

EXAMPLES



Example 2: Board Matrix



WHAT IS THIS EXAMPLE?

The Board Matrix below is an example of how a Board can identify key skills and gaps in its composition. This can help inform succession planning as well as board renewal.

HOW IS GENDER INCLUDED IN THIS EXAMPLE?

Included in the Board Matrix are items relating to gender expertise.

WHY IT MATTERS

By including this we can ensure that commitment to gender starts at the top of the organisation and that there is a recognition for the need of this expertise in all Governance and Leadership decision making.

EXAMPLE (S)

Example of wording for Diversity & Inclusion expertise needed on the Board:

“Expertise and understanding in how to identify and implement practices to ensure deep contextualised diversity and inclusion across all facets of an organisation and their products and services”

Example Board matrix (below)

EYGAP Board Member Skills Matrix

Completing the Board Matrix:

The four areas to consider in director competence are:

1. Industry: Experience in and knowledge of the industry in which the organisation operates.
2. Technical: Technical/professional skills and specialist knowledge to assist with ongoing aspects of the board’s role.
3. Governance: The essential governance knowledge and understanding all directors should possess or develop if they are to be effective board members. Includes some specific technical competencies as applied at board level.
4. Behavioural: The attributes and competencies enabling individual board members to use their knowledge and skills to function well as team members and to interact with key stakeholders.

Rate: 1 - No experience, 2 - Some experience, 3 - Adequately skilled, 4 - Mastery of skill



EXAMPLE (S)

Skills	Member 1	Member 2	Member 3	Member 4	Member 5	Member 6
Strategic Capability	4	4	4	4	3	3
General Board duties - experience	3	3	2	3	2	2
Executive experience	4	4	4	3	4	2
Audit, accounting and financial management	2	3	1	2	2	1
Legal	1	1	1	1	1	1
Governance/risk management	3	3	1	3	1	2
Fundraising and not-for-profit sector	3	3	3	4	3	3
Marketing/digital media/communications/ media relations	3	3	3	3	2	3
Grants administration	1	2	3	4	4	1
Impact Investment	1	4	3	2	2	1
Business Acumen	4	4	3	3	3	3
Diversity - Gender	4	3	2	4	3	3
Diversity - Cultural	4	3	2	4	3	3
Diversity - Country experience	4	3	2	4	3	3
Alignment with the organisation's vision and values	4	4	4	4	4	4
People management and HR	4	4	3	3	3	3
Skill in building partnerships, managing stakeholders and collaboration	4	4	3	4	2	3
Emerging Market Experience	4	1	4	3	4	2
Startup Entrepreneurship Experience	3	3	4	3	4	3