

# The Successful Board Candidate's Roadmap

**LIVE**  
Master Class



**5 Important Focus Areas for Your Board Appointment Success**



with **Mark A. Pfister**

# YOUR SPEAKER



## Mark A. Pfister

Non-Executive Director, CEO,  
& Chief Board Consultant

M. A. Pfister  
Strategy Group

- Governance & Strategy expert, Non-Executive Director, & Chief Board Consultant having consulted & advised hundreds of public, private, and nonprofit Boards.
- He is known as “*The Board Architect*” for his work in defining the structural components of effective Boards.
- His book, ‘*Across The Board: The Modern Architecture Behind an Effective Board of Directors*,’ is a bestseller with circulation in over 70 countries.

# MASTER CLASS REMINDERS

*answering frequently asked questions*

- **Purpose:** Share knowledge and trending on the **best practices to prepare and land coveted Board seats.**
- **Questions:** Write your questions in the Q&A section. Our goal is to answer all questions at the close of the presentation. Otherwise, Mark will follow-up with you via email afterwards.
- **Materials:** Yes, this entire Master Class is being recorded and you will receive a link via email from your host, ExecuNet, shortly. This link will also include the ability to view & download this presentation deck in its own separate file.
- **Additional Topic References:** You will notice additional reference URL links throughout the presentation should you want to delve deeper into certain topics (you can click on the links when you receive this presentation file).



# GOALS

*what to walk away with from today's master class...*







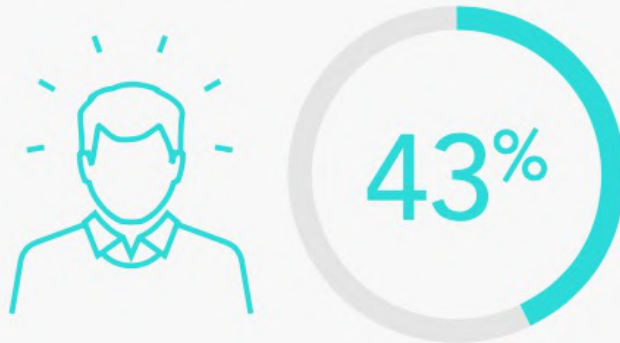
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# Your Board Director Viability

*who are boards looking for?*

U.S. Example | This 2022 report looked at the new Board Directors added to Fortune 500 boards in 2021

**A record share of seats were filled by first-time directors on public boards: 43%.** On the whole, these directors bring more diversity of experience and background.



Report: Heidrick & Struggles - Board Monitor US 2022

**Current or former  
CEO experience**

40%

**Current or former  
CFO experience**

14%

I see this first-hand as a global trend...



# — YOUR BOARD DIRECTOR VIABILITY —

*who are boards looking for?*

Modern Boards have realized the value in:

Specialized  
'vertical'  
knowledge  
Directors

Designing a  
Board with  
mixed industry  
makeup

Leadership  
+ deep  
operations  
experience

Deep  
Strategy  
knowledge +  
governance

Historically  
under-  
represented  
Directors

Read my article: [Are You Hindering Your Appointment?](#)

*can you dedicate the time?*

## Under Normal Operating Conditions

(public, private, & nonprofit)

Title	Role / Duties	Estimated Hours
Board Director	<b>Universal Base Duties</b>	<b>200</b>
	Committee Duties (per Committee)	+50
	Board Chairperson	+50
	Committee Chair (per Committee)	+10
Board Advisor	<b>Base Duties</b>	<b>50</b>
	Committee Duties (per Committee)	+10

↑  
yearly  
↓

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The COVID-19 pandemic has shown a sharp increase above the amount of time shown above being expended by Board Directors to mitigate risks through their strategic and governance involvement.

Read my article: [The In-Between Director](#)





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# Board Candidate Packaging

*What should you submit for a board opportunity?*



## Never submit:

- Regular Bio
- Résumé
- CV

These are not correct for Board Director positions!

The proper submission is called

***Board Documents***

Read my article: [The Board Candidate's Checklist](#)



*What should you submit for a board opportunity?*

Board Documents ← with an 's'

Your  
Board Bio

Your  
Board  
Document

→ without an 's'



*What should you submit for a board opportunity?*



## **Remember:** A Résumé or CV is not the same as **Your Board Document!**

- A job *résumé* or CV guides you down the path of sounding more like management and less like leadership or governance material!
- The effort put into a proper Board Document shows that you view Board Directorship as a discipline, not a hobby.

Read my article: [7 Steps to Create a Killer Board Document](#)

*What should you submit for a board opportunity?*

## Board Bio

- **This is where you get across your personality!**
- Start with a summary paragraph of your accomplishments
- Overarching theme of your career (possibly include a quote from a recognizable source)
- Board and/or Board-level experiences
- Education, certifications, article/quote references
- Differentiator: Explain how your Values drive your decisioning

## Board Document

- **This is an exercise in concise & precise writing!**
- Start with a Board Profile summary
- Board & Board Committee experience
- Board-Level experience
- Executive experience
- Education, Certifications, Memberships, & Professional Affiliations
- Differentiator: List Core leadership traits & demeanor





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# Board Candidate Prewrite



*are you fully prepared for your interview?*

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## Doing Your Research: (U.S. examples)

### Public Companies:

- Annual Report
- Form 10-K
- Form 10-Q
- Form 8-K
- Proxy Statement
- Public releases

### Private Companies:

- Typically, only what has been publicly released

### Nonprofit Organizations:

- Form 990
- Annual Report
- Goals & Strategic Plan

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## Board Pitch Book / Board Director Invitation:

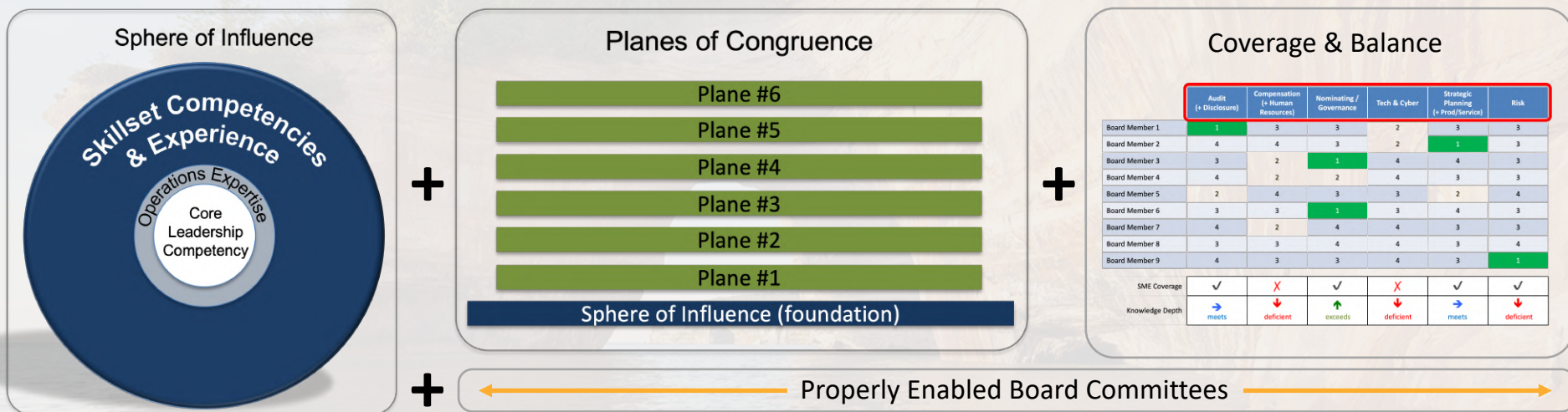
### Did the Board issue a Board Pitch Book?

- |                                    |                           |
|------------------------------------|---------------------------|
| • Who we are + who we will become  | • Board structure         |
| • Values, vision, mission, & credo | • Alignment items         |
| • Industry(s) serving              | • Required skillsets      |
| • Differentiators                  | • Onboarding +orientation |
| • Phase of growth                  | • Protections / D&O       |
| • Financials                       | • Compensation            |

Read my article: [The Once Taboo World of Board Director Marketing](#)

*how is the board structured?*

## Evaluate Board Architecture



**90%+ of Board-related challenges and failures are directly related to the structure!**

Read my book: [Across The Board- The Modern Architecture Behind an Effective Board of Directors](#)





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# Board Interview Readiness



# — BOARD INTERVIEW READINESS —

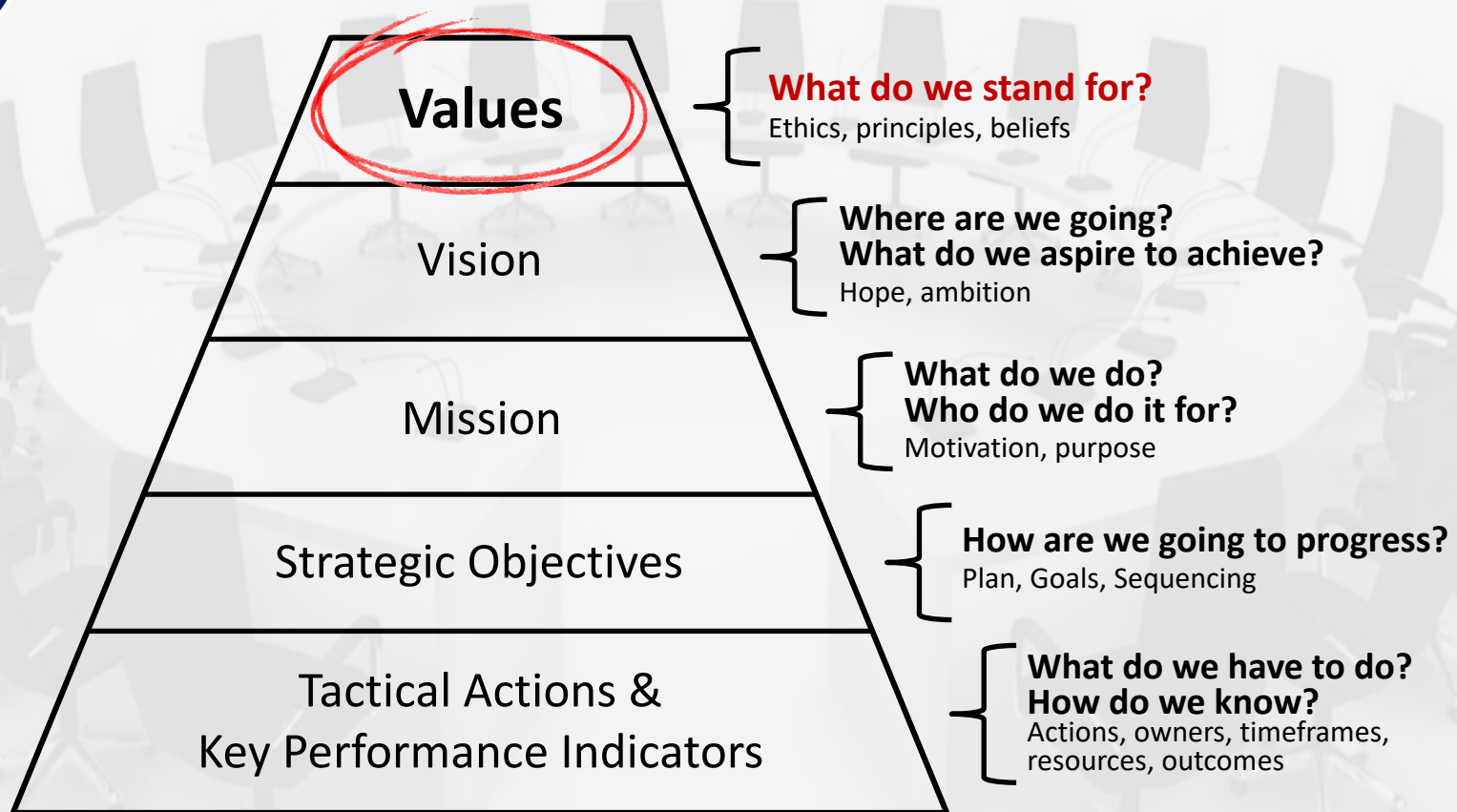
*where should you aim the discussion?*



Read my article:  
[5 Steps to Nailing Your Board Director Interview](#)

## Values

*where should you aim the discussion?*



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# BOARD INTERVIEW READINESS

*where should you aim the discussion?*

Values



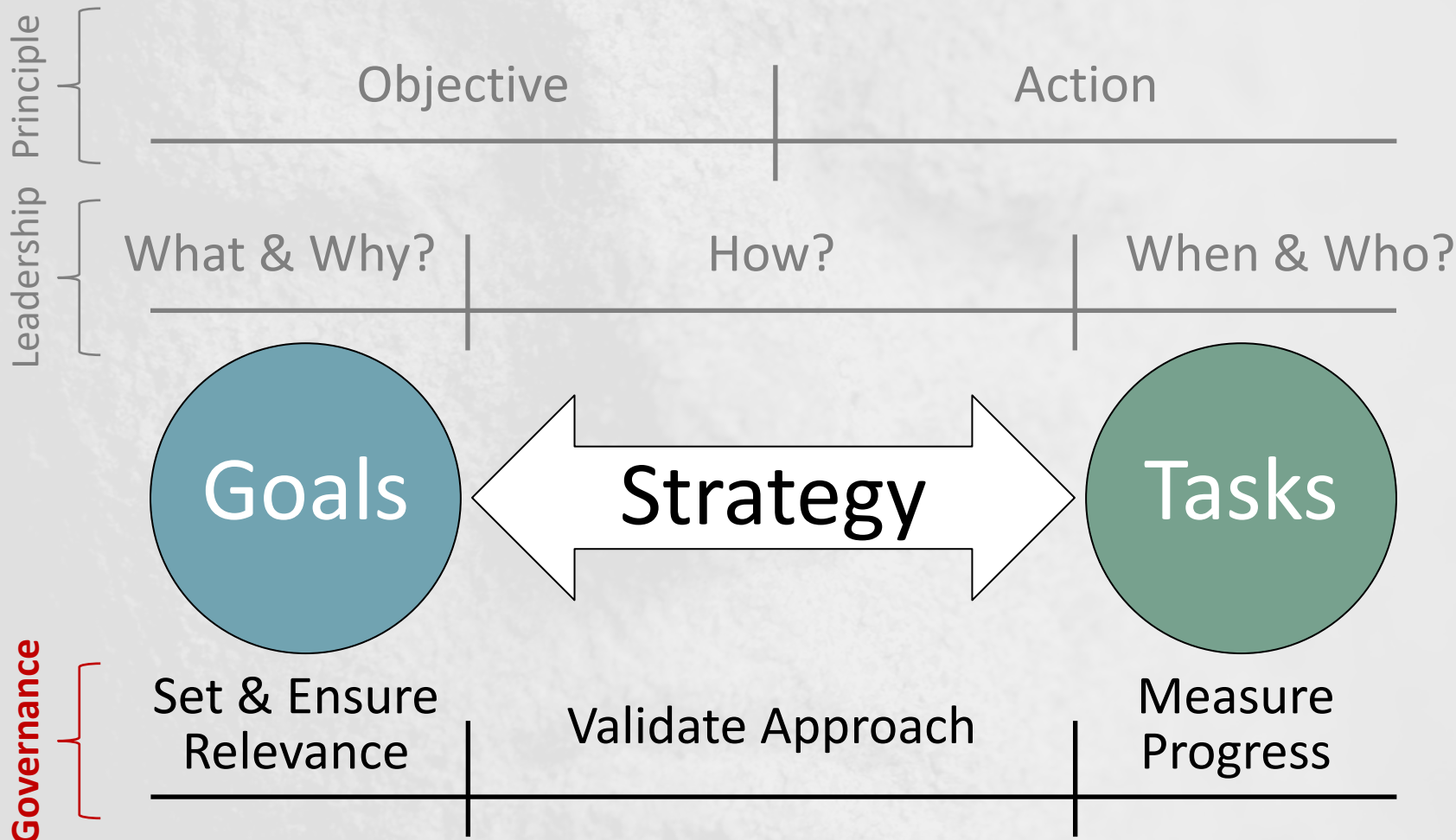
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# BOARD INTERVIEW READINESS

Strategy &  
Governance

*where should you aim the discussion?*

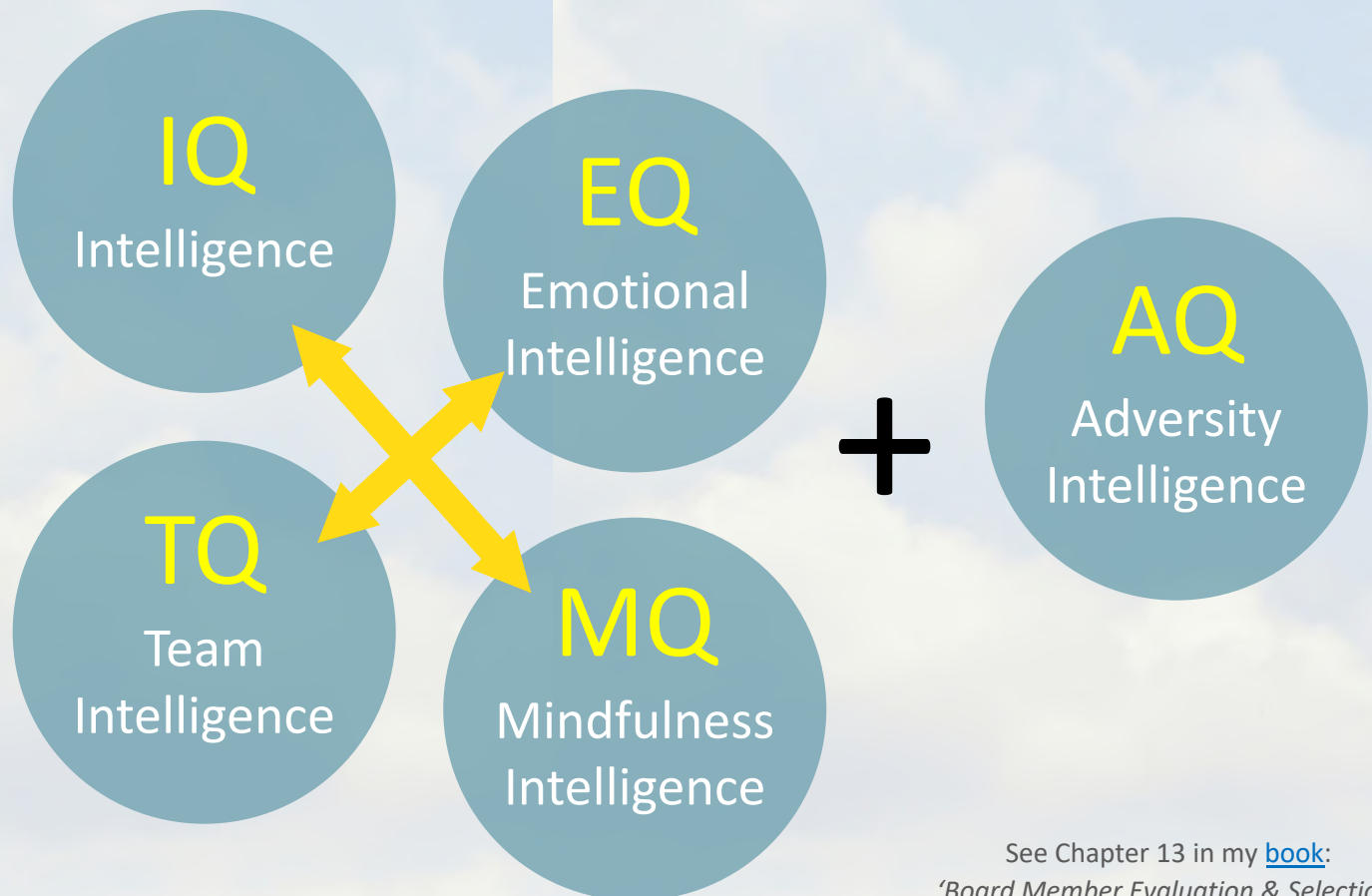


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*where should you aim the discussion?*

The 'other'  
intelligences

## The importance of:



See Chapter 13 in my [book](#):  
'Board Member Evaluation & Selection'





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# Opportunity Decisioning Process

*is this the right board?*

**As a Board Candidate, honestly ask yourself:**

Is this Board  
truly successful?

Is this Board  
making a positive  
impact?

Is this Board  
respected?

**Leverage the following 5 reasons for a Board's existence to help answer these questions...**



*is this board living up to its mission?*

**#1**

**Boards  
Promote  
Meaningful  
Action**

**#2**

**Boards Foster  
Accountability**

**#3**

**Boards Convey  
Trustworthiness**

**#5**

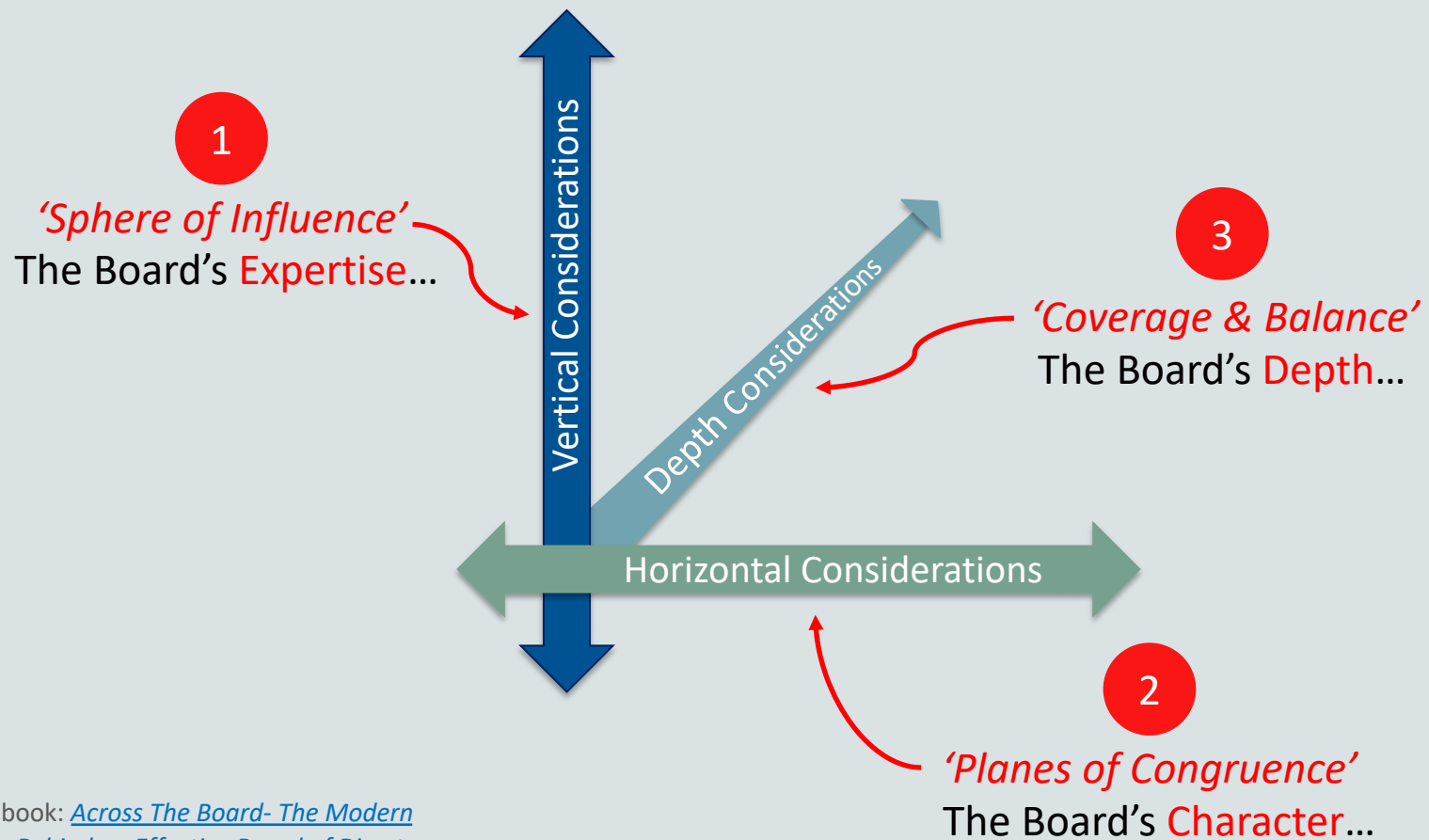
**Boards  
Provide  
Mediation**

**#4**

**Boards Grow  
Networks**

*is this board structured properly?*

## Proper Board architecture structural focus areas



Read my book: [Across The Board- The Modern Architecture Behind an Effective Board of Directors](#)



*is this board structured properly?*



“ Properly architected Boards help ensure *adherence* to their responsibilities simply based on their structure... ”

*are you protected?*

Corporate  
Indemnification



Directors & Officers (D&O)  
Liability Insurance



Independent Director  
Liability (IDL) Insurance

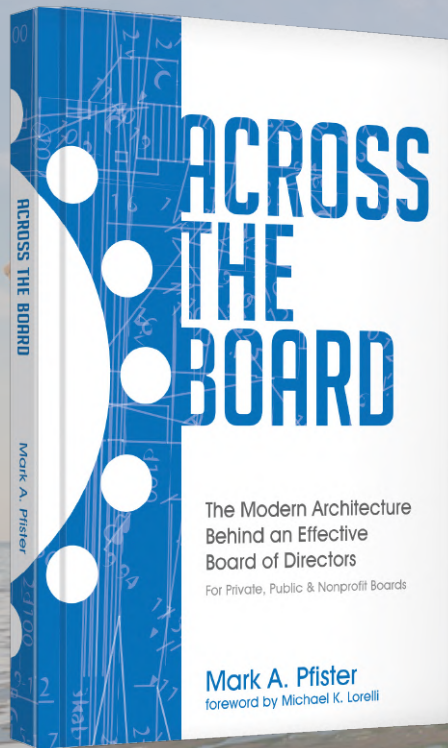
- ✓ **Side A Coverage:** Provides individuals with insurance protection when indemnification is not available
- ✓ **Side B Coverage:** Provides provisions for reimbursement of a company's indemnification obligations
- ✓ **Side C Coverage:** More common in recent years, this coverage provides insurance protection for the corporate entity's own liability exposures

Read my article: [An Important Lesson in Board Director Risk](#)



# BOARD ARCHITECTURE

*all the core principles*



For details on all aspects of modern Board architecture,  
pick up a copy of my book.

Across The Board: The Modern Architecture Behind an Effective Board of Directors  
<https://www.pfisterstrategy.com/books>



# Becoming an Exceptional Board Director Candidate

— Education & Certification Course —

## International Board Director Competency Designation (IBDC.D)

Get modern Board Director Candidate packaging **AND** modern Board operations knowledge all in one shot while **ALSO** earning your globally recognized *International Board Director Competency Designation (IBDC.D)* certification.

1:1

Group

On-Demand

*Now available in On-Demand*



[Becoming an Exceptional Board Director Candidate](#)



# THE SUCCESSFUL BOARD CANDIDATE'S ROADMAP

*are you prepared?*

Approach Board  
Directorship as a  
**Discipline**

Put the effort  
into your **proper**  
**packaging** first!

Start with  
your **Values**

Write me at [Mark@PfisterStrategy.com](mailto:Mark@PfisterStrategy.com)

Connect with me on LinkedIn at <https://www.linkedin.com/in/markapfister/>

Board education + certification [Becoming an Exceptional Board Director Candidate](#)





# MARK A. PFISTER

Non-Executive Director, CEO, & Chief Board Consultant

Biography

Mark@PfisterStrategy.com



With a strong focus in Strategy, Governance, and Technology / Cybersecurity, Mark A. Pfister is CEO & Chief Board Consultant of M. A. Pfister Strategy Group, an executive advisory firm that serves as a strategic advisory council for executives and Boards in the public, private, and nonprofit sectors. He is also Chairman & CEO of Integral Board Group, a specialized Board services and consulting company. Mr. Pfister is a *'Board Macro-Influencer'* and his success has been repeated across a wide range of business situations and environments. He prides himself on being a coach and mentor to senior executives and directors. In Board Director circles, Mr. Pfister has earned the nickname *'The Board Architect.'*

The overarching theme throughout his career has been his aptitude in leadership positions, passionate focus on people, unique governance models, and ability to create value for stakeholders through innovative business strategies and operational excellence. Michael Lorelli, Executive Chairman of Rita's Franchise Company, has said, *"Mark's unusual combination of excelling at a macro and micro grasp of business, genuine interest in Governance, and ability to coach and mentor a Management Team make him a terrific Independent Director."*

Mr. Pfister is a certified project management professional and frequently serves as an expert Project Executive, consulting on global programs/projects in their initiation and operational phases, as well as programs requiring remedial focus to bring them back on track. He has deep knowledge and experience in Board design & operations, strategic planning, business transformation, technology implementations, decisioning processes, certification & continuing education programs, executive coaching, and governance models.

Mr. Pfister was CEO of Pro4ia, Inc., an international consulting and professional services company specializing in a wide range of technology solutions utilizing formal Project Management as a proven and repeatable delivery method. With a Fortune 50 client list, Pro4ia was Citibank's Nominee for Crain's Magazine *'Entrepreneurship of the Year'* Award in 2005. He simultaneously served as CEO of ONIT, Inc., a national sourcing company specializing in placements for all levels of technology skill sets. Mr. Pfister was also the National Program Office Leader for American Express leading some of the largest technology transformation initiatives in the company's history. He served as a Licensed Engineering Officer in the U.S. Merchant Marine, holds a B.S. from the State University of New York Maritime College in Facilities Engineering, and completed Harvard Business School's Executive Education Program for Board Directors.

Mr. Pfister is the creator of the *'Board as a Service'* (BaaS) engagement model, an industry he is credited with inventing. He is a Master Speaker and conducts international speaking tours, lectures, and seminars focused on effective leadership, strategy, Board architecture, becoming an exceptional Board Director candidate, professional project/program management, and entrepreneurship.

His popular book, *'Across The Board: The Modern Architecture Behind an Effective Board of Directors,'* an Amazon best-seller with circulation in over 70 countries, has influenced an entire new generation of Board Directors.

Mr. Pfister is a proficient Board Director and CEO with experience across multiple industry verticals. He is typically the Chair or a member of the Strategic Planning Committee, Governance Committee, Technology & Cybersecurity Committee, and has deep Nominating Committee experience. Mr. Pfister's experience as an internationally renowned Board Consultant, having guided and coached hundreds of Boards, Board Committees, and Board Members across public, private, and nonprofit verticals, additionally offers up unique and informed viewpoints to the companies he serves.

He holds an *International Board Director Competency Designation* (IBDC.D) through M. A. Pfister Strategy Group, an *Executive Masters Professional Board Certification* through the American College of Corporate Directors (ACCD), is a certified *Project Management Professional* (PMP) through the Project Management Institute (PMI), earned a *Global ESG Certification* (GCB.D) through Competent Boards, and holds a *Certified Cyber Intelligence Professional Board Certification* (CCIP) through the McAfee Institute.