



Strategy for Directors

Three-day course

20-22 October 2025

British Consulate-General Shanghai's office

IoD member: £3,550

Non-member: £4,150

Delivered in collaboration with:



European Chamber
中国欧盟商会



The British
Chamber of Commerce
in Hong Kong
香港英商會



China-Britain
Business Council
英中贸易协会



iod.com/training

Course overview

The skills you need to create, lead and evaluate your organisation's strategic processes.

This course explores the relationship between strategy, governance and risk. It highlights the importance of a dynamic strategic process in delivering stakeholder value and generating competitive advantage. You will gain insight into the board-level knowledge and practical skills required to create, implement and evaluate your organisation's strategy.

The IoD Award in Strategy for Directors (ISFD), Level 9 (SCQF) is a module of the Certificate in Company Direction Qualification.

This course maybe booked as a standalone module or taken as part of the full qualification.

Course benefits

This intensive course will help you drive a dynamic strategic process, ensuring you have the tools and frameworks needed to support strategic thinking and decision-making. You will leave with practical, applicable knowledge to deliver your organisation's objectives, while anticipating risk and ensuring you're ready for the future. This course can be combined with other modules to qualify for the Certificate in Company Direction.

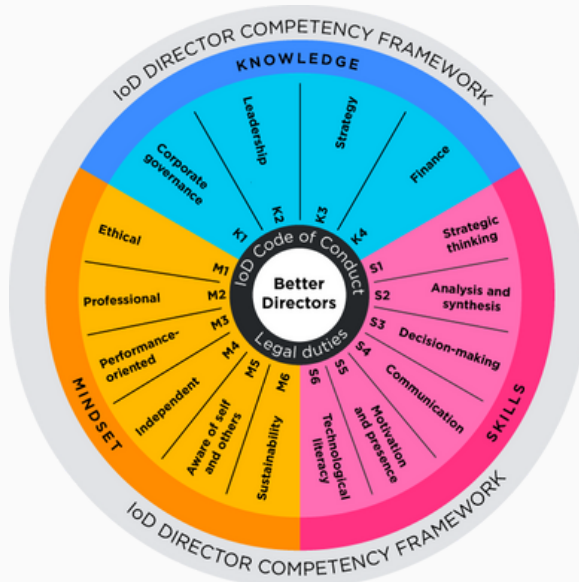
Learning objectives

By attending this course, you will gain the knowledge and skills to:

- identify the components and explain the process of planning and implementing an effective strategy
- carry out analysis that will reveal areas of strategic opportunity or threat
- use strategic concepts and models to generate, evaluate and assess strategic options
- deliver your current strategic objectives while future-proofing your organisation

Director Competency Framework

The Director Competency Framework underpins the IoD's professional development offering, and defines the distinct and wide-ranging competencies required for effective leadership.



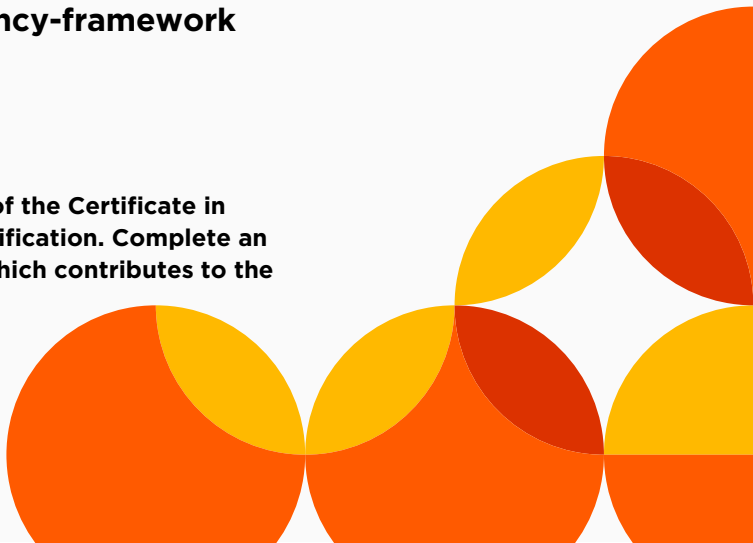
By placing knowledge of finance and business strategy on the same level as ethical decision-making, effective communication and the encouragement of diverse views, the framework sets the standard for professional practice for directors, in a clear and digestible format.

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iod.com/competency-framework

Did you know?

This course is also part of the Certificate in Company Direction qualification. Complete an exam to get an award which contributes to the overall qualification.



Course leader

Jane Bishop



Business experience

Jane is an MBA and CIMA-qualified director with a career spanning both private and public sectors over 33 years; starting as a health economist through to management of more than 20 health specialties and over 800 staff. Since 2003, she has led the growth of her family business (Law Firm), from a turnover of £180k to £4.2m through acquisitions and a careful growth strategy within a highly regulated environment.

Jane became Chairman of the IoD (Bath & Wiltshire) in 2013 with one of the largest memberships outside of London. Her work with Army Land Command (Andover) led to the inclusion of the Chartered Director qualification in their transitioning officer funding scheme. She now contributes content for the strategy implementation module of the CDir.

She is a Management Consultant (2008) with various private and public sector organisations including NHS England. Her work with companies in software and professional services led to fundamental changes in their leadership and board teams.

Her expertise in business and an entrepreneurial approach means that she now owns three active property companies and is about to launch a remote advice spinal cord injury service alongside former clinical colleagues.

Professional credentials and training experience

Jane provides expert help to boards needing to focus on strategic and serious leadership challenges. She has expertise in both data-driven strategy formulation and implementation. Jane is a Fellow of the Institute of Leadership and holds an MBA & Diploma of Imperial College London.

“Strategy is how to play the game to win.”



Exam preparation session

As part of your learning journey and to assist you in your preparation for the exam, we are running two hour exam preparation sessions, which will be scheduled in the fortnight preceding each certificate exam sitting.

These sessions, delivered online via virtual classrooms, will be run by our course leaders in each of the four certificate subject areas, and will provide a valuable opportunity to practice and discuss a range of exam questions with a small number of your peers.

These sessions are included in your certificate course fees but need to be booked in advance. It is essential that you have completed the relevant course before attending the exam preparation session.

Visit iod.com/professional-development/chartered-director-programme/examinations/ to register for the exam.



Courses and events in Beijing and Hong Kong on 2025

'Leadership for Directors' course took place in Beijing in April with an incredible group of 17 delegates. Led by the course leader Ian Waddelow, the course is already off to a great start, diving into leadership challenges, building self-awareness, and enhancing emotional intelligence

We were thrilled to host the IoD's 2nd Alumni Event in ASEAN on 5 June 2025 at the British Consulate-General in Hong Kong. The event was supported by the Department for Business and Trade - British Consulate-General HK; delivered in partnership with the British Chamber of Commerce in Hong Kong.

At the Alumni Event, there was a forum of discussion around 'Tariffs, Trade and Geopolitical Challenges - Boardroom strategies in an uncertain world'. IoD alumni and guests were deeply inspired by Jon Geldart - Director General of IoD, who shared numerous useful insights, alongside Akoto Agyeman, Director of Trade and Investment in HK&Macao - British Consulate-General HK; Paul McComb - Executive Director, British Chamber of Commerce in Hong Kong; Dr. Wang Dan - China Director, Eurasia Group; Nick Marro, Chief Asia Economist and Lead of Global Trade, EIU who shared their wealth of knowledge with our moderator, Tina Wang, Representative of the IoD in China and ASEAN.

View the images from the insightful event [here](#)



I highly recommend the 'International Role of the Director and Board' course. It helped me to refresh, consolidate and expand my knowledge and provided me with practical knowledge essential for my role.

The course materials were comprehensive and designed to reflect real-world scenarios. This enhanced my understanding of the concepts and how they are applied in practice. Paul Munden's expertise as a commercial law barrister and his experience in chairing and working with boards of different types of organisation also brought an invaluable dimension to the course. His ability to blend strong technical knowledge with experience of the practical application of the concepts made the learning experience both engaging and highly relevant.

The course is a must-attend for anyone aspiring to or currently serving on a board, seeking to deepen their understanding and enhance their effectiveness.

Vaughn Barber

Chair, China-Australian Chamber of Commerce





Courses and events in China 2024

The IoD was delighted to deliver our three-day course of Strategy for Directors (SFD), along with IoD's first Alumni Event in China on June; following with the other three-day course of Finance for Non-Finance Directors (FFD) on November 2024, hosted by Tina Wang – Representative in China.

The course of SFD was led by the IoD strategy specialist Jane Bishop, and FFD was led by Deborah Morton-Dare, the programme lead of Finance in IoD. Both courses were delivered in partnership with the British Chamber of Commerce in China, British Chamber of Commerce Shanghai, the European Union Chamber of Commerce in China, China-British Business Council and the China-Australian Chamber of Commerce.

The Alumni Event comprised of a discussion forum focused on “navigating business strategy through uncertain times”. IoD alumni and guests were treated to an inspirational and fascinating set of presentations, perspectives, insights and debates.

These included inputs from Jon Geldart - Director General of the IoD, Jens Eskelund - Chief Representative of Maersk in the Greater China Area and North-East Asia/President of EUCCC, Dr. Henry Huiyao Wang - the Founder & President of Centre for China and Globalization, Yue Su - the Principal Economist of Access China/Asia at Economist Intelligence: EIU, and Jane Bishop.

View the images from the insightful Alumni event here



It was great to join the Finance for Non-Finance Directors training delivered by the IoD. Guided by the really professional and experienced IoD trainer who has been on the board for many big international companies herself, I found the training extremely thought provoking and helpful for both my daily work and mid/long-term career development. It enabled me to look at finance information from a totally new and more strategic angle... The course is very well structured and tailored for directors like me who is not specialised in accounting or finance but would really need to know how to make critical decisions based on finance analysis.

Jing Liu

Deputy Director, Education, Skills, Creative, Retail and Sports (China) | Department for Business and Trade (DBT) | British Embassy | China





Courses in China 2023

We were immensely proud to deliver our International Role of the Director and the Board course twice in China in both June and November 2023. The courses were delivered in partnership with the British Chamber of Commerce in China, the European Union Chamber of Commerce in China and the China-Australian Chamber of Commerce.

Led by IoD corporate governance specialists, Sheelagh Duffield (June) and Paul Munden (November), alongside invaluable contributions from Tom Luckock, a partner at Norton Rose Fulbright, the course provided a comprehensive understanding of governance practices tailored to the Chinese context.

We had the privilege of hosting distinguished delegates from renowned international corporations and institutions (as listed company logos below), representing diverse cultures such as those from Australia, Canada, China, Germany, Ireland, Italy, Taipei and the United Kingdom. The dynamic mix of cultures and perspectives ignited robust discussions, leading to highly positive feedback and satisfaction from all attendees.

After 20 years of practical experience working for and serving on several boards, it was great to finally sit through a formal course that explained the theory, common practices, as well as regulatory and legal context of how directors and their boards should operate.

I can wholeheartedly recommend the programme for both aspiring and veteran board members.

Adam Dunnett

Secretary General, European Union Chamber and Commerce in China



Proud hosts to:



Testimonials



As a director focused on governance, this IoD program proved very valuable. Discussing challenges frankly with fellow board members from diverse industries sharpened my skills. Key learnings centred on risk oversight, compliance practices, and ensuring transparency and accountability as regulations rapidly change. Modules reinforced governance fundamentals that protect shareholders regardless of scale. The international with China-specific insights allowed me to continually strengthen governance knowledge benefiting my companies.



Mirko Turrina

GM, Goglio (Tianjin) Packaging Co. Ltd

While I have been a member of and supported a number of boards in my career, I have never done this from the position of legal knowledge or best practice. Good and effective governance is so fundamental for organisational success as well as for regulatory compliance. The course was a great opportunity to strengthen my knowledge, spend some time with others from different industries and reflect on operating within the context of China.



The IoD International Role of Director course is a great stepping stone component into the other three courses to become a chartered director which I now aim to pursue too.

James Birkett

Registrar, University of Nottingham Ningbo China (UNNC)

As an over two-decade finance professional, the Finance for Non-finance Professional Director course actually brought me quite some refreshed views to my finance practice and reminded me of some knowledge gone over time. I would like to encourage senior managers of all background to participate in the course to benefit not only from the course itself, but also from the instructor and peers with diverse experience.



Jiang Wu

Country Head, UK Export Finance | British Embassy | China

I highly recommend the Finance for Non-Finance Directors course. It has been presented in a sophisticated and professional manner, with comprehensive materials and a highly competent and experienced tutor. Despite having worked for several multinational corporations for almost 20 years in senior leadership positions in business and marketing, this course provided a valuable opportunity for me to refresh, reflect, and enhance my financial knowledge, enabling me to contribute more effectively to boardroom decision-making.



Phoebe Lou

Executive Director of Marketing and Communication, University of Nottingham Ningbo China

Better directors for a better world

Join us

Join thousands of directors in the world-wide. Whether you're the founder of a start-up, the director of a multi-million pound business or a senior civil servant, the IoD is the place to connect, share knowledge and develop professionally.

For members of delivery partners: a one-year full International IoD membership is included as part of the course package.



Never stop learning. The IoD specialises in supporting directors to be the best they can be, through world class training and development courses. Come and learn, come and connect with directors like you, and come and have a voice to government.

Jonathan Geldart

Director General, IoD

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