

Skills you need to succeed

Part of IoD Ireland's Director Development Toolkit

Introduction

As a director, your skills are a vital component of your personal brand. Each director brings a unique mix of skills and experience to every board role. Developing and maintaining your director skill set involves balancing essential skills required for fulfilling director duties (such as finance, governance, and strategy) with those that make you an effective director and team player.

These diverse skills can be learned and refined over time through industry experience and a commitment to continuous learning and education. A successful director can apply these skills, supported by their experience, in various boardroom scenarios.

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Skills you need to succeed

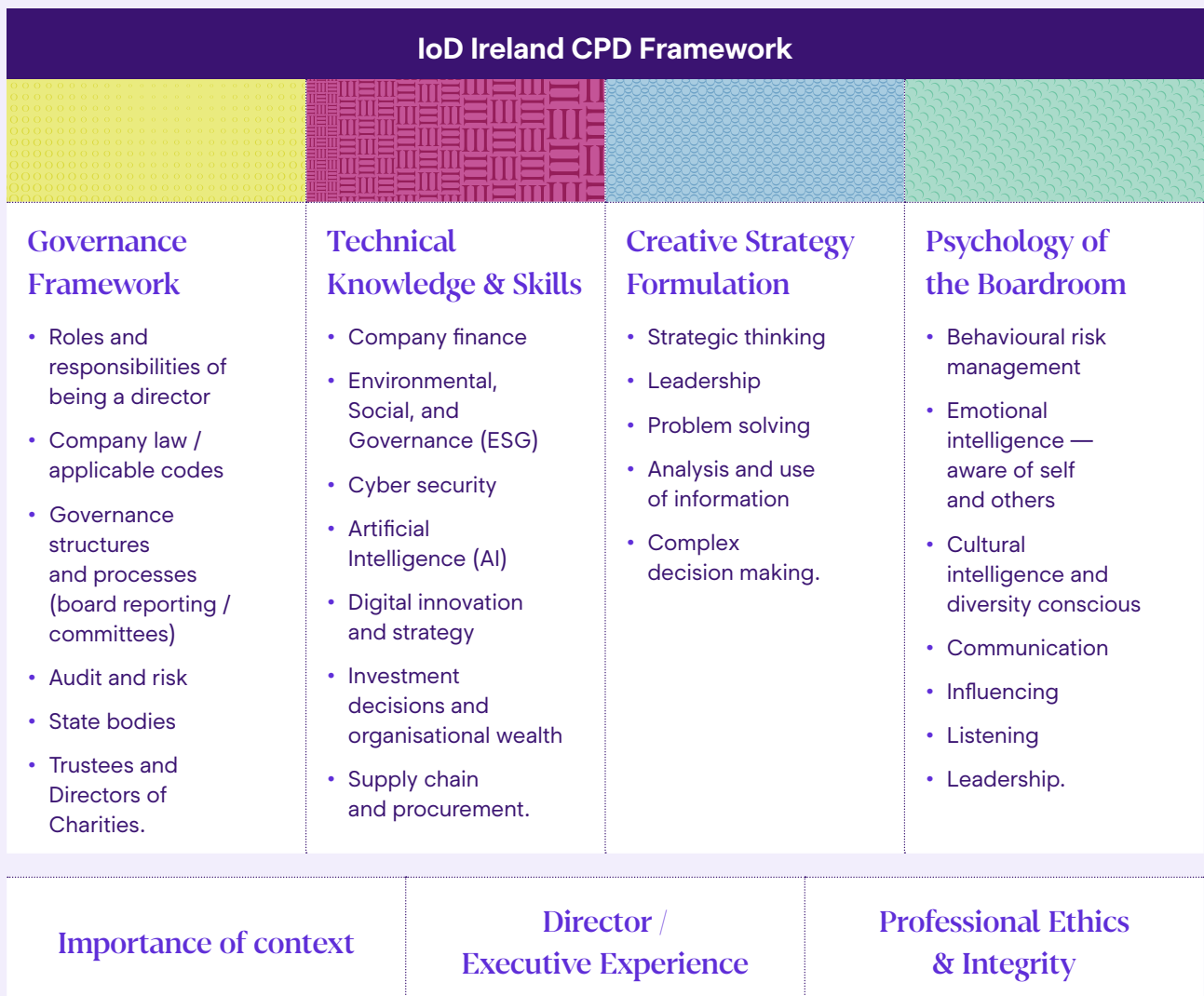
At IoD Ireland, we've created a Continuing Professional Development (CPD) Framework for Directors to empower you to better navigate shapeshifting policy, regulatory, macro-economic and governance environment.

The framework combines our knowledge and research on corporate governance best practices with expert input from members, boards and senior business executives.

Our CPD Framework is divided into four competency dimensions.

1. Governance Framework
2. Technical Knowledge and Skills
3. Creative Strategy Formulation
4. Psychology of the Boardroom

From legal duties and risk management to strategy and people skills. Each dimension includes specific competencies critical to board success. Underpinning these competencies are the principles of professional ethics and integrity, context and experience.



Skills, competencies and specialist knowledge

This additional table along with our CPD framework can be a useful way to highlight your overall proficiency for a board role in terms of core competencies, skills and specialist knowledge. It can also highlight key competency and skills areas that are missing. The list of competencies / skills / specialist knowledge in the table below are

not exhaustive. Through a collective of the Chartered Director Programme, a comprehensive portfolio of short programmes and workshops, we aim to support boards and directors in their continuous professional development and dedication to excellence. Find out more about upcoming programmes [here](#).

Skills gap analysis	Yes / No	Comment
Experience		
Corporate and listed companies		
Small and medium enterprises		
State, semi-state and public sector		
Not-for-profit and charitable organisations		
Family businesses		
Prior non-executive director experience / prior board / corporate governance		
Industry sector competencies		
Financial Services		
Banks		
Asset Managers		
Insurance		
Credit Unions		
Technology		
BioPharma		
Agri		
Food & Beverage		
Services		
Construction		
Engineering		
MedTech		

Skills, competencies and specialist knowledge continued

Skills gap analysis	Yes / No	Comment
Core business competencies		
Strategic leadership		
Business development / marketing / sales / commercial		
Micro / macro-economics		
Transformational projects / change management		
Marketing / PR / Corporate affairs		
Sustainability		
IT / digital		
Education / professional development		
International experience		
Specialist (as required by individual board) e.g. Central Bank of Ireland Corporate Governance Requirements		
Core general competencies		
Finance		
Risk		
Corporate governance		
Legal		
Company secretarial		
ESG		
Digital — AI, cyber		
HR		

Skills, competencies and specialist knowledge continued

Skills gap analysis	Yes / No	Comment
Desired general characteristics		
Business acumen		
Board experience		
Ability to challenge management		
Strategic thinking		
Contributor at meetings		
Committed		
Good meeting attendance		
Constructively challenging		
Independent – exercise sound judgement and decision-making independent of the views of management, political interests or inappropriate outside interests		
Desired qualities		
Honesty & integrity		
Creativity		
Empathy		
Leadership skills		
Strong communication skills		
Written and verbal communication skills, active listening		
Team player and good listener		
Independent thinker		
Robust, straight talking, open and approachable		



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