

## DYNAMIC SKILLS ASSESSMENT FOR BOARDS

### FUTURE SKILLS GAP ANALYSIS

Rate your board's current capability (1-5 scale: 1=Significant Gap, 5=Strong Capability)

#### *Digital Transformation Oversight*

- ☐ Understanding of AI and machine learning implications \_\_\_\_\_
- ☐ Cybersecurity risk assessment and governance \_\_\_\_\_
- ☐ Digital business model evaluation \_\_\_\_\_
- ☐ Data governance and privacy oversight \_\_\_\_\_

#### *Climate and Sustainability*

- ☐ Climate risk identification and mitigation \_\_\_\_\_
- ☐ ESG strategy development and oversight \_\_\_\_\_
- ☐ Sustainability reporting and metrics \_\_\_\_\_
- ☐ Transition planning and implementation \_\_\_\_\_

#### *Stakeholder Capitalism*

- ☐ Multi-stakeholder value creation assessment \_\_\_\_\_
- ☐ Stakeholder engagement strategy oversight \_\_\_\_\_
- ☐ Purpose-driven decision making \_\_\_\_\_
- ☐ Social impact measurement and reporting \_\_\_\_\_

#### *Emerging Technologies*

- ☐ Quantum computing strategic implications \_\_\_\_\_
- ☐ Biotechnology and healthcare innovation \_\_\_\_\_
- ☐ Blockchain and cryptocurrency governance \_\_\_\_\_
- ☐ Robotics and automation workforce impact \_\_\_\_\_

#### *Geopolitical and Regulatory*

- ☐ Global trade and supply chain risk \_\_\_\_\_
- ☐ Regulatory change anticipation and response \_\_\_\_\_
- ☐ Political risk assessment and mitigation \_\_\_\_\_
- ☐ Cross-border compliance and governance \_\_\_\_\_

Current Skills Score: \_\_\_\_/100

## COMPETENCY EVOLUTION PLANNING

### Step 1: Identify Priority Learning Areas

Based on your organization's strategic challenges, rank these competency areas by priority:

- \_\_\_\_\_ Digital transformation and technology governance
- \_\_\_\_\_ Climate risk and sustainability oversight
- \_\_\_\_\_ Stakeholder engagement and social impact
- \_\_\_\_\_ Emerging technology implications
- \_\_\_\_\_ Geopolitical and regulatory navigation
- \_\_\_\_\_ Cybersecurity and data governance
- \_\_\_\_\_ Innovation and disruption management
- \_\_\_\_\_ Workforce transformation and future of work

### Step 2: Map Current Board Strengths

For each director, identify their top 3 expertise areas and emerging competency interests:

Director 1: \_\_\_\_\_  
Current Strengths: \_\_\_\_\_  
Learning Interests: \_\_\_\_\_

Director 2: \_\_\_\_\_  
Current Strengths: \_\_\_\_\_  
Learning Interests: \_\_\_\_\_

Director 3: \_\_\_\_\_  
Current Strengths: \_\_\_\_\_  
Learning Interests: \_\_\_\_\_

Director 4: \_\_\_\_\_  
Current Strengths: \_\_\_\_\_  
Learning Interests: \_\_\_\_\_

Director 5: \_\_\_\_\_  
Current Strengths: \_\_\_\_\_  
Learning Interests: \_\_\_\_\_

## COMPETENCY EVOLUTION PLANNING

### Step 3: Identify Collective Gaps

Priority competency areas lacking adequate board coverage:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## ACCELERATED LEARNING FRAMEWORK

### Expert Immersion Sessions

Schedule quarterly deep-dive learning sessions on emerging domains

### Session Planning Template

Quarter:

Focus Area:

Expert Facilitator:

Learning Objectives:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## Pre-Session Preparation

- ☐ Background reading materials distributed
- ☐ Current organizational exposure to topic assessed
- ☐ Specific board questions and challenges identified
- ☐ Success metrics for learning session defined

## Session Structure (3 hours)

- Context Setting (30 minutes): Why this matters for our organization
- Expert Briefing (60 minutes): Deep dive into domain fundamentals
- Interactive Exploration (60 minutes): Q&A and scenario discussion
- Application Planning (30 minutes): How to integrate into governance

## Post-Session Actions

- ☐ Key insights documented and shared
- ☐ Governance implications identified
- ☐ Follow-up learning needs assessed
- ☐ Next session topic selected

## REVERSE MENTORING PROGRAM

### *Mentor-Mentee Pairing Template*

#### **Pairing 1**

Director: \_\_\_\_\_

Mentor: \_\_\_\_\_

Focus Area: \_\_\_\_\_

Meeting Frequency: \_\_\_\_\_

Learning Goals: \_\_\_\_\_

#### **Pairing 2**

Director: \_\_\_\_\_

Mentor: \_\_\_\_\_

Focus Area: \_\_\_\_\_

Meeting Frequency: \_\_\_\_\_

Learning Goals: \_\_\_\_\_

#### **Pairing 3**

Director: \_\_\_\_\_

Mentor: \_\_\_\_\_

Focus Area: \_\_\_\_\_

Meeting Frequency: \_\_\_\_\_

Learning Goals: \_\_\_\_\_

### **Mentoring Session Structure**

- Current developments and trends (20 minutes)
- Governance implications discussion (20 minutes)
- Practical application examples (15 minutes)
- Questions and clarification (5 minutes)

### **Progress Tracking**

*Monthly check-ins to assess:*

- ☐ Learning objectives achievement
- ☐ Governance application opportunities
- ☐ Additional learning needs identification
- ☐ Relationship effectiveness and satisfaction



## SKILLS INTEGRATION WORKSHOP

### Workshop Planning Guide

**Objective:** Connect new knowledge domains to existing governance frameworks

**Frequency:** Semi-annual (every 6 months)

**Participants:** All board directors plus key management

**Workshop Agenda** (4 hours)

#### Opening (30 minutes)

- ☐ Review of new competencies developed over past 6 months
- ☐ Assessment of integration challenges and opportunities

#### Integration Exercise 1 (60 minutes)

- ☐ Case study: Applying new digital skills to strategic oversight
- ☐ Small group work connecting technology insights to risk management
- ☐ Plenary discussion of governance implications

#### Integration Exercise 2 (60 minutes)

- ☐ Scenario planning using climate and sustainability knowledge
- ☐ Board decision simulation incorporating stakeholder perspectives
- ☐ Reflection on enhanced decision-making capability

#### Framework Development (90 minutes)

- ☐ Update board charter and committee structures
- ☐ Revise information requirements and reporting formats
- ☐ Adjust meeting agendas to reflect new competencies
- ☐ Plan ongoing learning priorities

#### Action Planning (30 minutes)

- ☐ Specific governance improvements to implement
- ☐ Individual director development commitments
- ☐ Next workshop focus areas selection

## COMPETENCY VALIDATION

### Quarterly Skills Assessment

Review board's evolving capability against strategic requirements

### Assessment Questions

1. How has our collective competency improved over the past quarter?
2. Which emerging challenges do we now feel better equipped to address?
3. What new governance blind spots have we identified?
4. How are we applying new knowledge in our oversight responsibilities?
5. What additional learning should we prioritize?

### Skills Application Tracking

- ☐ New competencies applied in recent board decisions
- ☐ Enhanced strategic conversations due to expanded knowledge
- ☐ Improved risk identification from broader perspective
- ☐ Better stakeholder considerations through diverse insights

### Annual Competency Review

- ☐ Comprehensive skills gap analysis against future challenges
- ☐ Individual director development achievement assessment
- ☐ Collective board learning effectiveness evaluation
- ☐ Next year's learning priorities and resource planning

## IMPLEMENTATION SUCCESS METRICS

### Learning Indicators

- Expert sessions completed per quarter: \_\_\_\_\_
- Directors participating in reverse mentoring: \_\_\_\_\_%
- Skills integration workshops conducted: \_\_\_\_\_
- New competencies successfully applied: \_\_\_\_\_

### Governance Impact Measures

- Strategic foresight capability improvement: \_\_\_\_\_%
- Decision quality enhancement: \_\_\_\_\_%
- Risk identification effectiveness: \_\_\_\_\_%
- Stakeholder consideration breadth: \_\_\_\_\_%

### Director Engagement

- Learning satisfaction scores: \_\_\_\_\_/5.0
- Confidence in emerging domain oversight: \_\_\_\_\_/5.0
- Commitment to continued development: \_\_\_\_\_%
- Board service meaning and impact: \_\_\_\_\_/5.0

Based on research from King & Badham (2019), King, Norbury & Rooney (2020), and adaptive learning studies.

Download additional resources at: [www.drlizking.com](http://www.drlizking.com)