**Skills planning exercise template**

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.](https://www.iodireland.ie/workshops)

|  |  |  |
| --- | --- | --- |
| **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 |  |  |
|  |  |  |
| **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 |  |  |
|  |  |  |
| **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 |  |  |

**For more IoD Ireland Director Development supports visit** [**https://www.iodireland.ie/resources-media/research-publications/directors-toolkit**](https://www.iodireland.ie/resources-media/research-publications/directors-toolkit)