

Getting Board Ready

SUGGESTIONS FOR CRAFTING AN EFFECTIVE BOARD RESUME

SUGGESTED ELEMENTS OF A BOARD RESUME

- ✓ BOARD VALUE PROPOSITION & CANDIDATE PROFILE
- ✓ BOARD EXPERIENCE (if applicable)
- ✓ CAREER HISTORY & SUMMARY IN CONTEXT
- ✓ EDUCATION AND OTHER CREDENTIALS
- ✓ PERSONAL

BOARD VALUE PROPOSITION & CANDIDATE PROFILE

This section should be at the top of the resume and declare your board value proposition (i.e. what you would bring to the table as a board member). It should include education and relevant credentials and professional designations as they relate specifically to board service; for example, have you completed NACD training? Are you a CFO with financial experience and interested in audit committee work? Think about your unique selling points as a board director. It can be in bullet point or written form; however, a strong opening paragraph on your board value proposition can work as an effective marketing tool and set the right tone for the resume.

Items to consider in your board value proposition & candidate profile include:

- Years of board experience
- Key areas of focus/contribution as director
- Committee experience
- M&A/restructuring experience
- Governance exposure
- Financial expert
- Independent, thoughtful thinker, comfortable asking insightful questions

Sample 1: Board Value Proposition & Candidate Profile

- Extensive director experience with business and volunteer boards
- Seasoned CFO and financial expert with experience chairing a board audit committee
- Peer recognition (industry awards)
- Exposure to regulatory and compliance issues in a given industry
- Experience in M&A, activists, investment funds & pension funds
- Exposure to governance in managing shareholder expectations
- Independent thinker able to act in complex, ambiguous environment

Sample 2: Board Value Proposition & Candidate Profile

Hands-on executive with proven strategic, operational and change management leadership capabilities. Led three \$1 billion+ acquisitions including strategy formulation, due diligence, fund raising and successful integration. Proven ability to create value.

Extensive Board of Directors' experience, on both private and public boards, in the U.S. and Mexico, with a proven value creation track record. Deep experience in strategy, human and financial capital management, operational discipline and mergers and acquisitions. Dual US and Canadian citizenship.

Sample 3: Board Value Proposition & Candidate Profile

Substantial experience accruing from membership on the following four Boards of Directors, as well as from non-voting participation on two other private company Boards in the manufacturing, distribution and software industries. Areas of greatest focus, expertise and experience are outlined below:

STRATEGY: Initial implementation of a disciplined strategic planning process resulting in more focused operational and acquisition activities and higher returns on capital.

CORPORATE FINANCE: Identification of acquisition targets, assistance with negotiations, spearheaded raising capital and developing hedging strategies. These activities resulted in better returns on capital and a diminished corporate risk profile.

GOVERNANCE & BOARD EFFECTIVENESS: Provided governance, including board effectiveness advice and guidance on SOX 404 requirements. Participated in all board recruitment and development and led initiation of board effectiveness processes. Such activities led to more effective and efficient meetings, greater focus on key metrics, strategy and risks, and improved communications.

BOARD EXPERIENCE (if applicable)

This section should list your board experience, starting with the most recent. List current and past board affiliations and include dates served. Include a brief description of each organization, if it is public, private, or not-for profit, the level of market capitalization and the committees on which you served (e.g., audit, HR, nominating & governance).

Sample Board Experience

BOARD MEMBERSHIPS

Capstone Inc., a hydraulic manufacturing company (private), 2015 to Present
Member Compensation and Governance committees - focused on strategic acquisitions, cost containment, debt and equity capital markets including IPO, board recruitment and development

Greenview LLC, a climate control distributor and service company (private equity), 2014 to 2019
Member Audit & Executive committees – focused on organic growth strategies and expansion through service offerings and risk management

Young America Works, a start-up software endeavor to help young people find employment (non-profit), 2012 to 2015
Member of Nominating & Governance Committee —general strategy, strategic acquisitions, technology advisor

CAREER HISTORY & SUMMARY IN CONTEXT

This section should follow the board value proposition and board experience sections and list your career history. When possible, include descriptions that relate to your board value proposition; for example, did you report to the Board Chair as a President or CEO? Did you work with the governance committee as head of risk? The focus should be on your key accomplishments and key areas of focus in each role. List your title, company, a brief company and industry description, and dates, starting with your current or most recent position.

Sample Career History & Summary in Context

Ms. Smith stepped down as President and CEO of ABC Company in May 2020, a role she held for five years. ABC Company's operations include ABC North America, ABC Europe ABC South America and ABC Publishing and Distribution which publishes approximately 70 newspapers. In 2020, ABC Company's revenues were \$5.4 billion.

Ms. Smith joined ABC Company in 2000. She became President and Chief Executive Officer for ABC North America in 2010. During her tenure, ABC North America's profits grew from \$500 million to over \$800 million.

Prior to joining ABC Company, for ten years, she was a founding partner of Excellus Consulting Group, a leading strategic management consulting firm, which was acquired by Progressive Consulting Group in 1999. She specializes in the communications industry, including publishing, broadcasting, cable and film production. From 1981 to 1989 she was with XYZ Company as a marketing manager.

EDUCATION AND OTHER CREDENTIALS

Typically, education is listed at the end of the resume. Simply include your schools, degree and date graduated.

Harvard Graduate School of Business, M.B.A., 1991

University of Wisconsin, Bachelor of Science – Economics, 1986

PERSONAL (Optional)

List information you would like to share about yourself such as availability to travel outside your home country for board meetings, secondary residence information, hobbies and interests, etc.