



PREPARING FOR BOARD AND EXECUTIVE APPOINTMENTS

By

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A. THE MASTERY OF CRITICAL TECHNICAL SKILLS FOR SUCCESS

1. DEVELOP AWARENESS OF INNATE INFLUENCES



“We all have to recognize that we come to the table with a series of experiences, backgrounds, etc. Which are going to make us think of things in certain ways.”

— Kathleen Barclay

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DEVELOP AWARENESS OF INNATE INFLUENCES



Directors should understand how innate tendencies and mental shortcuts create barriers.

Visionary boards:

1

Develop awareness of innate influences
such as cognitive biases and
mental shortcuts

2

Consider the implications in both
management decision-making and
the boardroom

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2. FIND THE FUTURE



**“The future is
already here—it’s
just not very
evenly
distributed.”**

— Science fiction author William Gibson

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FIND THE FUTURE



Visionary boards are highly focused on the quality and relevance of information, on assessing management's data strategy and on enhancing the relevance and the quality of what the board sees.

Visionary boards:

1

Set high expectations for management to develop and continuously improve a company data strategy

2

Take a clean sheet approach to the materials provided to the board

3

Consider the fundamentals on which the board needs to remain educated

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WHAT IS YOUR LEADERSHIP STYLE



Visionary

Pro:

A champion of radical change with a natural gift for leading people through turbulent times.

Con:

May be too quick to rush in the wrong direction.

Guardian

Pro:

A model of fairness who preserves the health, balance, and values of the organization. Decision-making process is sound, carefully planned, and incorporates as many facts as possible.

Con:

May be blind to a desperate need for change.

Motivator

Pro:

A compelling leader for change with an excellent ability to build alignment; a strong, charismatic storyteller.

Con:

May believe the vision at the expense of the facts.

Flexible

Pro:

The most versatile, comfortable with uncertainty, open minded in adapting to circumstances, and willing to involve a variety of people in the decision-making.

Con:

Exploring too many potential solutions and decision outcomes can lead to "paralysis by analysis".

Catalyst

Pro:

A true champion of group decision-making and implementation. The most balanced of decision-makers, relatively resilient to the biases inherent in the more extreme decision-making preferences.

Con:

A middle-of-the-road style may yield average results.

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3. FORWARD LOOKING



**“The power to
question is the
basis of all
human
progress.”**

— Indira Gandhi

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3. FORWARD LOOKING



Create the right conditions for forward-looking decision-making

Visionary boards:

1

Create an agenda that allows significant time for forward-looking discussion

2

Probe management's process when significant proposals are presented

3

Exercise leadership, EQ and cultural sensitivity to bring the broadest possible range of information & perspectives reaching a conclusion

4

Admit to innate decision biases without defensiveness

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4. EVALUATE AND ENHANCE



“If I had an hour to solve a problem, I’d spend 55 minutes thinking about the solution.”

— Albert Einstein

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4. EVALUATE AND ENHANCE



Continuous improvement requires robust assessment and follow-up.

Visionary boards:

1

Are deeply committed to assessment and continuous improvement of the board, committees and individual directors

2

Assess and seek to continuously improve the evaluation process itself, incorporating relevant practices to enhance the process and keep it fresh

3

After a significant decision, evaluate both the results and the decision-making process

4

Communicate to investors the board's commitment to quality decision-making aided by attention to process and continuous improvement

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B. PERSONAL DEVELOPMENT PLANNING AND EFFECTIVE NETWORKING

“The FUTURE
determines the
present and the
PRESENT
determines the
PAST.”

— Johan Georg Hamann, 18th Century German
Philosopher



**“I saw an angel
in the marble and
carved until I set
it free.”**

— Michelangelo

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REACH FOR YOUR VISION

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REMOVE YOU ENCUMBRANCES

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FIRST MAJOR TRANSITION

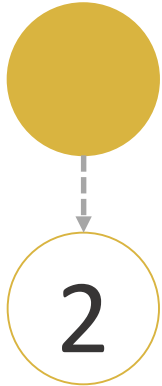


1

- From Senior Tax Counsel to Managing Director of structured finance businesses
- Key Lessons for Success:
 - ✓ **Enhance your technical skills**
 - ✓ **Choose your transition from a position of strength**

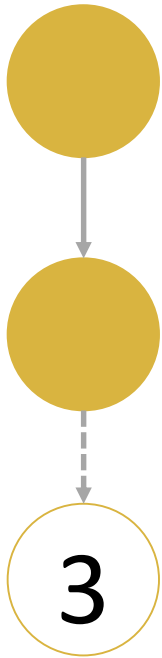
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SECOND MAJOR TRANSITION



- After a successful investment banking career to a portfolio career
- Key Lessons for Success:
 - ✓ **Your value is NOT in your business card**
 - ✓ **Enhance your networking skills**

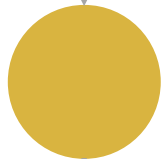
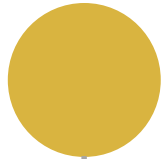
BECOMING A VALUED BOARD DIRECTOR



- Intentional focus on balancing my executive career with non-executive board roles
- Key Lessons for Impact:
 - ✓ **Skills, particularly P&L responsibilities, remain important, but your EQ becomes more important**
 - ✓ **Leave no stone unturned to become a transformational leader**

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CHAIRPERSON OF THE BOARD



- From serving on boards, to chairing board committees to chairing boards
- Key Lessons for Significance:
 - ✓ **Seize opportunities to hone your chairing skills**
 - ✓ **Develop your brand and PRESENCE in the board room**
 - ✓ **Be very intentional about adding value to each of your board directors**

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MAKE YOUR LIFE COUNT!



- Each life, each journey is unique
- Each life MATTERS
- It takes **Enlightened** men and **brave** women to change the world!
- **Stand up and counted!!**

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**“Where a
woman rules,
streams run
uphill.”**

— *Ethiopian Proverb*

