



ICDM
Institute of Corporate
Directors Malaysia

CULTIVATING FUTURE BOARD LEADERS



Board Selection: Capability, Competency and Chemistry

Effective board evaluation and assessment can identify crucial skill gaps in boards. Face-to-face interaction plays a key role in gauging the board candidate's character, potential value-add, cultural fit, and compatibility with the board. Boards need to scan a wider landscape to identify potential future board members.

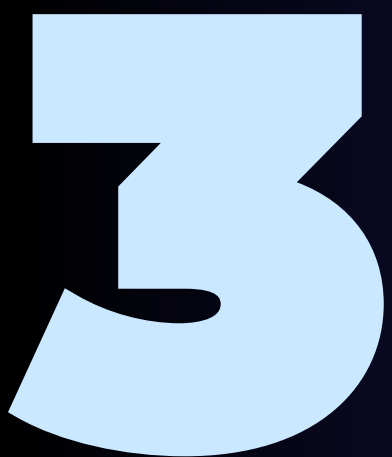
Boards are Valuable Assets that are Often Under-Utilised

Management should leverage on the wealth of expertise and experiences their board has to offer. Boards, on the other hand, need to understand the necessity and when to challenge the management with difficult questions, to be their sparring partner, and when to step aside and let the management do their work. Learn the art of asking challenging questions.



Dos and Don'ts as a First-Time Director

Listen, observe and understand the dynamics of the board, the company's culture, ways of doing things, and the industry. Have side chats with other fellow directors and senior management. Adopt the "nose in, fingers out" approach. Self-reminder to transition from an executive role to a board role. Most importantly, never compromise your values and integrity.



Two-Way Due Diligence

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Thorough due diligence is crucial for both the company and the directors. Before committing to a board role, assess the board personalities and integrity, senior management turnover rate and the company's financial health, its ongoing issues and magnitude, to make your own informed decisions.



Board Wisely: Getting On-board and Getting Off-board

Evaluate the alignment of the organisation's and board's values, integrity, and actions with your own. Fulfil your fiduciary duty yet safeguard yourself by ensuring proper and correct documentation of your actions or counsel. If you sense any misalignment of values, be ready to opt out.

Charting Your Road to Board Directorship



Ask yourself if you have what it takes to be a director. Strive for excellence in your field, build credibility through upskilling, gain leadership experience, cultivate the right professional network and actively engage the NGOs. Your CV should use the language that fits the role of a board. Gear up by building your network, immerse yourself in the board circles, gain valuable experience and advice through coaching and joining more board conversations.

