SAMPLE BOARD MATRIX – A TEMPLATE FOR ANNUAL REVIEW

The board skills matrix is a useful tool that helps directors visualize current board composition and gives directors a map for considering the board's future talent needs as it thinks through board succession planning.

ABC Company – Board Matrix

Date:

	DIRECTORS								
	Name 1	Name 2	Name 3	Name 4	Name 5	Name 6	Name 7	Name 8	Name 9
Skills/Experience									
Industry									
CEO/business head									
Operations									
Finance/Accounting									
Technology/IT									
Cybersecurity									
Risk Mgt									
Marketing/Sales									
Bd Governance									
Compensation									
HCM-Talent									
Ethics									
Social Media									
Regulatory									
International									
Our Board									
Independent									
Tenure									
Years to potential retirement									
Number of other board seats									
Demographics									
Age									
Gender									
Male									
Female									
Race/Ethnicity									
White/Caucasian									
Black/African American									
Asian, Hawaiian, or Pacific Islander									
Hispanic/Latino									
Native American									

Instructions for use:

1. Review the company's long-term strategy.
    Ask: **Does the matrix include the needed skills & experiences to reach the company's strategic goals?**
2. Ask directors about their skills and talents, don't assume.
3. Ask for management input on what skills might be helpful around the table.
4. Reminder: not every company needs a director with the "skill du jour" and directors do not necessarily need to check more than one box - board skills are looked at as a whole.
5. Analyze the gaps.
6. Facilitate a full board discussion.
    Ask: **Does the board have the skills and knowledge it needs; are there members who have a customer and employee frame of reference, do all directors participate meaningfully?**
7. Consider pending retirements, what skills might be lost, the skills of potential future nominees.
8. Consider the "interpersonal" element. Board members must participate in discussions respectfully.
9. Repeat annually – as part of the board's nomination/re-nomination process.