

How To Research Board Members



Researching Past and Present Board Directors - How to find weak ties?

Preparation, Expectation and Process

A recent study found that 65% of people are appointed to boards via their personal connections. Of these an overwhelming 83% were appointed to a board via someone they met rarely or infrequently - weak ties. As such, it is critically important to generate these relationships. The most valuable weak tie relationships to generate are those of people who sit or who previously sat on the board of your target organisation(s).

In order to develop your weak ties you must first begin by developing a list of target organisations. Once you have them, follow the process below to find out who they are and how to connect with them.

For almost all of your board targets, you should be able to find all the current directors, as well as a large number of past directors for at least the last 3-5 years.

Once you have the names of all directors, you can then find their LinkedIn profiles, and from there make contact to help with your positioning yourself as the best candidate for a potential board opening.

Finding Current Board Members

To find current board members, just google the organisation and 'board'. If their webpage listing their board doesn't turn up straight on Google, it can often be found by searching through the organisation's website and looking at pages like their 'About Us', which will often have a link to a listing for the board.

If this fails, you can try searching on google for 'Organisation "Annual Report"'. Find the most recent one; it will almost always list the board members as of the time of its publishing.

Finding Past Board Members

You've probably heard that everything on the internet stays on the internet. This premise is what is going to allow us to find past board members.

You can use 3 different methods to find past board members:

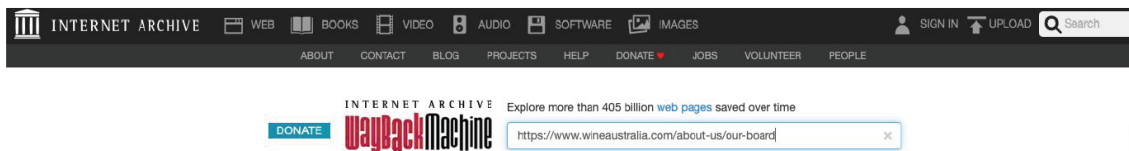
1. **Wayback Machine**
2. **Annual Reports**
3. **Google Caches**

1. Wayback Machine.

In this example we will use Wine Australia.

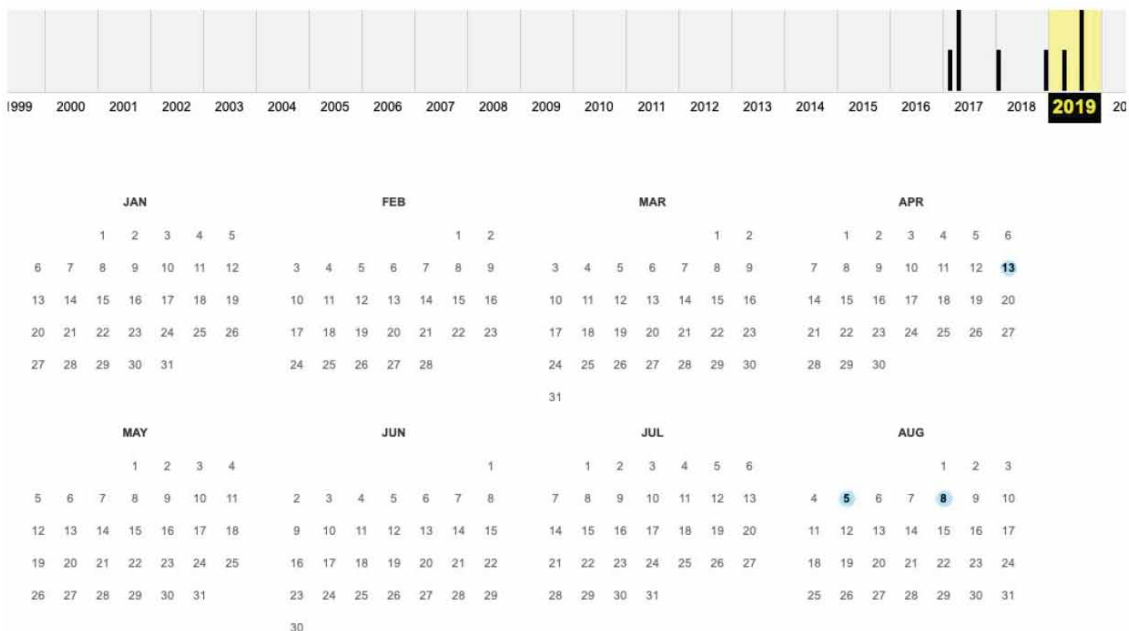
Find the URL for the current board (<https://www.wineaustralia.com/about-us/our-board>).

Then go to the Wayback Machine website (<https://web.archive.org>) and enter the current board URL into the search bar.



You will get a graphic showing the dates on which the website has been cached in the past. Click on a year; you are shown a full calendar and can choose a date with a coloured circle around it to see the page as it appeared on that date in the past.

Usually you can just look at one date per year, as it is unlikely a board member will have been on the board for less than one year.



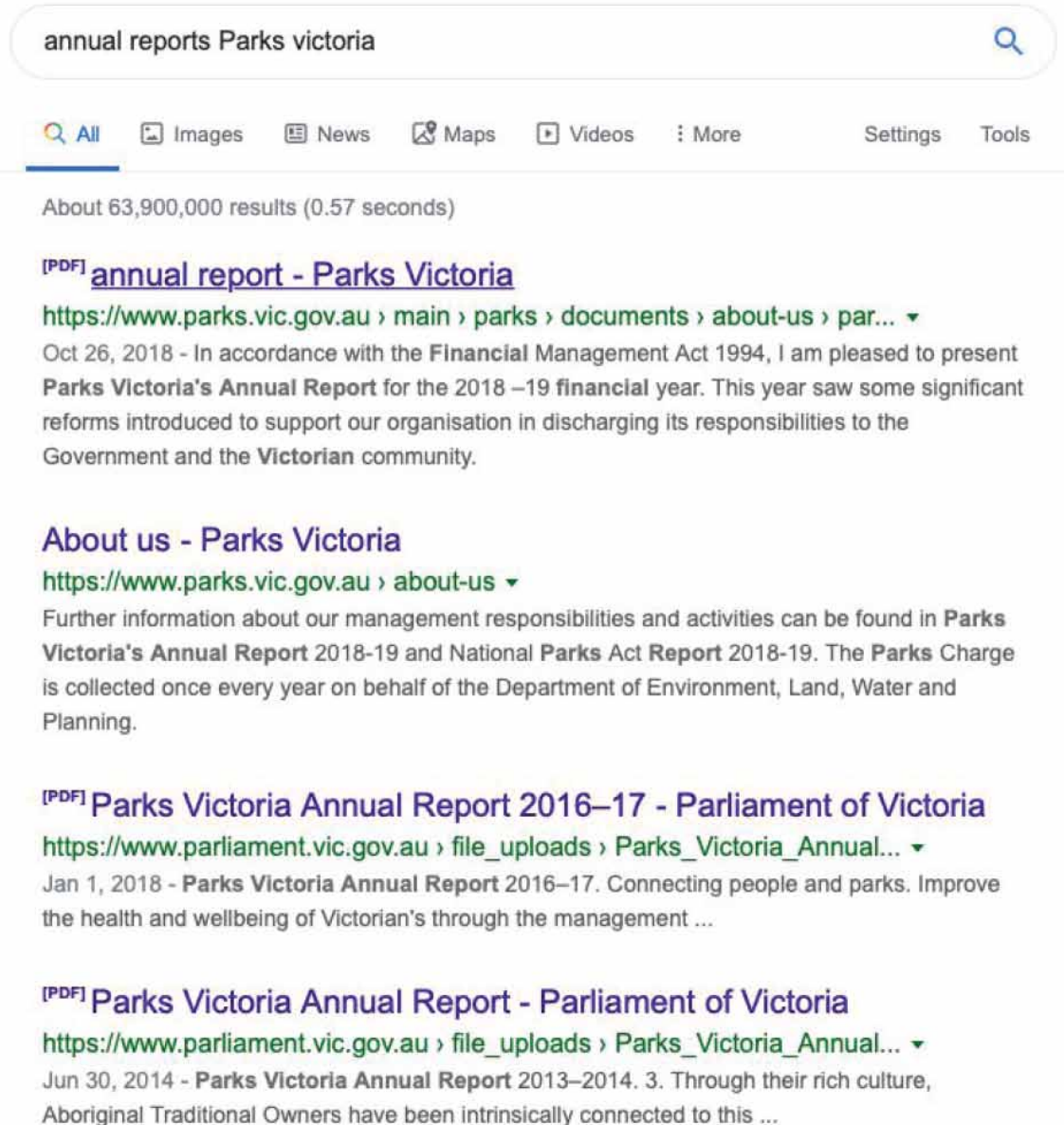
Sometimes an organisation you are targeting may not be visited enough for it to be recorded automatically by Wayback Machine.

In that case, try option 2.

2. Annual Reports

For this example, we will use Parks Victoria.

From just a Google search we can see three different annual reports: 2018-19 (*1st result*), 2016-17 (*3rd result*), 2013-14 (*4th result*).



annual reports Parks victoria

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About 63,900,000 results (0.57 seconds)

[PDF] annual report - Parks Victoria
<https://www.parks.vic.gov.au> › main › parks › documents › about-us › par... ▼
 Oct 26, 2018 - In accordance with the Financial Management Act 1994, I am pleased to present **Parks Victoria's Annual Report** for the 2018 –19 financial year. This year saw some significant reforms introduced to support our organisation in discharging its responsibilities to the Government and the Victorian community.

About us - Parks Victoria
<https://www.parks.vic.gov.au> › about-us ▼
 Further information about our management responsibilities and activities can be found in **Parks Victoria's Annual Report 2018-19** and **National Parks Act Report 2018-19**. The **Parks Charge** is collected once every year on behalf of the Department of Environment, Land, Water and Planning.

[PDF] Parks Victoria Annual Report 2016–17 - Parliament of Victoria
<https://www.parliament.vic.gov.au> › file_uploads › Parks_Victoria_Annual... ▼
 Jan 1, 2018 - **Parks Victoria Annual Report 2016–17**. Connecting people and parks. Improve the health and wellbeing of Victorian's through the management ...

[PDF] Parks Victoria Annual Report - Parliament of Victoria
<https://www.parliament.vic.gov.au> › file_uploads › Parks_Victoria_Annual... ▼
 Jun 30, 2014 - **Parks Victoria Annual Report 2013–2014**. 3. Through their rich culture, Aboriginal Traditional Owners have been intrinsically connected to this ...

You can also sometimes find the annual reports listed on an organisation's website, though they may not always have as many publicly available as we can find just by googling.

Now go into each report and just do a Control+F and search for the word 'board' to quickly find the section listing all board members for the year.

41 matches < >

- Be accountable
- Act with integrity.

What we manage

Parks Victoria manages an expanding estate covering more than 4.1 million hectares, or about 17 per cent, of Victoria.

This includes:

- 45 national parks
- 26 state parks
- 13 marine national parks
- 11 marine sanctuaries
- 3 wilderness parks
- 30 metropolitan parks
- 60 other parks (including regional and reservoir parks)
- More than 2,700 natural features and conservation reserves
- More than 11,000 recorded Aboriginal places
- More than 2,500 historic places

Parks Victoria is also the Local Port Manager for Port Phillip Bay, Western Port and Port Campbell and the Waterway Manager for the Yarra and Maribyrnong rivers.

Parks Victoria manages built assets across the state, including:

- 37 visitor centre buildings
- 726 shelters
- 838 toilets
- 512 viewing lookouts
- 57 playgrounds
- 14,000 kilometres of roads
- 1246 pedestrian and vehicular bridges
- 3,700km of walking tracks
- 122 sporting facilities (for example golf courses, ovals and wickets)
- 202 piers and jetties
- 97 water access points (for example boat ramps, rowing launches and slipways), and
- 932 navigation aids.

Parks Victoria's Board

The Parks Victoria Board has responsibility for the governance of Parks Victoria. On the recommendation of the Minister for Environment and Climate Change, Board members are appointed by the Governor in Council for a period not exceeding three years. Members are eligible for reappointment. The Board operates in accordance with the provisions of the Parks Victoria Act 1998.

The Board is responsible for directing and monitoring the business of Parks Victoria and is accountable to the Minister for its overall performance. It delegates day-to-day responsibility for operations and administration to the Chief Executive.

As at 30 June 2014, the Board members were:

Andrew Fairley (Chairman)

Mr Andrew Fairley has a distinguished association with ecotourism, conservation, parks and resort management over many years and was a Director of the world class 5-star resort Turtle Island in the Yasawas for over 20 years. He has been a Director of the International Ecotourism Society (Washington DC) and a Director of Ecotourism Australia. Andrew is also a specialist equity lawyer at Hall & Wilcox. He is Chair of Equisuper, a \$6.5 billion industry fund operating in the energy and water sector. He is also Chair of the Sir Andrew Fairley Foundation and the Honorary Consul General for Finland in Victoria.

Dennis Cavagna

Mr Dennis Cavagna has a background in business and accountancy and is currently a part-time Commissioner of the Essential Services Commission of Victoria. He is the former Managing Director of South East Water and has an extensive background in business and financial management. Dennis is a member of the Queensland Urban Utilities Board and the VicRoads Audit Committee.

3. Google Caches

While the previous two methods cover around 90% of organisations' boards, occasionally an organisation will not have been on Wayback Machine and their annual reports will have been removed from the files on their website.

Often, when searching for a particular year's annual report, you will see a result for the pdf. However, upon clicking on it, it will say the report is not available.

In this case you can click the little green arrow to the right of the green link underneath the main Google link, and then click the word 'Cached'



This will allow you to access an old text only version of the report. Often the formatting may be removed and the text appear jumbled, so use of Control+F to find the information you're looking for is highly recommended.

Finding LinkedIn Profiles

Once you have someone's name, if they have a LinkedIn profile, you can find it. You do not need a paid LinkedIn account to do so!

While it may seem best to search for their profile in the search bar of LinkedIn, this is not the case.

LinkedIn's internal search is not very good and will often miss people with the exact name you're searching for, or provide you with people with wildly different names to that which you have searched.

Instead, use Google.

First make sure you are logged on to LinkedIn in another browser tab. LinkedIn will show less search results to those it thinks do not have a profile.

Now, we search the following site:linkedin.com Firstname Lastname "Organisation"



Sometimes you may need to remove the quotation marks around the organisation if there are no results showing, or even the name of the organisation altogether, as your target may not have listed all their experience on their profile, or even occasionally misspelt it.

You may have to do some comparison between their bio on the company website or annual report and the experience listed on the LinkedIn profile to make sure you positively identify them!

Summary

Finding the names of the past and current Board Members for your target organisations is not particularly difficult; though it can take some time. A great way to make the process quicker is to engage the help of a Virtual Assistant to undertake this research process for you.