

SECURING A BOARD APPOINTMENT

Companion WorkBook

First Edition

BY DAVID SCHWARZ



Welcome to the workbook

This workbook is here to change how you approach a board appointment and to show that the process can be clear, strategic and even enjoyable. You'll move step by step through the three pillars - Aspiration, Articulation and Application - to turn the ideas from the "Securing a Board Appointment" book into action. Along the way, you'll learn how to stand out from competitors, find better-fit opportunities and increase your chances of being appointed.



A board appointment really is within reach, whatever your background or ambition. Whether you're aiming for your first seat, your next role, or something more significant - paid or voluntary, in business, government, or the not-for-profit sector - the same principles apply. Most people pour effort into the wrong things, repeat what doesn't work, and lose momentum. The ones who succeed do three things differently: they know which boards they want, why those boards need them and how they'll get there.

That's what this workbook will help you do step by step.

David Schwarz, CEO

GETTING STARTED

THE PROCESS YOU'LL FOLLOW



By completing these actions alongside the Book, you'll answer the same three questions and build the momentum, clarity, and processes to get appointed. You'll follow a repeatable process, not a hope-driven search. With consistent execution, an appointment within 12 months is a reasonable expectation – aim sooner. Each session moves you from ideas to structure, from structure to action, and from action to results.

HOW TO USE THIS WORKBOOK

Work through one session per sitting (60–90 minutes) with the matching chapter, and use the guidance and templates as written. Each step builds toward a tangible outcome, so don't rush or skip ahead. Early on, progress beats perfection: "close enough" is good enough. Revisit your notes as you go; iteration turns scattered thoughts into a clear, confident story.



WHAT YOU'LL PRODUCE



By the end, you'll have a one-page picture of your board "fit" and a shortlist of about 12 organisations you both want and could realistically join. You'll have a concise brief on one target board and a clear message: a polished profile, 60-second pitch, two-page Board CV, and short cover letter linking your value to what the board needs. You'll also prepare an intro kit for strong ties, map 30 weak ties, refresh your LinkedIn and be ready for the board interview with confidence.



ASPIRATION

The Aspiration pillar defines where and why you want to serve. It turns vague ambition into a focused board search, identifying the sectors, organisations, and impact areas that align with your experience, values, and long-term goals.

ARTICULATION

The Articulation pillar transforms clarity into communication. It shapes your message - in words, tone, and evidence - so Chairs, recruiters, and peers instantly grasp what you offer, why it matters, and how it adds value at board level.



APPLICATION

The Application pillar converts clarity into action. It turns your board proposition into targeted, credible documents and conversations. It delivers a Board CV, cover letter, and outreach rhythm that consistently lead to real appointments.

MODULES

Research like a director

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07-12

Aspiration:
Which board fits and
wants you?

PAGES
13-20

Articulation:
Communicating your
value at the board level

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Turn relationships into
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Module one: Research like a director

What is it about?

Most candidates skim a website and call it research. Directors don't. Your job here is to think and act as if you already sit at the board table: read the organisation's narrative (not just its facts), track recent shifts, test real-world touchpoints, and speak to people who know the context. This chapter provides a practical approach to delve deeper, enabling your conversations and applications to demonstrate insight rather than guesswork.

Outcome: An Insight Brief for a target organisation.

What it unlocks

- A sharper board proposition and pitch (you'll anchor claims in the organisation's real priorities).
- Stronger Board CV/cover letter and supporting statements (clear, role-specific evidence).
- More credible outreach to Chairs/recruiters (you'll sound fluent, not generic).
- Better interview performance (board-level questions that matter, not stock answers).

Task 1: Online fluency (read an organisation's narrative)

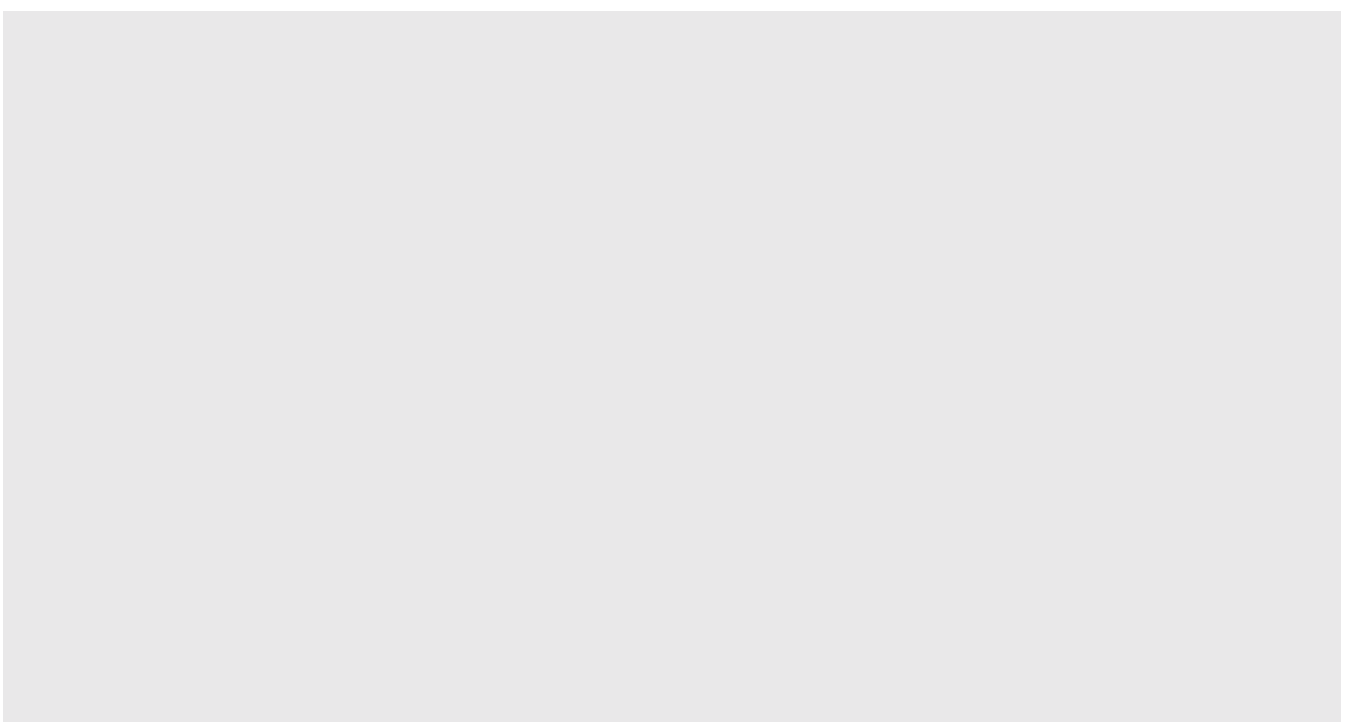
Why this task

Most candidates collect facts; directors read the story. Build a board-level view of strategy, pressures, priorities, and governance before engaging with anyone. Choose one organisation you aspire to join, and develop that view in depth, seeing it as a director would.

How to complete:

- Go beyond the surface: Explore the full website (about, strategy, services, impact, policies).
- Key documents: Annual report, strategic plan, investor or stakeholder updates, risk/governance statements. Use AI to summarise.
- Governance: Board makeup, committees, tenure, refresh signals.
- News: Program launches, funding wins, issues, leadership changes.

Research log: What have you done and what have you learned?



Task 2: Dynamic signals (what's changed and why it matters)

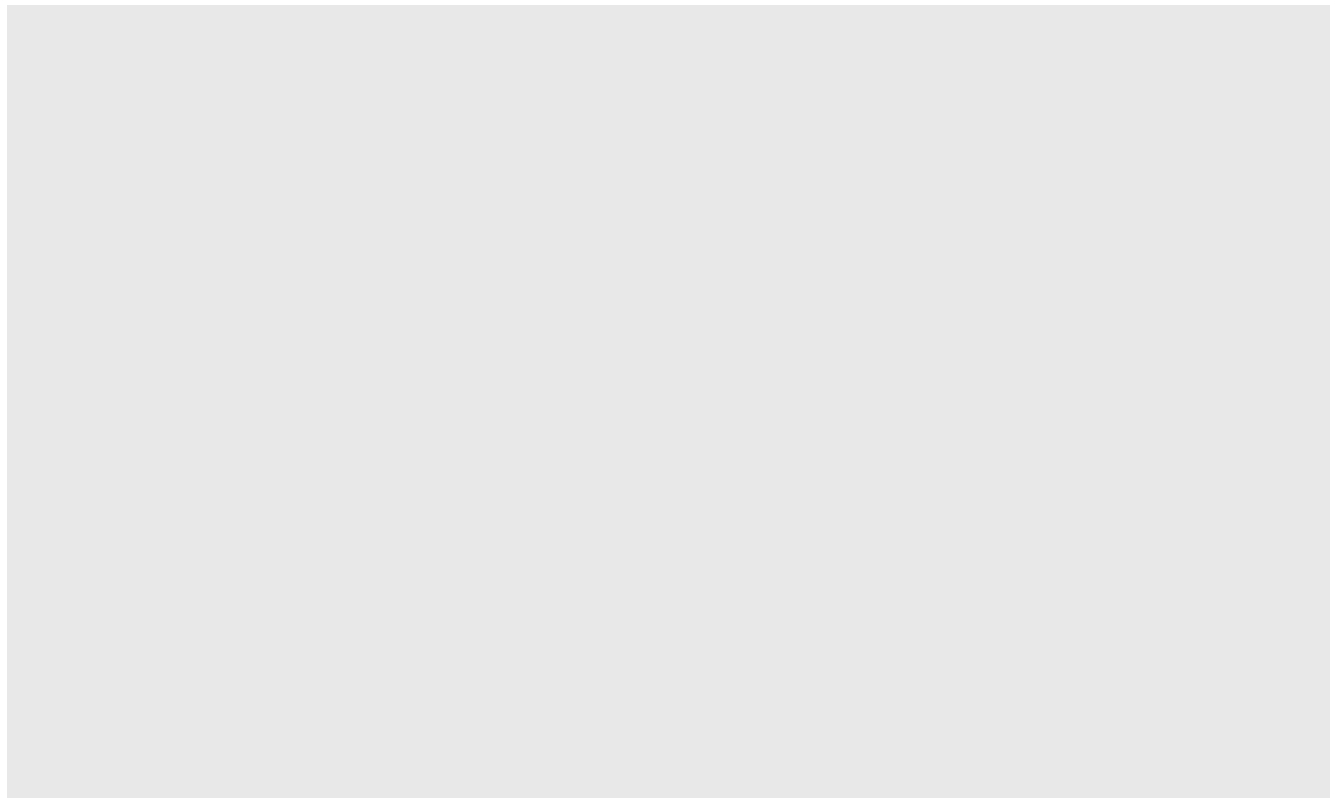
Why this task

Boards care about change. Spotting shifts in tone, priorities, or language shows attention to detail and strategic thinking. Don't chase every article. If you can evidence each change with a single public source, you're done.

How to complete:

- Review the last 12–24 months of updates (newsroom, statements, social, regulator/market notices).
- Set two simple alerts (newsletter sign-up and one news/keyword alert).
- Note funding, regulatory, or market changes that could alter strategy.

Research log: What have you done and what have you learned?



Task 3: Insight mapping (turn research into board-level intelligence)

Why this task

Synthesise what you have gathered into a clear, board-level brief. Use the focus area below to organise insights, identify key risks and opportunities, and demonstrate how your experience adds value and understanding of the organisation's context.

01

Competitive landscape: How are they positioned vs. key competitors? What's their edge or weakness?

02

Industry trends: What do trade reports or analyst commentary say about risks or opportunities?

03

Public sentiment: What do stakeholders, customers, or former staff say on LinkedIn, X, or reviews?

04

Unfiltered perspective: What's being said in media coverage, watchdog reports, or forums?

05

Market context: What macroeconomic, political, or regulatory factors are shaping this space?

06

Board composition: Who is on the board? Any recent changes? Are they due for refreshment?

07

Strategic fit: Where are the pain points? How could your experience specifically help?

Module two: Aspiration - Which board fits and wants you?

What is it about?

Successful NEDs know their goals and the boards they want and can realistically join. They're clear on industry, size, remuneration, and purpose. Without that clarity, your search becomes reactive and frustrating.

Defining your Board Aspirations is the first and hardest pillar, but it's the foundation for everything that follows. Don't skip this step. The goal is to give direction to your effort, so every action that follows - articulation and outreach- is focused, confident and strategic.

Outcome: A shortlist of 12 target organisations you want to join and could plausibly be appointed to. Remember: close enough is good enough for now.

What it unlocks

- Clarity on your ideal board role and the types of organisations that fit it.
- A shortlist of around 12 target boards you both want and could realistically join.
- A clear link between your skills, values, and board contribution.
- Focus and motivation, so your search stops feeling random and starts feeling intentional.

Task 1: Define your board parameters

Why this task

Before you name targets, get clear on your value, parameters and practical constraints. This sets the guardrails, allowing Task 2 to be faster and more accurate.

How to complete:

- Spend 15–20 minutes.
- Write short, honest answers, just one or two lines each. No research, no editing.
- Be candid: this snapshot will shape your shortlist and later your pitch.

01 How much do I need to be paid?

Consider the pay levels and organisation scale. Are they realistic, and how many roles would meet your target?

Answer:

02 What is the primary value I bring, and who benefits?

Begin with your executive role, but widen out: consider your sector, unique expertise, and organisational insight.

Answer:

01 Where do I live and does it matter?

Boards still value local insight. Which regions do you know, and how would you stand out for a distant role?

Answer:

02 Who values my network?

Your networks may be your greatest asset. Which organisations would benefit most from them?

Answer:

05 How competitive am I really?

Put yourself in the Chair's shoes. What scale could you realistically join? How much governance experience do you have, and what might others have that you don't yet?

Answer:

06 What is my timeframe?

If you need to move quickly, are you prepared to lower your aspirations? If you're willing to wait, how long will you wait?

Answer:

07 What have I been doing, and what must I stop?

What has been working? What hasn't and what do you need to avoid?

Answer:

08 What must I do differently, and how much work will I commit?

Recognising what hasn't worked helps, but change requires action. What will you do differently, commit to, and give time to?

Answer:

Turn your answers into a snapshot of what helps or hinders your board search. Rate each area 1 - 5 for strength or readiness, then write one sentence for your strongest lever and biggest constraint.

Rate 1 - 5 (low - high):

Pay realism ☐1 ☐2 ☐3 ☐4 ☐5

Geography ☐1 ☐2 ☐3 ☐4 ☐5

Competitiveness ☐1 ☐2 ☐3 ☐4 ☐5

Commitment ☐1 ☐2 ☐3 ☐4 ☐5

Value clarity ☐1 ☐2 ☐3 ☐4 ☐5

Network strength ☐1 ☐2 ☐3 ☐4 ☐5

Timeframe ☐1 ☐2 ☐3 ☐4 ☐5

At the end, write one line each:

Strongest lever: _____

Biggest constraint: _____

Task 2: Build your target list

Why this task

Turn the clarity from Task 1 into action. Here, you'll translate your value, parameters, and constraints into a focused shortlist of target organisations, the foundation for everything that follows in Pillars 2 and 3.

How to complete:

- This is the most time-consuming part of the process, but it's time well spent. It builds the base for your later outreach and applications.
- Spend 60–90 minutes: begin with familiar names, then add competitors, stakeholders, sector bodies, and mission-aligned organisations.

Part 01: Aspirations

Start with the boards you'd most like to join. Identify the organisations that represent your ideal future and set the direction for your search.

01

Which organisations would you love to sit on the board of?
Be specific, note names, not just types.

02

Note competitors, challenger brands, or similar organisations.

Part 02: Experience base

Ground your search in credibility. The strongest targets often sit in or around industries, clients, and associations you already know.

List the sectors, employers, and professional bodies that reflect your expertise and where your value is already proven.

01

Industries I know best,
where I've worked or
built deep expertise.

02

Peak bodies and
associations.
Who represents or regulates
these industries?

03

Employers & clients.
Current and past
organisations I've worked
with.

Part 03: Connected ecosystem

The best opportunities often sit one connection away. Competitors, clients, and related boards form the ecosystem around your experience.

Map the organisations linked through your network or shared NEDs. Follow these links to reveal new, credible targets.

01

Competitors of my
employers/clients

02

Clients of my
employers/clients

03

Boards linked through
people.
Look up current/past
NEDs and follow.

Part 04: Passion alignment

Purpose sustains performance. Aligning your professional or personal interests with board missions keeps motivation high and contribution meaningful.

Identify organisations reflecting your values, causes, or areas where you want to create impact.

01

Personal passions -
charities or causes that
reflect your values.

02

Professional passions -
bodies representing your
field or skillset.

03

Extra-professional
passions - leadership,
entrepreneurship, arts, or
education networks.

Your final 12-target shortlist

If any of the organisation you wrote down in the wheels above is a realistic target (based on Task 1), add it to the final target list table below.

Organisation:

Comments:

01.	
02.	
03.	
04.	
05.	
06.	
07.	
08.	
09.	
10.	
11.	
12.	

Module three:

Articulation - Crafting a compelling board pitch

What is it about?

Successful NEDs can clearly articulate the value they bring to their target organisations. Strong targets mean little if, when meeting a Chair, recruiter or panel, you can't present a clear, compelling case. Your message must work across every context - in conversation, on paper, and in an interview - and it must speak to the Chair's priorities, not just your own. In this pillar, you'll transform your experience into concise, credible, and Chair-focused messages, all built through your Chair Lens and tailored to the organisations identified in Pillar 1.

Outcome: By the end of the articulation sessions, you'll have: a one-line Board Proposition, a 60-second pitch, a concise Board Profile, and an up-to-date and board-focused LinkedIn profile.

What it unlocks

- A consistent proposition you can use everywhere (conversation, documents, interview).
- Higher hit rates with Chairs and recruiters by aligning to their priorities.
- Faster applications via reusable, evidence-based building blocks.
- Stronger interviews through message discipline and proof-led examples.

Task 1: Write your Board CV profile (Chair-focused, proof-led)

Why this task

A strong board profile proves appointability in one short paragraph. It speaks to a Chair's motivations, not your aspirations: you've done the job (or board-level work), you're qualified, you bring relevant connections, and you're a low-risk cultural fit. In the end you will have a polished, 120–180 word Board Profile paragraph

How to complete:

- Reference the 5 core Selection Criteria.
- Select proof: choose 3 - 4 measurable board-level successes.
- Scope & scale: note key sectors, sizes, and contexts.
- Assemble one paragraph using the template, no aspiration, only evidence.

01

The opening

I am a.... (Non-Executive, Committee & Executive titles) with over ... (X) years of board-level experience across the.... (public, commercial and/or not for profit) sectors and particular expertise in the ... (list industries) industries working with organisations like... (name some of your employers/boards).

Answer:

02

Your board-level experience

Board-level highlights include.... (list most significant board or committee experience, including board engagements within your executive roles). Here I ... (include some board-level key successes or subcommittee experience).

Answer:

03

Your value at the board level

At board level, I... (name the result/ROI that the organisation will get from you should they appoint you to their board). I do that... (here defend the prior statement. Reference the background you leverage or process you lead the board through to get the result as mentioned earlier)

Answer:

02

Your Executive Experience & Skills

In an executive capacity, I am... (include most recent or most senior executive titles and organisations). In these roles, I ... (include key responsibilities, successes, or highlights).

Answer:

Credentials & fit:

I also have... (list governance and best educational qualifications as well as key memberships). I also... (include any awards or extra-professional achievements and passions)

Answer:

Ultimately, your board profile may read something like this:

I am a non-executive committee member and CFO with over a decade of board-level experience across the commercial and not-for-profit sectors, with particular expertise in the resources, finance, and property and construction industries, having worked with organisations such as BHP, Amazon, and Google.

At the board level, I am currently a NED of ABC Solutions. Here, I contributed to the 7% increase in turnover, and as part of the Audit and Risk Committee, I led the oversight of all the financial reporting processes, the audit process, the company's system of internal controls and compliance.

At the board level, I help organisations make a greater impact and, in so doing, become more profitable or grow. I do that by leveraging extensive financial expertise combined with significant operational experience.

In an executive capacity, I have worked at the board level in my last two roles, serving as CFO of XYZ Agency and CFO of QRS International. In both roles, I was an integral part of the Finance Committee. I was responsible for all financial planning decisions, as well as analysing the company's financial strengths and weaknesses, and proposing corrective actions.

Finally, I am a CPA and hold a Bachelor of Business degree.

Task 2: Deliver your board pitch (10–20 seconds, Chair-focused)

Why this task

In a “watercooler moment,” you won’t deliver your full profile. You need a natural, punchy pitch that signals appointability fast - speaking to the Chair’s motivations (board experience, board-level skills, sector insight & connections, passion/fit), not your personal reasons. If it fits in one breath, includes experience + value + named targets, and you can say it conversationally twice in a row, you’re done.

How to complete:

- Lead with strength: state your NED or board-level experience.
- Define who you help: sectors, scale, and challenges you address.
- Name 2–3 target organisations for a clear hook.
- Say it aloud (12–18 seconds) and refine until it sounds natural.

TAKE 1

Why do you want to be a NED?
What would you say?

01

02

TAKE 2

Consider your response: Did you focus on your motivations for a board appointment or the reasons you should be appointed (the Chair’s motivation - governance experience, board level skills, industry experience and connections, passion and fit)?

TAKE 3

As much as you can, I want you to disagree with the premise. If you have independent board experience, state that you ARE a NED. If you have reported to boards as an executive, state that you have board-level experience. How are you going to start?

03

04

TAKE 4

Then, explain the sort of organisations you can help. Focus on the industries they operate in, the scope or scale of them or the challenges they face that you can help resolve. What are you going to say next?

TAKE 5

Finally, name some of your targets (I told you you needed them!). This is important; providing this level of detail offers comfort. What are your targets?

03

Ultimately, your board pitch may sound something like this:

"I am a Non-Executive and former CFO with 10+ years at board level across commercial and NfP, including roles with BHP and QRS. I add most value to mid-market organisations pursuing growth and diversification. Right now, I'm focused on boards like ABC Insurance, XYZ Real Estate, and Delta Health."

Task 3: LinkedIn readiness sprint

Why this task

Your LinkedIn profile is often your first impression. A concise, Chair-focused presence signals credibility, consistency, and readiness. When your digital footprint matches your board narrative, it strengthens every referral, message, and introduction, turning passive interest into real opportunities.

How to complete:

1) Must-haves

- Headshot (professional)
- Banner (clean; sector cue or governance theme)
- Headline (use the formula below)
- About/Summary (90–120 words; Chair-focused)
- Experience (governance lens; quantified outcomes)

2) Credibility signals

- Top 10 skills reordered (governance, audit & risk, strategy, stakeholders, funding, cyber, etc.)
- 2 recommendations requested (from strong ties)
- Memberships/credentials added (IoD/GAICD/CPA, etc.)

3) Light activity (prime the feed)

- 1 short post (insight from your research - 3 lines, no hype)
- 5 thoughtful comments on sector/governance posts
- Join 1 relevant group (industry or governance)

01

Headline formula (pick 3–4 elements max):

Non-Executive Director | [Board strength] | [Sector/scope] | [Outcome/Value]

Example: Non-Executive Director | Audit & Risk | Health & Aged Care | Impact & Governance

Your headline below:



02

Paste your Board Profile (from Exercise 1) and condense it to 90–120 words for LinkedIn. Keep: who you are, board-level value, two quantified outcomes, current focus. Remove aspirational lines. Your LinkedIn profile below:



03

Add experience bullets (governance lens - use active, quantified lines):

Example:

- Chaired/served Audit & Risk; strengthened internal controls; +180 bps margin.
- Led stakeholder outcomes framework; improved reporting cadence to the quarterly board.
- Oversaw ERP transition; on-time, on-budget; reduced close cycle by 3 days.

Write the experience bullets for one role you held:



04

Request two recommendations (copy, send, track):

“Hi [Name], could you add a short LinkedIn recommendation on our work, touching on [governance/board-level interaction + result]? Two lines are perfect. Thank you”.

Module four:

Application - turn relationships into opportunities

What is it about?

Board seats are gained through people, not postings and most often through personal connections. This pillar focuses on the two routes that matter most: strong and weak ties. You'll equip strong ties with a clear, forwardable snapshot, turn these into warm introductions, and map the NED ecosystem around your targets. Along the way, you'll keep your LinkedIn Chair-ready so every interaction strengthens your case. The aim is to create insight-led, trust-based conversations that de-risk your appointment and position you in the right rooms at the right time.

Outcome: A forwardable intro kit, 5+ named contacts harvested via strong ties and a 30-name weak-ties map across three target organisations.

What it unlocks

- Warm introductions that bypass crowded, formal processes.
- A named-contact pipeline around each target (current/past NEDs, clients, stakeholders).
- A Chair-ready profile that lifts reply and meeting rates.
- Sharper applications grounded in real conversations and evidence.

Task 1: Activate your strong ties

Why this task

Board appointments move through people. Strong ties are your launchpad both to open doors directly and to uncover the named weak ties who can extend your reach. You'll build and send a ready-to-forward intro kit, then use it to gather NED names and insights around your targets.

How to complete:

- Write an 80-word snapshot highlighting your board/board-level experience, sectors, and value add.
- List your Top 3 target organisations (from your 12).
- Package: Snapshot + Top 3 targets + Board CV (PDF).
- Send this kit to 3–5 strong ties.
- Follow up with a micro-ask to 5 strong ties—request one named NED, CoSec, or adviser connected to your target boards.

Example snapshot

Hey [Name], quick snapshot you can pass on if useful: I'm a NED and ex-COO with 10+ years at board level in fintech, SaaS, and utilities (e.g., Aurora Energy, Bluefin Pay). I help boards scale safely - growth with solid audit/risk, cyber oversight, and customer metrics. Right now I'm focusing on mid-market, data-led services, prepping for growth or post-merger integration. Current targets: HarborBank Digital, Meridian Utilities, CityArts Trust. Happy to share a one-pager or jump on a quick call if that helps with an intro.

Example micro-ask

Hi [Name], I've worked at the board level as [role] and I'm now pursuing an independent NED seat in [sector]. I'm researching boards like [Target A] and [Target B]. Is there one NED/CoSec/board adviser you'd recommend I speak with for a 10-minute perspective on the landscape? If not at those boards, a peer/competitor/association contact would be great. Thanks!

**Your
snapshot**

**Your
micro-ask**

Task 2: Map 30 weak ties (current/past NEDs)

Why this task

You need named people around your targets before you can connect. This exercise creates a fast, usable list of current/past NEDs (plus one client/stakeholder NED per target) so you can start conversations this week.

How to complete:

- Pick 3 top target organisations from your 12-Target Shortlist.
- Aim for 10 names per target (≈6 current NEDs, ≈3 past NEDs, +1 client/stakeholder NED).
- Find current NEDs (in this order): 1. Target website → “About/Board/Governance” page; 2. Latest Annual/Strategic Report (Board/Directors section); 3. LinkedIn company page → People → search “director”, “board”, “non-executive”.
- Add one client/stakeholder NED per target: identify a major client, funder, regulator, association, or partner → capture one current/past NED.
- Log each name immediately (see table below). Include a LinkedIn URL and a one-line relevance note (“Chaired Audit & Risk; client board”, etc.).

#	NED Name	Role (current/past)	Organisation	LinkedIn profile/Email address	Notes (mutual connections, etc.)
1					
2					
3					
4					

#	NED Name	Role (current/past)	Organisation	LinkedIn profile/Email address	Notes (mutual connections, etc.)
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					

#	NED Name	Role (current/past)	Organisation	LinkedIn profile/Email address	Notes (mutual connections, etc.)
18					
19					
20					
21					
22					
23					
24					
25					
26					
27					
28					
29					
30					

Module five:

Application documents and interviews -

From proposition to proof

What is it about?

Strong board candidates don't just communicate well — they document and deliver well. This stage transforms your Board Proposition into three core tools: a Board CV, a Cover Letter, and an Interview strategy. These are not administrative steps, but the decisive proof of your readiness for board service. Each one demonstrates governance judgement, clarity of value, and alignment with Chair priorities. Together, they create a unified, Chair-focused message, credible on paper, confident in person, and built from your Board Proposition, Chair Lens, and target shortlist.

Outcome: By the end of the application sessions, you will have: a concise, outcomes-focused Board CV, a six-paragraph Cover Letter that maps criteria to evidence, and a structured interview strategy built around the STARLA method. Together, they form a unified, Chair-focused toolkit, ready to use for both direct and advertised board applications.

What it unlocks

- Sharper positioning that sets you apart in competitive processes.
- Documents and interview responses that speak directly to Chairs and recruiters.
- A faster, repeatable process for future applications and interviews.
- Complete message alignment - your written case and verbal pitch reinforcing each other.

Task 1: Build your board CV (2 pages, chair-focused)

Why this task

Your Board CV must prove appointability at a glance. It leads with a tight board profile, foregrounds Non-Executive/committee exposure, shows executive experience through a governance lens, and closes with concise credentials, memberships, and referees (no contact details).

How to complete:

- Board profile (120–180 words): Use Exercise 1 - chair-focused, proof-led, no aspirations.
- Non-Executive & Committee experience: List roles first (org, sector, scope, dates, committees). Add 2–3 quantified outcomes per role.
- Executive experience - governance lens: Most recent roles only. 3–5 bullets each showing board-level work: strategy, risk/audit, regulatory, stakeholders, capital/funding, transformation. Quantify.
- Education & professional development: Degrees, governance quals (e.g., GAICD/IoD), CPD highlights.
- Memberships & extra-professional: Professional bodies, committees, languages, relevant community roles.
- Referees (no contact details): 2–3 names with title/organisation/relationship. Add “Contact details available on request.”

Below is the Board CV template used with clients of Board Appointments. It reflects the structure, tone, and level of detail expected by Chairs and recruiters. Use it as a model to draft your own version in Word, keeping the same order, headings, and proof-led focus. This ensures your CV meets professional standards while remaining easy to update and tailor for specific roles.

FirstName LastName

M: (Mobile No.)

E: (Email Address)

LI: (in/...)

A: Address

BOARD PROFILE

- I am a ... (board level titles & executive role/function, and list the relevant companies, industries and sectors you have operated in).
- At board level I ... (a clear statement articulating what an organisation gets if they appoint you - the outcome of your appointment, then how you do it).
- In an executive capacity, I (current and relevant past executive titles and organisations).
- Finally, I have... (qualifications and awards/points of interest/awards).

NON-EXECUTIVE & EXECUTIVE BOARD EXPERIENCE

Date – Date	Board Title	Organisation
-------------	-------------	--------------

Company Information

- List any key responsibilities/sub-committees.
- Reason for your appointment?
- Demonstrable/Quantifiable evidence of success at board level

Date – Date	Executive Title	Organisation
-------------	-----------------	--------------

- List only your committees or board-level engagements.

EXECUTIVE EXPERIENCE

Date – Date	Executive Title	Organisation
-------------	-----------------	--------------

Company Information

- Key responsibilities/actions relevant at the board level;
- Reason for your appointment?
- Demonstrable evidence of success.

Details of previous roles available upon request

EDUCATION AND PROFESSIONAL DEVELOPMENT

Qualifications	Organisation	Date
----------------	--------------	------

MEMBERSHIPS, EXTRA-PROFESSIONAL ACTIVITIES & INTERESTS

Memberships (personal or professional)	Organisation	Date
Extra-Professional Activities or Awards	Organisation	Date
Interests:		

REFEREES

Name	Role/Title	Organisation
Name	Role/Title	Organisation

Contact details available on request

Task 2: Write a 1-page Cover Letter (research-led, Chair-focused)

Why this task

A Chair reads dozens of cover letters that sound alike: general, aspirational, and vague. Yours must instead prove appointability through evidence. The T.E.E. method (Technical, Example, Evidence) ensures each statement carries weight: start with a clear fact, follow with a concrete example, and end with measurable proof. A research-led, T.E.E.-structured letter demonstrates understanding, alignment, and results. It moves from insight (what you learned about the board's needs) to contribution (how you can meet them).

How to complete:

- Keep to one page, one to two sentences per paragraph.
- Apply the T.E.E. method throughout: statement → example → evidence.
- Open with research and relationships, not biography.
- Use your Board Profile as a concise second paragraph.
- Map selection criteria to proof of performance.
- Address any potential gaps with counter-evidence.
- Close with alignment and motivation, not enthusiasm alone.

01

Paragraph 1 – Introduce yourself and your research (T.E.E. applied)

Technical: State the research and insight clearly: who you spoke with and what you learned.

Example: Mention a specific person, report, or event.

Evidence: Link your findings to how you would help if appointed.

Example:

"Thank you for your time recently and for encouraging my application. As I understand it, [org priority/challenge] is based on my conversations with [Name, Role] and [Name, Role], and my review of [doc/report/event]. If appointed, I can help by [specific contribution]."



02

Paragraph 2: Your Board Profile

Use your Board CV's opening paragraph.

Apply T.E.E. by adding a proof line:

"By way of a more formal introduction, I am a [NED/board-level executive] with [X] years across [sectors/scope], with strengths in [governance areas] and outcomes including [result + metric] and [result + metric]."



03

Paragraph 3 – Addressing selection criteria (T.E.E. structure per criterion)

For each criterion, show:

Technical: Name the criterion.

Example: Describe the relevant role or context.

Evidence: Provide measurable outcomes.

Example:

Criterion 1: "Board governance and risk oversight."

As Chair of the Risk Committee at [organisation], I led [initiative] resulting in [metric/outcome].



04

Paragraph 4 – Address gaps or concerns

Apply T.E.E. to neutralise gaps:

Technical: Name the potential concern.

Example: Provide comparable experience.

Evidence: Show a result that offsets risk.

Example:

"While my direct sector experience is limited, I bring 12 years in adjacent regulated markets, including leading compliance transformation that improved audit outcomes by 40%."



02

Paragraph 5 – Show passion and fit

Technical: State why the organisation appeals to you.

Example: Reference its strategy, mission, or stakeholder focus.

Evidence: Link to your proven alignment or contribution.

Example:

“Your commitment to [theme/priority] mirrors my work in [area], where I delivered [result]. I’m motivated by how this role advances that impact.”



04

Closing

Thank them and reinforce readiness:

“Thank you for considering my application. I would welcome a discussion on how I can contribute to your board.”

Task 3: Evidence success in interviews (using the STARLA method)

Why this task

A board interview is where credibility becomes visible. It's not about rehearsed answers but about proving, through evidence, that you think and act like a director. The STARLA method helps you turn your experience into structured, high-impact stories that communicate judgment, governance insight, and measurable results. This approach ensures every example you give reinforces your Board Value Proposition and shows why you belong at the table.

How to complete:

- Select one or more achievements that best demonstrate your governance impact.
- Write your example using the STARLA structure — Situation, Task, Action, Result, Learning, Apply.
- Keep your notes concise: one to two sentences per element.
- Rehearse aloud until it sounds natural and fits within five minutes.
- Refine wording to emphasise clarity, outcomes, and future contribution.

S – Situation

Set the context: where were you, what was happening, and what challenge or opportunity existed?

T – Task

What were you specifically tasked to do or responsible for?

A – Action

What did you do?
Focus on leadership,
decision-making, or
governance actions.

R – Result

What was the outcome?
Use measurable,
concrete results if
possible.

L – Learning

**What did you learn
about governance,
leadership, or board
contribution?**

A – Apply

**How will you bring
this learning to your
next board role?**

Reflection:

Once completed, review your STARLA example. Does it reinforce your Board Value Proposition? Would a Chair remember this story as evidence of your contribution and fit? Once confident, prepare two or three additional examples, each covering a different governance theme (strategy, risk, stakeholders, transformation). These will form your proof library for interviews.

Finish strong: Your next 90 days

You've now worked through each pillar, from defining aspiration to articulating value and applying with precision. You've done the thinking most people skip, and that's what makes the difference between hoping for a board role and earning one. The process may have felt demanding at times, but clarity and structure always pay dividends: you now have a sharper message, a focused target list, and the evidence that proves your appointability.

This workbook was built to make the path practical, not theoretical. You've seen how appointments really happen - through focus, consistency, and positioning yourself as a peer to Chairs, not an applicant. Still, even the best plan benefits from perspective and accountability. That's where Board Appointments comes in.

Our programs and services are designed to help you execute what you've started here, refining your Board CV and LinkedIn profile, identifying and analysing vacancies, reviewing applications, and keeping you on cadence through expert coaching and feedback. Whether you're pursuing your first appointment, a paid NED role, or building a portfolio career, our support gives structure, speed, and confidence to your next steps.

You've done the hard part: defining what you want and why you're credible. Now it's time to stay visible, disciplined, and supported, to turn preparation into momentum. Board Appointments exists to help you get there, faster and with greater certainty.

“

**“There are many things in life you cannot prepare for:
the board appointment process is not one of them.”**

David Schwarz

THANK YOU!

So, can we help?

Next Steps →

Helping professionals find and gain a board appointment is the role of the Board Appointments Group. For well over a decade, we have been dedicated and laser focused on turning your board aspirations into reality. Whether you are looking for your first appointment, a subsequent appointment, that elusive paid board role or you are trying to maintain or develop a board portfolio it is possible.

Membership Packages

Our Executive Membership and Board Coaching Program are our most popular services.

- ✓ A professional board CV and updated LinkedIn profile
- ✓ Access to thousands of board vacancies (for UK and AU & NZ members)
- ✓ Full training and support designed to get you appointed
- ✓ Unlimited application reviews
- ✓ Templates, resources, accountability and weekly insights to keep you on track
- ✓ All of which are designed to get you a board appointment within 12 months - if not far sooner.

Access an exclusive discount that offers up to \$1,000 off our membership packages.

[Purchase Now](#) →

SECURING A BOARD APPOINTMENT

Companion WorkBook

A practical guide to securing
a board appointment

Founded by David Schwarz, Board Appointments has helped thousands of professionals gain Non-Executive Director and Committee roles across sectors. Combining years of board recruitment experience with practical tools, it provides the clarity, strategy, and support required to navigate the appointment process confidently and effectively.

For programs, templates and coaching, visit:

[Board Direction](#) – for readers in Australia & New Zealand;

[Board Appointments UK](#) – for readers in the United Kingdom;

[Board Appointments International](#) – for readers in all other regions.