



Certificate in Company Direction

4 modules | Multiple dates

Shanghai, Hong Kong and Beijing

IoD member: £2,995 (2 days)/ £3,550 (3 days)

Non-member: £3,495 (2 days)/ £4,150 (3 days)

Delivered in collaboration with:



iod.com/training



Do you know what you need to know?

The Chartered Director Programme, together with all our continuing professional development (CPD), is based on our Director Competency Framework. This framework reflects more than a century's experience of what it takes to be an exceptional director and was created to help people assess their current skills and capabilities, identify gaps, shape their personal learning and development path.

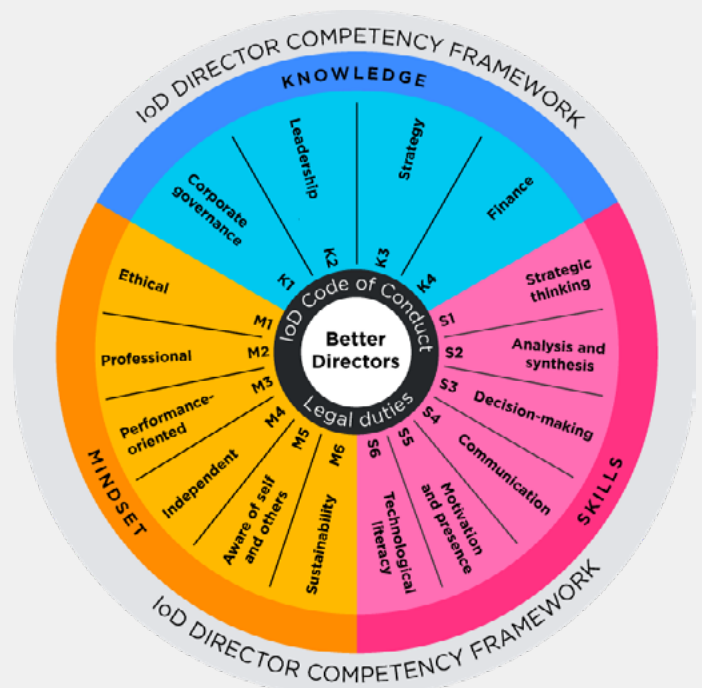
The framework is the first of its kind, setting out 16 core competencies across three dimensions – knowledge, skills and mindset. Competencies that, when combined, characterise strong and effective directors and leaders. It provides an accessible, measurable and achievable guide to help you become a better director, regardless of sector, industry or role.

You can also use it for your organisation to balance competencies across your board and senior leadership teams by enabling you to:

- Objectively evaluate director competencies
- Tailor continuing professional development (CPD) to individual needs
- Support selection, induction and succession planning for new board members
- Carry out 360° assessments and measure performance

Have a look at the [Director Competency Framework](https://www.iod.com/dcf) at [iod.com](https://www.iod.com) to see how you measure up.

Director Competency Framework



Programme content

The first stage in our Chartered Director Programme equips you with the skills, knowledge and mindset needed to function as an effective director at board level. The certificate covers a wide range of topics including governance, finance, strategy and leadership. It is credit rated as a Bachelors level qualification (18 credits) on the Scottish Credit and Qualifications Framework (SCQF).



Finance for Non-Finance Directors **13-15 April 2026** **Shanghai**

This course has been designed to demystify the world of finance for non-finance directors and senior managers. It will give you an understanding of key financial concepts and terminology. You will leave with the skills and knowledge needed to evaluate business plans, question financial information and contribute more effectively to boardroom decision making.

Objectives

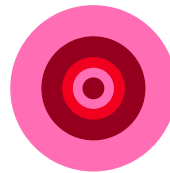
To give you the knowledge and skills to:

- evaluate your role and responsibilities in relation to finance
- understand the relationship between financial and corporate strategies
- outline ways of ensuring management reporting is effective and enables delivery of the organisation's strategy
- understand the key factors around funding requirements and funding options

Benefits

This course will give you what you need to assess the financial health of your organisation. It will enable you to understand financial terminology, use financial ratios and interpret accounts.

This course can be combined with other modules to qualify for the Certificate in Company Direction.



Leadership for Directors **2-3 July 2026** **Hong Kong**

This course gives you an understanding of the key competencies required to be an effective leader at board level. During the course you will assess different leadership and decision-making techniques, determine how to build and sustain high-performing teams, and evaluate how these can be applied in your own organisation for maximum impact.

Objectives

To give you the knowledge and skills to:

- understand how leadership can be defined and understood in relation to the director's role on the board
- develop greater awareness of yourself and the motivations and behaviours of others
- create a culture that constructively engages others in the organisation to achieve its strategic objectives, and to respond effectively to crisis and change
- identify how leaders create influence and impact within and beyond the organisation and assess relevant stakeholder engagement strategies

Benefits

It provides a valuable opportunity for directors to explore the strategic leadership issues involved in implementing corporate strategy. You will gain practical skills and techniques that can be immediately applied in your organisation.

This course can be combined with other modules to qualify for the Certificate in Company Direction.



International Role of the Director and the Board

15-16 October 2026

Shanghai

This course gives you a practical understanding of best practice in the boardroom and the confidence to tackle boardroom challenges.

It introduces a director's duties and legal responsibilities and the board's role in corporate governance and risk management. It explains how to ensure internal procedures such as executive appointments and remuneration remain transparent.

Objectives

To give you the knowledge and skills to:

- understand the key duties, roles and legal responsibilities of the director
- identify the differences between direction, management and ownership
- develop strategies for delivering best practice in the boardroom

Benefits

With a focus on real-world scenarios, this course will equip you with the understanding and applicable strategies needed to improve board effectiveness. You'll feel empowered to manage stakeholders effectively while acting in your organisation's best interests.

This course can be combined with other modules to qualify for the Certificate in Company Direction.



Strategy for Directors

21-23 April 2027

Beijing

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.

Objectives

To give you 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

Benefits

This module 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.

Course leaders

IoD course leaders are not academics — they are practising directors, executives, and governance specialists who have served on boards across industries.



Deborah Morton-Dare

Programme Lead,
Finance for Non-Finance Directors

Business experience

Deborah Morton-Dare is Programme Lead for the IoD's Finance for Non-Finance Directors course, and also a course leader for the IoD's flagship governance course, Role of the Director and Board. Alongside her role for the IoD, Deborah continues to be both a company director and a trustee, and advises start-up and early-stage businesses. Her current roles include: Advisory Board member for a global risk and compliance organisation and charity trustee.

Professional credentials and training experience

Deborah's broad career started with qualifying as a Chartered Accountant with a big four accountancy firm in London, working in corporate finance and gaining wide-ranging experience in a variety of corporates and financial institutions. The next stage in Deborah's career was to gain experience as a company director, having set up and run several businesses and acted in a number of advisory roles. Deborah is also a professional development partner for the Investor Relations (IR) Society where she is involved in syllabus development, content and course tutor for the professional qualification in IR.

Deborah specialises in financial, governance and investor relations training for all levels of financial background, from beginners to advanced, and to audiences ranging from SMEs to FTSE 100 board level. Deborah's training experience over many years encompasses a diverse range of organisations including corporate clients, financial institutions as well as public sector bodies and charities, both in the UK and internationally. Examples include the Bank of England, LinkedIn, Microgen, Morgan Stanley, IBM, a number of Stock Exchanges and Westminster Council.



Dr Simon Haslam, PhD MBA CDir CMC FRSA

Course Leader,
Leadership for Directors

Business experience

Dr Simon Haslam has 20 years' experience as a strategy consultant and change facilitator, working with senior leaders around the world. Simon is a Chartered Director and the IoD's programme lead for strategy. He is co-owner and director of FMR Research Ltd, whose work has been cited in Westminster and Scottish Parliaments. He is also a Non-Executive Director with a transport organisation and a Non-Executive Director/Trustee of the Social Research Association.

Professional credentials and training experience

Simon's clients include leading public, private and third sector organisations in a variety of countries, and he had personally provided over £3 million of consulting and development support. His MBA explored 'learning organisation' approaches and his doctorate examined behaviour in the professional services sector.

He is a dual finalist in the UK Consultant of the Year awards and a visiting fellow at Durham University Business School where he leads on the strategic management module on the global MBA. He also teaches at a post-graduate level at Nottingham and Strathclyde Business Schools. Simon's book Strategic Decision Making, written with Dr Ben Shenoy, was published by Kogan Page in 2016.



Rainer Pratl

Course Leader,
International Role of the Director and the Board

Business experience

Dr Rainer Pratl is a senior executive with over years of international experience in finance, strategy, and governance, specialising in business development and association leadership. He has worked extensively across the private, public and not-for-profit sectors, delivering growth, transformation and innovation. With deep financial expertise and a strong focus on governance, Rainer has helped major institutions improve board effectiveness, drive member engagement and implement large-scale strategic initiatives.

Professional credentials and training experience

He has served as a consultant and project lead for global organisations including McKinsey & Co, Alliance Boots and the Financial Services Compensation Scheme (FSCS), delivering cost efficiency and governance-focused transformation. A recognised board advisor, Rainer has helped shape governance capabilities for professional associations through his work with the Project Management Institute and the Institute of Directors. His experience spans multiple regions and industries, with a consistent emphasis on practical impact, stakeholder alignment and sustainable organisational success.



Ian Waddelow

Course Leader,
Strategy for Directors

Business experience

Ian Waddelow is an expert in strategic planning, board performance and international brand marketing. With over 25 years of experience helping CEOs, boards and organisations to grow worldwide. Ian currently lives in Bordeaux and works with clients in the UK, Europe, North America and Australasia in industries ranging from high fashion to hi-tech, manufacturing through to property.

Professional credentials and training experience

Ian is a member of the Chartered Institute of Marketing and works with clients ranging from SMEs to large multinationals such as RBS/NatWest, Bibby, AMEC, WS Atkins and Wrigleys. As an IoD consultant he has helped formulate strategy, develop new products and expand into new markets with companies such as Laing O'Rourke, First Group, The British Dental Association and the BBC.



Courses and events in Beijing and Hong Kong 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.

'International Role of the Director and the Board' was hosted at the office of British Chamber of Commerce in Hong Kong in September, which started the IoD's journey of Chartered Director Qualification training in HK. With British Government's support, we were very honoured to be supported by British Government and delivered the course of 'Strategy for Directors' at British Consulate-General's Shanghai office on October 2025.

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 and events 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 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



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)



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 and leaders to be the best they can be, through world class professional development. 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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