# BOARD NEEDS MATRIX TEMPLATE

## Instructions for using this template

This ‘needs matrix’ has been designed to assist in board succession planning to assess the overall strengths and weaknesses of the board’s current membership. This can be adapted to suit your specific needs.

Key steps:

1. The board should agree the desired skills, attributes and experience needed for the effective governance of the organisation. Appropriate weightings (if any) should also be agreed.

2. Each director should then complete the matrix, assessing themselves and every other board member against each of the desired characteristics, using the five-point scale described below.

3. Ideally, someone who is independent of the board (e.g. a governance consultant) should receive and collate the responses, to produce two separate reports:

(a) a board composite report that shows total scores for each (unnamed) board member and the total score for the board against each of the desired characteristics given the agreed weightings. This is for discussion by the board as a whole

(b) a report for each individual that reveals their own self-assessment compared with the average rating given by their colleagues. If agreed in advance, it is worthwhile revealing individual scores to the chair for discussion with those individuals.

4. The board should discuss the implications of this analysis of the current board composition in the light of the challenges facing the board. It should develop a strategy for strengthening the board as seems indicated.

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| Scale | Description |
| 5 | Exceptional competence  Possesses exceptionally well-developed and relevant skills and abilities, as well as the appropriate personal qualities in relation to this criterion. Demonstrates outstanding performance, perhaps supported by extensive experience (10+ years) and relevant formal qualifications. |
| 4 | Fully competent  Possesses well-developed and relevant skills and abilities. Performs consistently well against this criterion, perhaps supported by a high level of experience (5+ years) and a relevant qualification. |
| 3 | Mostly competent  Possesses relevant skills, abilities and personal qualities sufficient to demonstrate a generally adequate level of competence. Further experience and/or professional development would boost performance. |
| 2 | Basic competence only  Demonstrates some skills, abilities and personal qualities relevant to the criterion. Professional development required to become competent. |
| 1 | Minimal/no competence  Unable to demonstrate adequate skills, abilities and personal qualities for this criterion. |

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| DESIRED CHARACTERISTICS | Weighting | Self | Name 2 | Name 3 | Name 4 | Name 5 | Name 6 | Name 7 | Unweighted Total | TOTAL |
| SKILLS |  |  |  |  |  |  |  |  |  |  |
| Ability to think strategically | X 2.0 |  |  |  |  |  |  |  |  |  |
| Analytical, critical reasoning and problem-solving skills |  |  |  |  |  |  |  |  |  |  |
| Strong financial literacy and analytical ability | X 1.5 |  |  |  |  |  |  |  |  |  |
| Oral communication skills | X 1.5 |  |  |  |  |  |  |  |  |  |
| Ability to understand and relate to stakeholders |  |  |  |  |  |  |  |  |  |  |
| ATTRIBUTES |  |  |  |  |  |  |  |  |  |  |
| Strong ethics, openness, honesty, trustworthiness, high levels of integrity |  |  |  |  |  |  |  |  |  |  |
| Independence and inquisitiveness | X 1.5 |  |  |  |  |  |  |  |  |  |
| Ability to establish quality relationships |  |  |  |  |  |  |  |  |  |  |
| Ability to work as a team player | X 2.0 |  |  |  |  |  |  |  |  |  |
| Willingness to work hard and commit time and effort to do the job | X 1.5 |  |  |  |  |  |  |  |  |  |
| Outcomes focus |  |  |  |  |  |  |  |  |  |  |
| Strong stewardship orientation/consumer focus |  |  |  |  |  |  |  |  |  |  |
| EXPERIENCE |  |  |  |  |  |  |  |  |  |  |
| Corporate governance experience |  |  |  |  |  |  |  |  |  |  |
| Understanding of and experience in the sport | X 1.5 |  |  |  |  |  |  |  |  |  |
| Community/stakeholder influence and connections |  |  |  |  |  |  |  |  |  |  |
| Broad business experience | X 1.5 |  |  |  |  |  |  |  |  |  |
| MEETING PERFORMANCE |  |  |  |  |  |  |  |  |  |  |
| Is well prepared for meetings |  |  |  |  |  |  |  |  |  |  |
| Adds value to board dialogue | X 2.0 |  |  |  |  |  |  |  |  |  |
| Is able to focus at the governance level  of issues |  |  |  |  |  |  |  |  |  |  |
| Can disagree without being disagreeable |  |  |  |  |  |  |  |  |  |  |
| TOTAL |  |  |  |  |  |  |  |  |  |  |