



IoD Scotland Director of the Year Awards 2023

Categories and criteria

Message from the IoD

The IoD Scotland Director of the Year Awards 2023 is open for entries. One of the few cross-sector Awards programmes, it celebrates leadership talent, success and achievement.

The combination of the pandemic and preparations for Brexit meant that the last two years produced exceptionally tough operating conditions, forcing directors to reassess business models and respond at speed with bold, innovative decisions. These monumental efforts deserve recognition. Whatever your sector or organisation – whether you are a director in an established company, innovative start-up, family business, SME, NED or Third Sector – we want to hear from you.

We hope you will consider submitting an entry – remember, you can enter more than one category and entry is free.

Top tips for completing your entry

Remember that the IoD is about individuals, not organisations, so your answers should be biased to what you have done, achieved or influenced. If the organisation has made great achievements, stress what you did to make it happen.

- **Vision:** articulate your vision and how you are driving it forward
 - **Approach to challenge and innovation:** talk about the challenges you have encountered and how you overcame them. What did you learn from the experience? Tell the judges how you have innovated with new ideas, approaches and processes.
 - **Company culture:** how do you foster a good culture? What is your attitude to Continual Professional Development and Corporate Social Responsibility for you and your staff? How do you drive this through the organisation?
 - **Corporate governance:** if your organisation is too small to have a full board, demonstrate how you ensure you make good decisions, for example a mentor or consultant. If you are a larger organisation, discuss the role of the independent chair and NXDs and how you ensure the board is balanced and remains up to date.
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- **Leadership:** describe why your team would see you as a role model and how you have provided strong leadership at times of stress and challenge and how you support staff and communicate with clients, stakeholders.

What is a director?

Directors are responsible for leading their organisation, defining its strategic direction and, along with the rest of the board, they have a duty to make informed decisions and exercise reasonable care, skill and diligence on behalf of that organisation. They owe a duty of trust, loyalty and confidentiality to their organisation and they must act in good faith in the best way to promote its long-term success. At the IoD, we recognise that practising, aspiring (including student) and retired directors, all have a crucial role to play in the director community.

The IoD believes that 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’s Director Competency Framework sets out these competencies, divided up into knowledge, skills and mindset. Besides the concrete skills and explicit knowledge required to carry out their duties, directors should also bring an ethical mindset, integrity and independence. 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’. [View the full framework](#)



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Please note

- You may edit your entry after submitting, up until the entry deadline.
- Please make sure all your personal details are entered accurately, including contact details, as this will be used in the awards presentation if selected as a finalist.
- You may find it easier to prepare answers in a Word document then copy and paste them into the form fields.
- You are eligible to enter more than one category, as long as the work submitted meets the criteria.
- You can use the 'copy' feature to create a copy of your entry and change the category as required.
- If you are submitting an application on behalf of someone else please complete the application in first person and list contact details of the main point of contact regarding the application, throughout the process.

Director of the Year – Agility and Resilience

This award recognises a director who has demonstrated determination, resilience and good leadership throughout the pandemic and tackled challenges head-on – who went 'above and beyond' since 2020.

Examples may include transforming your own operation or adapting your offering for new or existing customers, thus allowing your and/ or their business to survive and be ready to face and take advantage of future trends.

Director of the Year – Equality, Diversity and Inclusion

Diversity and inclusion within any business are key factors in determining organisational success. Over the years many organisations 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.

More needs to be done to ensure that every business is inclusive, that people feel valued for what they bring to any 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 should demonstrate:

- The impact of, and positive outcomes from, an intersectional approach (viewing personal demographics such as age;
- Ethnicity, sexual orientation, social mobility, disability and gender in combination instead of isolation);



- Active recruitment to encourage diversity;
- A voice, belonging and authenticity;
- Doing things differently by incorporating Diversity & Inclusion values and behaviours, which results in a positive impact on organisational culture;
- That initiatives or new practice leave a lasting legacy.

Director of the Year – Family Business

This award recognises individuals in a family business who have responded to the specific challenges that face directors in family firms, as well as the challenges of the pandemic, and who have contributed to the success of the diverse, dynamic and innovative family business sector. Emerging leaders in a family business are eligible as long as they demonstrate the right trajectory and ethos of this very important part of the private business community.

The judges are looking for a leader who balances the needs and relationships of the company's owners with a desire to become more successful. 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 the current ownership structure.

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, good corporate governance, use of teamwork, project management capability, customer delight/novelty factor and use of market research.

Director of the Year – International

We are looking for an international business leader with evidence of credible growth and development plans in place to build further on their company 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.

The Institute of Directors recognises the additional pressures in 2020 on international businesses due to the pandemic and Brexit preparations.

Director of the Year – Non-Executive Director

NEDs can bring exceptional value to any organisation; their 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 a 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.

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.

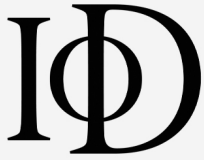
Wider considerations include how leaders have explained their societal contribution and impact to their stakeholders in the context of the environment in which they operate, their viability and good corporate governance.

Director of the Year – Sustainability

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 social responsibility and corporate values and is designed to recognise the most ethical, socially responsible or green business leader in the UK.

Judges are looking for directors that are aware of the impact of their business on all aspects of society including economic, social, and environmental and your own direct and active role in this.



Director of the Year – Third Sector

Leadership in the voluntary sector is critical to good governance, including planning, efficiency, transparency and accountability. This award is open to directors whose organisations are charities, community organisations or social enterprises that do not generate profit for individuals.

The judges are looking for leaders that can demonstrate how to get the best out of others for the benefit of their organisation and the people/communities it serves. You will have a compelling vision and demonstrate a commitment to empowering others, inclusive decision-making, collaborative leadership, and innovative solutions to fulfil your organisational purpose and values.

The judges will also consider how you demonstrate impact in the context of your operating environment, financial sustainability and good governance.

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 three years.

We are looking for someone with an entrepreneurial approach who is a calculated risk taker and innovator who is already generating excitement in the marketplace and who also recognises the importance of good corporate governance/ company culture.

Director of the Year – Small – Medium Business (Up to £25 Million)

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 £25 million.

This award will go to the business that can show outstanding initiative, boldness and imagination in enterprise, sustainability, as well as sound management practice, good corporate governance and commercial success.

Director of the Year – Large Business (£25 Million +)

This award is designed to celebrate those directors working in a large business that has an annual turnover of more than £25 million.

Judges will look at how financial targets and KPIs have been met/exceeded, innovation, the vision for growth, sustainability, evidence of good corporate governance and the leader's understanding of key challenges, customers and the changing business landscape.