



## **IoD Scotland Director of the Year Awards**

### **Examples of Phase 2 Nomination Form Responses**

#### **Q1. The nominee's achievements in personal and staff development and employee engagement**

##### **Example A**

There has always been a willingness to develop people internally and this is seen from the way that internal management courses are run to develop commercially and financially aware leaders of the different business lines. The company also sponsors learning opportunities externally for colleagues identified with potential for future management roles. In the last 12 months, we have also seen the development of an academy where many new apprentices are taught manual skills to enable them to change career paths to secure a long-term role within the short-staffed sector.

##### **Example B**

This candidate is committed to sustaining an engineering tradition in Scotland; this requires passion, clear thinking and confidence. The company has an effective apprenticeship scheme. Fitters are trained in electrics and vice versa. Designers and programmers go on external courses each year. Employees take turns at delivering the financial information at each monthly meeting – a good way to get engineers to understand accounts! And understanding brings confidence and purpose. Employee ownership unquestionably provides security because employees are informed. All understand that surprises are bad for confidence and morale. This candidate has worked to ensure that the company has an open culture, where challenge is welcomed and deference not allowed!

##### **Example C**

This candidate has overseen a wide range of staff initiatives in development and career opportunities:

- Enhanced induction process giving new team members a consistent and inspirational first impression of our business and vision.
- Training courses have been developed and delivered including project sponsorship, project management, enhanced security training and improved safety course across the business as well as improved departmental training.
- He's launching an annual Leadership development programme for senior managers to enhance their skills and develop their horizons.

Employee engagement has improved using a range of channels including digital platforms and face-to-face forums covering all parts of the business – we've seen a significant increase in engagement scores over the year.

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#### **Q2. The nominee's strategic leadership approach which achieves social, environmental and economic success for their business and for Scotland**

##### **Example A**

Under this candidate's leadership, not only has the business grown significantly but, to achieve his vision of establishing a £500m turnover p.a. business, he also brought on board equity from a major international company last April. In bringing new acquisitions on board, he sets out the ethos of the company (the DNA of what makes the company). This includes empowerment, taking ownership, being a good corporate citizen and treating others how you would want to be treated. He has also ensured that management capability has grown as the company has expanded, bringing in high quality persons from trade and professional practices. With this new industrial capability, the region is set to prosper from increased employment while over 1,000 people are employed in the city.

##### **Example B**

Engineering requires 'long termism'. 'Long termism' requires a strategy that is clear and agreed to by all...and constantly reviewed. The company's recipe of more products to more countries involves high risk. It requires maintenance of a full strength design team which its competitors do not have. But that means there is expertise on hand to properly fix problems when they occur. Customers like this. Employees understand that pleasing customers is the only way. The candidate rejected attractive offers from international buyers to buy the company as this would have meant the business would eventually relocate out of Scotland. By selling into employee ownership, he has ensured the business is rooted in the local community, sustaining quality jobs and skills for many years to come.

##### **Example C**

This candidate leads from the front creating an environment where the team feel empowered to deliver the company's vision. He's developed eight strategic objectives that focus our efforts towards the company vision and has assigned each of his executive team as a strategic lead. This candidate is committed to the company being not only a great organisation but a great business in Scotland and the UK. He encourages everyone to contribute to the success of our company and has resulted in it being a key economic contributor to Edinburgh and Scotland. He encourages all of his direct reports to actively play their part in Scotland and leads by example by sitting on the (ORGANISATION) Board. He volunteered our Director of Communication to Chair (ORGANISATION) on a part time secondment to help the organisation out when in need – a true example of putting his money where his mouth is.

#### **Q3. The nominee's contribution to robust corporate governance**

##### **Example A**

This candidate is committed to driving good corporate governance across the Group. He strongly believes in the Board Meeting and the governance of these meetings. The company has taken many of the best practices from the Cadbury Report and instilled them within the business (areas such as HR and QHSE). He strongly believes that a well governed business encourages transparency and best practice / best policies. In doing what is right, your staff, stakeholders and customers will have confidence in the business.

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#### Q3. The nominee's contribution to robust corporate governance (*cont'd*)

##### Example B

The employee-owned structure was a natural progression from the company's established values. All employees are now shareholders in the business. Two Directors are elected to the Board by employees, and this candidate ensures these individuals are supported and treated equitably. The Board is accountable to the Trustees, 50% of whom are elected by employees. All appointed Directors put themselves forward by rotation for re-appointment by employees at the company's AGM. The company shares all information, except what is personal or confidential. Any question, complaint or suggestion at the monthly all-employee meeting must be answered then or by the next meeting – accountability.

##### Example C

As the only Executive member of the Board, this candidate is a key link between the executive, the operational business and the wider Board and their governance responsibilities. Establishing clear plans and targets to deliver our strategy lies at the heart of the Governance process with five year plans that are refreshed annually and 'deep dive sessions' used to engage and inform the Board members. He has established clear approval processes ranging from enhanced approval systems, continuous improvement dashboards and KPI statistics as appropriate to cover financial, commercial operational and HSE matters.

#### Q4. The nominee's contribution to the profession of directorship

##### Example A

This candidate sees his role as Chairman as strategically developing the business for the greater good of all the employees and key stakeholders. His passion for the 'DNA' of what his company stands for is clear to see. He is keen to see the future leaders within his business given the training, mentoring, learning and experience to develop into these roles. He recently gave the annual leadership lecture to the university, talking about his, and the Group's, core values and drivers.

##### Example B

This candidate leads by example, infusing the firm with the ideals of trust and 'long termism.' Trust is fundamental in the company's ethos, and is reinforced by constant honest communication with suppliers and customers and between colleagues. By selling to employees the future of the business is secured and uncertainty over succession removed. Having solved ownership succession this candidate is now carefully considering leadership succession. He has become Chairman to allow the management team to come forward and lead the business into the future. His role is now more of coach to the business, although he continues to work tirelessly in promoting the company internationally.

##### Example C

This candidate manages the structures and information flows to inform and enable the Board to be effective. He holds bi-annual strategy sessions with staff and captures the outputs in strategy/development plans and communication documents for the wider business. He undertakes detailed reviews of financial/operational performance through Board sub-committees ensuring that the non-Executive Directors skills are maximised. Simplified governance structures around approvals provide clarity and the opportunity for full engagement with the non-Executive Board where the processes allow for Board members to engage in more detailed sessions where requested or where they express particular interests. He uses robust internal audit and 'challenge' sessions with shareholders to optimise proposals and ensure best practice.