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Welcome to Business Breathers

How to Get Yourself on a Board

Deborah Rosati, Founder & CEO,
Women Get on Board Inc.

Women GET ON BOARD

Taking businesses, careers and ideas to the next level

Topics Covered on Getting on a Board

- **Master the Foundations**
- **Position Your Board Offer**
- **Get Board Interviews**
- **Ace Your Board Interview**

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Master the Foundations & Position your Board offer

1. Assess your board readiness

2. Identify the right board for you

3. Create your board value proposition

4. Build your board resume and LinkedIn profile

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Assess Your Board Readiness

Before you prepare your first corporate board seat, ask yourself these **10 board- ready questions:**

1. Do you have a minimum of 10 to 15 years of experience in a senior executive role in the public, private, crown or not- for-profit sectors?
2. Are you prepared to commit at least 200 to 300 hours per year to a corporate board role?
3. Do you have the support of your own Board of Directors and/or senior executives to serve on a board?
4. Do you have a formal governance certification or designation (C. Dir or ICD.D) from the Directors College or the Institute of Corporate Directors?
5. Have you ever served on a board, not-for-profit or for profit?

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Assess Your Board Readiness

6. Are you a team player that understands the dynamics of boards is one of the most critical components of good governance?
7. Do you fully understand the role, responsibility and liability of a corporate director?
8. Do you understand the difference between a board of directors role versus a management role?
9. How do you leverage your financial expertise?
10. Do you have experience in critical areas in our changing world such as Risk Management, International Markets, M&A, Cyber Security, Digital Media, Big Data, etc.?

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Identify the Right Board For You

- **Type of Organization**
  - Not for Profit, Public Sector, Corporate (size, stage of growth, future state)
- **Time Commitment**
  - > 200-300 hours/annum, sponsorship
- **Industry Sector**
  - is it an industry you have experience or is it an industry you are interested in?
- **Passionate about**
  - what do you care about and how can you give back to your community

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Motivation For Serving on a Board

- **Career development:** Opportunity to gain access to unique knowledge, skills, and connections
- **Broaden perspective:**
  - Exposure to different management styles, corporate cultures and business models
  - View the company from a different vantage point (Not day-to-day management but rather in setting strategic direction and oversight of the company's performance)
  - Learn new ideas that can be applied to current role
- **Build a network:**
  - Expand your network with Board members and advisors to Boards

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Motivation For Serving on a Board

- **Access to Sponsorship:**
  - Get sponsored for governance education programs (e.g., ICD.D, C.Dir, CDI.D)
  - Ask to join one of your company subsidiary boards or charitable organizations the firm supports; provides a seal of approval by others, and shows that the executive has high potential and value to serve on a Board
- **Skill building:**
  - Exposure to other governance processes, and understanding the importance of "fiduciary" responsibility
  - Develop governance leadership skills (e.g., Chair of a Committee)
  - Improve presentation and communications skills to bring back to your company Board, having had first hand experience on directors' expectations and Board dynamics

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Create Your Board Value Proposition

- Your board value proposition is what you bring to the board room table and how you differentiate yourself.

- Specific expertise, skillsets the board currently lacks, and how you are a leader in an industry (or a synergistic industry)

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Board Skills Matrix

Board Skills Matrix

The Board skills matrix below represents some of the key skills that our Board has identified as particularly valuable to the effective oversight of the Company and the execution of our strategy. This matrix highlights the depth and breadth of skills on the Board.

Experience, Expertise or Attribute	Daleo	Driver	Feidler	Hough	Humann	Marcus	Marshall	McKinley	Smith	Stock	Templeton
General Management & Business Operations	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
CEO Experience					✔	✔			✔		✔
CFO Experience	✔					✔					
CTO Experience								✔			
EFX Industry Knowledge	✔				✔				✔		
Technology			✔			✔		✔	✔		✔
Finance/Financial Industry	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Accounting	✔		✔	✔		✔					
Risk Management	✔	✔	✔	✔	✔	✔	✔		✔		
International Business	✔	✔	✔	✔			✔	✔	✔	✔	✔
Strategy Development	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔
Mergers & Acquisitions	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔
Consumer Marketing			✔		✔	✔	✔		✔	✔	✔
Legal/Regulatory		✔	✔			✔	✔		✔		
Corporate Governance		✔		✔	✔	✔	✔		✔	✔	✔

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Board Skills Matrix

Public company board built to exercise collaborative oversight

Many public companies will need to rethink their board makeup in in the new normal. The skills, knowledge and background experience that have traditionally been sought after in board directors may not be sufficient to lead today's companies into the future.

Skill sets such as process automation, and areas of experience such as environmental, social and corporate governance, are becoming increasingly valuable.

In a post-pandemic world, board directors will also need to work more closely with management as they collaboratively navigate uncharted territory and plan for what lies ahead.

Learn more at kaufmanrossin.com

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The Value You Bring To a Board

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Key Board Competencies

- **Board level leadership** such as chairing committees, task forces or key initiatives
- **Integrative & critical thinking**
- **Confidence** and ability to participate and contribute meaningfully to board discussion and decision making & fit with the board's culture
- **Diversity** in its many dimensions- gender, age, Indigenous, visible minority, generational, etc.
- **Financial acumen and literacy** are table stakes
- Played a **leadership** role in significant change, transformation, or turnaround; operating and P&L experience
- Experience leading **key strategic initiatives** coupled with influencing skills
- **Prior board or governance experience** and capacity to manage board work and agenda

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Elevator Pitch

"I have entrepreneurial, financial & governance expertise with high growth and transformational companies in technology, retail, consumer and cannabis sectors."

-Deborah Rosati

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Build Your Board Resume and LinkedIn Profile

Your board resume and LinkedIn profile should highlight your:

Value proposition, i.e. the value add your bring to a Board, your unique offering; **Skills and expertise**;

Industry-specific knowledge;
Career accomplishments — highlight your executive and other relevant leadership roles to showcase your understanding of the business, the industry, and the broader macro environment in order to gain the respect and confidence of the current board members;

Speaking engagements and awards — list areas that you are sought after as an expert or have thought-leadership in and any awards that recognize you for your accomplishments;
Current and past board experience — highlight the committees you have served on and the leadership roles that you have taken, e.g. Chair of a Committee or Chair of the Board.

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Preparing for Board Opportunities

1. Network mapping your way onto a board

2. Do your due diligence

3. Prepare for a Board Interview

4. Resources

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Don’t Wait for Opportunities

You must be proactive about finding opportunities

Networking is essential

Research, research, research

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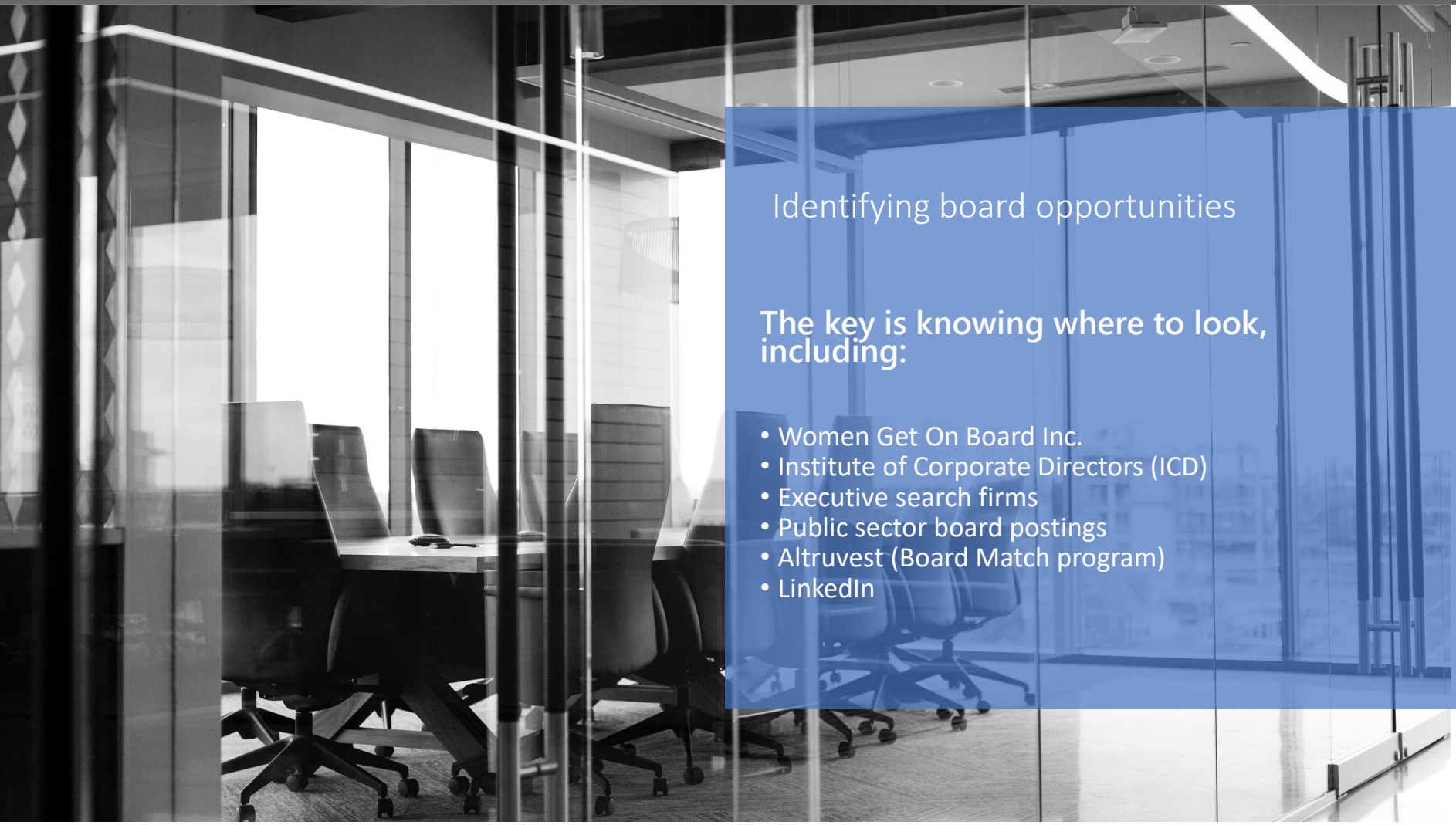

Identifying board opportunities

The key is knowing where to look, including:

- Women Get On Board Inc.
- Institute of Corporate Directors (ICD)
- Executive search firms
- Public sector board postings
- Altruvest (Board Match program)
- LinkedIn

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Discussion of Network Map

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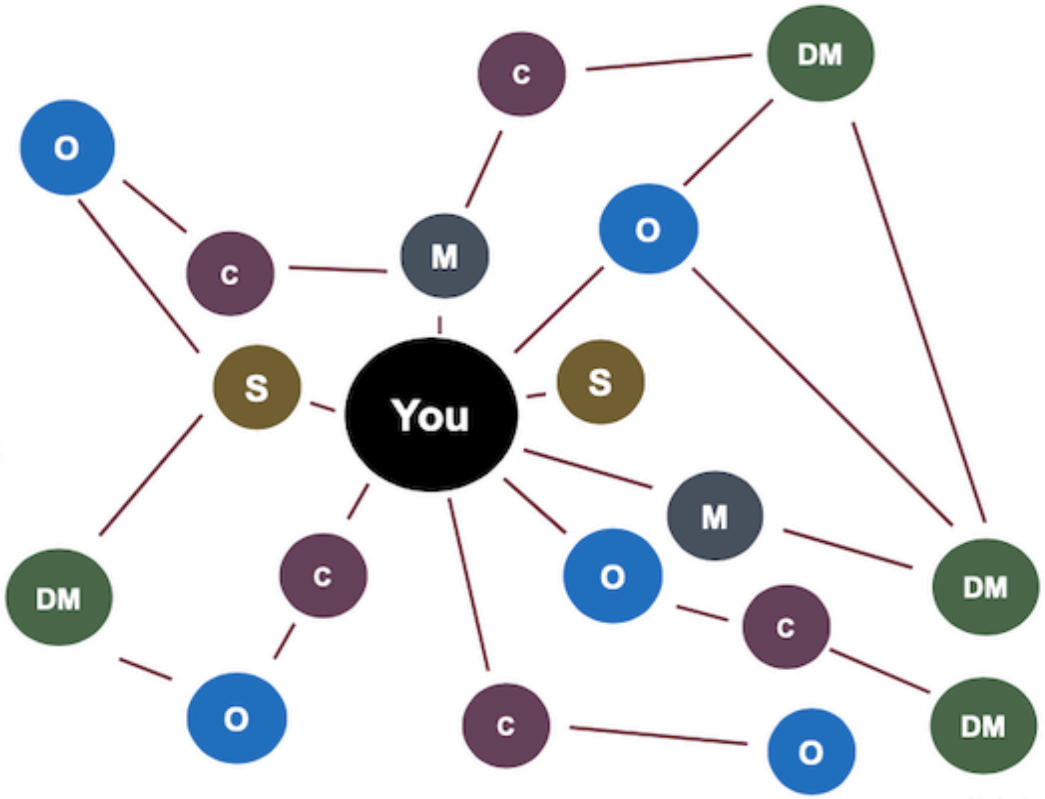
Mapping Your Way To A Board

Connectors
Sponsors
Mentors
Decision Makers
Organizations



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The Importance of Being a Good Connector, Mentor and Sponsor

Remember what we said about reciprocity!

Three tips:

1. **Be authentic.** Approach connecting, mentoring and sponsoring with sincerity and come from a place in your heart of well-being.

2. **Be timely and follow through.** Always do what you say you are going to do.

3. **Be mindful of your network.** Your network is like your reputation, you need to be protective and strategic in who you know and how you tap into their network. It is a two-way relationship.

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Mentorship-Sponsorship Spectrum

- You may have an opportunity to turn your **connectors** into **advocates.**
- Sponsors tend to get stuck in the middle of the spectrum.
- Find out what is holding them back from advocating for you.

"Want More Diverse Senior Leadership? Sponsor Junior Talent."

Herminia Ibarra and Nana von Bernuth,
Harvard Business Review, October 09, 2020

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Do your Due Diligence

- Think about what you need to know about the company/board members/financial viability
- Do they have D&O insurance?
- What is the board compensation?
- What are the expectations of the board?
- What are the opportunities/challenges the company is facing?
- What is their ESG Disclosure?
- What is the company culture?

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Prepare for a Board Interview

- Understand conflicts
- Know your board value proposition
  - Do I understand why this board wants me?
- **Research, research, research**
- Gain a strategic understanding of the company
- **Prepare, prepare, prepare**
- Understand the culture of the Board
- What board committee exist
- Know what your expected contributions
- Compensation
- **Practice, Practice, Practice**

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Tips From a Board Recruiter…

1. Curiosity and commitment to enhance and add value to the board

2. Track record of impact as an executive or leader within a specific sector or industry

3. Diversity of perspective and professional and life experience in core Board competencies – Audit & Risk, Transformation, ESG, Talent/HR, Governance, Finance

4. Not-for-profit, public or corporate board experience including Board Chair or Committee Chair responsibilities

5. Collegial and facilitative leadership style and presence

6. Demonstrated commitment to elevate board governance (e.g., education, certifications, thought leadership)

7. References

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Q&A

Session

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Thank You

Please visit us at
www.womengetonboard.ca

Or contact Deborah Rosati at
deborah.rosati@womengetonboard.ca

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Project Management Seminar Series

Program Details

- Online, instructor led
- Feb 1 & 3, Mar 1 & 3, 2022
- Price: $895 +HST per seminar
- Register:

brocku.ca/goodman-group

Questions?

- Contact prodev@brocku.ca

Taking businesses, careers and ideas to the next level

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NextGen Municipal Leadership Certificate

Program Details

- March – May, 2022
  Tuesdays & Thursdays
- Instructor-Led
- Price: $3,345 +HST
- Register:
  brocku.ca/goodman-group

Questions?

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