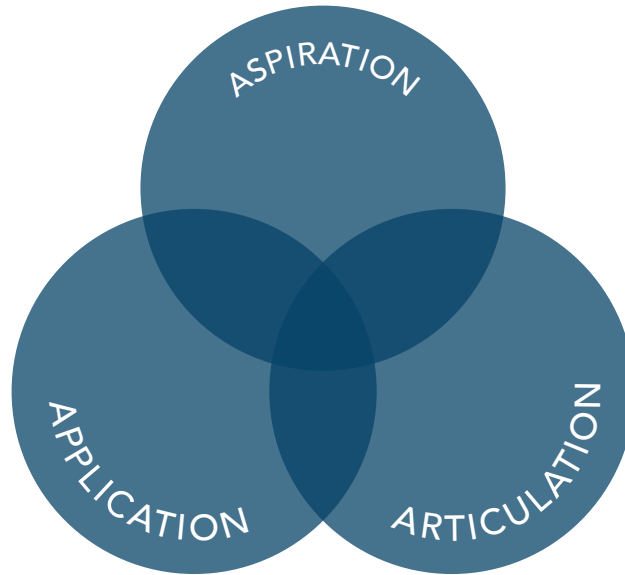


Board Career Planning Workbook



Board Career Planning

Without a thorough plan in place, gaining a board appointment is infinitely more difficult. This exercise will help you do just that. Your plan will focus on the Three Core Pillars of a board appointment.



The combination of each of these elements should result in a board appointment within a 12 month period. However, should any of these elements of your approach be missing, the journey to a successful appointment, or board career, will be exponentially longer, result in frustration and likely failure. So, it is essential to get the planning right.

Defining your Three Core Pillars for a board appointment is the first step in our Five Step Board Appointment Plan. The further four steps of the plan is included as part of your Membership.



The Process

We begin this exercise by considering the pros and cons for a board appointment as a lead into considering your motivations. Your motivations are critical and being able to frame them appropriately is essential.

Once set, we will begin the process of defining not only the type of organisation you want to be appointed by but the ones you are likely to be appointed by. At the end of this process, you should have the names of between 6-12 companies/businesses or organisations that you can and want to be appointed to.

On the basis of this work, we will then spend some time considering how you can articulate your value to these organisations – at board level.

Finally, using your target organisations as a practical example, I will show you the practical steps you need to take in order to gain a board appointment.

Completing the Planning Session

In preparation for this exercise you need a couple of things:

1. Pen and paper
2. Have downloaded this document and be able to annotate it
3. Have your CV with you – ideally your NED CV.
4. Have an hour dedicated to this exercise (*whilst we don't recommend it you can do it in multiple sittings if you wish*).

Again, please do not rush this exercise. Doing so will likely result in a list of targets that are not thoroughly thought through, inappropriate or too brief. The planning video itself runs for about an hour, but the associated thinking and work will likely add an extra 30-60 minutes to complete.

Let's begin...

Board Career Planning Tasks

Initial Thinking

Below are several questions to ask yourself. The responses to these questions will help define the sort of organisation that might meet your board aspirations.

a. How much/do you need to be remunerated?

b. What/how much past board/governance experience do you have? Executive, committee and non executive experience all counts.

c. What is your executive skill set? How valuable is this skill set at board level?

d. What are you passionate about? Can you demonstrate that passion – if so how?

e. Where do you live? If you desire a national or geographically distant role, what will you offer over and above that of a 'local' candidate?

f. What are your timings? Do you need a board role immediately or are you willing to wait for the 'right one'?

g. Do you have any industries or sectors that you can not work in? Perceived or real conflicts of interest?

h. Is your current employer on board with your board aspirations? Any exclusions?

Task 1. RISKS: Understanding the Risks

1. Reflecting on what you have just heard, list the risks associated with gaining a board appointment. Move the risks around prioritising those that are most important to you at the top of the list and the least important at the bottom.

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Task 2. ASPIRATIONS: Auditing Your Experience, Networks, Connections and Defining Your Targets.

It is essential you do a full audit of your experience in order to define your connections. This means listing all of your current and past relationships including industry, business and individual.

The list of your connections will support your target organisations.

1. List the industries you have worked in either in an executive, non executive, extra-professional or voluntary capacity - currently or in the past.

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

2. List the companies you have worked in either an executive, non executive, extra-professional or voluntary capacity - currently and in the past.

- _____
- _____
- _____
- _____
- _____
- _____
- _____

3. List the names of the client or stakeholder organisations of the company you currently represent.

- _____
- _____
- _____
- _____
- _____
- _____
- _____

4. List the names of the client or stakeholder organisations of the companies you represented in the past.

- _____
- _____
- _____
- _____
- _____
- _____
- _____

5. List the names of the competitor organisations of the clients or stakeholders of the companies you currently represent (listed above).

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Defining Aspirational Targets

Using the information listed above, it is now essential that you define, explicitly, the sort of organisation that you would like to be appointed to. Initially write a list of aspirational target organisations. They needn't necessarily be achievable immediately but will instead provide a medium or long term objective. It is a useful exercise as it provides an end goal. While this end goal may not be immediately achievable, it should be within the bounds of reality!

List the names of the organisations you aspire to be appointed to in the long or medium term.

These are your aspirational targets – not necessarily a likely appointment immediately.

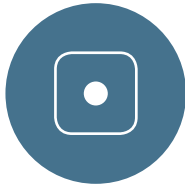
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Defining Your Target Organisations

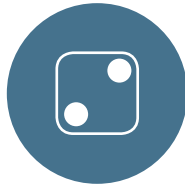
This stage is the culmination of the work above. Defining a list of target organisations that are both desirable and achievable is essential in the journey to a successful board appointment. Without this list you will be unable to appropriately respond to queries about what sort of role you are looking for and you run a genuine risk of being seen as generic and as a result forgettable. What organisations (*be specific*) do you want to, can realistically be appointed to and would value what you offer?

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

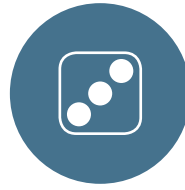
Task 3. ARTICULATION: Articulating Your Value (at board level)



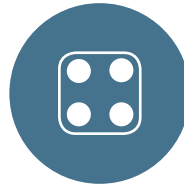
Board or
Governance
Experience



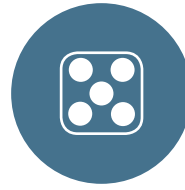
An Executive
Skills Set



Relevant Networks
& Connections



Demonstrable
Passion



Cultural Fit

1. Writing your board profile?

I am a _____

with over _____ board level experience across the

with particular experience in _____

At board level highlights include: _____

Here I _____

In an executive capacity _____

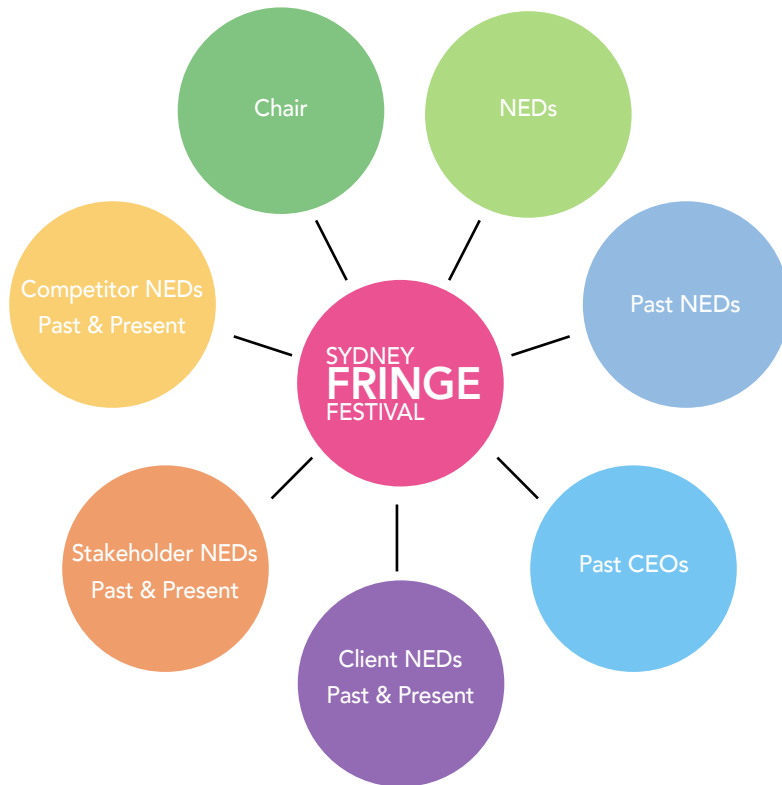
Previously I was _____

In these roles I _____

Finally _____

Task 4. APPLICATION: A Practical Example

Having now successfully listed your target organisations and being able to articulate the value you bring to a board above, the next step is to think about how you put this knowledge into practice to get appointed. You will do this using the process outlined below.



1. Using your target list above name one of the organisations you listed below.

- _____

2. Now, using LinkedIn and the target organisation listed above, research and list the names of:

- Target Organisation Chair

Past: _____

Present: _____

- Target Organisation NEDs

Past: _____

Present: _____

- Competitor NEDs

Past: _____

Present: _____

- Client NEDs

Past: _____

Present: _____

- Stakeholder NEDs

Past: _____

Present: _____

- CEO

Past: _____

Present: _____

Next Steps

Armed with the information above you should now connect with these individuals – leaving the existing board members and Chair for last. For precisely what to say and how to do it, and for more information about each of the activities above, log in and view the Board Search Webinar Series.

David Schwarz
CEO | Board Direction and Board Appointments