of the board as a whole
K1.4 Board and director relationships, board composition and boardroom behaviours
K1.5 Business ethics, ethical codes and ethical decision-making
K1.7 Risk appetite and the role of risk in value creation
K2.3 Organisational culture, its role in performance, and the director's role in developing and shaping culture
K2.5 Theory and good practice in organisation and team leadership
K2.6 Methods and tools for effective stakeholder engagement and management
K3.1 The need for a clear vision and purpose which guide the strategy
K3.3 Models and methods of strategic analysis, option evaluation and creating an organisational strategy
K3.6 The factors involved in successful strategy implementation and leading organisational change
K4.1 The collective responsibility of the board for accurate financial reporting
K4.2 How to interpret financial statements and accounts in order to assess the financial health of an organisation
K4.5 How to assess the financial value of an organisation and potential business opportunities
SKILLS
S1.1 Identify opportunities and threats to the organisation, taking account of the internal and external business environment
S1.2 Offer a broad view beyond the immediate problem and own area of expertise, including short, medium and long-term perspectives
S1.3 Propose alternative options and present creative solutions and innovations
S1.4 Identify the potential impact of decisions and offer contingency plans and risk mitigation
S2.2 Assimilate and synthesise financial, technical and qualitative information
S2.4 Simplify complex information
S3.1 Evaluate proposals using a range of criteria and identify their advantages and disadvantages
S3.2 Make decisions, even in the face of uncertainty and incomplete information
S3.3 Take calculated risks in the context of the organisation's strategy and the appetite of the board
S4.1 Listen dispassionately, carefully and attentively
S4.3 Communicate clearly and concisely
S4.4 Tailor their communication style to the needs of the audience and the situation, using appropriate modes and channels
S5.2 Take action quickly, under pressure and in difficult circumstances when necessary
S5.4 Defuse conflicts and arguments and facilitate compromise when necessary to achieve an acceptable outcome
S5.5 Inspire, support and motivate others, generating willing followers
S6.2 Persuade and influence others, including those of equal, greater or subordinate status and power
S6.3 Identify the needs, interests and influence of internal and external stakeholders and build appropriate and effective relationships
S6.5 Demonstrate shrewdness and political astuteness

MIND-SET
M1.4 Identify and disclose conflicts of interest relating to both self and others when they become apparent and ensure these are managed appropriately
M2.4 Act with integrity and honesty in all dealings
M3.1 Focus on the goals of the organisation and the priorities agreed by the board
M3.2 Identify and take opportunities to increase the organisation's business advantage
M4.1 Be willing to disagree and take an independent stance in the face of dissenting views and to potential personal detriment
M4.2 Encourage rigorous discussion and diverse views in order to prevent and dispel group-think
M4.3 Adopt an inquisitive approach and actively questions assumptions and tests propositions
M4.4 Ask for clarification and explanation