Inforum BoardAccess™ Board Readiness Survey

Once you have completed this survey, please e-mail it to Jori Hartwig at jhartwig@inforummichigan.org.

Functional Competence

Boards of Directors today need members with a variety of functional competencies beyond the traditional ones of operating and financial expertise. The following list identifies some of the areas of interest to nominating committees and recruiters. Please indicate your familiarity with the areas using the indicated scale. Areas where you have little or no experience are ones where you can improve your understanding and experience. Those in which you are a subject matter expert or have a working knowledge and active involvement are ones to highlight in your board resume.

Be sure to consider your entire career and your breadth of similar experiences and responsibilities when completing this section.

Rating Scale:
0 No experience/understanding
1 Limited involvement
2 Some knowledge
3 Active involvement/understanding
4 Subject expert

Business Development
- Mergers and acquisitions including integration
- Divestitures
- Alliances/Partnerships

International Business
- Lived and worked outside of the US
- Managed support staff outside of the US
- Managed operations outside of the US
- Expanded business outside of US
- Developed partnerships/alliances outside of US
- Localized strategies to accommodate cultural difference

Human Resources
- Executive compensation
- Engaging employees in change
- Attraction and retention

For more information contact Jori Hartwig (jhartwig@inforummichigan.org) or 616 588-9400
Health care cost management
Leveraging a culturally diverse organization
Succession planning

Risk Management
  Environment risks
  Directors and Officers Liability
  Cyber security

Internal Controls
  Inter-company pricing
  Role of Information Technology
  Deferred expenses
  Fraud risk

Strategic Planning
  Change management
  Crisis management
  IPO planning
  New product development
  Business start-up
  Restructuring
  Performance metrics

Marketing
  Leveraging a culturally diverse customer base
  Identifying and developing new customers
  Building strong customer relationship
  Achieving product or company differentiation

Financial
  Acquisition accounting
  Financial instruments (i.e. foreign currency, interest rates, hedges, derivatives)
  Income taxes and reserves
  International accounting (IFRS)
  Banking relationships
  Investor relations
  Audit functions
  Capital markets

Technology/IT
  System architecture
  Technology Innovation
  Software development
### Organizational design

| CRM |

### Legal Disclosure

- Management’s Discussion and Analysis
- 10K/Q footnotes
- Sarbanes-Oxley Act
- SEC requirements

### Board Dynamics and Personal Competencies

Your success in gaining a board position and adding value to a board is closely tied to your intangible attributes and how well you will fit with current board members. Each board has a unique “personality” and needs. Understand your personal attributes and look for board opportunities in which you can be comfortable and contribute.

Using the following scale, rate your strength in the attributes of successful boards.

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<td>0</td>
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<td>1</td>
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<tr>
<td>4</td>
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- Acts with integrity, practices principle-centered leadership
- Dedication to organizational mission/values
- Assumes responsibility for actions and consequences
- Can work well under demanding conditions
- Demonstrates creative, outside the box thinking
- Inquisitive, asks high-gain, perceptive questions
- Exercises good judgment
- Makes sound choices even without complete details
- Not overly influences by others
- Seeks alignment after stating position
- Action oriented
- Responsive
- Listens more than talks
- Clearly conveys thoughts, influencer
- Builds productive relationships
- Leverages the skills and knowledge of peers to achieve common goal, builds on others’ ideas
- Big picture thinker
- Patience for long-term results
- Has a comfort level with the group process
- Has an executive presence

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Is optimistic and upbeat
Brings contacts and connections to the table
Has a reputation for community involvement, industry leadership

Personal style: Describe your leadership style from the point of view of someone who has worked with you would.

Time to serve: Do you have time to serve, i.e. how much time can you afford to a board per week/month/year?