

YOUR EMAILS, BLOGS AND SOCIAL MEDIA POSTS

## Inclusivity for all

Thank you for covering the recent report from the Royal Academy of Engineering on creating inclusive cultures (“Inclusion is key to your bottom line”, November/December 2017).

The report recommends that some of the sector’s traditional strengths should be used as levers to make the profession more inclusive. The strengths it identifies are specific, although not unique, to engineering. They include teamwork, flexibility and an orientation towards problem-solving. The general point, though – that a sector can identify its strengths and use them as leverage – could surely be applied in all sectors to promote inclusion.

**Anthony Haynes, Frontinus**

## Brexit planning

The UK’s withdrawal from the EU is adding to the unpredictable climate for businesses. It increases the challenge of ensuring that their strategies are robust, with all of their components working in alignment.

To ensure business continuity beyond March 2019, CEOs and their leadership teams must focus on the future beyond Brexit now, instead of waiting until the outcomes of the political process. The key is to consider how to approach the following: threats to revenue, cost increases, exchange-rate fluctuations, the availability of skills and even the potential of operating in a tariff-free environment.

Leaders would be well advised to review their strategies to ensure that they are taking a robust approach to secure the future of their businesses.

**Rob Shorrick, The Leadership Gallery**

## CONGRATULATIONS...

... to Robert Graver, who won a night at the Woburn Hotel plus dinner and entry to Woburn Abbey and Woburn Safari Park. To win a night’s stay plus dinner and breakfast at Laura Ashley The Manor Elstree, turn to page 65.



## WHAT YOU’RE TWEETING US

**@ChapmanJS**  
Deliberate risk management: “Hope is not a strategy,” advises Paul Sean Hill, former flight director at @Nasa in @DirectorIoD @The\_IoD. Project and programme management professionals would concur. This is sound advice.

**@BlackonSilveruk**  
Great to see the terrific @CEO\_Battersea in @DirectorIoD @The\_IoD. “Stay flexible, be pragmatic – and keep it simple,” sums up Claire Horton and the astounding success of @BDCH work. Many congratulations.

## WHAT YOU’RE BLOGGING ABOUT

### Your preparation timetable for the EU General Data Protection Regulation

The GDPR comes into force on 25 May. Sarah Pearce, a partner at law firm Cooley, offers a schedule of actions to get your business ready for it.

### The humanisation of work

The Taylor review into employment practices has called for a new focus on the quality of work. Tania Coke, a senior mediator at Consensio, explores how this can be measured and why work needs to be humanised to balance the trend in automation.

# director

Director is published for the Institute of Directors by Seven, 3-7 Herbal Hill, London EC1R 5EJ

## EDITORIAL AND PRODUCTION

directormagazine@seven.co.uk  
020 7775 7775

### Head of content

Jon Watkins

**Editor** Chris Maxwell

**Technical editor**

Neil Cole

**Junior writer/reporter**

Hannah Gresty

**Art director** David Boa

**Designer** Andy Wells

**Senior visual editor**

Eithne Staunton

**Junior visual editor**

Tivina Elliott-James

**Content strategist**

Melody Bartlett

**Contributing editors**

Ryan Herman,

Christian Koch, Piers

Martin, Nick Scott

**Senior production**

**manager**

Elizabeth Knipe

**Deputy production**

**manager**

Chris Gardner

**Group account**

**director**

Stefanie Hinten-Reed

## COMMERCIAL

directorsales@seven.co.uk

020 7775 7799

**Commercial sales director**

Jo McGraw

**Head of**

**agency sales**

Dan Chester

**Head of client sales**

Fiona O’Mahony

**Commercial sales**

**project co-ordinator**

Samuel Haines

**Business director**

Emma Martin

**Chief executive**

Sean King

**Chairman**

Tim Trotter

**Thanks this issue to**

Michael Driver,

Lauren Hay, Will

Higham, Euan Holmes,

Martin Ixer, Tom

Jackson, Dan Lewis,

Blok Magnaye,

Edwin Morgan,

Allie Renison, Angela

Steed, Paul Stuart,

Fernando Volken Togni,

Claire Woodall



**BUSINESS PRESS**  
JULY 2016 TO JUNE 2017:  
52,580  
A 12-month subscription:  
**UK £20**  
**Europe £28**  
**The rest of the world**  
£37 (including post)



MEMBER OF  
THE PROFESSIONAL  
PUBLISHERS  
ASSOCIATION



Director is published for the Institute of Directors, 116 Pall Mall, London SW1Y 5ED. Opinions expressed do not necessarily reflect IoD policy. The IoD accepts no responsibility for views expressed by contributors. Advertisements and reader offers are not endorsed by Director or the IoD.

**INSTITUTE OF DIRECTORS** 020 7839 1233 [iod.com](http://iod.com)  
**SUBSCRIPTIONS** 020 7766 8866 [iod.com](http://iod.com)  
**MEMBERSHIP** 020 7766 8866



Director cover and text paper is supplied by Wyndeham Roche and produced from sustainable fibre through certified schemes. Both mills have ISO 14001 and EMAS accreditations. Printed by Wyndeham [Roche] Ltd, Victoria Business Park, Roche, St Austell, Cornwall PL26 8LX. Mailed by South West Mailing Ltd. ISSN 0012-3242.

© All rights reserved. Reproduction in whole or part without written permission is strictly prohibited. Colour transparencies, manuscripts or disks submitted to the magazine are sent at the owner’s risk. Neither the company nor its agents accept any responsibility for loss or damage. Unsolicited material should be accompanied by a stamped self-addressed envelope. Director is a member of the Independent Press Standards Organisation and is committed to upholding the Editors’ Code of Practice. If you wish to make a complaint under the code, or if you have a correction, please contact Director at Seven, 3-7 Herbal Hill, London EC1R 5EJ.

## CONTACT US



[directormagazine@seven.co.uk](mailto:directormagazine@seven.co.uk)



[@directorIoD](https://twitter.com/directorIoD)



[director.co.uk/contact](http://director.co.uk/contact)

## TELL US WHAT YOU THINK

To contribute to the letters page, or to comment on anything published in Director, email [directormagazine@seven.co.uk](mailto:directormagazine@seven.co.uk) or write to the editor, Director, 3-7 Herbal Hill, London EC1R 5EJ

## JOIN OUR READER PANEL

Are you a member of the IoD? To join the Director reader panel, email [directormagazine@seven.co.uk](mailto:directormagazine@seven.co.uk)

## BLOG FOR DIRECTOR

Would you like to write a blog for the website? Email [directormagazine@seven.co.uk](mailto:directormagazine@seven.co.uk) to send us your ideas

## TAKE PART IN A ROUNDTABLE

Register your interest for our roundtables with director general Stephen Martin by emailing [directormagazine@seven.co.uk](mailto:directormagazine@seven.co.uk)