



List of Competencies, Personal Experiences and Demographic Characteristics

To create or update a board matrix, you must first choose relevant competencies, experiences, and demographic characteristics for your organization's current and upcoming needs. Conduct a gap analysis to identify what new is needed to support the company's current strategy and future vision which will show opportunities for diversifying. This will help you write a robust job description for new directors - a crucial step in building a visionary board.

Key Takeaways:

- For most companies, current strategies will become irrelevant in the next five years. Yet, in board refreshment, skills areas that support growing business needs are often neglected. (2019-2020 NACD Public Company Governance Survey)
- Industry-related experience is still the most sought-after candidate experience by corporate boards. (NACD Public Company Governance Survey, 2016-2018)

Competencies, Personal Experiences and Demographics:

Use this list to build or update your board matrix to capture the relevant categories to keep your board current and enhance effectiveness.

KEY COMPETENCIES

- Specific Industry Experience
- Finance
- Strategy Development
- Government / Regulatory
- Mergers & Acquisitions
- Digital Transformation
- Marketing / Social Media / Crisis Communications
- Technology / Product Experience
- AI / Machine Learning
- Crypto / Web3
- Cybersecurity / Risk
- Audit / Enterprise Risk Management
- Human Resources / Diversity, Equity and Inclusion / Executive Compensation / Benefits / Culture
- International Perspective / Global Expansion
- Voice-of-Customer Perspective
- ESG / Sustainability
- Legal / Compliance

EXPERIENCE

- Number of Public Board Commitments
- Current or Recent Public Company CEO
- Family-run Company Experience
- Corporate Governance/Board Experience
- Certified Financial Expert
- P&L Leadership Experience
- Public Executive Compensation Experience
- International (Global) / Geographic

DEMOGRAPHICS

- Gender
- Race/Ethnicity/National Origin
- LGBTQ+
- Age
- Retired
- Independent
- Disability
- Veteran