

WOMEN GET ON BOARD

# Mentorship Program Mentee Guide

2024-25



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**WGOB Mentorship Program Mentee Guide**  
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# Introduction

Congratulations! You are a Mentee in the **Women Get On Board Inc. (WGOB) Mentorship Program**. We encourage you to read this guide in preparation for the program. In it, you will receive information about:

- The **WGOB Mentorship Program**;
- The Program Facilitator, Mentees and Mentors;
- The Program Format and Key Dates;
- What to Expect as a Mentee;
- Structuring your Quarterly Mentoring Sessions; and,
- Mentorship Fundamentals to get you started!

We look forward to working with you and supporting your board journey. Here's to your success!



# Thank You to Our Sponsors

Thank you to our sponsors, who are committed to advancing the next generation of women corporate directors. Sponsorship levels are based on the WGOB corporate pillars: to **connect**, **promote** and **empower** women to corporate boards.

## EMPOWER LEVEL

The logo for Sprott, featuring the word "Sprott" in a bold, dark blue, sans-serif font.

## CONNECT LEVEL

The logo for Stanton Chase, featuring the words "STANTON CHASE" in a blue, serif font, with horizontal lines above and below the text.

Thank you as well to our past **connect** sponsors for their commitment to launching and supporting the WGOB Mentorship Program:

- First Nations Financial Management Board
- irlabs
- Massey Henry
- Sandpiper Group

## ABOUT WOMEN GET ON BOARD

# Mentorship Program

Founded in 2015, [Women Get On Board Inc. \(WGOB\)](#) is a social-purpose company committed to elevating the next generation of women corporate directors. Our mission is to **connect**, **promote** and **empower** women to serve on corporate boards with confidence and courage.

WGOB was selected as a 2023 CWE Gala award winner in the Gender Equality in the Workplace category in recognition of the company's work to elevate women in senior leadership roles and get more women on corporate boards. With more than 900 members across Canada, we are proud to be building the next generation of women in the boardroom, one woman at a time. We believe in the power of three: one woman in the boardroom is a token, two is a presence and three is a voice.

We have seen the power of mentorship affect meaningful, real-world change in advancing gender diversity in the boardroom. That's why we launched the WGOB Mentorship Program to promote women leaders and accelerate their corporate board journey.

The **WGOB Mentorship Program** matches aspiring women corporate directors (Mentees) with accomplished leading and serving women corporate directors (Mentors) to elevate their board effectiveness and advance their board journey to a corporate board seat. The program will provide **Guided Mentoring** and incorporates key learnings from Deborah Rosati's e-book *How to Get Yourself On a Board* and **Peer-to-Peer Networking** for the Mentees.

## MENTORSHIP MATCHING SELECTION PROCESS

Registered Mentees were required to complete a Mentee profile, and Mentors were required to complete a Mentor profile. WGOB used best efforts to match Mentees with Mentors based on the information provided.



## MENTORSHIP PROGRAM FOUNDING ADVISORY COUNCIL

We formed our **WGOB Mentorship Program Founding Advisory Council** to help build, support and promote our WGOB Mentorship Program, launched in 2021. This group of diverse and accomplished women leaders were committed to our WGOB mandate to **connect**, **promote** and **empower** the next generation of women leaders. Thank you to our WGOB Mentorship Program Founding Advisory Council members for their commitment to supporting us in our launch and building out our **WGOB Mentorship Program** during their term October 2020-March 2024.

### MENTORSHIP PROGRAM FOUNDING ADVISORY COUNCIL MEMBERS

1. [Jennifer Laidlaw](#), Transformational Leader
2. [Vinny Bhathal](#), Managing Partner, Chief Controller, Spratt Inc.
3. [Lori-Ann Beausoleil](#), Board member, Audit Committee Chair, Retired PWC Partner
4. [Alyssa Barry](#), Principal & Co-founder of irlabs
5. [Beth Tyndall](#), Chief People Officer, Ontario Teachers' Pension Plan
6. [Janis Duncan](#), Founder, More Than An Occasion
7. [Cheryl Fullerton](#), EVP People and Communications at Corus Entertainment

# Meet your Facilitator

Throughout this unique one-year program, the **WGOB Mentorship Program** Facilitator will guide, facilitate and host six Virtual Sessions.



**DR. DEBORAH ROSATI,  
FCPA, FCA, ICD.D, GCB.D, CCB.D  
FOUNDER & CEO  
WOMEN GET ON BOARD INC.**

Deborah Rosati, an award-winning corporate director and entrepreneur, has been defined in three interconnected ways throughout her 35-year career – as a corporate governance champion, catalyst for change and community builder.

As the founder and CEO of [Women Get On Board Inc. \(WGOB\)](#), an 900+ member social-purpose company, Deborah is building a community of the next generation of women corporate directors, advancing equity, diversity & inclusion (EDI), collaboration, courage, and confidence in the boardroom.

Deborah is a leading and serving corporate director and has chaired many public company audit committees and nominating & corporate governance committees.

In addition, Deborah has led and served on numerous special committees with various mandates (including going public, going private, M&A, restructuring and special investigations).

Deborah's passion for good governance and board diversity is rooted in her board journey when she was often the only woman in the boardroom. These first-hand experiences cemented Deborah's conviction that having more women on boards makes better business sense.

Deborah's commitment to sustainable change and empowerment, deep governance and financial expertise and dynamic personality have made her a sought-after thought leader and speaker —her thought leadership on corporate governance, sustainability, EDI and social impact is profiled on her website:

<https://deborahrosati.ca/>



# Meet your Executive in Residence

Throughout this unique one-year program, the WGOB Mentorship Program Executive in Residence will support, advise, and help guide our **WGOB Mentorship Program**.



**SHARON CASTELINO, MBA,  
LLM, ICD.D**  
EXECUTIVE-IN-RESIDENCE,  
WOMEN GET ON BOARD INC.

A trusted and award-winning business leader, advisor and mentor with an exemplary track record as a Financial Services Executive (30 years) and Corporate Director (20 years). From executive roles at large Canadian Tier 1 banks, a fintech start-up that went public in 2017, to President of the largest public-private partnership for housing attainability, Sharon has had accountability for billion-dollar P&Ls and multi-disciplinary teams across global jurisdictions. She has delivered dozens of keynotes on various topics, including ESG, economic reconciliation, boardroom leadership, the Canadian economy, the housing sector and the regulatory landscape. Sharon completed a Master of Laws from Osgoode Hall Law School and a Master of Business Administration with Distinction, earning the prestigious Ivey Scholar from the Richard Ivey School of Business, Western University. In addition to her consulting and advisory practice for boards and C-Suite leaders, Sharon currently serves on two private boards and one alumni board.

# Meet the Mentees

Your Mentee cohort comprises accomplished women who have more than ten years of senior management experience. Mentees registered for this program have aspirations to lead and serve on a corporate board.

[Barbara Engelbart McKenzie](#)

[Bhavana Nelliparambil](#)

[Isobel Alice O'Connell](#)

[Donna Wong](#)

[Elaine Sano](#)

[Karin Boettcher-Crawford](#)

[Kaajal Abrol](#)

[Katrina Paddon](#)

[Lovisa McCallum](#)

[Mina Mawani](#)

[Penny St Antoine](#)

[Jennifer Quaglietta](#)

[Maroquine Aziz](#)

[Monique Brand](#)

[Sandrine Siewe](#)

[Rumyana Davidson](#)

[Ruby Littlechild](#)

To view Cohort 1, 2 & 3 Mentees, [click here](#)



# Meet the Mentors

The WGOB Mentors comprise a diverse group of leading and serving women corporate directors in Canada committed to advancing board diversity. They will support our WGOB mandate to connect, promote and empower women to corporate boards.

[Allison Mendes](#)

[Amy Freedman](#)

[Jill Donaldson](#)

[Kristi Honey](#)

[Mackie Vadicchino](#)

[Marilyn Spink](#)

[Michelle Banik](#)

[Natascha Kiernan](#)

[Qi Tang](#)

[Sandra Levy](#)

[Sham Madhok](#)

[Susan Jones](#)

[Tara McCarville](#)

[Tania Clarke](#)

[Theresa Firestone](#)

[Theresa Redburn](#)

[Tracy Primeau](#)

To view our full list of Alumni Mentors, [click here](#)

# Program Format & Key Dates

WGOB has created a unique one-year program consisting of:

- Six Virtual Sessions (hosted by WGOB - dates and topics below)
- Quarterly Mentoring Sessions (more details in “Structuring Your Quarterly Mentoring Sessions”)

## SIX VIRTUAL SESSIONS (DATES AND TOPICS):

You will receive email communications and Zoom details in advance of each of the Virtual Sessions.

### 1. Program Kick-Off Roundtable Session – Mentors/Mentees

Key Learning: Master the Foundations of Board Service

April 16, 2024 | 5:00-7:00 pm ET

### 2. Interim Session – Mentees Only

Key Learning: Position Your Board Offer

June 18, 2024 | 5:00-7:00 pm ET

### 3. Mid-Term Mentoring Roundtable Session – Mentors/Mentees

Key Learning: Get Board Interviews

September 17, 2024 | 5:00-7:00 pm ET

### 4. Networking Session – Mentees Only

November 19, 2024 | 5:00-7:00 pm ET

### 5. Interim Session – Mentors/Mentees

Key Learning: Ace Your Board Interview

January 21, 2025 | 5:00-7:00 pm ET

### 6. Program Completion & Key Learnings Roundtable – Mentors/Mentees

March 4, 2025 | 5:00-7:00 pm ET

## PROGRAM KICK-OFF ROUNDTABLE VIRTUAL SESSION

The **WGOB Mentorship Program** Kick-Off Roundtable Session will include the following:

- Introduction & welcome
- Meet the Advisory Council
- Meet the Mentors & the Mentees
- Overview of the Program
- Key Learning: Master the Foundations of Board Service
- **Peer-to-Peer Networking:** Breakout groups to meet your Mentee cohort



# What to Expect as a Mentee

Throughout the program, you will build the skills you need to empower you on your board journey.

Your six Virtual Sessions will provide **Guided Mentoring** and will incorporate key learnings from Deborah Rosati's e-book *How to Get Yourself On a Board*, including:

- **Master the Foundations of Board Service**
  - Recognize there are different types of boards
  - Identify the skills needed to serve on a board
  - Develop your governance knowledge and expertise
- **Position Your Board Offer**
  - Assess your board readiness
  - Identify the right board for you
  - Create your board value proposition
- **Get Board Interviews**
  - Identify board opportunities
  - Network your way on to a board
  - Deliver a stand-out board resume and LinkedIn profile
- **Ace Your Board Interview**
  - Learn tips on how to prepare for a board interview

Your Quarterly Mentoring Sessions will be your time to get advice and support from your Mentor about the six Virtual Sessions' key learnings, the e-book and your Mentor's own board experiences.

We will request feedback after each Virtual Session to ensure program success, and the Facilitator will reach out to each Mentor throughout the program to get your input.

# What to Expect as a Mentee

## Mentee Benefits

Mentees will receive the following benefits:

- Receive 1:1 guidance from a leading and serving woman corporate director (your Mentor);
- Receive **Guided Mentoring** based on Deborah Rosati's e-book *How to Get Yourself On a Board*, with the following key learnings:
  - Master the Foundations of Board Service
  - Position Your Board Offer
  - Get Board Interviews
  - Ace Your Board Interview
- Expand your network via **Peer-to-Peer Networking** and build critical relationships;
- Deepen your knowledge and understanding of board dynamics to position your board offer, and;
- Receive a certificate of completion

## Mentee Commitment

Mentees are required to make the following commitments:

- Schedule Quarterly Mentoring Sessions based on times that work for both you and your Mentor;
- Attend six Virtual Sessions supported by key learnings/resources (dates above);
- Participate in **Peer-to-Peer Networking** throughout the program;
- Drive Mentor relationships by being accountable for arranging your Quarterly Mentoring Sessions;
- Strategize together to set tangible, obtainable goals; plan and execute;
- Keep all discussions confidential;
- Share feedback with WGOB about issues and progress, and;
- Participate in evaluation throughout the program.

# Structuring Your Quarterly Mentoring Sessions

The **WGOB Mentorship Program** is a unique one-year program that consists of six Virtual Sessions and Quarterly Mentoring Sessions. The Quarterly Mentoring Sessions will be self-initiated by you, and this will be your time to get advice and support from your Mentor about the six Virtual Sessions' key learnings, the e-book and your Mentor's own board experiences.

The following is an overview of all the sessions you will attend.

## Part One: Master the Foundations of Board Service

Part one has two sessions:

- Virtual Session hosted by WGOB - Program Kick-Off Roundtable - Mentors/Mentees
  - Key Learning: Master the Foundations of Board Service
- Quarterly Mentoring Session

In this Virtual Session, you will become familiar with the differences between various boards and identify skills needed to serve on a board and develop your governance knowledge and expertise. Your Quarterly Mentoring Session will use these key learnings to provide the foundation for topics to discuss with your Mentor.

## Part Two: Position Your Board Offer

Part two has two sessions:

- Virtual Session hosted by WGOB - Interim Session - Mentees only
  - Key Learning: Position Your Board Offer
- Quarterly Mentoring Session

In this Virtual Session, you'll assess your board readiness and begin the process of positioning your board offer. Review the WGOB E-Guide, [Are You Board Ready?](#). In your Quarterly Mentoring Session, you will ask your Mentor for advice on how to identify the right board for you and help you define your board value proposition.

## Part Three: Get Board Interviews

Part three has two sessions:

- Virtual Session hosted by WGOB - Mid-Term Roundtable - Mentors/Mentees
  - Key Learning: Get Board Interviews
- Quarterly Mentoring Session

Now you're ready to get those board interviews. But where do you start? This Virtual Session will be an invaluable resource. You will receive guidance on identifying board opportunities, networking your way onto a board, as well as delivering a stand-out board resume, LinkedIn profile and letter of interest. In your Quarterly Mentoring Session, you will ask your Mentor questions on how best to seek out and respond to board opportunities.

### **Part Four: Ace Your Board Interview**

Part four has two sessions:

- Virtual Session hosted by WGOB - Interim Session - Mentees only
  - Key Learning: Ace Board Interviews
- Quarterly Mentoring Session

This Virtual Session will offer practical insights on acing board interviews based on the WGOB E-Guide: [How to Prepare for a Board Interview](#). In your final Quarterly Mentoring Session, you will ask your Mentor for guidance on preparing for successful board interviews.

### **Part Five: Wrap Up**

Part five has one session:

- Virtual Session hosted by WGOB - Program Completion & Key Learnings Roundtable - Mentors/Mentees

Take this opportunity to reflect on the program together and celebrate your successes!





# Mentorship Fundamentals

These mentorship fundamentals FAQs will enable you to take full advantage of the **WGOB Mentorship Program** and assist you in your mentoring relationship!

## **What is the difference between mentorship and coaching?**

It is essential to recognize the difference between mentorship and coaching. Coaches typically work with a learner for a set period to help them develop skills in a specific area. Those skills—and the learning process itself—are defined by the coach.

Mentorship is different. It is a relationship-based experience with specific but wide-ranging goals, and it can last over an extended period. With mentorship, the plans may change, but the Mentee always sets them. The Mentor's role is to support those goals by helping the Mentee build wisdom to apply any situation. The changes that result from mentorship are intrinsic—they come from within the Mentee. <sup>1</sup>

## **What makes a successful mentoring relationship?**

The most robust relationships are built on mutual trust and respect. To ensure the best results, both the Mentor and Mentee should feel safe to be vulnerable, open and honest in their interactions.

Equally important is the match-up of skills and experience. Mentorship succeeds when the Mentor has a pool of expertise that is different and greater than the Mentee's own experience. By sharing new perspectives, Mentors can help Mentees build wisdom, improve confidence, explore their strengths and raise their aspirations.

<sup>1</sup> [What is the Difference Between Mentorship and Coaching?](#)

(Together Inc., 2019)



## What are the core attributes of a receptive Mentee?

Successful mentorship relationships require dedicated effort on the part of both parties. A receptive Mentee should have the following attributes:

- **Willingness to learn:** Be eager and prepared to learn from your Mentor. You can demonstrate your enthusiasm by taking the initiative to set goals for your mentoring sessions and establishing a plan for meeting those objectives.
- **Willingness and ability to self-evaluate:** Approach the experience with openness and be willing to evaluate yourself objectively. You should feel comfortable identifying your strengths and weaknesses and discussing your values and goals.
- **Learning style:** Ensure that you have established a basic understanding of how you learn best and be prepared to communicate your learning style to your Mentor. Understanding your learning style will help you and your Mentor work more effectively together.
- **Time:** Mentorship requires consistent time commitments from both the Mentor and the Mentee.
- **Communication:** Great communication requires thought and attention. Listen to your Mentor actively, ask timely follow-up questions and clarify anything you do not understand.
- **Commitment:** Demonstrate commitment and persistence in the mentoring relationship. The more your Mentor can trust your dedication to the partnership, the more committed they will be to it.
- **Self-confidence:** Be confident enough to be open and candid with your Mentor.
- **Confidentiality:** Always ensure that details and information shared by your Mentor are kept in confidence. Do not be afraid to seek clarity from your Mentor regarding which information is confidential.
- **Courage:** Throughout your relationship, you may face challenges. Be prepared to face those issues with courage and openness as you tackle them with your Mentor.

## Rules of Engagement for Your Quarterly Mentoring Sessions

For the best possible experience, Mentors and Mentees should commit to standard meeting etiquette.

- **Session details:** In your initial conversations, determine what times and dates are appropriate for your Quarterly Mentoring Sessions.
- **Preparation:** Before each Quarterly Mentoring Session, agree on your objectives.
- **Wrap Up:** At the end of each conversation, discuss what you will cover in the next session and confirm the date.
- **Review:** Regularly review your goals/objectives to ensure that they are still meeting both of your needs.

# Key Resources & Contacts

The primary resources for the **WGOB Mentorship Program** are:

- [How to Get Yourself on a Board e-book](#)
  - To download a complimentary copy of this e-book, click the link above and use code **WGOB100**.
- [WGOB E-Guides](#)
- [WGOB: In Conversation](#)

Below are some additional readings to round out your knowledge:

- [Are You Ready to Serve on a Board?](#)
- [Ways to Position Yourself To Get on a Board](#)
- [How To Get On Your First Corporate Board](#)
- [Want to Join a Corporate Board? Here's How](#)
- [Directors and Officers in Canada](#)
- [Key Findings of The Future Boardroom Research Survey: Evolving Boardroom Competencies and the Board Education Imperative](#)
- [Exploring New Board Opportunities, Being Gracious in Saying "No"](#)
- [Are You Diversifying Your Board Portfolio?](#)
- [Writing Your First Board Biography Positioning Yourself for Corporate Directorship](#)


## Program Administration and Support

If you have questions or concerns, please feel free to reach out to **Deborah Rosati, Founder & CEO** of **Women Get On Board Inc.** at [deborah.rosati@womengetonboard.ca](mailto:deborah.rosati@womengetonboard.ca) or **Laura English, Director, Membership & Programs** at **Women Get On Board Inc.** at [laura.english@womengetonboard.ca](mailto:laura.english@womengetonboard.ca)

# Conclusion

Now that you have an overview of the **WGOB Mentorship Program** dates, format and the community—as well as a starting point on expectations, Virtual Session topics, key learnings and fundamentals—you're ready to get started. To help you get the most out of your unique one-year mentorship program, we encourage you to keep this guide on hand as a reference throughout the program.

We look forward to connecting, promoting and empowering you on your board journey!



**"In order to be a Mentor, and an effective one, one must care. You must care. You don't have to know how many square miles are in Idaho, you don't need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you're sharing with."**

**– Maya Angelou**

# Appendix A



## Network Mapping Tool

Joining a board is about fit and style, and the Board wants to make sure that your style will fit in. To help them decide, think about your network and how you might be connected to any one of the Board members. This is what I call “network mapping.” Use your network to map how you might be connected to members of the Board — the more connections you have to the Board the more comfort they can get on how you will fit in. Don’t be afraid to ask for introductions!

The purpose of this document is to help Board ready women map through their network to explore board opportunities to find the right connections.

Company (the boards you would like to serve on)	Your network (Decision Makers, Connectors, Mentors, Sponsors and organizations)**Refer to next page for Definitions	Action Plan

## Network Mapping-Definition of your network

### Your Network

To help you map through your network it is important to understand who can help connect you to a board opportunity. Your network can be broken into the following groups:

**Decision Makers-** these are individuals that will make the final decision on who will join their board. Board members, in particular the Chair of the Board, Chair of the Nominating Committee

**Connectors-** these are individuals that will connect you to board members, CEOs and Executives of a company you would like to serve on. Examples-Lawyers, Accountants and Other Professional Service firms and Thought leaders. You can refer to my blog: <https://womengetonboard.ca/the-power-of-connection/>

**Mentors-** these are individuals that inspire others in achieving their best and find joy in encouraging them to make a difference refer to my blog: <https://womengetonboard.ca/the-power-of-mentorship/>

**Sponsors-** Executive Sponsors inside your company, they are willing to put your name forward for board opportunities. Or they could be individuals you have worked with in the past and they believe in you. When you are looking for a sponsor remember that it is a two way relationship based on mutual respect and trust. You both need to be invested. Your sponsor is putting their name on the line by championing you, so you need to follow through with their advice and work hard to keep your sponsor's good reputation intact.

Refer to my blog the Power of Sponsoring: <https://womengetonboard.ca/the-power-of-sponsorship/>

**Organizations-**Think about the organizations you are affiliated with, your alma mater, not-for-profits, professional organizations/associations and member-based organizations (like- CPA Canada, CBA, GPC, CFA, etc.) and how you can leverage these organizations.

Network mapping your way onto a board is an ongoing process- that you need to be strategic in connecting to your network. To your networking!

# Appendix B



## WGOB Board Career Planning Tool

The following exercise will enable you to identify what you bring to the boardroom table, the types of companies and boards you may wish to target, and where you may need to augment your skills.

It will also help you identify what type of company and board you will be best suited for, both from an industry and skills matrix perspectives.

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
1. Operating experience	<ul style="list-style-type: none"> <li>-do you have P&amp;L responsibility?</li> <li>-talk about your leadership roles?</li> <li>-what career highlights and leadership experiences would be beneficial to a corporate board?</li> <li>-knowledge of relevant current or future markets</li> <li>-alliance relationships or key client contacts</li> </ul>	
2. Industry Knowledge	<ul style="list-style-type: none"> <li>-what is your area of industry/market and technologies expertise?</li> </ul>	
3. Functional expertise	<ul style="list-style-type: none"> <li>-what is your areas of functional expertise?</li> </ul>	
4. Financial expertise (“audit committee financial expert”) see note 1	<ul style="list-style-type: none"> <li>-what is your relevant financial expertise?</li> </ul>	

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
5. Network of your contacts	-what networks do you have contacts with that would be useful to a board? (think about the companies you worked/associations you are part of, Not-for Profit work you have done., what Linked in Groups)	
6. What is your personal style/character?	-Collaborative -Strategic-think -Integrity -Courage -Humility -Drive -Accountability	
7. Do you have time to serve	-do you have 200-300 hours to serve on a Board?	
8. What governance education program have you taken?	-are you certified or accredited through either ICD, Directors College or Competent Boards?	
9. What skills can you bring to a small-cap/pre-IPO board?	-understanding of relevant market, trends, new opportunities -key contacts -capital market opportunities as private equity. or VC -M&A -strategic alliances/partnerships -experience with a growing company or taking it public -PR and/or reference clients -tap your network for key hires	

YOUR PROFILE	WHAT CAN YOU OFFER?	DEVELOPMENT PLAN
10. What skills can you bring to a large cap public company board?	<ul style="list-style-type: none"> <li>-strategic skills</li> <li>-engineering/technical skills</li> <li>-financial expertise</li> <li>-governance expertise</li> <li>-knowledge of current or future markets</li> <li>-government contacts, alliances or key client contacts</li> <li>-relevant experience with issues that the company is facing</li> </ul>	
11. What other accomplishments and achievements make you an attractive board candidate?	<ul style="list-style-type: none"> <li>-educational background and alumni network</li> <li>-current and previous board experience</li> <li>-articles or press releases, speaking engagement</li> <li>-Honours and awards</li> <li>-Professional and non-profit association memberships</li> <li>-References</li> </ul>	
What Boards are you interested in?	<ul style="list-style-type: none"> <li>- identify the companies/and or industries where you could add the greatest value.</li> </ul>	
Conduct your due diligence	<ul style="list-style-type: none"> <li>- review SEC filings/company websites</li> <li>- read analyst reports &amp; articles</li> <li>- look within your network to see if anyone knows the CEO, CFO or members of the board?</li> </ul>	

**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.*



# Appendix C



## Board Skills Matrix Assessment Tool

The purpose of this Board skills matrix tool is for you to assess your skills/expertise that you bring to a corporate board to help you articulate your board value proposition. Go through the skills/expertise and rank yourself on a scale of 1 to 3, 3 being the highest level of proficiency (this is where you have expertise). See below in the chart the ranking definitions.

Skills/Expertise	Ranking 1= no proficiency 2= some proficiency 3= expert
<b>Governance</b>	
Board Experience	
Committee Experience	
Chair Experience	
<b>Leadership</b>	
CEO	
COO	
CFO	
Other C-level roles _____	

Senior Management / Partner	
<b>Relevant Industry Knowledge/Experience</b>	
Mining & Natural Resources	
Financial Services	
Infrastructure	
Real Estate	
Oil & gas	
Consumer	
Health care, Life Sciences	
Technology	
Public sector	
Other: _____	
<b>Finance and Financial Acumen</b>	
Financial Literacy	
Accounting Designation	
Capital Markets / Financings (Debt, Equity, IPO etc.)	

M&A (JVs, Take-Over Bids, Arrangements, Going Private)	
<b>Operations/Management</b>	
Business Development	
Supply Chain	
Human Resources / Compensation	
Global	
Information Systems / Technology	
Cyber Security	
Sales & Marketing	
Strategic Planning / Leading Growth	
Enterprise Risk Management	
<b>Legal/Government/Environment</b>	
Corporate Law	
Securities Law / Regulations	
Government Policy / Relations	
Health, Safety & Environment	

Environmental, Social & Governance (ESG)- Sustainability	
Other: _____	
<b>Other</b>	
Diversity	
Other: _____	

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