

Board competency matrix example

Industry knowledge / experience	Director A	Director B	Director C	Director D	Director E	Director F	Director G
Industry experience							
Knowledge of sector							
Knowledge of broad public policy direction							
Understanding of government legislation / legislative process							
Technical skills / experience	Director A	Director B	Director C	Director D	Director E	Director F	Director G
Accounting							
Finance							
Law							
Marketing experience							
Information technology							
Public relations							
Experience in developing and implementing risk management systems							
Human resource management							
CEO / senior management experience							
Strategy development and implementation							
Governance competencies	Director A	Director B	Director C	Director D	Director E	Director F	Director G
Director – medium organisation (10 to 99 employees)							
Director – large organisation (100+ employees)							
Financial literacy							
Strategic thinking/planning from a governance perspective							
Executive performance management – management of the CEO							
Governance related risk management experience							
Compliance focus							
Profile / reputation							
Behavioural competencies	Director A	Director B	Director C	Director D	Director E	Director F	Director G
Team player/collaborative							
Ability and willingness to challenge and probe							
Common sense and sound judgment							
Integrity and high ethical standards							
Mentoring abilities							
Interpersonal relations							
Listening skills							
Verbal communication skills							
Understanding of effective decision-making processes							
Willingness and ability to devote time and energy to the role							

Source: Kiel, G., Nicholson, G., Tunny, J.A., & Beck, J., *Directors at Work: A Practical Guide for Boards*, Thomson Reuters, Sydney, 2012.