



Board Career Planning Tool

The following tool will help you identify what you bring to the Boardroom table, the types of companies and Boards you may be best suited for and wish to target (short and longer term), and where you may need to augment your skills.

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
<p>1. Operational experience</p>	<p>Have you had P&L responsibility?</p> <p>What have been your senior level leadership roles? (Highlight experiences that translate to a Director role/would be beneficial to a corporate Board?, e.g., M&A, global roles, Transformation, IPO)</p> <p>What specific/unique/important knowledge do you have vis a vis relevant current or future markets?</p>	

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<p>2. Industry Knowledge</p>	<p>What is/are your area(s) of industry/market expertise?</p>	
<p>3. Functional expertise</p>	<p>What are your areas of domain/functional expertise? (e.g., Human Resources, Technology, Cyber Security, Supply Chain, financial (“audit committee financial expert, see note 1”))</p>	
<p>4. Financial acumen</p>	<p>Do you have financial acumen?</p> <p>Refer to: Financial Intelligence in the boardroom https://womengetonboard.ca/financial-intelligence-in-the-boardroom/</p>	
<p>5. Network mapping</p>	<p>Refer to: the Network Mapping Your Way onto a Board Tool.</p>	
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<p>6.What are your behavioural competency strengths?</p>	<ul style="list-style-type: none"> • Mentoring/Leadership • Collegiality • Self-Confidence • Self-Management • Critiquing abilities • Communicating with impact • Influence • Listening skills • Strategic thinking • Analytical thinking • Global Perspective 	
<p>7. Do you have a governance certification?</p>	<p>Are you certified or accredited through either ICD (ICD.D), Directors College (C.Dir) or CDI.D?</p>	
<p>8. What other accomplishments and achievements make you a valuable Board candidate?</p>	<ul style="list-style-type: none"> • Educational background and alumni network • Current and previous Board experience • Articles or press releases, speaking engagement • Honours and awards • Professional and non-profit association memberships • References 	

Part 2: Finding Your Next Best Fit

Using your answers to the above questions, fill out the table below.

YOUR PROFILE	KEY AREAS	SELF-ASSESSMENT 1 = no proficiency 2 = some proficiency 3 = expert
<p>9. What skills can you bring to a small-cap/pre-IPO board?</p>	<ul style="list-style-type: none"> • Understanding of relevant market, trends, new opportunities • Key contacts • Capital markets, private equity, or venture capital experience • M&A • Strategic alliances/partnerships • Experience with a high-growth company taking it public • PR and/or reference clients • Government Relations • ESG • Fundraising • Other 	
<p>10. What skills can you bring to a large cap public company board?</p>	<ul style="list-style-type: none"> • Strategic skills • Engineering/technical skills • Financial expertise • Governance expertise • Knowledge of current or future markets • Government contacts, alliances or key client contacts • Relevant experience with issues that the company is facing • Other 	

Part 3: Target Your Board search & due diligence

YOUR PROFILE	KEY AREAS	DEVELOPMENT PLAN
<p>What Boards are you interested in?</p>	<ul style="list-style-type: none"> Identify the companies/and or industries where you could add the greatest value. 	
<p>Conduct your due diligence</p>	<ul style="list-style-type: none"> Review SEC filings/company websites Read analyst reports and articles Look within your network to see if anyone knows the CEO, CFO or members of the board Do your due diligence of the company culture-tone at the top 	

Note 1:

The SEC Definition of a Financial Expert:

An audit committee financial expert is defined as a person who has the following attributes: (i) an understanding of generally accepted accounting principles and financial statements; (ii) the ability to assess the general application of such principles in connection with the accounting for estimates, accruals and reserves; (iii) experience preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of issues that can reasonably be expected to be raised by the registrants financial statements, or experience actively supervising one or more persons engaged in such activities; (iv) an understanding of internal controls and procedures for financial reporting; and (v) an understanding of audit committee functions. A person must have acquired such attributes through any one or more of the following: 1. Education and experience as a principal financial officer principal accounting officer, controller, public accountant or expertise in one or more positions that involved the performance of similar functions; 2. Experience actively supervising a principal financial officer, principal accounting officer, controller public accountant, auditor or person performing similar functions; 3. Experience overseeing or assessing the performance or companies or public accounts with respect to the preparation, auditing or evaluation of financial statements; or 4. Other relevant experience.

Acknowledgement: this board career planning tool has been adapted in collaboration with LHH Knightsbridge for the Getting Board Ready program.