Using the Skills Matrix

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

The Skills Matrix - A Template

Board Members			Skills and Experience																		
Name	Age	Yrs on Board	Independent	C-Level	Industry	Finance/Accounting	Operations	Technology/IT/Cyber	Risk Management	Marketing or PR	Corporate Governance	Compensation/HR	Ethics & Compliance	Social Media	International	Merger & Acquisitions	Regulatory	Environmental			

Instructions for use:

1. Review the current skills matrix used by the board. (Does it include the needed expertise to reach the company's strategic goals?)
2. Update the matrix.
3. Ask each director to self-assess his/her talents.
4. Ask directors to assess one another's talents, and the board as a whole.
5. Ask, "what's missing?"
6. Ask for management input.
7. Analyze the gaps.
8. Facilitate a full board discussion.
9. Factor in pending retirements, skills of potential nominees.
10. Factor in diversity of age, tenure, gender, ethnicity, geographic and economic status.
11. Repeat annually.

Ask: *Does the board have the skills and knowledge it needs; and, are there members who have a customer and an employee frame of reference?*

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