

# Prospectus 2025

Programmes & Workshops for Directors

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# Foreword

## **The role of director is one of the most comprehensive and impactful positions in any organisation.**

As a member of the board or C-suite, your expertise is not just essential; it defines your personal brand. To thrive in this role, you must continuously develop your skills, balancing core competencies such as finance, governance, and strategy with leadership qualities like behavioural risk management and team collaboration. Additionally, embracing innovative technologies and practices — such as AI, ESG, and cybersecurity — is crucial for staying ahead in today's dynamic business landscape.

This Prospectus presents our 2025 learning and education opportunities tailored specifically for directors.

From the prestigious Chartered Director Programme to concise workshops and short courses, we are committed to equipping you with the knowledge necessary to excel in your role. Our resources are always accessible, ensuring you have support at every step. Moreover, we offer customised board development services that cater to the entire board, fostering collective growth and effectiveness.

I encourage you to explore this prospectus as a vital tool for planning your professional development in 2025. Your journey towards becoming a more impactful leader starts here.

**Caroline Spillane CDir**  
**Chief Executive Officer**  
**Institute of Directors Ireland**



# Core competencies of being a director

An effective director has the core competencies to understand and critically assess complex information from the executive, while at the same time providing support, guidance and oversight from a governance, strategic and compliance perspective.

This can be complex with topics and areas being wide-reaching depending on the sector and type of business.

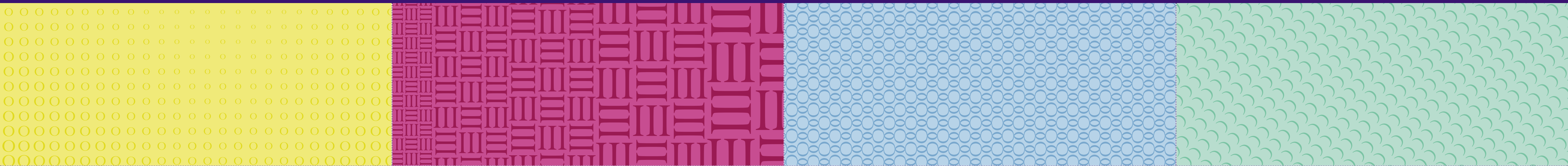
IoD Ireland has created a CPD Framework dedicated for directors to ensure they can meet these competency needs. The Framework combines our knowledge and research on corporate governance best practices with expert input from members, boards and senior business executives.

The Framework defines 4 key dimensions as the areas of competency that directors should have to effectively carry out their role. These include:

1. Governance
2. Technical Knowledge and Skills
3. Creative Strategy Formulation
4. Psychology of the Boardroom

This prospectus has been divided into these core dimensions so you can easily pick and choose the right option for you to upskill as a director.

# IoD Ireland CPD Framework



## Governance Framework

- Roles and responsibilities of being a director
- Company law
- Governance structures and processes (board reporting / committees)
- Audit and risk
- State bodies
- Trustees and Directors of Charities.

## Technical Knowledge & Skills

- Company finance
- Environmental, Social, and Governance (ESG)
- Cyber security
- Artificial Intelligence (AI)
- Digital innovation and strategy
- Investment decisions and organisational wealth
- Supply chain and procurement.

## Creative Strategy Formulation

- Strategic thinking
- Leadership
- Problem solving
- Analysis and use of information
- Complex decision making.

## Psychology of the Boardroom

- Behavioural risk management
- Emotional intelligence — aware of self and others
- Cultural intelligence and diversity conscious
- Communication
- Influencing
- Listening
- Leadership.

Importance of context

Director / Executive Experience

Professional Ethics & Integrity

# At a glance: Upcoming IoD Programmes 2025

Chartered Director Programme	ESG Fundamentals for Directors	Cyber Security Fundamentals for Directors	Leading a Digital and Innovation Strategy from the Boardroom	Psychology of the Boardroom
<p>A hybrid programme, of in-person and online sessions</p> <p>January 2025–November 2025</p> <p><a href="#">LEARN MORE</a></p> <p>September 2025–June 2026</p> <p><a href="#">LEARN MORE</a></p>	<p>Short online programme over 4 half day sessions</p> <p>09:00–12:30pm</p> <p>11th March–19th May</p> <p><a href="#">LEARN MORE</a></p> <p>29th September–2nd December</p> <p><a href="#">LEARN MORE</a></p>	<p>Short online programme over 4 half day sessions</p> <p>09:00–12:30pm</p> <p>8th April–3rd June</p> <p><a href="#">LEARN MORE</a></p> <p>7th October–25th November</p> <p><a href="#">LEARN MORE</a></p>	<p>Short online programme over 4 half day sessions</p> <p>09:00–12:30pm</p> <p>2nd May–10th June</p> <p><a href="#">LEARN MORE</a></p> <p>23rd October–3rd December</p> <p><a href="#">LEARN MORE</a></p>	<p>Short in-person programme over 2 full days</p> <p>09:00–4:30pm</p> <p>26th–27th March</p> <p><a href="#">LEARN MORE</a></p> <p>26th–27th November</p> <p><a href="#">LEARN MORE</a></p>

# At a glance: Upcoming IoD Workshops 2025

<p><b>Chairing for Impact: Boards and Committees</b></p>	<p><b>Getting Board Ready</b></p>	<p><b>The Audit and Risk Committee: An Introduction</b></p>	<p><b>Board Reporting: Optimising Board Effectiveness</b></p>	<p><b>Governance of State Bodies</b></p>
<p>Online workshop 09:30–12:30pm 12th February <a href="#">LEARN MORE</a> 5th November <a href="#">LEARN MORE</a></p>	<p>Online workshop 09:30–12:30pm 13th February <a href="#">LEARN MORE</a> 20th November <a href="#">LEARN MORE</a></p>	<p>In-person workshop 09:00–4:30pm 15th April <a href="#">LEARN MORE</a> 14th October <a href="#">LEARN MORE</a></p>	<p>In-person workshop 09:00– 12:30pm 1st May <a href="#">LEARN MORE</a> 22nd October <a href="#">LEARN MORE</a></p>	<p>In-person workshop 09:00–4:30pm 26th May <a href="#">LEARN MORE</a> 6th November <a href="#">LEARN MORE</a></p>
<p><b>Fundamentals of Finance for Company Directors</b></p>	<p><b>Advanced Finance for Experienced Company Directors</b></p>	<p><b>Investment Decisions and Building Organisational Wealth</b></p>	<p><b>Supply Chain and Procurement through an ESG Lens</b></p>	<p><b>Strategy for Experienced Directors</b></p>
<p>Online workshop 09:30–12:30pm 10th March <a href="#">LEARN MORE</a> 12th November <a href="#">LEARN MORE</a></p>	<p>In-person workshop 09:00–4:30pm 11th March <a href="#">LEARN MORE</a> 18th November <a href="#">LEARN MORE</a></p>	<p>Online workshop 09:30–12:30pm 10th April <a href="#">LEARN MORE</a> 15th October <a href="#">LEARN MORE</a></p>	<p>Online workshop 09:30–12:30pm 22nd May <a href="#">LEARN MORE</a> 14th November <a href="#">LEARN MORE</a></p>	<p>Online workshop 09:30–12:30pm 30th April <a href="#">LEARN MORE</a> 4th December <a href="#">LEARN MORE</a></p>

# Governance Framework: Upcoming Workshops and Programmes 2025

## Who are these workshops and programmes for?

- Directors (non-executives or independent or external directors as well as executive directors).
- Chairs, Vice Chairs, Committee Chairs and members.
- Senior Executives / C-suite executives (CEO, COO, CFO, CIO etc.).
- Professionals working and interacting with boards.
- Family members and controlling shareholders of boards of SME & family companies.
- Executives and directors of government and non-profit organisations and agencies.

## Knowledge covered

This dimension encompasses the specific competencies needed to design, evolve, and oversee a corporate governance framework suitable to context.

It covers the essential duties and responsibilities of directors to keep internal governance practices to code and addresses how to navigate complex regulatory and legal landscapes. This dimension supports individual directors in executing their role and thus contributing to collective board strength and efficacy through best practice.

## CPD Certification

All workshops and programmes are eligible for CPD hours. All participants will receive a certification of attendance / completion on completion of an activity.



	<b>Board Reporting: Optimising Board Effectiveness</b>	<b>Chairing for impact: Boards and committees</b>	<b>The Audit and Risk Committee: An Introduction</b>	<b>Getting Board ready</b>	<b>Governance of State Bodies</b>
<b>Format</b>	In-person workshop; taking place from 09:00–12:30pm	Online workshop; taking place from 09:30–12:30pm	In-person workshop; taking place from 09:00–4:30pm	Online workshop; taking place from 09:30–12:30pm	In-person workshop; taking place from 09:00–4:30pm
<b>2025 Dates</b>	<b>CLICK TO BOOK:</b> <a href="#">01/05</a> <a href="#">22/10</a>	<b>CLICK TO BOOK:</b> <a href="#">12/02</a> <a href="#">05/11</a>	<b>CLICK TO BOOK:</b> <a href="#">15/04</a> <a href="#">14/10</a>	<b>CLICK TO BOOK:</b> <a href="#">13/02</a> <a href="#">20/11</a>	<b>CLICK TO BOOK:</b> <a href="#">26/05</a> <a href="#">06/11</a>
<b>CPD</b>	2.5 hours of CPD	2.5 hours of CPD	6 hours of CPD	2.5 hours of CPD	6 hours of CPD
<b>Faculty Lead</b>	Dr Margaret Cullen, Non-Executive Director	Marie Collins, Chartered Director	Martina Maher, Chartered Director	Carol Bolger, Chartered Director	Dr Margaret Cullen, Non-Executive Director
<b>Cost</b>	Member fee: €340 Non-member fee: €370	Member fee: €280 Non-member fee: €350	Member fee: €465 Non-member fee: €540	Member fee: €280 Non-member fee: €350	Member fee: €465 Non-member fee: €540
<b>Certification</b>	Certificate of attendance	Certificate of attendance	Certificate of attendance	Certificate of attendance	Certificate of attendance

**“The Audit and Risk Committee: An Introduction workshop was insightful and delivered with superb clarity. It was perfectly pitched to all participants, who came from a wide range of sectors. Highly recommended for all new or aspiring Board members.”**

**Danny McCoy**

**Chief Executive Officer, Ibec and  
Independent Non-Executive Director, IPUT plc**



# Technical knowledge and skills Framework: Upcoming Workshops and Programmes 2025

## Who are these workshops and programmes for?

- Directors (non-executives or independent or external directors as well as executive directors).
- Chairs, Vice Chairs, Committee Chairs and members.
- Senior Executives / C-suite executives (CEO, COO, CFO, CIO etc.).
- Professionals working and interacting with boards.
- Family members and controlling shareholders of boards of SME & family companies.
- Executives and directors of government and non-profit organisations and agencies.

## Knowledge covered

This dimension unpacks the essential skills and knowledge directors need to fine-tune board decisions, ensuring optimal outcomes in compliance, risk management, control and corporate performance. Gain insight into cyber, ESG and digital transformation to steer boards successfully into the future. As part of our development in these key areas, IoD Ireland works with a number of partners in the development of these programmes. For the Cyber Security Fundamentals for Directors programme this includes Cyber Ireland and the National Cyber Security Centre (NCSC). For the ESG Fundamentals for Directors Programme this includes Sustainable Finance Skillsnet.

## CPD Certification

All workshops and programmes are eligible for CPD hours. All participants will receive a certification of attendance / completion on completion of an activity.

	Leading a Digital and Innovation Strategy from the Boardroom	Cyber Security Fundamentals for Directors	ESG Fundamentals for Directors
Format	Short online programme; taking place over 4 half day sessions from 09:00–12:30pm	Short online programme; taking place over 4 half day sessions from 09:00–12:30pm	Short online programme; taking place over 4 half day sessions from 09:00–12:30pm
2025 Dates	<p>CLICK TO BOOK:</p> <p><a href="#">02/05–10/06</a> <a href="#">23/10–03/12</a></p>	<p>CLICK TO BOOK:</p> <p><a href="#">08/04–03/06</a> <a href="#">07/10–25/11</a></p>	<p>CLICK TO BOOK:</p> <p><a href="#">11/03–19/05</a> <a href="#">29/09–02/12</a></p>
CPD	12 hours of CPD	12 hours of CPD	12 hours of CPD
Faculty Lead	Garvan Callan, Strategist, Innovator and Transformation Advisor. Garvan will be joined by leading industry experts and contributors.	Bill McCluggage, Chief Information Officer Expert. Bill will be joined by leading industry experts and contributors.	Professor Simon Haslam, Chartered Director. Simon will be joined by leading industry experts and contributors.
Cost	Member fee: €1,545 Non-member fee: €2,050	Member fee: €1,545 Non-member fee: €2,050	Member fee: €1,545 Non-member fee: €2,050 <b>Sustainable Finance Skillnet funding:</b> Eligible candidates can be funded. 20% of the cost of this Programme. See the website for full detail.
Certification	A certification of completion	A certification of completion	A certification of completion

“The ESG Fundamentals for Directors programme delivered on its objective of outlining what directors need to know and how. The programme experts covered key aspects of the ESG agenda with engaging discussions and practical guidance — including checklists and reference materials. As a result, I have the tools that will support me in constructive, informed and challenging strategic discussions on the many aspects of ESG.”

**Elaine Byrne CDir**  
Registrar of Credit Unions,  
Central Bank of Ireland



	Fundamentals of Finance for Company Directors	Advanced Finance for Experienced Company Directors	Investment Decisions and Building Organisational Wealth	Supply Chain and Procurement through an ESG lens
Format	Online workshop; from 09:30–12:30pm	In-person workshop; from 09:00–4:30pm	Online workshop; from 09:30–12:30pm	Online workshop; from 09:30–12:30pm
2025 Dates	<p>CLICK TO BOOK:</p> <p><a href="#">10/03</a> <a href="#">12/11</a></p>	<p>CLICK TO BOOK:</p> <p><a href="#">11/03</a> <a href="#">18/11</a></p>	<p>CLICK TO BOOK:</p> <p><a href="#">10/04</a> <a href="#">15/10</a></p>	<p>CLICK TO BOOK:</p> <p><a href="#">22/05</a> <a href="#">14/11</a></p>
CPD	2.5 hours of CPD	6 hours of CPD	2.5 hours of CPD	2.5 hours of CPD
Faculty Lead	Caroline Kirrane, CFA Charterholder	Caroline Kirrane, CFA Charterholder	Kevin McConnell, CFA Charterholder	Marion O'Donnell, Sustainable Investing Advisor
Cost	Member fee: €280 Non-member fee: €350	Member fee: €465 Non-member fee: €540	Member fee: €280 Non-member fee: €350	Member fee: €280 Non-member fee: €350 <b>Sustainable Finance Skillnet funding:</b> Eligible candidates can be funded. 20% of the cost of this Programme. See the website for full detail.
Certification	A certification of completion	A certification of completion	A certification of completion	A certification of completion

“The IoD Ireland Cyber Security Fundamentals for Directors programme delivered on its intention. It took a four pronged approach covering all the key areas essential to a director, including governance, the regulatory and compliance side, capability, and culture, as well as the planning and incident response for when a cyber-attack may happen. It also followed best practice recommendations from the NCSC and Cyber Ireland. This Programme is an essential for all directors.”

**Karen Herbert**  
Head of Group Conduct  
AIB

# Creative strategy formulation Framework: Upcoming Workshops 2025

## Who are these workshops and programmes for?

- Directors (non-executives or independent or external directors as well as executive directors).
- Chairs, Vice Chairs, Committee Chairs and members.
- Senior Executives / C-suite executives (CEO, COO, CFO, CIO etc.).
- Professionals working and interacting with boards.
- Family members and controlling shareholders of boards of SME & family companies.
- Executives and directors of government and non-profit organisations and agencies.

## Knowledge covered

This dimension and workshop dives into the methodologies and creative thinking needed to shape strategies that meet short and long-term business goals.

Understanding how to not just remain in business but to adapt and grow and to realise value in uncertainty requires strategy visualisation, amplification and world class implementation. Gain the know-how to turn strategic decision-making into instinct with this dedicated workshop.

Strategy for Experienced Directors	
<b>Format</b>	Online workshop; from 09:30–12:30pm
<b>2025 Dates</b>	<p>CLICK TO BOOK:</p> <p><a href="#">30/04</a> <a href="#">04/12</a></p>
<b>CPD</b>	2.5 hours of CPD
<b>Faculty Lead</b>	Professor Simon Haslam, Chartered Director
<b>Cost</b>	Member fee: €280 Non-member fee: €350
<b>Certification</b>	A certification of completion



“I would highly recommend the IoD Ireland Strategy for Experienced Directors workshop. It provided an excellent insight into building an effective strategy, as well as how to pivot in times of crisis and the obligations on directors. This workshop was expertly led by Professor Simon Haslam CDir and facilitated excellent peer to peer learning opportunities.”

**Sean Crowe CDir**  
**Group Executive & Board Member**  
**Fexco**



# Psychology of the boardroom: Upcoming Programmes 2025

## Who are these workshops and programmes for?

- Directors (non-executives or independent or external directors as well as executive directors).
- Chairs, Vice Chairs, Committee Chairs and members.
- Senior Executives / C-suite executives (CEO, COO, CFO, CIO etc.).
- Professionals working and interacting with boards.
- Family members and controlling shareholders of boards of SME & family companies.
- Executives and directors of government and non-profit organisations and agencies.

## Knowledge covered

This programme will address how to effectively manage group dynamics and behaviours, a form of behavioural risk management, to help lead to more effective oversight and decision making. The programme will cover four modules over two days:

1. Behavioural patterns in the boardroom
2. Social drivers of behaviours
3. Individual drivers of behaviours in the boardroom
4. Enhancing board effectiveness.

	Psychology of the Boardroom
<b>Format</b>	Short in-person programme; taking place over 2 full days from 09:00–4:30pm
<b>2025 Dates</b>	<p><b>CLICK TO BOOK:</b></p> <p><a href="#">26/03–27/03</a>   <a href="#">26/11–27/11</a></p>
<b>CPD</b>	12 hours of CPD
<b>Faculty Lead</b>	Dr Wieke Scholten, Social and Organisational Psychologist
<b>Cost</b>	Member fee: €1,800 Non-member fee: €2,300
<b>Certification</b>	A certification of completion

“IoD Ireland’s innovative new programme Psychology of the Boardroom was both insightful and enjoyable. Dr Wieke Scholten provided a confidential and engaging environment to both learn from peers and her academic insight. This is an essential programme in understanding the behavioural dynamics of boards, but also senior executive and leadership teams.”

**Tara Glynn**  
Group Company Secretary  
& General Counsel  
Vhi Group Services Dac



# Chartered Director Programme 2025

The Chartered Director Programme is a formalised qualification for directors and strategic business leaders. Regarded as the gold standard in director education.

The Programme combines academic learning, real-world experience from leading experts and peer-to-peer learning, to provide directors and the C-suite with the know-how to excel in the boardroom.

## Enrolment dates

January 2025–  
November 2025

[LEARN MORE](#)

September 2025–  
June 2026

[LEARN MORE](#)

A photograph of Catherine Moroney, a woman with blonde hair, wearing a red and white patterned top. She is holding a rolled-up document and has a name tag that reads 'Catherine Moroney CDir PTSB'. The background is a blue wall with a patterned border on the right side.

**Catherine Moroney CDir**  
**Independent-Non Executive Director**  
**PTSB**

# Path to Chartered Director status

## Step 1

### Certificate in Company Direction

The first part of the programme covers the role and director of the board (international), strategy, finance and leadership.

## Step 2

### Diploma in Company Direction

The next step includes applying your new knowledge and building your skills as a director. The hands-on module allows participants to experience the world of boardroom dynamics, navigating challenges and crises through role-play.

## Step 3

### Accreditation

The Certificate and Diploma in Company Direction qualification is credit rated by the Scottish Qualifications Authority and has 4 credits at Level 11 on the Scottish Credit and Qualifications Framework. This qualification broadly compares to an award at Level 9 on the Irish National Framework of Qualifications.

## Step 4

### Chartered Director

Once participants have completed the first two steps, they may also be eligible to go on to become a fully accredited Chartered Director. IoD Ireland is the only body in Ireland that provides the full designation and recognition as a professional Chartered Director (CDir).

Learn more on our [website](#).

“I loved the Chartered Director programme: it was well structured and well delivered with super support for people like me who are trying to fit this into a full time job. Although I am already on a number of boards, I learned a lot, and would say I am much better prepared for the future as a result of this.”

**Margot Slattery CDir**  
Global head of Diversity  
and Inclusion and Belonging  
ISS A/S



“The IoD Chartered Director Programme was a very professional enriching and personally rewarding experience. The material covered was excellent, spanning leadership, governance, strategy, and company finance. The programme was curated and organised in a really accessible way, which I found particularly helpful as I am in a full-time executive role. Finally, the peer-to-peer learning from my cohort who represented a cross sector of industry, and had a diversity of thought and experience was another level of depth to the programme. And I really enjoyed every step of the journey.”

**Luke Hanlon CDir**  
Managing Director  
Supervalu and Centra



# Customised Board Development

**At IoD Ireland we recognise that boards may also benefit from bespoke director development and training for the whole board.**

The IoD Customised Board Development service delivers, in a confidential setting, effective solutions for the development needs of your board, through customised training programmes that equip your board with the knowledge and tools to achieve its objectives.

## **What is covered?**

- Corporate governance evolution and best practice
- Relevant corporate governance codes and statutory frameworks
- Directors' duties and responsibilities

- Potential liabilities / conflicts of interest
- Role and tasks of the board
- Matters reserved for the board / delegated authorities
- Board composition / board committees
- Board induction training
- Board dilemmas
- Risk management
- Board development.

## **Learn more**

To find out more about our Customised Board Development service for your board, please visit our [website](#).



# Our faculty

As Chartered Directors and governance specialists our faculty have both the depth and breadth of experience and knowledge to enable you on your personal professional development journey.



**Carol Bolger CDir**



**Garvan Callan**



**Marie Collins CDir**



**Dr Margaret Cullen**



**Talita Ferreira CDir**



**Eileen Gleeson CDir**



**Professor Simon Haslam CDir**



**Caroline Kirrane CFA, MBA**



**Martina Maher CDir**



**Bill McCluggage**



**Marion O'Donnell**



**Dr Wieke Scholten**

# Find out more

The IoD Ireland team are here to answer your query on what is the right type of director development for you and your board.

Learn more about Customised Board Development

**Caroline Spillane CDir**  
**Chief Executive Officer**  
[ceo@iodireland.ie](mailto:ceo@iodireland.ie)

Learn more about IoD Programmes and Workshops

**Sheila Byrne**  
**Head of Learning and Education**  
[cpd@iodireland.ie](mailto:cpd@iodireland.ie)

**Gillian Roddie**  
**Learning and Education Manager**  
[cpd@iodireland.ie](mailto:cpd@iodireland.ie)





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