



Board Readiness Information Session

May 23, 2023

This session will be recorded. All attendees will receive a link to the video playback and slides.

Welcome! Meet Today's Presenters



Anne Sample
CEO

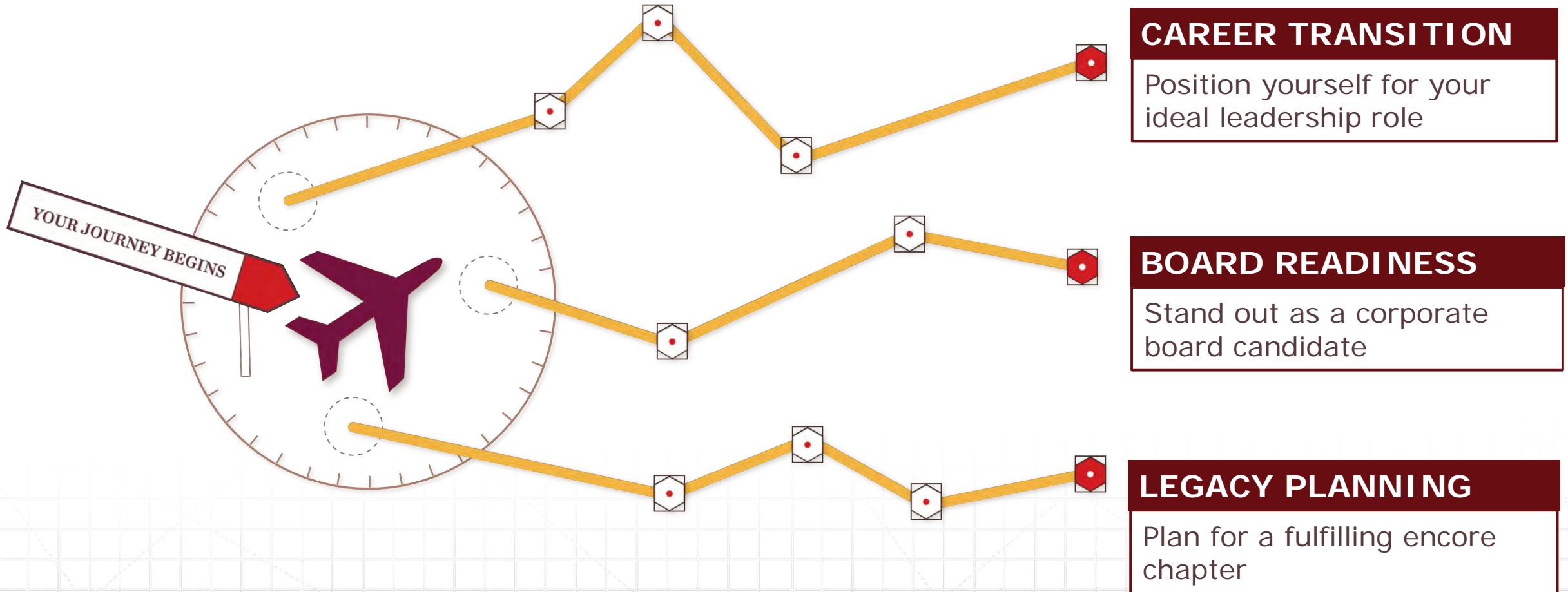


Patti O'Leary
Practice Lead,
Board Readiness



Mike Carey
Executive Consultant

We Help Executives Define Your Future





Today We'll Cover

- Board work vs. executive roles
- In-demand board skillsets
- Differences at public, private and non-profit boards
- How to stand out as a candidate
- Assessing your own board readiness

Plus: Helpful resources for your board journey

Basics of Corporate Board Service

Match Your Skills to the Right Board

Non-Profit

- Smart entry point, great first step to a larger opportunity
- Expect hands-on work, consensus building and commitment to a mission

Private Company

- A range of challenges, governance styles and maturity
- Family-owned, founder-led and PE-backed

Public Company

- Most visibility, highest expectations
- Fewest board seats available





Effective Boards Set the Tone at the Top

- Approve strategy, monitor implementation
- Oversee budgets, operating plans
- Define appetite for risk
- Ensure integrity of financial reports
- Oversee compliance
- Maintain effective governance

At Public Companies:

- Select CEO, oversee performance
- Allocate capital, issue shares, declare dividends



Understand the Board Commitment

- Most board terms are 6-8 years
- Directors spend 250-300 hours per year

Service extends beyond meetings

- Committee participation
- Availability when unexpected issues arise



Board Service Includes Committee Work

Core board committees:

- Audit
- Compensation/HR
- Nominating/Governance

Other common options:

- Finance
- Executive
- Risk
- Technology
- Environment, Social & Governance

Today's Board Landscape

In-Demand Skills and Experience

- Visionary leadership
- Executive oversight
- Proven value as a strategic advisor
- Financial acumen
- Enterprise risk management
- Multinational and geopolitical experience
- Human capital and succession planning expertise
- Large-scale change leadership amid uncertainty
- Crisis management
- Enterprise DEI, ESG or culture transformation
- Problem-solving and consensus-building
- Well-networked

Top candidates are adept at navigating complex issues, well-versed in managing risk and excellent at building relationships



Board Service Yields Benefits for Execs and Employers

- Cross-pollination of ideas, industries, perspectives
- Exposure to different leadership styles, cultures and business models
- New thinking on key issues
- Broader connections, resources
- Improved communication with own company's board

Landing a Board Seat

Start With a Thorough Self-Assessment

1

Document Your Qualifications and Experience

Consider operational and governance responsibilities

2

Focus on Your Top 3 Competencies

Realistically assess your capabilities against in-demand board competencies

3

Identify Examples and Impacts

Prepare thought leadership examples and tangible impacts for each area of expertise

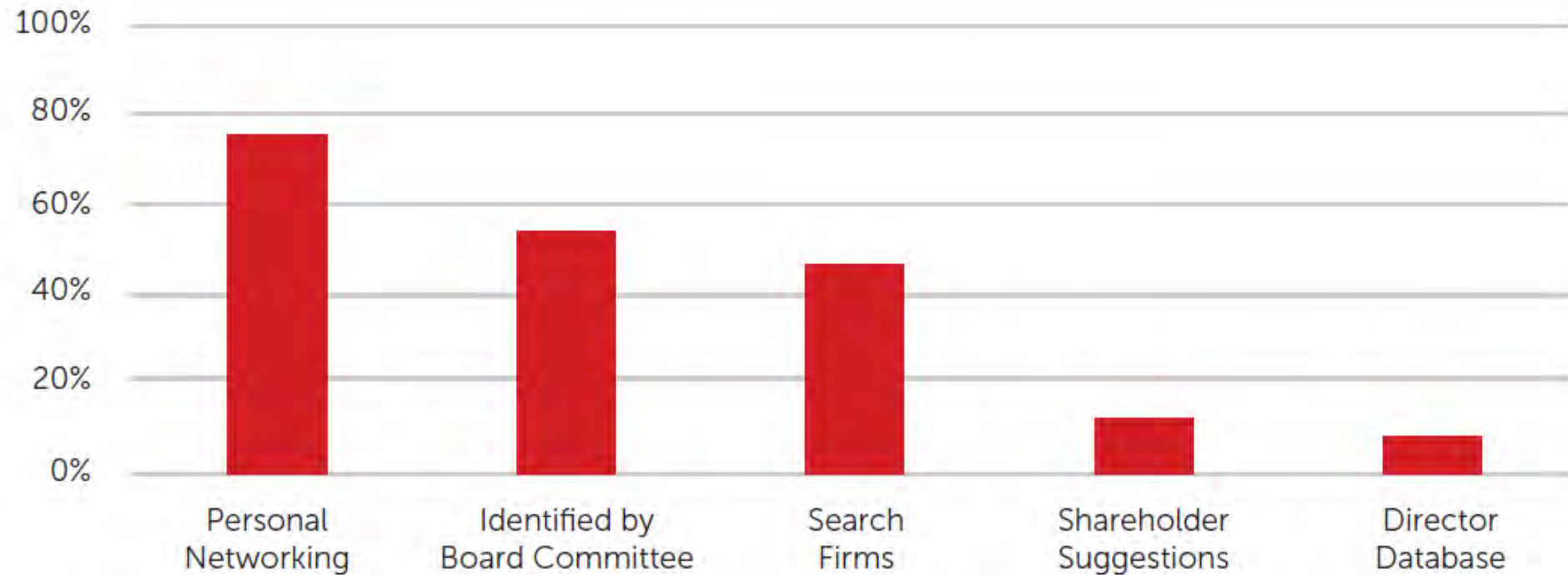


Clarify Your Rationale for Board Service

- Speak to specific business challenges or governance issues
- Identify where you provide valuable or unique perspectives
- Highlight what attracts you to a particular type of board

Start Nurturing Your Professional Network

How Board Members are Found



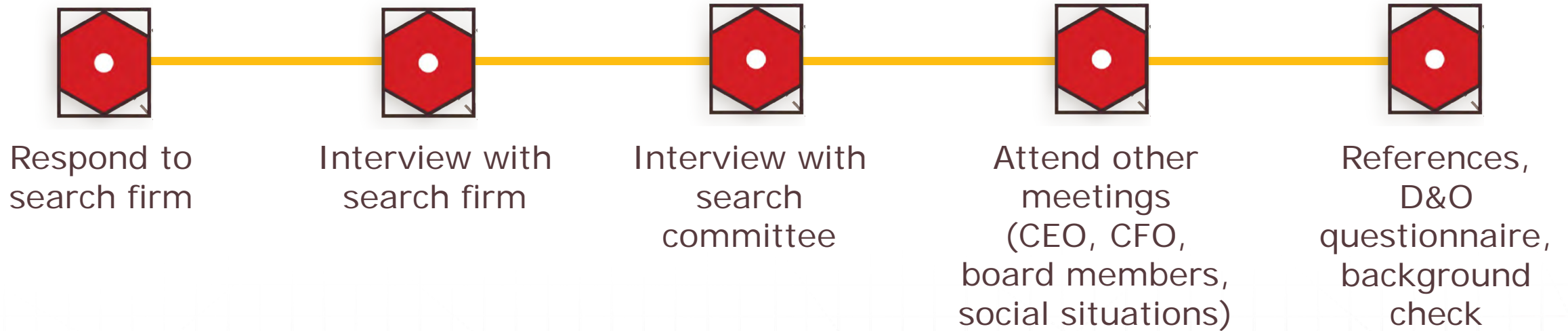


Listen and Learn When a Search Firm Calls

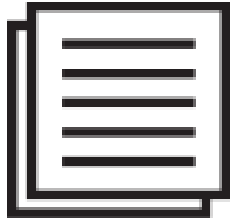
- Respond promptly
- Request the candidate description
- Offer your board bio
- Don't say no too soon! Explore the opportunity thoroughly
- Establish time to reconnect

Consider the search consultant
your partner and advocate

Typical Board Search Process

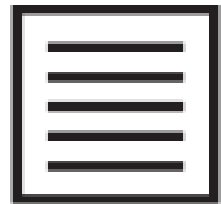


Board Candidates Need Three Documents



Resume

Focus: Your operational and managerial experience
Chronology of employment history



Board Bio

Focus: Your governance and thought leadership
Highlight your value proposition, accomplishments and interpersonal style



LinkedIn Profile

Focus: Your board credentials and corporate experience
Make a strong first impression for recruiters, board members and professional connections



Make a Strong First Impression on LinkedIn

- Professional headshot
- “Board” in your headline
- Concise summary of professional experience and credentials
- Board or governance experience

Reposition your expertise from hands-on management to thought leadership and governance

Kristin Jones

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PROFILE

Kris Jones is an astute ESG/EHS executive and board advisor best known for architecting innovative strategies that dramatically reduce corporate risk and liability and protect human health and the environment. Drawing on her deep technical expertise and extensive corporate EHS/ESG leadership, she is a catalyst for quantifiable and qualitative improvement across the EHS/ESG spectrum. Kris effectively leverages technology and data to establish policies, systems and best practices that mitigate risk, support growth, and sustain proactive compliance with global regulations and corporate standards. She is experienced leading global teams and engaging regulatory officials, NGOs and investors in Fortune 500 companies.

Presently, at Baxter International (NYSE:BAX) a Fortune 250, \$12.8B global medical device and pharmaceutical manufacturer Kris is Vice President EHS & Sustainability. In this role she elevated and transformed EHS&S to significantly reduce compliance and risk liability. She achieved unprecedented performance improvement, reducing by 50% environmental non-conformances, 45% Notices of Violation, 50% health & safety restricted rate, and 15% total recordable incident rate. She launched new ESG goals achieving 7.4% reduction in Scopes 1 & 2 Green House Gas (GHG) emissions indexed to revenue, 6.6% reduction in water use, 9.0% reduction in waste generation, 77.1% overall waste recycling rate within first year of goal.

Previously, Kris held executive EHS&S consulting roles for Jacobs and AECOM, global engineering and technical services companies where she dramatically grew new and existing accounts.

Earlier during her 11-year tenure at General Electric (NYSE:GE) then a \$173B diversified global industrial conglomerate as Global Leader Environmental Programs she led teams in 76% reduction of wastewater exceedances and 100% reduction of air emission exceedances by while outperforming GE ecomagination 2020 footprint goals for water and GHG achieving 29% (20%) and 23% (20%) respectively.

Committed to lending her expertise and leadership to support related professional and academic organizations, Kris currently serves on the advisory board for the University of Connecticut School of Engineering, and on the board of regents of NAEM where she served a two-year term as President. Previously she served as an advisory board member for ehsAI from its inception to sale. She has also served as President of the American Academy of Environmental Engineers and Scientists, and as an alumni board member for Yale University School of Environment, and as an advisory board member for the World Environment Center. Kris has assumed LGBTQ+ leadership roles during her tenures at both GE and Baxter International and volunteered for associated external engagements.

An empowering leader, Kris engages stakeholders to create organizational realignment, influential partnerships, and pioneering initiatives across businesses and geographies. Whether a board member or corporate leader, colleagues value her collaborative style and bias for action that she employs to advance mission, vision, and meaningful results. Kris is recognized by regulatory communities, advisory boards, academic institutions, and executive teams as an EHS/ESG thought leader with a solutions-based mindset.

Kris holds an EMBA from the University of Connecticut in Storrs, CT, a Master in Environmental Management (MEM) from Yale University in New Haven, CT, an MS in Civil Engineering from the University of Connecticut, and a BS Biology from Fairfield University in Fairfield, CT. Additionally she holds several distinguished professional designations and is in process of pursuing NACD Directorship certification.

AREAS OF IMPACT

- Vision & Strategic Planning
- Deep ESG/EHS Sustainability Expertise
- Innovative Compliance Approaches
- Regulatory Agency Relationships
- Investor Confidence & Communication
- DEI, Organizational Optimization and Engagement

BOARD AND COMMUNITY SERVICE

ehsAI, Advisory board member	2019-2020
University of Connecticut, Advisory Board Member	2009-present
NAEM, former President, Board of Regents	2000-present
American Academy of Environmental Engineers and Scientists, former President	2014-2020
Yale University School of Environment, Alumni Board Member	2015-2018
World Environment Center, Advisory Board Member	2020-2021

Kristin Jones

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PROFESSIONAL EXPERIENCE

Baxter International, Deerfield, IL <i>\$12.8B Global medical device and pharmaceutical manufacturer operating in 100+ countries</i> Vice President Environment, Health, Safety & Sustainability (EHS&S) Led global team of 350 EHS&S engineers, scientists, and occupational health professionals <ul style="list-style-type: none">• Orchestrated functional transformation focused on compliance and proactive risk reduction• Achieved unprecedented performance improvement; 50% reduction in environmental non-conformances, 45% reduction in Notices of Violation, 50% reduction in health & safety restricted rate, and 15% reduction in total recordable incident rate• Successfully launched new ESG goals (2021) achieved 7.4% reduction in Scopes 1 & 2 Green House Gas (GHG) emissions indexed to revenue, 6.6% reduction in water use, 9.0% reduction in waste generation, 77.1% overall waste recycling rate over first year of goal.	2020-present
Jacobs, Dallas, TX <i>Provides global engineering and technical services with \$14B in revenue and 55,000 employees</i> Vice President, Global Environmental Solutions, Client Account Executive Key team member focused on developing new and existing major client accounts <ul style="list-style-type: none">• Grew key industrial account >2000% in gross revenue	2019-2020
AECOM, Los Angeles, CA <i>Global infrastructure consulting firm with \$13.3B in revenue and 51,000 employees</i> EHS Management Strategic Executive Director <ul style="list-style-type: none">• New role established to create innovative solutions, reliability and credibility for new and existing clients	2018-2019
General Electric, <i>Diversified global conglomerate formerly \$173B in revenue with 330,000 employees operating in 175 countries</i> Global Leader Environmental Programs (2014-2017) Promoted to establish programs, policies, and systems to improve environmental performance across GE <ul style="list-style-type: none">• Reduced wastewater exceedances 76% and air emissions exceedances by 100%• Outperformed ecomagination 2020 footprint goals for water and GHG achieving 29% & 23% respectively	2006-2017
Global Leader Water Programs (2006-2014) First technical executive hired into corporate EHS group with goal of transforming environmental performance <ul style="list-style-type: none">• Reduced wastewater and spills/release occurrences by 50% with effective tools and management systems	
Tyco International, Director Environmental Programs, Princeton, NJ <i>\$40B global security, healthcare, and fire & security company with 260,000 employees and >1,800 facilities</i> Director Environmental Programs Assumed inaugural role to establish environmental policies and systems to improve performance globally <ul style="list-style-type: none">• Led team responsible for first EHS report publication and principal liaison with regulatory agencies	2004-2006
United Technologies Corporation, Pratt & Whitney Division, East Hartford, CT Director Global Environmental Programs and EHS Governance (2002-2004) Manager Global Environmental Programs and Assessments (1999-2004) Manager EHS (1998-1999) Promoted multiple times ultimately driving positive performance for environmental and governance across \$7.4B division.	1998-2004
Asea, Brown, Boveri/Combustion Engineering, Windsor, CT Environmental Compliance Officer	1996-1997
Malcolm Pirnie, Inc., Rocky Hill, CT and White Plains, NY Regional Project Manager; Senior Project Engineer	1994-1996; 1990-1992
Bristol-Myers Squibb, Stamford, CT Supervisor Environmental Engineering	1992-1994
South Central Connecticut Regional Water Authority, New Haven, CT Process Engineer	1987-1990



Language Matters

Ask: How is this accomplishment relevant at the board level?

Show that your skill or experience will:

- Advance board operations
- Improve board engagement
- Increase effectiveness
- Impact other specific goals



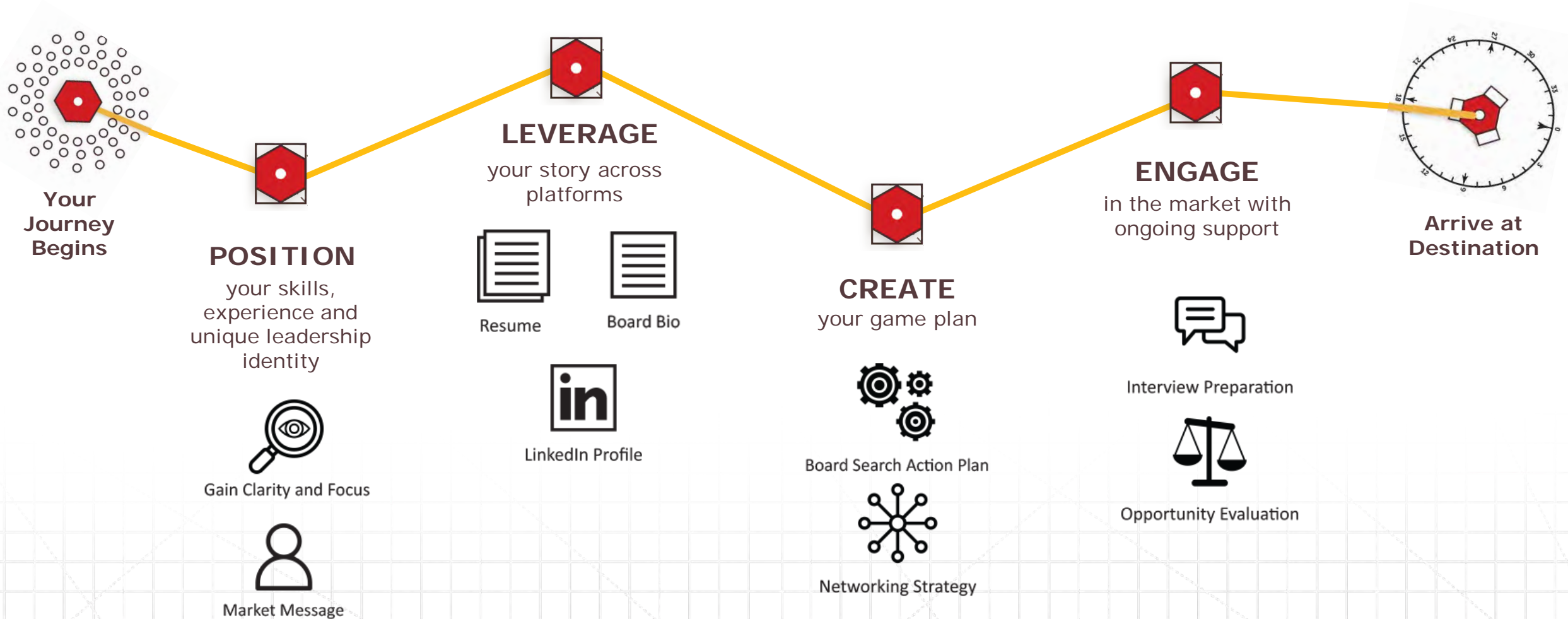
Metrics Are Essential

Follow up statements with specific measurements, such as:

- ROI
- EBITDA
- % growth or savings
- Geographic or sales expansion
- M&A impact
- Increase in speed, quality, service

Our Board Readiness Service

Your Path to Board Readiness



Praise from Past Board Readiness Clients

Navigate Forward helps you articulate your value, develop clarity and put intentional focus into your board search

—Nancy Dahl

I think so highly of the expertise and strategic insight that Navigate Forward consultants bring to their highly personalized Board Readiness support

—Amy Langer

Navigate Forward's advice was key in creating strong board materials and tailoring my networking strategy

—Kathy Roedel

Helpful Resources & Next Steps

Our Top 3 Recommendations

1

Assess Your Readiness, Create Your Plan

Review your experience,
qualifications

Create your market
message and tools

Develop a networking
strategy

2

Be Intentional in Professional Development

Diversify your work
experience, especially P&L
or niche areas

Increase your board exposure

Lead projects that require
strategic thought leadership

3

Raise Your External Profile

Join well-governed non-profit
boards

Engage with board and
governance organizations

Network, network, network!

Find Guidance With These Organizations



National Association of
Corporate Directors

www.nacdonline.org



Private Directors
Association

www.privateexecutivesassociation.org



Women Corporate
Directors Association

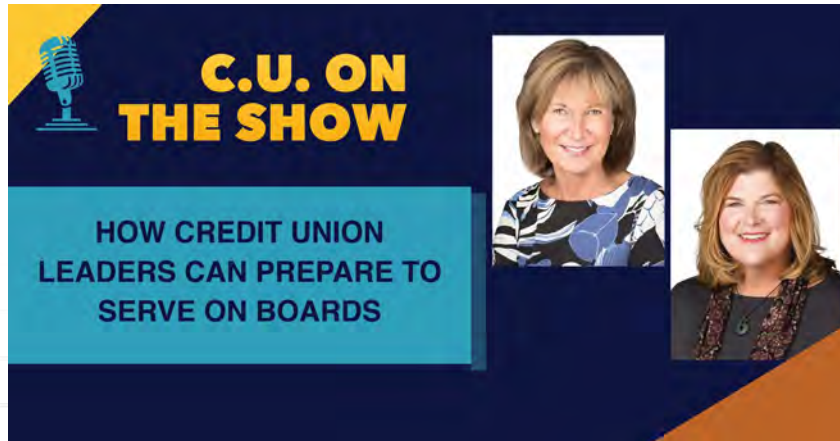
www.womencorporatedirectors.org

Access Our Thought Leadership Resources

Kiplinger

Want to Do Board Service? Start the Search Before You Retire

Seasoned executives who want to shift to advisory and thought leader roles should evaluate motivations and skills and build a strong professional network.



CEOWORLD Magazine

BOARD READINESS

Five Essentials to Land Your First Corporate Board Seat

The Benefits of Corporate Board Service for Current Executives

CEOs and C-Suite Leaders Gain New Perspectives, Grow Professional Networks and Strengthen Own Board Relationships



Is Your LinkedIn Presence Board Ready?

www.NavigateForward.com/news-events/

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Get Your Seat at the Table

Download Our Essential Guide to Corporate Board Service

GET THE GUIDE



Board Readiness Essentials

How to Navigate
Today's Board
Landscape and Stand
Out as a Candidate

Navigate
Forward
New Destinations for Executives

www.NavigateForward.com/board/

NavigateForward
New Destinations for Executives

Q&A

Thank You!

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Anne deBruin Sample
CEO



Patti O'Leary
Practice Lead, Board Readiness