Board Skills Matrix

Customising the board skills matrix

1. *Identify key skills and competencies for your board*

Work with the board and senior leadership to identify the core skills and competencies that are crucial for the board’s effectiveness. This could be based on your organisation's strategic goals, industry trends, or legal/regulatory requirements. Consider including competencies in areas such as cultural governance, diversity, equity, and inclusion. The matrix template offers examples that may be used or adapted to fit your needs.

1. *Assess board members*

Have each board member complete the skills matrix to self-assess their skills and experience. This can be done individually or collaboratively during a board meeting. In addition to self-assessment, it may be helpful for the board chair to review each member’s responses and provide feedback. Board members should evaluate their proficiency in each identified skill, which will to inform future board development needs.

1. *Fill in the matrix*

Input the data into the matrix, indicating which skills each member has, using a simple checkmark, rating or scale system, or another indicator. Examples are provided below.

1. *Analyse the results*

Once the matrix is filled out, review the composition of the board to identify:

* Areas where the board is strong (e.g., many members with financial expertise or cultural authority).
* Areas for skill development (e.g., no members with technology skills or a lack of young people on the board).
* The need for specific skill sets when planning for future recruitment or succession planning.

1. *Update periodically*

The skills matrix should be updated periodically, especially during board member transitions, to reflect changes in expertise. Update periodically will also ensure the matrix remains aligned with the organisation's evolving needs. Decide as a board how often the matrix should be updated.

**Key (scale):**

|  |  |
| --- | --- |
| 1 | No experience |
| 2 | Basic knowledge |
| 3 | Competent/moderate experience |
| 4 | Advanced expertise |
| 5 | Expert level |
|  |  |

**Key (simple):**

|  |  |
| --- | --- |
| ✓ | Strength |
| X | Development area |
|  |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Board Member Name:* |  |  |  |  |  |  |  |  |  |
| Indigenous Governance and Leadership | | | | | | | | | |
| Geographical knowledge |  |  |  |  |  |  |  |  |  |
| Community accountability |  |  |  |  |  |  |  |  |  |
| Cultural authority |  |  |  |  |  |  |  |  |  |
| Indigenous knowledge systems |  |  |  |  |  |  |  |  |  |
| Cultural legitimacy |  |  |  |  |  |  |  |  |  |
| Two-way working & accountability |  |  |  |  |  |  |  |  |  |
| Networking & relationship building |  |  |  |  |  |  |  |  |  |
| Indigenous data governance |  |  |  |  |  |  |  |  |  |
| ICIP principles |  |  |  |  |  |  |  |  |  |
| Behaviours and Personal Attributes | | | | | | | | | |
| Engagement & accountability |  |  |  |  |  |  |  |  |  |
| Effective communication |  |  |  |  |  |  |  |  |  |
| Curiosity & critical thinking |  |  |  |  |  |  |  |  |  |
| Adaptability |  |  |  |  |  |  |  |  |  |
| Respectful collaboration |  |  |  |  |  |  |  |  |  |
| Leadership agility |  |  |  |  |  |  |  |  |  |
| Ethical conduct |  |  |  |  |  |  |  |  |  |
| Value alignment |  |  |  |  |  |  |  |  |  |
| Interpersonal |  |  |  |  |  |  |  |  |  |
| Inclusive leadership |  |  |  |  |  |  |  |  |  |
| Governance, Industry and Operational | | | | | | | | | |
| Financial acumen |  |  |  |  |  |  |  |  |  |
| Presentation & facilitation |  |  |  |  |  |  |  |  |  |
| Legal knowledge & compliance |  |  |  |  |  |  |  |  |  |
| Risk assessment & mitigation |  |  |  |  |  |  |  |  |  |
| Board experience |  |  |  |  |  |  |  |  |  |
| Governance experience |  |  |  |  |  |  |  |  |  |
| Corporate leadership/executive management |  |  |  |  |  |  |  |  |  |
| Strategic planning |  |  |  |  |  |  |  |  |  |
| Industry experience |  |  |  |  |  |  |  |  |  |
| Stakeholder engagement |  |  |  |  |  |  |  |  |  |
| Verbal communication |  |  |  |  |  |  |  |  |  |
| Change management |  |  |  |  |  |  |  |  |  |
| Crisis management & resilience |  |  |  |  |  |  |  |  |  |
| Sustainability & environmental impact |  |  |  |  |  |  |  |  |  |
| Public policy & advocacy |  |  |  |  |  |  |  |  |  |
| Mediation & conflict resolution |  |  |  |  |  |  |  |  |  |
| Digital literacy & innovation |  |  |  |  |  |  |  |  |  |
| Communications, media & marketing |  |  |  |  |  |  |  |  |  |
| Representation and Diversity | | | | | | | | | |
| Age diversity |  |  |  |  |  |  |  |  |  |
| Cultural diversity |  |  |  |  |  |  |  |  |  |
| Gender balance & inclusivity |  |  |  |  |  |  |  |  |  |
| Knowledge balance & board tenure (years) |  |  |  |  |  |  |  |  |  |