

EDUCATION SPECIAL

Our future hinges on young learning the right skills



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'Better connections with education will boost business'

by **Raymond O'Hare**
IoD Scotland chairman

WELCOME to the autumn issue of *IoD Scotland*. This issue was put together during what's been a tremendously busy period for many people: for Edinburgh, enjoying the energy and passion of the Festival; for myself, with a number of exciting projects on the go; and not least for IoD Scotland itself.

We are embarking on a new era for the IoD, with new funding to develop our services and extend our reach into Scotland's government and business communities. Ours is a respected voice at the highest level and we aim to build on this and do even more to influence the future of Scotland's business life.

But our influence does not stop at issues that could simply be boxed as 'business'. It is growing in other areas which have a vital connection to the economy and Scotland's future prospects. Take education, for example. The IoD has long championed for a better connection between the skills taught to our students and those required by business.

We must focus on this more, and that's why I was so pleased to accept a position on the new board set up by the Scottish Government which is looking to reform the country's post-16 education structure.

From my position as a non-executive director I can bring the business perspective to bear as we look to ensure we have more work-ready students leaving our schools and colleges in the future.

The key thing is to ensure we match the skills we need with the skills the students possess. There is always a danger of 'missing the wave'; of a skills gap preventing growth in a new industry, and the industry ebbing away by the time a more skills-ready workforce is available. Hopefully the work of the Post-16 Reform Board will ensure this does not happen and that Scotland will be able to call on its talented youth to make the most of opportunities in the many new and exciting growth areas in the future.

But as we look to future industries for job and wealth creation, we must not make the mistakes of the past and neglect traditional skills. There will always be a strong case for skills with strong vocational links. They may not be as high-profile as others but they are just as necessary.

ANOTHER AREA where IoD Scotland has a powerful voice and influence is in guiding companies and boards as they look for growth. Often we hear directors talk of the focus on shareholder value and returns on investment – both incredibly important – but sometimes business can lose focus on other key aspects, such as the market and the customer, and their employees. For a business to succeed it needs a



balance between the demands for a return on investment and happy shareholders on one hand and the expectations of customer and workforce on the other. Get one side of the equation right and you may satisfy half the deal – but at the expense of the other. The needs of share-holders cannot be placed above those of the customer and employees if you want a truly sustainable business. Surely recent events have highlighted the need to scourge business of any 'quick win' mentality or a profits-at-all-costs philosophy. A balance is needed.

THE CURRENT PICTURE of Scotland's economy remains mixed. The economy is bouncing along the bottom but there are pockets of real promise. Recruitment levels are growing in some areas – IT is one, which suggests businesses are putting in place the infrastructure for growth – but cashflow is tight, particularly for small businesses. In some sectors orders are picking up; in others, demand is down.

How can we improve the picture for all? The growth of small and micro businesses throws up interesting options for greater cross-business collaboration, where companies with complementary skills pool resources to bid for contracts that hitherto they could not hope to win. There are opportunities, too, for larger organisations to work alongside smaller business which may have niche skills they need.

Perhaps the time has come to move away from the cliched business rivalry of competition and look to work together more for the good of all concerned.

I'm glad to say this is already happening. Scottish Enterprise has a strong track record of putting companies together to collaborate on projects. Co-operative Development Scotland, a subsidiary of Scottish Enterprise, has an interesting template and legal framework which is making it easier for businesses to work collaboratively. It is one of many innovative ways in which businesses are being helped to get over the current economic difficulties and one I'd encourage you to look into.

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New Glasgow hub at i2 Office gives members city centre base



Prestigious base: The new Glasgow hub provides drop-in meeting space and more formal conference rooms (left) in a landmark building (right)



IOD SCOTLAND has opened a new regional hub for members in Glasgow.

The offices are based in the city centre at i2 Office's business centre in 2 West Regent Street, which is within walking distance of both major railway stations and the central shopping district. i2 Office is a leading provider of serviced office space and this new partnership is already proving a success with members.

The hub offers a Directors' Room similar to those in place at other IoD hubs, enabling members to hold 'round table' meetings for up to four people in an informal lounge set up at no charge and benefit from the free Wifi provided. Tea and coffee facilities are provided free of charge.

In addition to your Directors' Room, conference rooms and serviced office facilities can be negotiated with i2 Office at preferential rates. 2 West Regent Street's fully furnished offices will suit any size of business.

These are available immediately with no long-term commitment and provide access to the latest technology and telephony systems.

In addition members can take advantage of the hub's Virtual Office Facilities. This offers all the benefits of i2's office facilities without paying for physical space and gives you the freedom to work from anywhere. i2 Office provides a mail box service, which gives you a prestigious corporate address, where mail will be received then forwarded to you.

Additionally, you have access to i2's telephone answering service which provides you with a local phone number, answered by a professional receptionist who will forward the calls or take messages and email them to you.

For further information on services, please contact Fiona Lawrence, general manager, sales, at i2 Office on 0141 206 3602 or visit the company's website at www.i2office.co.uk

Whether you are a local IoD Scotland member or visiting Glasgow from further afield, we plan to make the new IoD Hub in Glasgow the focal meeting point for business leaders in the city.

See the new facilities for yourself soon – and look out for our official opening event in September!

Executive director leads royal salute

IOD SCOTLAND'S executive director David Watt was invited by the Army to be guest of honour at HM The Queen's Birthday Salute in Stirling Castle in June.

Brigadier George Lowder, Commander 51 Scottish Brigade, asked David to take the salute as a measure of the close relationship that the military has with business in Scotland.

A large number of tourists and invited guests from the business community watched David lead the ceremony as the castle's field guns were fired to mark the royal birthday.

Reservists form a significant part of the

UK's Armed Forces and as most have an employer, the Ministry of Defence is keen to strengthen the relationship and understanding between both public and private sector employers, and the military.

This is achieved through the SaBRE campaign, which has been running for eight years, and ensures that employers are regularly consulted to identify their needs and concerns and to ensure that there is an effective flow of information from one side to another. The IoD is a firm supporter of its work.

Ron Macgregor, SaBRE campaign director in the Highlands of Scotland, has seen the benefits that employing reservists can bring.

He said: "Recent research, endorsed by the Chartered Management Institute, suggests that the average Reservist is exposed to £4.5k worth of transferrable skill training each year and any young person embarking on training to become a Territorial Army Officer embraces £22k worth of leadership and other skills – all available to their civilian employer!"

Both David and Ron are keen to promote the fact that, as well as being an asset to the military, Reservists can also enhance the fortunes of their civilian employer, by bringing many of the skills learnt while in uniform, back to their civilian workplace at little or no cost to their employer.

These 'transferrable skills' include qualities such as planning, decision making, leadership, team-building and assertiveness.

David's message to employers is for them to engage with those of their employees who are in the Reserve Forces and give them the support and encouragement they need to fulfil their Reserve commitment, while simultaneously benefitting from the managerial and other skills honed while their Reservist is in uniform.

• IoD Scotland backs plan for business to support veterans: See pages 18-19



David takes the salute (inset right) in a ceremony that was watched by tourists and invited members of the business community (main picture)

Future hinges on young having the skills we all need

by David Watt
IoD Scotland Executive Director

ONE OF THE most worrying themes of recent weeks has been the rise in youth unemployment and the apparent lack of appropriate training and employability skills for some young people coming out of education. The workforce of the future, it seems, faces massive challenges, which many are not equipped to cope with.

The talk of skills shortages and skills utilisation has been rife over recent years but Scotland as a nation has not clearly worked out how to handle these issues or devised a Scottish strategy that covers the practical reaction to these topics.

This is shown through labour market intelligence which led to fewer engineers being trained – yet we now need more of them. As a society we have driven over 50 per cent of our young people into higher education – but when I speak to employers they tell me they want more vocational skills.

The sustainable funding of education is now, more than ever, a major issue. Willy Roe, Chairman of the Highlands and Islands Enterprise, recently approached the issue in his well-balanced and accurate report into post-16 education and training where he asked pertinent questions about employment structures and mechanisms in Scotland. He states that, as the nation emerges from the recession and faces public spending challenges, education and skills policy must be flexible and responsive to the skill demands of the modern labour market.

Of course, it is a seriously complex, complicated and challenging world, which faces our young people today – where to work? Where to train? Which career? How to get work? Academic or vocational?

These are all questions the workforce of tomorrow has to ask today. The other issue they need to contend with is the change in employment mindset. Career advice for today's youths largely comes from parents or others from the 'job for life' generation, for whom social interaction is about dropping down the pub not a using a mobile device! This is just not relevant for the youth of today, the majority of which will need to use social media on a daily

basis in the workplace and will not hold down one job for the length of their career.

So what are we to do to protect this future generation of workers?

Today's teens must not be lost, particularly in Scotland, where its frightening demographics mean we need every able bodied person to be actively contributing to our economic activity. We need to pull every string and muster every resource to exploit the talents of the young now and in the future. They truly are the workforce of tomorrow with our economy and our nation's future lying in their hands.

Scotland's business community needs to be optimistic but also realistic, starting with labour market forecasting to ensure that we educate and train for tomorrow's jobs, not today's unemployment queue. Better intelligence about the current and potential jobs market and industries of growth is also vital.

Advocating and supporting the work of agencies like Scottish Business in the Community, which gets disengaged young people back into the workplace, is also crucial, as is getting the Prince's Scottish Youth Business Trust more widely advocated and supported to encourage start-ups across the country.

We must stop the rot of third generation, non-working families by reforming the benefit system to reward work – not inactivity.

Yes, youngsters should be supported but in return they must put in some time and effort to learn new skills and give back to the society which is supporting them.

Yes, it is challenging, but Scotland has a great resource in its young people – let's not under-exploit their potential and the vital role they will play in our future economy.



David Watt: Concern over youth employment

Who says IT's intelligent!

IoD Scotland's own Directorista is having a few 'technical' difficulties this issue...



SOCIAL MEDIA is something I have kept my distance from. I am an old-fashioned sort of Director who has always preferred quality face-to-face interaction, a telephone call – where you don't actually see the person you are speaking to – and even, a well-formed letter.

However, I have been forced to enter the modern age, against my better judgement. Gameboy (aka eldest son) has joined a well-known social media site with 'book' in its title, and I felt compelled to do likewise to "keep an eye".

Well, either I am completely inept or the system is not all it's cracked up to be. Having entered information about myself, including the educational establishments I attended, the site proceeded to indicate individuals who may be "friends". You can imagine my astonishment when, on seeing the names and accompanying photographs, I was being paired up with a variety of residents of a small African village! In fact the only individual that the system resolutely did not allow me to pair with was the very son I have signed up to the thing for! I have given up in despair.

The lesson here is that great care must be taken with supposedly intelligent systems. When they get it wrong, they can alienate the very customers you wish to attract. Nothing can better make a Director feel that he/she is incompetent/stupid/completely adrift than this digital age!

I did have a more positive, first Skype experience, recently. On the whole, I was impressed, particularly as I was communicating with a number of individuals on the "other side of the pond". The time difference meant that I had to hold the call from home, so apart from the fact that I practically redecorated the house for this blasted call, it was great. Oh, I do miss the old days...

CDir: the direction you need to follow

Thinking about becoming a Chartered Director? Lynn Drennan, CEO of Alarm, the public risk management association, recently qualified as a CDir, and here shares her experience of the programme and her reasons for strongly recommending it to others.

HOW WOULD I describe the Chartered Director programme to a fellow director? Simple ... in my opinion, it is the most informative, well-presented and worthwhile programme of study that any director, experienced or otherwise, could embark on.

I thought my days of studying were in the past, but a new job changed all that. In 2006, after a career in insurance followed by 19 years as an academic in the area of risk management, I became Chief Executive of Alarm, the public risk management association, which represents around 1,400 professional practitioners in the UK.

Seven years as a head of department in Glasgow Caledonian's Business School meant that I had experience in business planning, staff recruitment, resource management, finance and governance, but the new post entailed dealing with a different organisational culture and many fresh challenges.

Being aware of your own shortcomings is critical to successful performance, and I identified the IoD's Chartered Director programme as best suited to my needs, as it

encompassed many areas that a director could be involved in – finance, HR, marketing, law, governance, etc., – giving me a broader and much better understanding of the roles and responsibilities of directors.

The programme is in three stages: the Certificate and Diploma in Company Direction, followed by the Professional Review interview, and you can take any of the courses on their own, stop at the Certificate or Diploma stages, or proceed all the way to Chartered Director. Candidates who pass the Diploma stage apply to be considered as a Chartered Director; completing a portfolio of experience and undergoing a rigorous interview (in my case, lasting an hour-and-a-half) in which your personal impact as a director is explored.

Being able to take most of the courses in Edinburgh was a real advantage and, as they were designed to be highly interactive, there was plenty of opportunity to learn from others in the group and make useful business connections.

As a former university lecturer, I thought the standard of tuition, learning materials and

online support was excellent and the tutors made the face-to-face element interesting and enjoyable.

So how has this benefitted me, and my company? Personally, I feel more confident in areas where I was previously weak and now have a much better understanding of the role of directors, especially that of non-execs. Within Alarm, I've been able to use materials on governance and board development to improve internal processes and board performance, although this will continue to be a work-in-progress.

Of course, being a Chartered Director is itself an on-going process as there is a strict requirement for CPD to be undertaken, but local and national IoD events provide plenty of opportunities for achieving this.

The IoD is keen to expand the number of Chartered Directors and to improve communications between CDirs, regional groups and the IoD centrally. To this end, they've asked a number of us to act as Regional Ambassadors for the programme, so if you've any questions that I can help answer, please do get in touch. I enjoyed and benefitted from this programme. Perhaps you will, too.

• If you would like more information on the IoD Scotland Chartered Director programme, contact head office on 0131 557 5488 or 0131 524 9890.

Lynn can be contacted at lynn.drennan@alarm-uk.org or via 07725 679 378.

New breed of 'mob' culture threatens business

A NEW BREED of 'mob' culture is sweeping the nation and driving a wedge between office workers and management, leaving Scotland's businesses vulnerable to security breaches, according to a report by ITogether, a network and security specialist.

Over half (59%) of employees surveyed in Scotland use their own personal mobile devices such as Android phones and iPads for work, with 54 per cent connecting them to their employers IT systems. Strikingly, however, a third of these refuse to comply with their employers' security measures, leaving their work systems vulnerable to cyber attacks and security breaches. Despite this, just under half (42%) of workers still expect to have full unfettered access to all their personal online accounts and social networking

sites throughout their working day.

"What we're seeing is a widespread 'mob' culture that's building up in the workplace as people's personal and work lives merge through technology," comments Simon Richardson. "Workers expect their employer to foot the bandwidth costs for their personal devices, enabling them to do online banking, or access Facebook, for example, but flatly refuse to conform to their work security measures.

"We all love our devices but, especially given the spate of recent high profile security breaches, everyone, not just IT managers need to take this issue seriously."

But there are also reasons for businesses in Scotland to be cheerful. The research reveals that equipping workers with the latest smart devices improves motivation

(93% agree), makes employees feel valued (90% agree) and increases company loyalty (77% agree).

UK businesses are increasingly reliant on platforms such as Twitter and LinkedIn to improve business efficiencies and strengthen communication, so business owners will welcome the news that over half (58%) of current workers in Scotland use their own devices to keep in touch with work outside of office hours, meaning they are more likely to maintain focus on their jobs from one day to the next.

Employees will also feel more valued and motivated if given the latest smart phone or tablet devices and three quarters (77%) would be more inclined to stay with a company for longer as a result.

Furthermore, the research highlights an opportunity to strike

a mutually beneficial balance between the management and the employee over the ownership and usage of these devices. Surprisingly just over half (56%) of those surveyed would be happy to split the cost of a combined work / personal device with their employer, with each shouldering a portion of the contract / bandwidth costs according to how the device is used.

Simon Richardson, co-founder and managing partner, ITogether, said: "It is alarming that few companies have established formal processes for handling social networking tools in the workplace. Even fewer have expanded this to mobile workers, or personal devices, compromising any previous investment that they may have made to secure their network or corporate image."



THE SCOTTISH DIRECTOR DEVELOPMENT CENTRE

EXECUTIVE COACHING AND MENTORING

Support from respected, senior, business practitioners

WHAT WE DO...

The Scottish Director Development Centre supports directors and senior managers in their work to enhance performance, business achievement and success. Our Executive Coaching and Mentoring Service is one of the tools we provide to support you in your role.

Individuals may wish to:

- Increase confidence
- Set clear personal outcomes
- Improve decision making
- Reduce stress
- Lift performance
- Gain creativity
- Increase credibility
- Solve a specific business issue

Organisations may wish to:

- Retain key people
- Improve staff management skills
- Reduce conflict
- Support high flyers
- Increase Director/senior manager commitment
- Challenge traditional thinking

WHAT WE WON'T DO...

But there are some things we won't do. You won't get an inexperienced coach/mentor and you won't get someone upon whom you become dependent in the longer term.

Our qualified coaches and mentors are all well respected business and corporate practitioners with a wide experience and knowledge across a variety of business sectors, industries and roles. Their task is to coach/mentor you with particular issues in mind, and then step back to let you get on with it!

"Coaching gave me a chance to speak my mind, voice my concerns and bounce ideas"
CEO, Fish Processing

"The coaching has shown me the value of talking to someone from outside the business on a confidential basis. I now feel more confident, with a more structured approach"
Managing Director, Aggregates

"Coaching has been useful in getting me to reflect on issues ... It makes me take time out to think about what I'm doing – and can flag up issues I may not be addressing. It's good to discuss with someone who understands business – and who comes up with some different ideas."
CEO, Housing Association



It's time to open up Scotland's boardrooms to all

IOD SCOTLAND HAS organised a landmark one-day conference aiming at improving access for all to Scotland's boardrooms and executive positions – helping you get your own 'Key to the Boardroom'.

The event includes a panel of senior leaders from business and the public sector who will examine the barriers which currently exist to prevent many in society from taking on the roles that their talents suggest should be theirs.

The Key to the Boardroom will focus on all aspects of accessing senior positions, from all levels. Delegates will come from across the public, private and third sectors, and from all senior levels.

The wide-ranging debate will tackle:

- Barriers to the boardroom caused by gender, as we look at ways to better balance Scotland's boards between the sexes
- How directors from SMEs can break through into the boardrooms of the country's biggest businesses and organisations
- The processes through which senior non-executive positions in the public sector are filled – and what you can do to make sure you land the appointments you are seeking
- Ways to make sure your own boardroom is inclusive. Are you appointing the best people to your senior roles – or just those people who blend in best with the current board members?

In the past similar conferences by IoD Scotland have concentrated solely on improving the chances for women to take on more senior roles. While this will be a key component of the day, this year's conference will ensure boardrooms are open to all candidates.

We want to break down all the barriers to promotion, for whatever reason, ensuring Scotland's private and public sector boardrooms truly reflect the society in which they operate and the communities they serve.

Speakers will include:

Elin Hurvenes - the well-known Norwegian businesswoman who was at the vanguard of her country's attempt to balance the gender of its boardrooms;

Nicola Sturgeon MSP - Deputy First Minister, Scottish Government;

Karen Carlton - Scottish Public Appointments Commissioner;

Caroline Donaldson - Managing Director Kynesys;

Elidh Wiseman - Partner - Dundas & Wilson LLP;

Margaret Temple - Co-founder, Vitriology;

Dominic Schofield - Senior Client Partner for Board & CEO Services at Korn Ferry;

Raymond O'Hare - Chairman, IoD Scotland; and

David Watt - Executive Director, IoD Scotland

Date: Thursday, September 15
Venue: Hilton Grosvenor Hotel, Edinburgh (nr Haymarket Station)
Time: 10am – 4pm
Cost: £80 plus VAT members, £95 plus VAT non-members



Elin Hurvenes



Karen Carlton

Each speaker will bring their own considerable experience to bear on a key area of the debate.

Elin Hurvenes was a leading figure in Norway's ground-breaking campaign to enshrine in law the need to have a more proportionate gender balance in her country's boardrooms.

Elin's address should prove fascinating, particularly against the backdrop of Lord Davies' recent report which called for a voluntary code to be introduced in the UK by 2015 (*more on this opposite*).

It is interesting to note that Norway tried the same voluntary approach but when it proved unsuccessful three years after implementation,

legislation was introduced to force the issue. Today Norway's boardrooms are a benchmark for gender equality – without any loss of effectiveness.

Nicola Sturgeon is Scotland's Deputy First Minister. Nicola will concentrate her address on current Scottish Government policies to encourage diversity and get the best out of the talents of all Scotland's people and rewards them accordingly.

Key to Nicola's presentation will be an understanding that diversity is not just socially acceptable but is good for business, too. Many private and public sectors boards are guilty of 'group think' as every contributor appears cut from the same cloth: by ensuring that senior appointments are open to all candidates you ensure that the widest range of views and backgrounds influence your strategies.

Karen Carlton is the Commissioner for Public Appointments in Scotland. Her brief has been to ensure that all future senior appointments reflect the true breadth of Scottish society.

In particular, Karen has created a new structure for all senior public appointments which hopes to end the overly bureaucratic nature of the previous system while at the same time making accessing non-executive positions on Scotland's senior public sector bodies easier for directors who are qualified but inexperienced in obtaining such appointments.

Karen will explain the new structure and highlight how existing directors can improve their chances of landing senior positions within the public sector.

Caroline Donaldson, managing director of Kynesys, is a well-known figure to IoD Scotland members, and has led our mentoring scheme, which pairs up experienced directors with people at an earlier stage of their senior management careers.

Previously the mentoring scheme was only open to young female directors but the IoD is now expanding it to include all emerging directors. Caroline will discuss how senior figures can pass on their experience and



Nicola Sturgeon MSP

knowledge to the next generation of business and public sector leaders, making sure they have the tools to break into senior positions in the future.

Elidh Wiseman will provide an overview of the current situation within the legal sector. This is blighted by one of the worst track records for gender equality: currently female law students outnumber their male counterparts – yet once the students reach partner level, the balance is radically reversed.

Elidh, a partner at Dundas & Wilson LLP, will examine some of the root causes behind this inequality and offer insights into how partnerships can be more accessible to all.

Dominic Schofield is a London-based headhunter whose role is to appoint the right people to the UK's highest positions.

His experience will demonstrate the qualities senior managers and directors need for them to take the next step in their careers.

Scotland needs its boardrooms to truly reflect society. Only that way can our business and public bodies produce policies that reflect the needs of the communities they serve.

This special one-day conference will offer practical strategies for you to get your own keys to the boardroom and help businesses and public organisations understand the changes they need to make if they are to get the best balance on their boards – and underline the advantages to be gained from doing so.

This event is being supported by Tesco Bank.



'This is not about promoting equal opportunities but it is about improving performance'

Is the lack of true gender representation in Scotland's boardrooms a problem? Fiona Gifford, MD of The Performance Collective Ltd and an expert in high performance leadership, thinks it is.

LAUNCHING HIS independent review into women on boards in February this year, Lord Davies said: "This is not about aiming for a specific figure and is not just about promoting equal opportunities but it is about improving business performance. There is growing evidence to show that diverse boards are better boards, delivering financial out-performance and stock market growth."

Lord Davies' comments are supported by research from McKinsey in 2010. This compared the financial performance of companies with all-male boards with those with the most gender balance. They identified a staggering 41% greater return on capital and 56% greater operating profit in companies with the most executive gender diversity.

There is a growing body of evidence – published by Ernst and Young and others – that adds weight to the case for greater diversity in the leadership of our organisations; most of it focused on gender.

The debate is hotting up and this can only be a good thing; there are, however, some issues with where this debate has taken us.

Deficit – or just different?

The most popular solutions involve "help and support" for women to climb the organisational ladder. This implies that women lack the necessary skills to succeed on their own. However, this assumed deficit may simply be a manifestation of their diversity; not a "lack", just different.

Thirty years ago, there were no leadership programmes aimed specifically at women. Now there are hundreds; many of the top management schools have female-only programmes. Today, almost every profession has a women's network and there are dozens of women-only business networks. They serve an important purpose for the women who join them but also have unintended consequences. They serve as fuel to the assumption that women somehow lack what is required.

Quotas or what?

There is something about mandatory quotas that is intuitively distasteful to many. There is also a debate on what the right number should be. Some of the gender research suggest that it is not the proportion of women that drives performance; rather that there is a tipping-point and that the magic number is three.

But if not quotas, then what? Diversity has been a hot topic for 40 years and yet the rate of change is slow. Where is the alternative great new idea that will accelerate change?

Unfortunately humans are creatures of habit; sometimes we need to be forced to do good things. And views have polarised around whether to impose change from the outside (quotas) or encourage it from within. If we are right about the performance outcomes change will deliver, we'd better do both – and fast.

It's the diversity – stupid!

How disappointing that we are limiting this debate to the merits, or otherwise, of having women on Boards. The fact that only 12.5% of board members in the FTSE 100 in 2010 were women is only part of the problem. It is the increase of diversity of thinking and views that result in improved performance, not women.

The way our organisations are structured is a human invention of the 20th century, with its roots in the 19th century. It is this way because it was designed by the industrialists of the time. The architects of this new way of organising human production were a fairly homogeneous bunch. They were also men – for reasons of social history, not capability.

Management became something that could be taught and learnt. It has become the way to progress our careers; to be successful and powerful. The people who lead our organisations have pretty much exclusively come up by the same route and rules. The image of a director is well developed in our cultural mindset. People who do not largely conform will never get appointed. The few mavericks we do find are often owner/entrepreneurs who have grown their own company.

So our organisational leaders are not a very diverse bunch and are unlikely to become moreso without specific action.

For things to change, first I must change

No significant change has ever been achieved without engagement and dialogue. When we want to integrate into a community, the only way is to learn the language and customs; we learn how to fit in. Once we are accepted, the diversity we bring affects and subtly changes the culture.

Women underestimate one significant strength; we are actually very good at integrating into male culture because we have been doing it all of our lives. It is time for those of us who want to transform the performance and leadership of organisations to realise that we hold most of the responsibility for making it happen.

For more information on Fiona's company see www.theperformancecollective.co.uk

• My key to the boardroom: See over for one director's career journey » » »

Describe your journey to the boardroom

I gained a degree in Human Resources from the University of Strathclyde and was then accepted onto the graduate trainee programme of Kinetic Plc, the recruitment and HR company.

After completing the graduate programme – and several internal promotions – I was appointed as a director with Kinetic Plc. I was in this role for three years and in that time the organisation performed well in an extremely competitive and customer focused environment. At the time the market place was expanding dramatically so it was an exciting time.

I gained professional accreditation through the IoD during this period, encouraged to do so by our CEO who firmly believed directors should be appropriately developed in order to deliver good governance and practice. I then took a two-year career break to raise my young family, during which I kept my professional accreditation and undertook consultancy projects.

I was approached by the charity ENABLE Scotland to undertake a management consultancy role – specifically in relation to an employment project. I was able to apply my experience of this field and the principles of the private service sector to the project.

I worked for the charity in a consultancy role for a year. I then weighed up my options of remaining in the charity sector or returning to a director's role in the private sector. In the end the charity sector won my heart and mind and I was appointed as executive director of ENABLE Scotland in 2010.

Tell us about your role

In 2010 ENABLE Scotland appointed a new CEO and Chair who both recognised the need to be more commercially focused, build stakeholder relationships and ensure the organisation was financially sustainable to go forward. It is my role to ensure the organisation realised these broad aims while ensuring the people we support are at the heart of everything we do.

The social care landscape is changing dramatically with the introduction of the personalisation agenda. This marks a move from local authorities 'bulk purchasing' support to individuals controlling their own budgets and making their own choices about the support they want.

Giving people choice and control is central to our values and it is my role to ensure that we are at the forefront of personalisation.

What was the draw of ENABLE Scotland and charity sector?

I had a sense that ENABLE Scotland was in a good place to embrace change with the appointment of a new CEO and a high-profile female chair. I felt there was great potential to make efficiencies and give real value to the people we support.

For the first time in my career the role was not going to be about making shareholder return. Instead it would deliver social return. I was excited about the prospect of bringing my private sector experience to the third one.

Also, I was returning to the boardroom as a mother-of-three and flexible working was

Theresa Shearer, executive director of Enable Scotland, has benefitted from support from the IoD as she made her own way to the boardroom. Here she talks about her career journey, and the importance of obtaining the IoD Diploma in Corporate Direction along the way.

Women bringing a new dynamic to the boardroom

important. My current job offers me this. It is often the way that organisations benefit from this approach in terms of employee engagement and commitment.

Has the charity and voluntary sector had to become more commercial focused?

Yes, without a doubt as we are operating in an increasingly competitive environment. ENABLE Scotland has undergone a complete service review of all its operating areas. We have had a management restructure and applied lean principles to ensure a flexible workforce and a senior executive team who are closer to our members and the people we support.

In addition we benchmarked ourselves against other service providers while always bearing in mind that what we do is support and empower people who have a learning disability.

ENABLE Scotland has recently worked with the IoD to undertake a corporate governance review and develop a strategy for the future. We have also just introduced a balanced scorecard bringing in external expertise to ensure we got it right.

This is not about the private sector being better than the charity and voluntary sector – it is about sharing best practice.

I am keen to implement further efficiencies to enhance the terms and conditions of our workforce. I want my organisation to become an employer of choice as well as the provider of choice. We currently employ almost 2,000 people and have recently invested in significant customer engagement and marketing programmes so that we move in the right direction.



I don't need to tell you that the statistics (for women in boardrooms) are poor. I am so impressed at the calibre of female directors in the charity sector... strong leaders who have their own style and prove you can be warm and personable while being visionary and decisive"

In these tough financial times, how do organisations such as yours safeguard themselves for the future?

The sector is facing massive financial cutbacks. The local authorities are suffering from the impact of the current economic downturn, which has an impact on us. I never forget that ENABLE Scotland is an organisation run for and by people who have a learning disability along with their carers. By safeguarding our future we are ensuring that we continue to give people this voice.

We have a robust financial strategy to take us forward and ensure that funding is directed to the front line.

And finally, what are your thoughts on getting more women into the UK's boardrooms?

I don't need to tell you that the statistics are poor. I am so impressed at the calibre of female CEOs and directors working in the charity sector.

These are women who are strong leaders who have their own style and prove that you can be warm and personable while being visionary and decisive.

I have met so many inspirational women through my work – amazing carers and mothers who have become effective campaigners.

These women give me inspiration to ensure that ENABLE Scotland can face the future head-on and continue to ensure that people who have a learning disability receive the services they want and opportunities they are entitled to.

Better regulation: Reducing the barriers to growth



Fergus Ewing, the new Minister for Energy, Enterprise & Tourism, sets out his plans for easing business regulations

AS THE NEW Scottish Government Minister for Energy, Enterprise and Tourism I am delighted to have this opportunity to communicate directly with the members of IoD Scotland.

While I may be new to this post I want to stress that key themes within the Scottish Government will continue. This means that growing the economy continues to be our first priority. Businesses are the only source of that growth and I believe that by working together we will help create a wealthier and fairer Scotland.

Over the next five years we will maintain our strong focus on the economy and supporting business. The foundation of the Government's approach is well-established, through our economic strategy and economic recovery plan. We have put in place key foundations to promote long-term growth, delivered the most competitive business rates package in the UK.

This includes the Small Business Bonus Scheme, which has removed or lowered rates for many tens of thousands of small business properties across Scotland. We have supported

infrastructure investment – in transport, health and education – and delivered radical improvements to the planning system and the way in which the public sector pays for contracts.

Looking forward, we will develop a growth strategy for Scotland, focussing our efforts on growth companies, growth sectors and growth markets. As ever, in taking forward our economic strategy and supporting businesses, we will direct our efforts and resources to create the right environment for company growth in Scotland.

Having been in business I know from personal experience that regulations, or the way they are applied, can sometimes frustrate entrepreneurial drive. I know too that red tape, rules and regulations provide important protection, for employers and employees, consumers and citizens, for the environment and the legacy we leave for future generations. The Scottish Government recognises the important role better regulation can and should play in delivering a more successful and sustainable Scotland. I remain personally committed to the five principles of better regulation, which state that any regulation should be transparent, accountable, consistent, proportionate and targeted. I support embedding these principles appropriately through reviews of existing regulation and when new regulations are being developed.

I am also determined to talk over the coming weeks directly to businesses, whether large or small, to identify the problems associated with

specific regulations. The first step is to identify regulations that have not been thought through and which have unintended consequences.

The second step will be to take forward a series of substantive reviews, to look again at how we balance the aims of these regulations with the needs of business. Some regulations may no longer be required, some may remain unchanged and others may simply need to be applied in a more informed way which enables and supports our economic aspirations.

In each case, however, I would be very clear that we are doing all we can, together, to lift barriers, so that we see jobs being created and more businesses succeeding.

I need your help with step one. And I am asking you, the members of the IoD Scotland to tell me about the specific regulatory barriers your business faces.

Whether these barriers are Scottish, UK or EU regulations in origin, if they are causing burdens, I will look to find ways to resolve those issues, where possible, thereby helping business to prosper and fostering the successful and sustainable Scotland we all want.

Let your voice be heard. The two key questions are:

* What specific regulatory barriers restrict your business growth or are a particular burden to your business, and why

* What solutions would help address the problems with these regulations

Please send your comments, views and suggestions to: BetterRegulation@Scotland.gsi.gov.uk

IoD Scotland and Epilepsy Scotland are delighted to invite you to our inaugural gala

Christmas Concert

Join us for an evening of Christmas music, opera, readings and carols

Enjoy the beautiful voices of mezzo-soprano **Jennifer McEwan** and tenor **John Marshall**, accompanied by the Orchestra of the Canongait, conducted by **Robert Dick**, then mingle with the stars at our after-concert reception

St Mary's RC Cathedral, York Place, Edinburgh

Friday, 16 December 2011 ~ 7.15 for 7.45pm

£38 a head • Under 12's FREE • Black tie preferred

To reserve your places, call Helen or Robyn on **0141 427 4911**

or see www.epilepsyscotland.org.uk

All money raised goes towards the work of Epilepsy Scotland ~ Scottish Charity No SC000067



Join us at the **IoD Scotland Annual Conference** as we invite a panel of successful business leaders to establish a path for Scotland to a positive future

Scotland: 'Land of miracles

Old Course Hotel, St Andrews • November 4, 2011

THE ESSENCE OF LEADERSHIP has not changed over the centuries but the environment in which we live and work has altered dramatically and clearly affects the application of leadership. Join us at the IoD Scotland Conference 2011 and meet the very people who are inspiring, revitalising and transforming business worldwide through their unique and radical approaches to leadership.

This will be the most significant gathering of senior business leaders in Scotland in 2011; the place to be if you want to discuss what the future holds and how we as a country can focus our energies into creating the dynamic and forward-thinking economy that deserves a place at the top table.

Entitled **"Scotland: Home of Miracles - Land of the Brilliant"** after the stirring description penned by the Vice Premier of the People's Republic of China, Li Keqiang, on a visit to our shores in 2010, the conference will focus on leadership, explore the qualities of Scotland and its people and look at ways to tap into these qualities to ensure a bright future. We have secured an array of high-profile Scottish and international business people to address conference, and they will be coupled

with some engaging interactive workshops to ensure delegates end the day enthused and invigorated to face the challenges that lie ahead.

- Already confirmed to speak are:
- Major General David Shaw, General Officer Commanding, Army's 2nd Division
 - Professor Dame Joan K. Stringer CBE, Principal, Edinburgh Napier University
 - Amanda Boyle, founder and CEO, Bloom VC
 - Lesley Knox, chairman, Alliance Trust
 - Lady Susan Rice CBE, managing director, Lloyds Banking Group
 - Robert L McDowell, Vice President, Information Worker Business Value, Microsoft Corp.
 - Steve Montgomery, Managing Director, ScotRail

In addition, we will repeat what was an overwhelmingly popular part of the 2010 Conference, a showcase of business owners who have worked with the Prince's Scottish Youth Business Trust – a session which we hope will similarly overflow with positivity and enthusiasm for the future.

There will also be a repeat of our popular workshops (see pg 16)

The event will be held in one of Scotland's most iconic venues, the Old Course Hotel at St Andrews. It is a truly fitting host for Scotland's premier business event, a venue that combines tradition, the highest quality service and luxurious accommodation in an understated, timeless fashion.

At the end of the conference we will celebrate with a black tie gala dinner prepared by the Old Course Hotel's world-class chefs. The dinner will give you the opportunity to network and socialise with our influential guest list of key decision makers from Scottish and UK business, and will make for a fitting end to what we're sure will have been a truly memorable day.

During their stay delegates will be able to make use of the hotel's lavish leisure facilities.

Partners of IoD members are welcome, at non-member rates, and members can book extra nights' accommodation at special rates.

Places for this sought-after conference and prestigious dinner are always in high demand so we recommend that you reserve your place now to avoid missing out.

See page 13 for booking details, the insert with this issue or go to www.iodscotland.com.



SKILLING THE GRADUATE: Professor Dame Joan Stringer CBE, Edinburgh Napier University

Professor Dame Stringer is one of Scotland's most senior academic leaders, and has displayed truly visionary leadership as she has guided the university through its recent impressive period of expansion. Under her charge, Edinburgh Napier University has established a global reputation for excellence and is regarded as one of Scotland's finest educational institutions.

Her address will look at the role of universities in Scotland's story – both in the past and in the future – and ask why they have always been regarded as central to Scotland, its people and its skills.

Today, perhaps more than at any other time, our universities have a vital role to play in our future prosperity as they look to help us close skills gaps in the workforce.



HISTORICAL LEADERSHIP: Lesley Knox, Alliance Trust

CHAIRMAN of one of Scotland's FTSE companies, Lesley will give her own perspective on boardroom leadership as we continue to look for growth and corporate success in the future.

Her company is one of Scotland's lesser known gems but its remarkable heritage matches our conference exactly. Lesley should offer us a fascinating glimpse of a future Scotland.

As well as her role at the Alliance Trust Lesley has recently become the chairman of Dundee Design Limited (DDL), which aims to build a new centre in Dundee to provide a showcase for the best in international design.

She is also a director of Hays Plc and acts as non-executive chairman at the Grosvenor Group Limited and chairman of the Investment Advisory Board (IAB)

– home of the brilliant'*

* **Li Keqiang**
Vice Premier of the
People's Republic of China



ENTREPRENEURIAL LEADERSHIP: Amanda Boyle, Bloom VC

AMANDA BOYLE is an enterprising entrepreneur, a shining example of achievement in Scotland. Her address will look at what Scotland could do to restore the entrepreneurial past alluded to in the conference theme and offer her strong personal views on what we should all do to ensure its success.

Her background includes roles in marketing and communications with large, corporate organisations – more often than not starting things up or closing things down – until, in 1992,

she set up her first business.

Never afraid of a challenge or slow to test conventions, Amanda's track record speaks for itself: as the co-founder of one of the UK's most profitable shop-fitting contractors; one of only two female CEOs in that industry; the chairman of a Local Enterprise Company, the first and only woman to hold the post; and the founding chairman of Women Ahead, a local businesswomen's network, which has now been operating for a decade.

LEADING AN INDUSTRY AFTER A FALL Lady Susan Rice, Lloyds Banking Group

LADY SUSAN RICE, a chartered banker, is managing director of Lloyds Banking Group Scotland. She was previously chairman and chief executive of Lloyds TSB Scotland, the first woman to head a UK clearing bank.

Banks are still struggling to regain the confidence of Scotland's business community after several turbulent years. How will the strong sense of trust that has been a key feature of the relationship between business and the banks throughout our history be restored?

Susan will also offer her own views on Scotland's long-term future.



LEADING BY EXAMPLE

Major-General David Shaw
General Officer Commanding,
Army 2nd Division

Major-General David Shaw is the Army's most senior officer in Scotland. As Commanding Officer of the 2nd Division he has control of troops throughout Scotland, Northern Ireland and northern England. He also fulfils the role of Governor of Edinburgh Castle.

Major-General Shaw will address the conference on the distinctive contribution made by the military to Scotland – in the past, present and their role in the future.

In particular he will focus on the leadership skills required by the military, how they are developed and what impact the military experience can have on people.

We will also look at the relevance these skills can have in civilian life and how employers can benefit from having members of the Reserve Forces on their payroll.



**Details of
Conference
Workshops:
see overleaf**

» » »



CONFERENCE DINNER SPEAKER Robert L McDowell Microsoft Corporation

We are delighted that Robert L McDowell, from Microsoft Corporation, has agreed to join us at conference and will speak before the dinner which closes the event.

Robert is well-known to regular conference attendees, and provided one of the highlights of last year's conference with a superb speech on corporate management and why organisations must embrace ideas and thinking from all levels into their corporate strategies.

Bob is the vice-president, information worker business value at Microsoft Corp. He is dedicated to helping customers use technology to add value to their organisations.

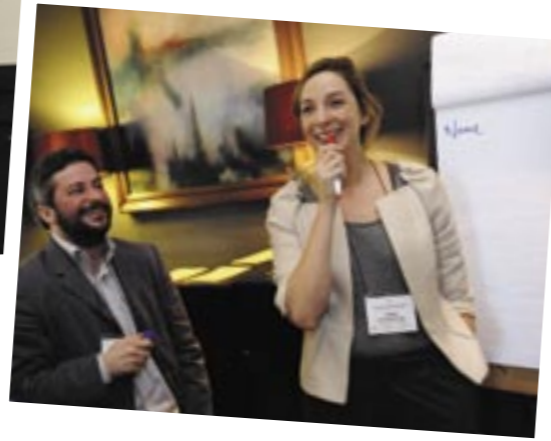
Book your place at Conference 2011

Online...
www.iodscotland.com

Call First City Events
01577 865498

or complete the
Booking form **with this issue**

Get involved: Delegates at Conference will have the chance to take part in a series of workshops, which were a major success at last year's event (right)



Conference 2011: Workshops

The morning session at Conference will close with a series of workshops. Delegates will select one to attend, from the four available

WS1: Innovation by Design

"Design drives innovation; innovation powers brand; brand builds loyalty; and loyalty sustains profits. If you want long-term profits, start with design." Marty Neumeier, *The Designful Company*.

Good leaders recognise the potential of creativity to develop and maintain a sustained competitive advantage, by unlocking existing knowledge and skills to improve productivity, motivate the workforce and generate innovations in products, services and processes. Join the Glasgow School of Art & the Institute of Directors for an interactive workshop exploring how you can lever existing 'brilliance' through design and create a culture of innovation ... • *Facilitated by Professor Irene McAra-McWilliam, Head of School of Design, and Joseph Lockwood, Programme Director, Centre for Design Innovation, The Glasgow School of Art*

WS2: Sales Leadership

Because of the way most companies will react in an economic crisis, this is actually a good time to build your pipeline, win new business and expand your market. The key to flourishing during difficult times is not to simply work harder; it's to work smarter.

Come along and hear from the Edinburgh Institute and Sandler Sales Training some actions that you can start today to ensure that your sales maintain and grow and keep you ahead of your competitors.

• *Facilitated by Tony Douglas, The Edinburgh Institute and Iain Swanston, Sandler Sales*

WS3: Curing the Workplace Twitters: Social Media, the Business Perspective

Social Networking is nothing new. Good businesses have always been networking with their customers and stakeholders.

However, the platform and the tools have changed dramatically with the evolution of online tools and websites which have made networking easier, more transparent and potentially more effective. The first half of this session will provide a practical introduction to the world of social media. In the second half of the session we will highlight some of the key employment law issues around social media, considering what proactive steps organisations should take when creating a social media policy.

• *Facilitated by Eilidh Wiseman, Partner and Head of Employment, Dundas & Wilson and Gary Ennis, NSDesign Ltd*

WS4: Reflected Glory - Developing Leaders in the Workplace

We understand the value of developing leadership potential in our people to deliver the best outcomes.

But how best can we support our people in developing their own leadership and a vibrant leadership culture in the round? This interactive workshop looks to explore the principles of leadership along with the competencies and behaviours required in sustainable leadership. You will explore how to integrate the conceptual, physical and moral components of 'business power' to deliver optimum effect. The session will catalyse your own thoughts on how to develop the leadership culture, group dynamics and focus in your workforce.

• *Facilitated by David Allfrey, Producer, Royal Edinburgh Military Tattoo, alumnus of the Windsor Leadership Trust*

IoD Scotland Director of the Year Awards

Nominate now:

Go online to www.iodscotland.com

Deadline for entries: **December 9, 2011**

Awards Gala Ceremony: **March 22, 2012**

Venue: **Radisson Hotel, Glasgow**



The hunt is on: who were Scotland's leading directors?

IT'S time to reward the business leaders who have made the biggest contributions to Scotland during 2011 by nominating them for the **IoD Scotland Director of the Year Awards**.

These awards are a vital recognition and celebration of the success, ambition and excellence we have here in Scotland. They are Scotland's premier awards for the leading directors from all sectors – public, private and voluntary. They focus not simply on individual achievement but also on the importance of the director's role in the community and the commitment and expertise contributed to businesses of all sizes at national and global level.

Whatever the size of the company, this is your chance to put forward a nomination for those whose leadership skills and abilities have served their organisations well.

It's time to celebrate those Scottish business men and women who have innovated, adjusted and focused better than ever before to ensure that they continue to survive, consolidate and, in many cases, thrive and grow, despite some challenging market conditions.

This year we have greatly

streamlined the nomination process. You can complete your nomination online – at www.iodscotland.com – and this year the entry process has been made far simpler. Creating, completing, saving and revising entries is easy – it should take far less time than in previous years, and you have the facility to save each entry and return to it for a final polish before submission.

As in previous years, we are running regional and national awards, with the national titles split into a wide range of categories.

The Awards are open to all Scottish

directors, executive and non-executive or equivalent, whether IoD members or not.

The national awards are decided by an independent judging panel, with due diligence performed by Edinburgh Napier University Business School. The regional awards are judged by the Institute's branch committees.

The benefits of entering extend beyond picking up one of the prestigious trophies; the shortlisted finalists' will have a raised profile in the Scottish business arena via a media campaign and through the network of the IoD, and their finalist status will bring credibility and recognition to their

company before and after the ceremony at the Radisson Hotel, Glasgow on Thursday, 22 March 2012.

Full nomination and booking details can be found on www.iodscotland.com or contact 07711 432745 for more details. The deadline for entering is Friday, December 9, 2011.

Nominate now: go online to www.iodscotland.com to enter either yourself or a colleague



Sir Moir Lockhead (right of picture) receives the Chairman's Award at the Awards ceremony in March of this year

Join us at the awards. Reserve your table NOW. Call 07711 432 745 or email joyce@firstcityevents.co.uk

Conference supporters



Events diary

IoD AWR Readiness Breakfast

Date: Thursday, September 8
Time: 8 am - 9.30am, with coffee and pastries serviced at 8am and time for Q&As
Venue: The Hub, 2 West Regent Street, Glasgow, G2 1 RW

IoD Scotland has partnered with leading recruitment specialists Change Recruitment Group, to host an exclusive AWR Breakfast for members.

Taking place at its new work space 'the Hub' on West Regent Street in Glasgow's city centre, the event will give IoD members an insight into the new Agency Workers Regulations and how they will impact your business.

During the session finance director Brian Robinson from Change will be joined by one of the company's recruitment consultants, to discuss how the legislation will affect your business and what the changes mean for the future hire of temporary staff.

Brian will also demonstrate how businesses can meet the new legal requirements and highlight the key processes your organisation can implement in order to protect yourself when the new procedures comes in to place on October 1, 2011.

To Book: Go to www.iod.com or www.iodscotland.com and book online, email iod.scotland@iod.com or call 0131 557 5488

Key to the Boardroom

Date: Thursday, September 15
Time: from 9am
Venue: The Hilton Grosvenor Hotel, Grosvenor Street, Edinburgh

Price: £80 + VAT members
 £95 + VAT non members

This day-long conference will examine how to get hold of your own 'Key to the Boardroom'. We will look at the make-up of boards and their backgrounds, barriers to promotion and suggest ways you can clear the obstacles and take your rightful place.

See page 8 for full details

To Book: Go to www.iod.com or www.iodscotland.com and book online, email iod.scotland@iod.com or call 0131 557 5488

"The development of excellence at board level is a key concern of the IoD..."

Non - Executive Breakfast

with David Watt, Executive Director, IoD Scotland & Mike Salter, Non-Executive Director, with Aberdeen & Grampian Chambers of Commerce

Date: Wednesday, September 21
Time: from 7am

Venue: Aberdeen Chamber of Commerce, Greenhole Place, Bridge of Don, Aberdeen

This Breakfast Workshop, which is organised jointly by IoD Aberdeen and Aberdeen & Grampian Chamber of Commerce, will examine the role of Non Executive Directors – how effective and independent non executives really are and how their role interacts with that of the executive board.

Just as this role is becoming increasingly important – as evidenced, for example, by the importance which private equity investing institutions attach to non executive presence on the boards of their investee companies – finding the right person for the job can be even harder given the potential risks and responsibilities involved.

Our discussion will be facilitated by lead-in presentations from each of:

David Watt - Executive Director IoD Scotland; David's non exec appointments include Scottish North American Business Council and Business Club Scotland

Mike Salter - winner IoD Scotland's Non-Executive Director Award 2010. Mike's non-exec appointments include Red Spider Technology Limited and ASCO plc

The development of excellence at board level is a key concern of the IoD and the Chamber and this workshop will provide an ideal opportunity to focus on, and ask questions about, the nature and scope of the non exec role.

Numbers are limited to 30 members only so early booking is advised.

To Book: Go to www.iod.com or www.iodscotland.com and book online, email iod.scotland@iod.com or call 0131 557 5488

IoD Scotland Golf Challenge 2011

Joint event with ACCA
Date: Thursday, September 29
Time: from 12 noon
Venue: The Dukes, St Andrews
Price: £70 inc VAT (members)
 £80 inc VAT (non-members)

IoD Scotland invites you to enjoy an afternoon of golf at the fantastic Dukes Course in St Andrews.

The golf competitions include the Inter-regional Golf Challenge for the Ian Stevenson

Trophy, as well as individual competitions for the Corporate Risk Trophy and the Bowring Trophy – the individual Stableford and Scratch competitions.

The Dukes has had a £3m refurbishment in the last few years and has lost the big climb up the 18th! It remains a great challenge though and one of Scotland's top golf courses.

First tee-off time is 1:00 p.m. We are meeting at 12 noon for a soup and a roll lunch, with a and Golfers' High Tea to end the day at 5:30 pm, (approx), followed by a presentation of prizes All of this is included in your fee.

A fun event with some pleasant company and hopefully fair skies – well worth a day out with business colleagues and friends.

To Book: Go to www.iod.com or www.iodscotland.com and book online, email iod.scotland@iod.com or call 0131 557 5488

"Edinburgh - 21st Century Challenges"

Leadership Lecture by Sue Bruce, Chief Executive, Edinburgh City Council

Date: Thursday, October 6
Time: from 6pm

Venue: Auditorium, University of Edinburgh Business School, 29 Buccleugh Place, Edinburgh

** THIS EVENT IS FULLY BOOKED BUT WE ARE TAKING NAMES FOR A RESERVE LIST **

The Institute of Directors Edinburgh Branch is delighted to invite members and non-members to a leadership lecture hosted by The University of Edinburgh's Business School, where Sue Bruce will discuss leadership challenges for the future of Edinburgh in terms of the economy and the employment environment.

Sue Bruce took up the post of chief executive of the City of Edinburgh Council on 1 January 2011 having previously held the same post at Aberdeen City Council and East Dunbartonshire Council.

Sue began her local government career with Strathclyde Regional Council in 1976 spending the early part of her career in social and economic regeneration and then in the wider education field. Since then she has held a number of senior positions, serving in the Strathclyde Regional Education Directorate as well as holding the post of Deputy Director of Education with East Ayrshire Council and the Strategic Director at East Dunbartonshire Council initially responsible for Education, Housing, Social Work and Cultural Services.

To Book: Go to www.iod.com or www.iodscotland.com and book online, email iod.scotland@iod.com or call 0131 557 5488

The Swedish approach to banking and lending

Breakfast event with Handelsbanken

Date: 1st November
Time: 8.00am to 9.30am
Venue: The Royal Scots Club, Edinburgh
Price: Free

An interesting breakfast event in conjunction with Swedish bank Handelsbanken which examines alternative attitudes to business finance.

To Book: Go to www.iod.com or www.iodscotland.com and book online, email iod.scotland@iod.com or call 0131 557 5488

Pitching for management

Date: November 9 (Edinburgh)
 November 10 (Glasgow)

Time: 4pm-7.30pm

Cost: Free of charge

In association with Intramezzo and UKBI, and supported by IoD Scotland and Speed Mentor Central please join us for our latest Pitching for Management™ event in Edinburgh and Glasgow.

Pitching for Management connects top-level senior executives with fast-growth companies looking to add expertise to their teams.

If you are looking to work with an exciting growing business, in any role from mentor, operations manager or CEO, to marketing, finance or sales director, you will want to attend Pitching for Management.

We know companies currently recruiting for a range of posts and many will be pitching at this event.... They need someone just like you to join their senior management team.

They will be pitching their business and details of the role(s) that needs filling to an audience of serial entrepreneurs, senior business managers and business angels. Make sure you are one of the first people to hear about these exciting vacancies. Companies will be offering sweat equity, commission, bonus schemes and/or salary in return for your skills!

As well as listening to the company pitches come and listen to our guest speaker who will be announced shortly.

For more information, and to book, see <http://pitchingformanagementinedinburgh3.eventbrite.com/> and/or <http://pitchingformanagementinglasgow.eventbrite.com/>

Need any more information? Call IoD Scotland on 0131 557 5488

IT growth looks like being Par for the course



Whisper the news, but there's an economic fightback on, and IT is in the vanguard, says our columnist **Bill Magee**

FRESH signs of business confidence highlighted in an upbeat report from Lloyds Banking Group are being matched by what is rapidly becoming a new wave of technological innovation in Scotland to benefit markets both here and overseas.

Par Equity, the Edinburgh-based venture capital, business angel and advisory company established in 2008, currently has "four cracking deals" fast reaching fruition as it acts as a touchstone to a new tech era benefiting Scotland PLC.

In the teeth of the credit crunch Par, an accredited partner of the Scottish Venture Fund and Scottish Co-Investment Fund, is achieving such an impressive growing portfolio with one stand-out quality – a strong technological edge to its commercial offerings.

Collectively, they are proving instrumental to a Scotland that's set to reap the benefits of a sustained period of accelerated tech start-up action. Par reports that the diversity of potential deals flowing through their books, with high-growth prospects, is nothing short of "fabulous."

Already benefiting from Par's mix of financial and intellectual advisory backing are such enterprises as Cigual, Kiltr, Money Dashboard, Simple Audio, Star Net Geomatics plus Par partners' investments like Fruit Mobile, Head Resourcing, Mobiqa and Rocela.

Head Resourcing specialises in IT and business change along with financial services and human resources, and attended the inaugural Scottish Digital Technology Awards, when prizewinners included Standard Life, Rocela and the iomart Group – now representing Scotland in the National Awards.

Polly Purvis, executive director of the host ScotlandIS, says they share an ability to "take bold steps to invest in new technology to break into new markets at home and abroad", benefiting everyone within corporate Scotland.

Highlands & Islands is also getting in on the action. At an MIT workshop in Inverness a cluster of local enterprises were invited by Highlands & Islands Enterprise to participate in what turned

out to be a masterclass by the prestigious Boston Tech Institute's Entrepreneurial Center managing director, Bill Aulet.

At the Inverness gathering Bill stressed that in any venture: "It's all about driving the process forward, but make sure it is you who's the driver!" Of course, getting the required financial backing is key "but it's what happens after you get the money that matters."

This was backed up by Charlotte Wright, HIE's Business & Sector Development Director, who says: "Our role is to help make it happen for enterprises. This can often involve capital assistance for R&D especially at the pre-commercialisation stage. "It is not just about the money. That's important but we're also all about providing direct access to opportunities ensuring an enterprise succeeds."

This includes getting the right technology to boost your enterprise's productivity, return on investment and that all-important bottom line.

I was one of the elevator pitch judges at the MIT event and a fellow judge Jimmy Grant, a director with Highland-IT says that even the smallest day-to-day activity is heavily reliant on effective communications and information technology: "Choosing the right IT service partner is a key decision not to be taken lightly."

Checkout an HIE/MIT telecast from the event: <http://dpdigitalmedia.co.uk/hiemit.html>

Finally, continuing on the bright technology front for those of the more silver surfer generation: check out the Doro mobile phones and telecom products plus assistive devices. They are a new generation of liberatingly easy mobile solutions for those who are tired of complicated cell phones. Including the Doro PhoneEast 615 with built-in camera and 610 with direct SMS key.

Keeping ahead of the game the company's growth strategy now includes strategic launches of Android-based products at Tesco, Amazon, Carphone Warehouse, Currys and Orange. • See Twitter: @billmagee for my Daily TechPost

Leadership in action: how business can help our veterans realise their potential

IOD MEMBERS and business colleagues gathered in Edinburgh in June for a summit created to encourage businesses to engage with Scottish veterans, particularly those who are vulnerable and find it hard to enter civilian workplaces.

Each year approximately 2,000 men and women leave the armed forces and return to Scotland. The transition they undergo on leaving is far less an administrative hurdle, often it is just the preliminary section of a path further damaged by conflict, according to Sir Alistair Irwin, the keynote speaker at the event. But there's a brighter side.

"Skills in abundance" is how Irwin puts it. Veterans are highly trained individuals, and not just in fighting skills, but they are armed with some of the best transferable skills out there. Integrity, reliability, loyalty, self reliance, persuasion and leadership skills – a good place to start for any employer.

Couple that with the ability to learn new tricks very quickly, and it is becoming clear that for some organisations, a veteran on the workforce can be a sizeable asset.

IoD backing for initiative that links ex-forces with Scotland's employers

However, some do experience difficulty getting into civilian employment, due to a variety of psychological and physical disadvantages that can be attributed to active service. Many have come from one foreign territory into a new one – the civilian workplace – and civvy street can be just as daunting.

While there are a number of charities dedicated to offering support, a group of them have come together especially to engage more businesses to help.

Veterans Scotland, as an umbrella organisation for veterans charities in Scotland, has brought together Erskine, Poppyscotland, The Mark Wright Project, the Ministry of Defence Career Transition Partnership and RFEA (Regular Forces Employment Association) in an initiative to engage Scottish businesses.

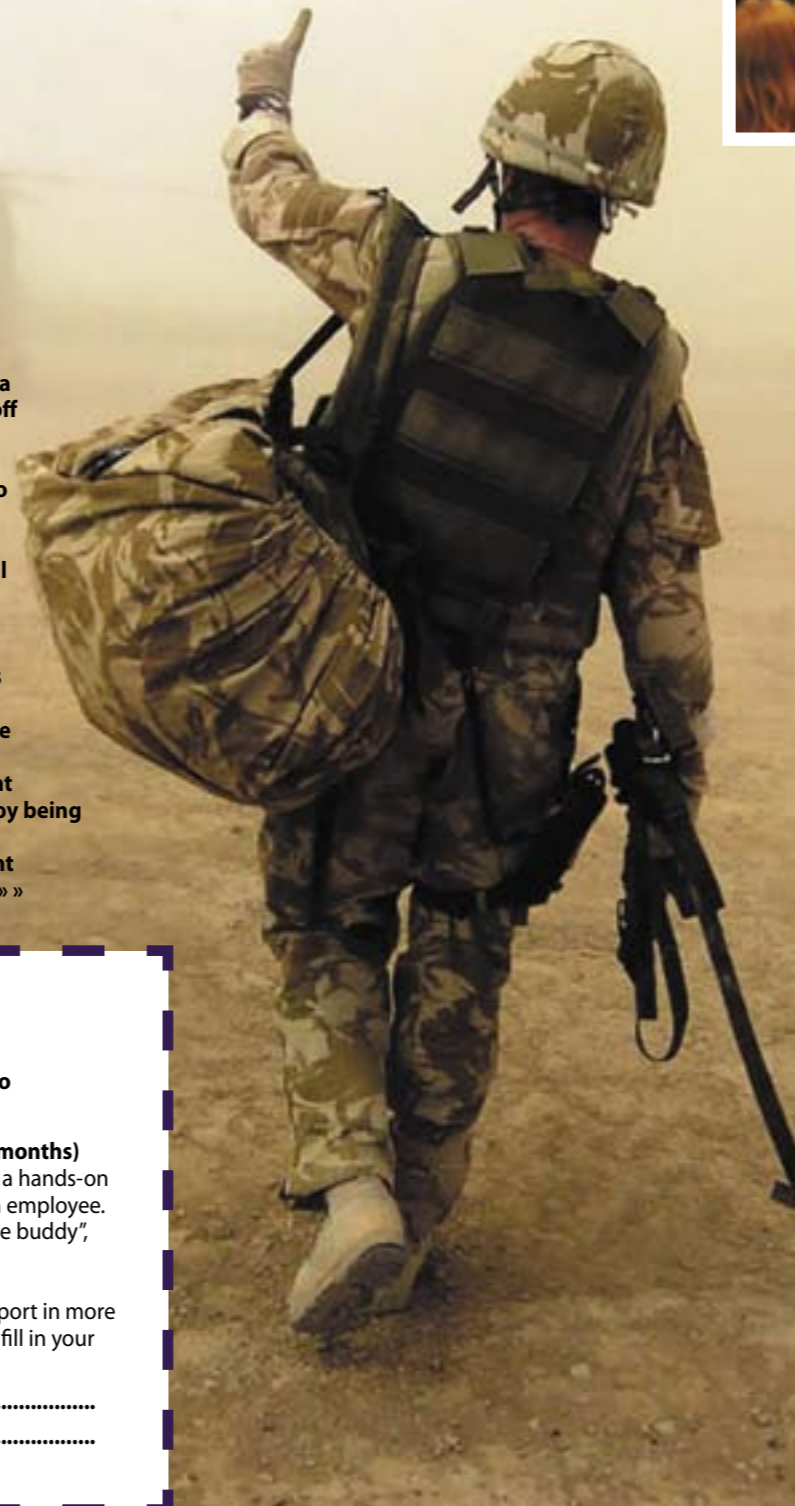
They are asking for support at a number of levels including one-off workplace visits and short-term job shadowing, to unpaid work placements from two weeks up to three months.

The organisations, working together with the businesses, will match the right veteran with the most suitable opportunity and support structures.

30-year-old Steve Beedie gives a moving, and yet inspirational account of his journey from active service to civilian life, via post traumatic stress disorder, brought on by witnessing a 14-year old boy being killed by a landmine in Kosovo.

In the end it wasn't the constant conflict that got to him but the » » »

Steve Beedie's (inset picture) experiences highlight some of the challenges veterans can face when they leave military life – but they have many transferable skills to offer



How you can help Scotland's veterans

Veteran's organisations would like to enlist companies willing to offer simple, practical help to ex-serviceman and women to overcome barriers to employment. There are a number of ways you could get involved (please tick):

Workplace Visits (half or full day)

To provide a taste of what it is like to work within your organisation, and the sort of jobs people do there.

Job Shadowing (one day - two weeks)

Conducted on a one-to-one basis or within a small team, job shadowing allows a Veteran to closely observe the skills required to perform a job that they may have identified as a career aspiration.

Unpaid work experience placements (2 weeks to 3 months)

Provide real work experience with the veteran becoming a hands-on member of your team, meeting the same standards as an employee. Hosting organisations are asked to nominate a "workplace buddy", who will receive training in how best to provide support.

If your organisation can help or would like to discuss support in more detail, including alternative support ideas you may have, fill in your details below and send it to us.

Contact Name: Organisation:

Tel: Email:

Return address: Head of Charitable Services • Poppy Scotland • New Haig House • Logie Green Road • Edinburgh EH7 4HR

impact on an innocent boy, who was at the time, having a game of football. Steve was later posted to Iraq, where he witnessed further horrific events.

As a result, Steve left the armed services in 2005 with no experience of civilian life, having joined up straight from school. With his chosen, and much loved, career over, and his ambition and confidence depleted, re-establishing himself was immensely difficult and, with wife Lyndsey and four children to support, with no job, Steve was on a downward spiral.

Poppyscotland, one of the charities that have banded together to encourage employers to consider veterans, stepped in to help Steve and Lyndsey by alleviating their immediate financial and helping him to get the specialist treatment for Steve's PTSD.

Life is now good for the Beedie family. They are happy, Steve is enjoying full-time employment and his aim is to act as a voice for veterans in Scotland to encourage them to ask for help.

Martin Gibson, Chairman of Veterans Scotland is keen to see as many businesses participating in the initiative, for their own benefit as well as for men (and women) like Steve. "Businesses play a

vital role in getting disadvantaged veterans back into the workplace, helping both individuals and their families.

"The more business organisations we have on board, the more variety we can offer veterans – because there is no one size fits all when it comes to the needs of the individuals we are dealing with. Businesses benefit too, by offering staff enhanced motivation through participating in a worthwhile project or improved management experience through being a mentor."

The Royal Botanic Garden Edinburgh is one organisation already participating in the scheme, by offering work placement opportunities to disadvantaged veterans. Ian Hardman, head of HR commented: "We have been involved in the initiative by welcoming veterans to work with us at the Garden in Edinburgh."

"The scheme has been a great success for us, and we hope to see the veterans that have spent time with us moving to bigger and better things. It's a great initiative and vital to help these individuals and their families get back on track after active service, and we encourage other Scottish businesses to get involved."

newsinbrief

Sporting chance for business

IoD Scotland's website carries a regular round-up of new public contract opportunities.

Among those recently posted were details of high-profile contracts to work on London 2012 Olympics and the Glasgow 2014 Commonwealth Games.

The London 2012 opportunities included contracts for:

- Villages work order management
 - Provision of overlay and temporary structures for the ExCel London 2012 Test Event
 - Temporary heating, ventilation and air conditioning
 - London 2012 Olympic Torch relay production and stage staff
- See www.london2012.com/futureopportunities and www.glasgow2014.com/the_games/getting_involved/procurement.

29 offer for members

29 – Glasgow's only private members' Club – is offering IoD members aspiring to join a special corporate discount rate of £110 plus VAT per annum (normal price £150 plus VAT). Membership benefits include invitations to exclusive events and breakfast seminars with networking opportunities, discounted room hire, mid-week discount in the awards winning Grill Room, access to Glasgow's only Roof Top Terrace as well as an additional programme of monthly events and members' offers.

29 provides an ideal environment in which people can unwind, entertain, network with the right people and relax in an exclusive venue with family and friends.

Contact Ann Patterson on 0141 225 5615 or email ann.patterson@lynnnetleisure.com

SDDC on course

IoD Scotland's Scottish Director Development Centre is celebrating its 10th Year throughout 2011. For more information on courses available contact Avril Gall on director.scotland@iod.com

IoD Scotland – Real impacts from a local approach

IOD SCOTLAND exists to help, support, advise and set standards for directors.

In Scotland we operate from our head office in Edinburgh with a small team of professional staff led by Executive Director David Watt and our Chairman, Raymond O'Hare. The team is backed by a network of branches manned by volunteers which provide support and advice for directors throughout the country on a more local level.

The branch network consists of the Highlands & Islands, Tayside, Fife & Central, Aberdeen & Grampian, Edinburgh, Lothians and the Borders, and Glasgow and the West of Scotland.

By accessing your local branch you can not only tap into the expertise and experience of the centre but have more focused support on your doorstep that can be particularly powerful in helping you grasp localised challenges.

"IoD Scotland's branch network is one of the real assets of membership," commented executive director David Watt. "The IoD is looking to take its core message of better corporate governance and directorial excellence to a higher level, and we aim to do that through the local branch network.

"Each branch chairman is a highly experienced director, familiar with the difficulties faced at board level. Our support comes without prejudice and is truly independent; the advice you receive comes from people who understand the difficulties

modern businesses face.

"We are committed to improving the Scottish economic picture and we can help do that by better preparing all our directors to meet the challenges of the modern business environment."

Each branch organises local events that tap into the strengths - and weaknesses - of its business community. We are also looking to widen our network and establish stronger links with local educational establishments.

Now, with the economy stalling and business looking for ways to grow again in a secure, confident fashion, the support you can gain from your fellow IoD members could be crucial.

Members are encouraged to get in touch with their local branch chairman to see what activities and events are planned for their area and to get involved with building a better environment for Scottish business from the ground up.

Want to know more about the men and women who run your local branch?

We asked each of our six branch chairmen to explain why they decided to get involved with the IoD, what they believe the IoD can achieve and outline the benefits membership can bring.

Laura Gordon – Glasgow & the West

LAURA is currently CEO of Corporate Connections International, a business advisory and executive growth consultancy based in Glasgow. Why join the IoD?

"I am passionate about developing future leaders and specialise in maximising business success through high impact individual performance coaching and effective personal branding. I believe these values are aligned with those of the IoD and that the future success of our economy lies firmly in the hands of our business leaders.

"The IoD is perfectly positioned to support our business leaders through identifying and providing training and development, offering high-value networking and educational events and enabling members to reach out to political leaders to drive forward relevant and meaningful policy objectives.

"That's why I was so delighted to take over as Chairman of the IoD in Glasgow and the West of Scotland. We have an active and engaged membership and a dynamic committee representing all walks of business who are eager to support an invigorated and ambitious programme of events and activities over the next three years."

"The IoD is perfectly positioned to support our business leaders through identifying and providing training and development"



"The IoD seems broader in its outlook than other organisations and has influence at both national and UK level"

Introducing our Branch Chairmen continues on pg 22 »

Stephen Budd – Highlands & Islands

STEPHEN BUDD has recently moved into the role of Chairman of the IoD in the Highlands and Islands and is looking forward to continuing its high-profile work in this unique region.

He is the co-founder of Highland Business Research, a specialist web analytics customer insight agency with an international client base and was one of the first web analysts in Scotland accredited by Google as one of their Google Analytics Partners.

Prior to starting Highland Business Research almost ten years ago, Stephen worked for the London Stock Exchange, managing and developing specialist information products for the UK financial services market. Away from work, he is a keen cricketer and printmaker.

"I joined the IoD almost four years ago as it had the ideal package for me as a developing business leader. It seems broader in its outlook than other organisations and has considerable influence at both a national and UK level and knowing that I, as a member, can contribute meaningfully to that is important.

"The IoD team in Scotland is particularly strong and I know we will continue to play a role for our members that significantly reflects the realities of devolution.

"This means ensuring that our voice continues to be heard strongly at Holyrood and among other influencers as well as demonstrating our continued commitment to higher standards among Scotland's directors."

David Hutcheson – Tayside

DAVID HUTCHESON, who chairs the Tayside branch, was a founding director of Perth-based Glen Abbot Ltd, one of the leading risk and business continuity companies in the UK. David has worked in many countries and with organisations of all sizes providing assistance with managing risk, resilience and continuity

On the IoD, he sees its strengths clearly: "The IoD has a huge amount to offer its members. As a member you are part of one of the most influential businesses organisation there is. It has unparalleled access to decision makers and plays a huge part in influencing decision facing the business community in Scotland.

"The IoD should be seen as part of a business person's armoury: as a member you will be stronger and your business will benefit."

In addition, David urges members to look at the branches' events for the networking opportunities they offer – "IoD Scotland branches run many events throughout the year and they are ideal for meeting like-minded business people in an informal setting."

The membership benefits are also superb: "The business information and advice service can easily repay the subscription in no time, while access to premises across the UK and airport lounges are a real benefit."



Lesley Clark – Edinburgh

EMEA network of 69 offices.

Despite the busy career, she found time to work with the IoD. "I became involved with the IoD mainly for networking purposes, providing events that are of interest to an increasingly diverse membership.

"It's been important during the recent economic climate, as I've found the networking events reassuring and uplifting. It's good to know that there is still business going on out there, and while Scotland has been (and will be further) particularly affected by public sector shrinkage, there is still a lot of interesting developments in the private sector."

"However, it's not back to business as usual, and won't ever be. Digitalisation of business communications in particular has changed the way businesses operate, and

rather than wind the clock back, businesses are still getting used to a 'new normal'.

"Organisations are keen to return to growth, and the ones that recognise that their market profile has a big part to play in that, will be those that are more likely to succeed."

And it's here that the IoD's role is key, says Lesley. "IoD has a very important role to play in the way businesses handle the current climate, by offering an opportunity for directors to share information, contacts and challenges – it's the only established platform that provides this broad sector-focused director interface nationally.

Away from work and the IoD, Lesley is interested in voluntary work and currently volunteers in a soup kitchen at weekends. She is the current chair of Scottish Public Relations Consultancy Association.

IoD Scotland offers a local approach

Introducing our Branch Chairmen (cont)

Stephen Westwood – Fife

STEPHEN is a successful businessman and entrepreneur with an extensive track record of developing, growing and realising value for businesses of all sizes and across a range of sectors.

His achievements have been built on over 30 years experience in bringing together people and money in a culture of enterprise to respond effectively to growing market needs. Roles have included roles as chairman representing investor interests, chief executive of companies in the medical devices and IT sectors, and finance director for companies in life sciences and engineering, as well as a number of consultancy and interim management assignments.

Most of his business career has been based in England, having relocated to Scotland in 2006 in the role of Chief Executive of a university spin-out which he had taken public in 2004. His current activities are very much based on growing

businesses in the expanding renewable energy and digital media markets

He is the current Chair of the Fife branch of the IoD and he is also President of the St Andrews Business Club.

"I have been a member of the IoD for several years and became more actively engaged when I joined the Fife Committee three years ago, becoming chairman 18 months ago. This has created opportunities to meet and learn from inspiring businesses and people who I would not otherwise have met, which in turn has enabled me to broaden my range of business and personal contacts.

"In addition, this has opened doors to meet political and business leaders, and influence opinion, in a way that is unthinkable in England.

"In the current economic climate, enterprise is the key, and I think that the IoD can and should take a leading role in stimulating greater enterprise. This will be



done through helping to create a climate in which enterprise becomes more highly appreciated and rewarded, in which we can help to impart the creativity, self-belief and confidence to achieve success.

"Within the IoD membership, we have a vast range of acumen, intelligence, know-how and leadership skills to support others to achieve, whether in business, social enterprise or public bodies. I look forward to us making this stronger impact."

Cameron Ramsay – Aberdeen

"WHY DID I join the IoD?", says Cameron. "Simply because I wanted to get access to the Directors' Room in Pall Mall as a meeting venue when I no longer had access to company offices when visiting London. It was a very simple cost-benefit analysis!"

"But why have I remained a Member (and become a Fellow)? Because I care deeply about Leadership and Governance in business, the two topics that epitomise the IoD's mission. Mostly, I have had colleagues and bosses who have shown me how exemplary standards of leadership and governance facilitate success, but I have also suffered the damage when individuals and organisations fell short. As a Fellow of five professional institutions, I value lifelong learning and I am committed to CPD and improving standards of professionalism and effectiveness."

Cameron has had a 35-year career as a

practitioner and consultant in risk management. "Starting out in major accident hazard analysis just after the Flixborough disaster, I have helped major hazard industries adjust cost-effectively to safety case regimes, mostly but not exclusively in the oil and gas and chemicals sectors."

Sound corporate leadership skills were always central to Cameron. "We were successfully unaware that most boards did not use probabilistic decision-trees, let alone construct them in board meetings, but the spin off was my introduction to services in business risk management (not as widespread then as now). I confess I was also unaware of the IoD in those days. For the past couple of decades, I have 'back-filled' my skills spectrum with project, programme and portfolio risk management."

Now, as the sole employee of his own small company, he works a co-venture

business model, "collaborating closely with a select set of other specialists where we know and respect each others' strengths and weaknesses, to mutual and especially client benefit".

Cameron added: "I have always enjoyed innovating and pushing back the boundaries of knowledge. I have mostly returned to my roots working in the energy sectors, helping project teams to manage risk, and helping induct new teams and boards into risk management and strategic governance. Leadership and governance, in various contexts, continue to pervade my work and my interests."

"I care deeply about leadership and governance in business, the two topics that epitomise the IoD's mission. ..."

ARTS & BUSINESS SCOTLAND (A&BS) is pleased to announce that Heineken UK has agreed to support Arts & Business Scotland's Skills Bank Programme to 2013.

Skills Bank is a body of business volunteers from a wide range of sectors looking to offer their time and expertise to guide and support an arts organisation. The Skills Bank programme was originally launched in the early 1990s and since then, over 280 arts organisations from around Scotland have benefited from the advice and support from the business volunteer placed with them.

Those who support the arts and creative industries believe that now is the right time to re-launch the skills bank programme to provide business support and advice both to the not-for-profit arts sector and to micro pre-profit creative companies.

Skills Bank for arts and creative industries

*The Creative Industries Partnership Report*¹ recognises that "the creative industries need a range of skills from the creative and technical relating to the demands of their specific industry, to more general entrepreneurial, management and business skills".

Creative & Cultural Skills, the Sector Skills Council for the creative industries, in *The Creative Blueprint for Scotland*², also identified technical and specialist skill gaps as well as a need for higher skills in business and enterprise.

Arts & Business Scotland's Skills Bank programme, a work-based learning programme, is uniquely suited to assist such businesses.

Heineken UK's support allows A&BS to make this service free to both business volunteers and the supported arts and creative industry organisations, in order to encourage take-up among large and small organisations alike.

Kieran Simpson, corporate relations director,

Heineken backs arts skills bank

Heineken UK said: "At Heineken we take a lot of pride in the time and resource we commit to the development of our people, and we were keen to spread this ethos by supporting the Skills Bank programme.

"In addition to the financial support we will provide, Heineken UK will also involve our employees directly as Skills Bank volunteers. This will allow our colleagues to develop their own potential, to use and build their professional skills in a different and challenging environment, and to play a personal role in making a difference for an arts organisation."

Barclay Price, director, Arts & Business Scotland said: "The arts and creative sectors face a period of economic uncertainty and technological change, and if Scotland is to sustain and grow a resilient creative eco-system, it is essential that creative companies are equipped to meet such change. This scheme is a cost-effective way of developing the management skills in the arts and creative industries.

"We are delighted that Heineken's support will help us to deliver relevant skill transfer linked to on-the-job issues, offering arts workers effective learning."

How does Skills Bank work?

The Skills Bank programme matches up business volunteers with relevant skills to coach individuals in arts organisations on specific

management issues or tasks, such as strategic development, business planning, financial control, project management, marketing or HR, and to transfer those skills to the arts worker. The Skills Bank involves the volunteer in coaching on a specific, defined issue with clear goals to achieve by the end of the placement period. The business volunteer gains an overview of the arts organisation's work while assisting the arts manager gain new skills.

The business volunteers:

- build on their areas of expertise
- enhance their communication, motivation and delegation techniques
- develop new skills in a different and sometimes challenging environment
- bring about demonstrable and measurable behavioural change.

The arts workers:

- develop new skills with expert support
- enhance their learning and communication techniques
- improve the arts organisation's operation.

For more details on how your business can get involved, see www.artsandbusiness.org.uk/ and click on the button top right for Scotland.

• For more information and to read the full reports see:
[1] <http://www.scotland.gov.uk/Topics/ArtsCultureSport/arts/CulturalPolicy/creative-scotland/partnership-report>
[2] <http://www.ccskills.org.uk/Research/Scotland/tabid/90/Default.aspx>

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RES is the knowledge transfer, research development and commercialisation department for Heriot-Watt, delivering an effective and knowledgeable service. Its experienced team has been drawn from a range of fields, including funding and technology transfer through to qualified legal and marketing support to realising commercial opportunities. In addition, the majority of its business development team has worked recently in industry and there is a mix of experience in large and small companies from pharmaceuticals to engineering and manufacturing.

This cross-disciplinary grouping allows for a flow of information through a range of experts, allowing innovative and inspiring ideas and solutions to develop. Add to that access to accommodation on our Research Park to fit all sizes and shapes of companies, with easy access to roads, airports, University expertise and facilities, it isn't surprising we have created 18 companies in the last 10 years and supported over 50 enterprising student start ups.

For academic colleagues and students on our campuses in Edinburgh, the Scottish Borders, Orkney and Dubai, the team provides a range of services that encourage and assist business growth, including:

- Research Proposal Development
- Technology Transfer through Licensing and Company Creation, including Joint Ventures
- Legal & Contracts Management, Intellectual Property (IP) Management
- Marketing and support for any form of engagement with Industry whether it is a short student placement or a strategic partnership where research objectives and outcomes over many years are evolving
- Events support and marketing both to engage with other academic colleagues or to provide accessible information on research outcomes to industry colleagues

For companies, and those in government or agencies, the team provides a single point of contact. One Business Development Executive will deal with your enquiry or develop the project with you, shepherding you to the right academics, encouraging them to work with you to your timescales and expectations.

We will ensure the legal agreements reflect what you need, and are in place when you need them, and that they are discussed, not imposed. We can even work with you collaboratively to encourage academic and industry engagement; ensuring you are happy with both progress and outcome; ensuring you will want to work with Heriot-Watt University again.

If you would like an initial informal discussion about potential collaborations with us, please contact Ian Brotherston, Business Development Manager, on 0131 451 3070 or email res@hw.ac.uk.

To find out more go to:
www.hw.ac.uk/converge

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Your support can help make a difference

AT A TIME when the private, public and not-for-profit sectors are under increased pressure to drive efficiencies and demonstrate value for money, an organisation has forged a unique partnership amongst the private, public and not-for-profit sectors in Scotland with these principles at its core, and is using them to tackle tough social issues head on.

Inspiring Scotland is an innovative venture philanthropy organisation. It takes the principles of venture capital – long term investment and tailored development support – and applies these to the not-for-profit sector.

David Hardie, who splits his time between his role as head of venture philanthropy at Inspiring Scotland and as chairman of Dundas & Wilson, explains: "The venture philanthropy concept is simple: offering long-term investment and tailored development support; raising philanthropic funding from a range of supporters and investing it in a selected portfolio of charitable ventures; and undertaking rigorous due diligence, performance management and evaluation to ensure the maximum return is achieved, as with any venture capital investment."

Inspiring Scotland's focus is on social issues where it can leverage real and lasting change.

The theme for its first fund – **the 14:19 Fund** – is young Scots aged 14 to 19 years who are struggling to make a successful transition from school into employment, education or training. It aims to invest £50 million over a period of 10 years and help 35,000 young people achieve sustained employment or secure a place in further education or training.



Kerr is one young person whose life has been changed by the 14:19 Fund with support from Rural and Urban Training Scheme ("RUTS"), in which the 14:19 Fund invests. Kerr went to college after school to study National Qualifications in Sport and Fitness. He left without the prospect of a job and was referred to RUTS for further support.

During his time at RUTS, Kerr gained SQA qualifications, was helped to improve and update his current CV and assisted on job applications. Before the course had finished, he secured himself a Parts Apprenticeship. In 2011 the 14:19 Fund has increased its activities to support more young people while at the same time creating efficiencies, delivering better value for money and working towards achieving financial self-sufficiency.

Action for Children is another charity in which the 14:19 Fund invests. Tony Scally, national employment manager, has seen first-hand the impact of support. "Long-term funding has enabled Action for Children to roll out our Youth Build Programme to 7 Local Authorities at a level that has created efficiencies in the way we operate. The support has also helped us to focus on demonstrating an impact and collecting robust data, this has enabled us to tender for new contracts and leverage more funding."

YouthBuild is a 39-week programme which secures young people jobs in the

construction industry and is run in partnership with commercial contractors.

Inspiring Scotland has two further funds - **Go Play** and **Early Years Early Action**, both run in partnership with The Scottish Government. And Inspiring Scotland isn't stopping there. Ambitious to make an impact and create landscape change, it is currently looking at ways of supporting communities to seek solutions to their problems using their own assets.

Inspiring Scotland works with a range of investors and supporters, many of whom are leading business people offering non-financial support.

David Hardie, explains: "The non-financial support that our ventures receive is equally important as the cash. They benefit from a wide range of assistance from mentoring by businessmen and business angels through to *pro bono* legal and financial advice."

For example, Isobel McGrigor, chief executive of Calman Trust, a growing social enterprise in the Scottish Highlands in which the 14:19 Fund invests, has received *pro bono* support for the development of a trading arm. "The access to high-quality legal advice has enabled us to clarify what we needed to do next and move forward better prepared".

As Inspiring Scotland grows, having support from the private sector will remain important. There are many opportunities for firms and individuals to get involved – offering financial support, professional skills or services, providing business mentoring or even becoming a board member of a charity.

Another invaluable way to help is by opening doors, allowing Inspiring Scotland to reach wider networks and raise the profile of the concept of venture philanthropy with those who have an appetite to invest with a social return.

Find out more about Inspiring Scotland at www.inspiringscotland.org.uk



Students on a Rural and Urban Training Scheme gets to grips with motorbike maintenance

Help us **save lives** in East Africa

ABDI IS three years old. He can't walk or talk. The only food he's had in the last 24 hours is a cup of porridge, shared between his family of nine. He's lying in the dust, hungry and thirsty, barely strong enough to move.

Abdi, his family and thousands like them need your help. East Africa is in the grip of the worst famine and drought in living memory. More than 12 million people are at real risk of starvation and dying from thirst.

But it doesn't have to be this way. Together, we can help. With your support Mercy Corps can save lives. Our teams are on the ground in Ethiopia, Kenya and Somalia, and we've already helped more than 1 million people survive the drought this year. But there's so much work still to do.

In Kenya's scorched north-east, we're trucking in thousands of litres of water to keep families with no other option alive. We're also giving free fuel to the few water pumps in the area running, despite the skyrocketing price of petrol. The over 150,000 people we've helped



Can you help: The crisis in East Africa means that more than 12 million people are at real risk of starvation and dying from thirst.

are struggling to keep their communities intact, having lost everything in the drought.

In Ethiopia, we've been trucking in water, treating malnourished children and mothers, and helping farmers keep earning an income and get harvests despite the drought. We've also been giving local people with no other way to earn an income a fair wage for work on projects to help their communities, like

repairing water storage points and even building roads to help people access water.

In Somalia, we're ramping up our efforts with partner organisations to help children and families affected by famine, conflict and drought – our assessment teams tell us the situation there is extremely serious. We'll be focusing on water, health and sanitation support to tackle the cholera outbreak, and giving families with nothing some of the essentials they need to survive.

The scale of this disaster is huge. But with your help and the help of your business, we can continue our work and save thousands more lives.

Please contact us today to see how we can work together and make a difference: call Marisa Elliott on 0131 662 5186, email melliott@uk.mercycorps.org or visit www.mercycorps.org.uk.



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John Lupton CEO talks to IoD Scotland about the innovation journey Scott & Fyfe embarked upon with the Design Innovation team at The Glasgow School of Art.



GSA design and innovation team facilitated Scott and Fyfe's comprehensive review of its structures and practices



GSA is helping create 'Cultures of Innovation'

under our belt that can be attributed to this programme, ranging from new products, alternative supply ideas, new business wins, profitability growth, etc.

Innovation is a bumpy road, as you work through this process more and more people gain an opportunity to use the voice they have always had, but never used. As a result more people need to be listened and responded to.

This increase in the dialogue, leads to an increase in hard, honest, debate.

At Scott and Fyfe, dialogue is the fuel for our fire.

What is a culture of Innovation?

JL: It's a freedom of thought, freedom of speech and freedom of action.

It's imagining tomorrow and making it happen today, safe in the knowledge that we are dynamic, empowered and flexible enough to adapt, once the future unfolds.

In essence we were shooting for an oxymoron "Organised Right-brain thinking."

Could you describe some of the benefits to the business?

JL: We have seen up to six-figure savings in

some of our products through cutting back on waste issues.

We now have a greater awareness of innovation, we are quicker at making a decision and acting on it than before.

Any individual stories you would like to share with us?

JL: We have shop floor operators who have set up their own innovation blogs, completed market assessments to select our new French distribution and designed a marketing campaign for a key market segment. Such is the power of Embedded Innovation.

To support economic growth in Scotland, The Glasgow School of Art and The Institute of Directors Scotland and have created a unique, cutting-edge programme with a very simple, powerful aim; to allow you to optimise your company's existing skills. We call this programme 'Creating Cultures of Innovation'.

Find a guide for your Innovation Journey ... contact j.lockwood@gsa.ac.uk

"We would have a situation where a member of the shop floor was leading a team filled with managers and directors; this promoted a freedom of speech, thought and action..."

Making skills work for Scotland

THE Scottish Qualifications Authority (SQA) is an executive non-departmental public body (NDPB), responsible for developing, accrediting, assessing and certificating the vast majority of Scottish qualifications.

The skills challenge is an increasingly important focus for countries across the world – but Scotland has recognised that success is not merely about a highly educated workforce. Achieving sustainable economic growth will only be possible by making those academic and vocational skills relevant and ensuring that these skills are applied in the workplace – whatever the nature of that workplace might be.

These skills include those that are job specific and associated with a given industry sector, updated and honed as demands change.

There are also personal and learning skills that enable individuals to become effective lifelong learners by adapting to a changing environment, as well as the fundamental skills of literacy and numeracy and, increasingly, IT capability, which are essential for an individual to participate in and contribute to modern society. Today's work and learning environment requires high levels of communication skills and the ability to solve problems and to work effectively in teams.

So - why do we need qualifications?

Qualifications are essential tools in validating learning for individuals and employers and support the standards of achievement required by the economy, business and society. They also provide a record of progression for individuals as they develop through life, allowing them to build on their prior learning.

Qualifications must reflect the appropriate level of learning, capturing all aspects of the required skills, yet flexible enough to support different learning styles and employer needs. They must be relevant and allow for progression through lifelong learning as the needs of individuals, businesses and society change, and they must be of a quality and standard that ensures that their value is maintained over time.

Qualifications are important. They are the

currency of skills and learning – a stamp of quality that is recognised across business, industry and further learning. SQA works in close partnership with Sector Skills Councils and other industry bodies to ensure appropriate qualifications are available to support business needs.

SQA is responsible for developing, in conjunction with Scotland's diverse business community and the 40-plus colleges from across the country, work-based qualifications that are specifically designed to improve the skills-base of employees and in turn help make our economy more competitive, while also expanding and developing the career opportunities for many thousands of people.

There are SQA qualifications for everyone – school and college students, trainees, apprentices, and adults – people who already have qualifications and those who don't, people who are in employment and those who are outside the job market.

SQA aims to continue improving our links with business and industry. We are totally committed to the ongoing process of developing new qualifications to meet the ever-changing needs of the people of Scotland and the needs of the Scottish economy.

It is crucial that employers and managers, in both the public and private sectors, can make sense of the range of qualifications that potential employees hold, and it is equally important that they can calculate the value of the courses and qualifications that they make available to staff in line with employee development programmes.

The SQA is a partner in a 'credit' system called the Scottish Credit and Qualifications Framework (SCQF), which helps employers and managers alike quickly understand the credit value of a multitude of awards available in Scotland.

The framework

has 12 levels: from level 1 for very basic education, to level 12 for postgraduate qualifications.

Qualifications are designed to meet particular needs. At any level, some qualifications cover a range of skills, knowledge and understanding, while others focus on narrower, perhaps specialised areas. Qualifications might be 'small' or they might be 'large' but the fact that they are at the same level means that they are dealing with the same level of complexity. This means that the level of the learning gained is comparable but not the same in content or purpose.

The SCQF is designed to bring clarity and ease of understanding to all qualifications and works towards supporting business.

For more information on SQA's range of qualifications visit www.sqa.org.uk



"SQA works in close partnership with Sector Skills Councils and other industry bodies to ensure appropriate qualifications are available to support business needs"

Edinburgh Napier University invests £12m to help businesses grow

EDINBURGH Napier University has established nine Institutes of Research and Innovation in sectors identified as key growth areas by the Scottish Government. The Institutes give businesses an easy access point to the wide range of expertise within the University.

They can offer your business direct technical support, grants, specialist skills, training, CPD, facilities and equipment.

The University is particularly keen to engage with small and medium-sized enterprises which account for the majority of Scotland's business community.

>> Want to find out more?

For more on Edinburgh Napier University, see www.napier.ac.uk/business

Institutes of Research and Innovation

Institute	Director
Edinburgh Institute for Leadership & Management Practice	Professor Charles Edwards
Employment Research Institute	Professor Ron McQuaid
Institute for Science & Health Innovation	Professor Keith Nicholson
Institute for Creative Industries	Professor Robin MacPherson
Institute for Informatics & Digital Innovation	Professor Jessie Kennedy
Institute for Product Design & Manufacture	Professor Ian Hunt
Institute for Sustainable Construction	Professor Sean Smith
Forest Products Research Institute	Professor Philip Turner
Transport Research Institute	Professor Kevin Cullinane

Boost for innovation

SCOTTISH SMEs can now access a range of expertise, facilities and funding to boost innovation and profitability through a £2.3 million initiative led by Edinburgh Napier University.

The initiative is one of the first of its kind and offers SMEs unique access to a network of nine University and College partners from across the East of Scotland, providing a gateway to a range of support designed to assist in the development of innovative products, processes and services.

Support provided by the initiative will focus on priority sectors including creative industries, energy & renewables, food & drink, informatics, life sciences & healthcare, manufacturing, sustainable construction, tourism and rural business.

To help develop projects between SMEs and academic partners, the initiative has access to an innovation fund. The initiative can also assist SMEs to access additional sources of funding support such as Innovation Vouchers, Knowledge Transfer Partnerships, SMART awards and R&D Grants.

Partners include: Queen Margaret University, University of St Andrews, Carnegie College, Elmwood College, Jewel and Esk College, Oatridge College, Edinburgh's Telford College and Stevenson College Edinburgh. The initiative is part-funded by the European Regional Development Fund (ERDF) and the Scottish Funding Council's SEEKIT fund.

For further information contact **Samantha Penn** on: 0131 455 6311, email: s.penn@napier.ac.uk



Nurses' diabetes business has the problem covered

EDINBURGH nurses have launched a range of specially designed colourful insulin pump covers.

Diabetes nurses from NHS Lothian and Edinburgh Napier University, who work at the Metabolic Unit at the Western General Hospital, noted widespread concern about the aesthetic and practical challenges of using an insulin pump, which is worn on the body as an alternative to multiple daily insulin injections.

The team identified a gap in the market and, with the help of the Edinburgh BioQuarter, set up a not-for-profit company – ipSOX, with all proceeds reinvested in the hospital's Metabolic Clinic.

Jacqui Charlton, a lecturer/practitioner in diabetes at Edinburgh Napier University said: "We spoke to many people who had tried to find a cover that was both comfortable to wear and did not make them feel self-conscious but there was very little choice.

"Some said that the pumps were uncomfortable when worn against the skin or that pumps could be visible when worn under clothing.

"The covers on the market at the time were bulky, indiscreet or used Velcro, which can damage your clothing."

• See www.ipsox.co.uk for more information

Connecting with the Baltic

A NEW CENTRE has been launched to support Scottish companies operating in the Baltic States.

The Baltic Scotland Enterprise & Export Centre will be based at Edinburgh Napier University's Institute for Product Design & Manufacture. It aims to strengthen Scottish exports to central and eastern Europe, as well as to Russian and Confederation of Independent States markets, such as Ukraine and Kazakhstan.

The centre will also help companies take advantage of EU funding for establishing R&D and production bases in the Baltic markets.

The new initiative has been

jointly founded by IPDM, The Roslin Biocentre, Edinburgh Chamber of Commerce and Cormack Consultancy Baltic (CCB Ltd).

The BSEEC will operate an export incubator in Lithuania, in association with one of the new Lithuanian Science valleys. This will offer a range of facilities to UK companies, including:

- Virtual and actual office space
- Support in applying for local funding support
- Access to local legal, accounting and marketing specialists, as well as the local science base

www.napier.ac.uk/ipdm

Impact through innovation



Tanya Ewing, Tayeco

Brought to market through product design expertise

Helping you find viable solutions to real world challenges by sharing our specialist skills, training, facilities, technical support and grants.

We helped Tayeco prototype their innovative Ewgeco energy monitor - showcased by the British Library as one of the top 15 inventions of the last decade. Contact us to find out how we can do the same for you.

Visit www.napier.ac.uk/business



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