

# Refining the Roadmap

A Guide to Onboarding the Next Generation of Board Talent





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# Introduction

## New Faces in the Boardroom

As investors and market pressures drive organisations to become more digital, more global and more sustainable, boards are finding that today's discussions necessitate new perspectives and areas of expertise.

For many organisations, generational diversity is becoming more important, as the boardroom skills they need are increasingly found among younger generations. As these younger, less-experienced directors take their places, the value they can add depends on how quickly their boards can get them up to speed. This makes effective onboarding programs vital – but are they keeping pace as the profile of today's new directors evolves?

### What's Changing?

In decades past, new board members were recruited from the same small talent pools: CEOs, CFOs, or existing directors from the board's network. For these new members, the onboarding process was merely an overview of the company, as they were already familiar with board and committee dynamics.

Fast-forward to today and the new director landscape is shifting. Shareholder pressures and threats of disruption on multiple fronts are forcing boards to seek new perspectives and specialised skill sets. Boards are increasingly tapping new talent pools for expertise ranging from cybersecurity and digital marketing to e-commerce and business-model transformation.

Among this segment of first-time directors, there is a growing cohort of board members from the next generation (next-gen) directors. Generally under 50 years of age, next-gen directors tend to be working active day jobs with backgrounds in technology-related fields. As these traits become more common, we're starting to see a new director profile – one that has a different set of challenges, needs and expectations.

New board members no longer have the luxury of time, and their onboarding needs have grown more complex. As a result, the boards tapping into this next generation of talent face greater risks – but also potentially greater rewards.

## What We've Set Out to Accomplish

As the largest provider of board management software, Diligent works with more than board members around the world. New director onboarding – particularly when it comes to the next-gen of board talent – is not only an area that needs improvement, it's one that we believe will be foundational to board effectiveness into the future.

A few years ago, Diligent partnered with Spencer Stuart to establish a community called 'Next-Gen Board Leaders', a group of directors in their 30s and 40s all currently serving on public company boards. In drafting this publication, Diligent also sought guidance from the Future Directors Institute, a group based in Australia with the goal of furthering generational diversity in the boardroom. Throughout our peer discussions with these groups, onboarding was noted as a recurring challenge. For a next-gen director, a comprehensive onboarding program can be the difference between contributing value to board discussions immediately and spending months in the dark. In extreme cases, it can be the difference between success or failure.

### Publication Goals

1

Equip boards and companies with a framework for assessing and improving their current onboarding programs.

2

Highlight the challenges specific to next-gen directors and propose solutions.

3

Help next-gen directors navigate their first few months in the boardroom.

The responsibility of getting up to speed in the boardroom falls largely on the shoulders of a new director, but it is incumbent on the company and existing board members to provide the tools to make the process more efficient, productive and rewarding. The following recommendations are meant to highlight for boards some little-known obstacles, creative solutions and best practices when it comes to onboarding the next generation of talent.

## Next-Gen Board Leaders

- Founded in June 2017 by Spencer Stuart, Diligent and Boardroom Resources.
- Comprised of public company board members in their 30s and 40s.
- Created in response to the digital complexities and shifting demographics impacting today's companies.
- Convenes twice a year to swap experiences and tackle topics that are shaping today's (and tomorrow's) boardrooms.
- Website: **[NextGenBoardLeaders.com](http://NextGenBoardLeaders.com)**



## The Future Directors

- Founded in 2015 in Australia to help transform next-gen leaders into boardroom influencers
- Conducts group and individual coaching programs across Australia, NZ and the US, focusing on how to get on boards and make a difference
- Created in response to the changing dynamics of the workforce, consumer and investor communities
- Founder Paul Smith's new book, *Right Seat Right Table: An Outsider's Guide to Securing the Ideal Board Role* now available
- Website: **[www.futuredirectors.com](http://www.futuredirectors.com)**



# Elements of Effective Onboarding

## Establishing a Baseline

Before addressing challenges specific to next-gen directors, this group saw an opportunity to establish a baseline: What constitutes an effective onboarding program for any first-time director?

### An Effective Onboarding Program is...



#### Structured

A 'structured' onboarding program is one where the board has thought through an incoming director's needs and established a clear process for onboarding. Tactically, a structured onboarding program requires a few important steps:

- Set expectations for what new directors must learn during the onboarding process and how quickly they're expected to contribute to board discussions.
- Specify ownership for each aspect of the onboarding process.
- Tailor accordingly for each new director's needs and existing experience.



#### Multidimensional

'Multidimensional' onboarding programs recognise various dimensions or categories of information that new directors need to be effective. Many onboarding programs address one or two of the aspects below, while the best onboarding programs cover all four:

- » **Company and Strategy:** Overviews company performance, strategies, KPIs, competitors, risks, industry considerations, regulatory environment, key financial information, recent and longitudinal organisational history, etc.
- » **Board and Committee:** Discusses board processes and disclosures, protocols for information requests and interacting with members of the management team, etc.
- » **Board Culture and Dynamics:** Provides context around the personalities on the board, how directors interact with one another, key inflection points in the board's history, acceptable behaviour and expectations, etc.
- » **Legal and Administrative:** Discusses the directors and officers (D&O) liability insurance policy, board portal software, note-taking, insider trading restrictions, director compensation, etc.



## Interpersonal

The board is an interpersonal organism, and the best onboarding programs reflect this. The relationship a new director forms with each board member becomes acutely important, both for information sharing and cultural integration.

‘Interpersonal’ onboarding programs prioritise mentorship. Board mentors (or ‘board buddies’) are often cited by new directors as the most effective way to learn about board norms, social dynamics, and important historical context about the board or company.

“Mentorship is rarely formalised in today’s onboarding processes,” said Diligent CEO Brian Stafford. “But its value begs the question: should it be?”



## Ongoing

To think that a board member can ever be ‘fully onboarded’ is short-sighted. The competitive landscape and industry trends are frequently shifting. The board’s culture is moulded by every new director that joins. Thus, the most effective boards are continuously onboarding all directors with both a professional and personal focus.

**Emphasise education:** Boards that bring in outside experts, encourage directors to attend seminars or provide relevant books to read – anything that prompts new ways of thinking – are providing new directors with frequent educational touchpoints and also serving to refresh or challenge existing members of the board.

**Spark connections:** The same principles apply to sparking social or relationship connections among directors; the best boards never cease. From ‘ice-breaking’ exercises to board dinners, these types of events provide a natural ‘on-ramp’ for new recruits and foster strong social bonds between all directors – a foundational element of high-performing boards.



# Onboarding Responsibilities

Many people touch the onboarding process. In the following sections, we highlight some of the challenges specific to next-gen directors and make recommendations for each key participant in the onboarding process:

- a. The Company Secretary**
- b. Board Leadership**
- c. Existing Board Members**
- d. Next-Gen Directors**

# Onboarding Responsibilities

## The Company Secretary

*The role of the company secretary is very important. I serve on three boards, and I can see big differences. On one particular board, she was very well prepared and talked to me about the experience of onboarding other directors, asked questions about what would be the best process for me and prepared information in advance. On two other boards, this did not happen. I had to ask for information in hopes I would not forget something important.*

— **Next-Gen Director**

Next-gen directors typically arrive in the boardroom with little to no board experience. Often recruited from SVP and management-level positions other than the CEO and CFO, their interaction with boards of directors throughout their careers is usually limited. For this reason, next-gen directors frequently benefit from a detailed onboarding that covers fundamental concepts and responsibilities (e.g. an overview of board mechanics, fiduciary duties, roles and responsibilities), which the company is usually well positioned to provide.

The company secretary typically oversees the onboarding of new directors, often working closely with board leadership. Behind every good onboarding experience is a company secretary who first gauges the background and needs of the incoming director.

### **Q: What was particularly rewarding about your company's onboarding?**

“The 1:1 time spent with the CEO and each of the CEO's direct reports offered a crash course on the business and quality time with management.”

“Meeting with management and learning about the company's business model and strategy. Each executive highlighted three key initiatives they were working on.”

### **Q: In what ways can companies improve?**

“Some simply provide past board materials and a few management interviews as the only means for onboarding.”

“Recognising that directors come from diverse backgrounds and some may need more of a primer on the industry or business model than others.”

The company secretary can assess a next-gen director's knowledge, identify any gaps and serve as a valuable connector of people and resources across the organisation (and possibly externally as well).

Recommending industry publications or a favoured board-readiness program can be immensely helpful to new directors who may be struggling to discern which resources and programs can offer the most value.

### Tips for the Company Secretary:

- 1 Start by defining your role:** While it may seem rudimentary, many next-gen directors say they would have benefited from a more detailed explanation at the outset: "A better understanding of the company secretary role would have helped me know when and how to use her as a resource." - Next-Gen Director
- 2 Provide context where you can:** Board-meeting minutes are often void of the details that were debated. Director bios rarely identify the board's personalities or preferred communication methods. This type of information provides precious historical and interpersonal context as next-gen directors navigate early board meetings and director interactions.
- 3 Tune into specialisations:** It's important to remember that next-gen board members may have been recruited, at least in part, for a specialised skill set (e.g. e-commerce, marketing or cybersecurity), which may require a deeper dive into certain company departments during the onboarding process.

# Onboarding Responsibilities

## Board Leadership

*Throughout my onboarding, I had a standing call with the chair every Sunday night to discuss everything he couldn't put on paper: past inflection points, dynamics between board members, context around strategy, his expectations for me. I see now how valuable these conversations were.*

— **Next-Gen Director**

Too many boards still lack a formal onboarding process. As the next generation of board talent is recruited to fill the board's long-term, strategic skills requirements, an effective onboarding program becomes fundamental to board performance: how quickly can next-gen directors be brought up to speed and start contributing to board discussions?

The designer and driver of the onboarding process should be the board leadership (i.e. the independent board leader and/or nominating and governance committee chair). While the onboarding format and priorities will differ slightly for each company, board leadership is ultimately responsible for ensuring the program is structured, multidimensional, interpersonal and ongoing.

For next-gen directors in particular, it can be difficult to know what kind of information they should collect during the onboarding process. This is where board leadership can play a vital role filling knowledge gaps, setting expectations and providing guidance.

### **Q: What was particularly rewarding about your board's onboarding?**

"The chair spent several hours with me to visit our partners and customers. It was essentially a field visit that gave me a first-hand look at how marketing and operations work."

"I enjoyed getting to know the ins and outs of the day-to-day business. The lead director really took me under his wing."

### **Q: In what ways can boards improve?**

"Boards are lacking clear ownership of onboarding programs, both from a design and execution standpoint."

"I wish my onboarding had included more time on strategy and how the company makes money."

For many next-gen directors, one-on-one conversations with board leadership served as their primary window into company strategy, often adding a valuable historical perspective that extended over many years.

Also the ‘tone-setter’ in the boardroom, board leadership is ultimately responsible for establishing a culture that accepts, values and welcomes new perspectives in the boardroom – the mark of a high-performing board.

*On key decisions, my chair will pause discussion and go around the table requiring everyone to voice their opinion. As a next-gen director, it was a confidence-builder and gave me the opportunity to contribute early on to board discussions.*

— **Next-Gen Director**

#### Tips for Board Leadership:

- 1 Encourage next-gen directors to attend committee meetings:** Many next-gen directors valued the opportunity to sit in on committee meetings and calls in their first year, an onboarding practice that’s becoming more common. As more board work moves to the committee level, committee observation offers next-gen directors a whirlwind tour of the issues facing the board and can better prepare them to vote on items coming out of committee.
- 2 Arrange a meeting with external consultants when relevant:** If a next-gen director is a candidate for the audit or compensation committee, an incoming meeting with the external audit firm or compensation consultant can be a valuable onboarding activity. High-performing boards are onboarding new directors at the committee level, as well as at the board level.
- 3 Establish a feedback loop:** Sometimes boards will go years without onboarding a new director, which is why it’s so important to learn from those experiences when given the opportunity: “I had a great onboarding experience, but only because the person who joined the board before me did not. The board, led by our chair, learnt from that bad experience and made adjustments quite effectively.”  
- Next-Gen Director.

# Onboarding Responsibilities

## Existing Board Members

*I wish I had better director-to-director onboarding. Looking back, I wish I had spent more time with each director to better understand their background, what attracted them to the board and what made me attractive to it.*

— **Next-Gen Director**

For most next-gen directors, the greatest boardroom challenges are not skills-based, but confidence-based. This can be an odd notion for tenured directors to consider given how much success these young directors have achieved in their day job. Yet the boardroom can be a foreign and intimidating place – particularly when a 20-year age gap (or more) exists. As one next-gen director put it, “We don’t need our hand held, but the outreach means a lot. The boardroom can be a lonely place.”

Outside of board leadership, other members of the board typically have no formal role in the onboarding process, yet next-gen directors find great value in these interactions. To supplement board leadership, tenured directors can add context around company strategy and key board decisions, as well as offer guidance on how next-gen directors can navigate and add value to the board. The questions below represent just a sampling of what next-gen directors found valuable – or would find valuable – when engaging with existing members of their board:

- What are the key issues uniting or dividing the board?
- On which board topics should I be prepared to contribute?
- Are there any tensions between board members or other dynamics I should know about that would help me navigate my first few meetings?
- What publications or external resources should I invest in to ensure I’m well versed on governance trends?

Although still the minority, more boards today are formalising mentorship in the form of a ‘board buddy’ or an assigned mentor on the board. This practice is highly valued by next-gen directors, yet existing directors need not be assigned in order to add value during the onboarding process. Oftentimes, it was the directors who took it upon themselves who had the greatest impact:

*The member who was toughest on me the first few meetings ultimately took me under his wing, which gave me the confidence to quickly become an active participant.*

— **Next-Gen Director**

### Tip for Existing Board Members:

1

**Reach out:** While this publication encourages next-gen directors to take more initiative in forming new relationships, outreach from a fellow director can be invaluable. This can be as simple as grabbing coffee or checking in after a board meeting to see if they have any questions.

2

**Offer background on their recruitment:** The board likely went through a months-long process determining the skill sets it needed and recruiting the right candidate. Sharing that information with a next-gen director not only illuminates the board's process for succession planning, but it provides important context for their arrival and helps them understand how they can add value.

### Q: What's the role of tenured directors when it comes to successfully integrating new board members?

“Clearly indicate the role or special area of expertise that the new director brings to the team or strengthens.”

“Create supportive culture that is safe, inclusive, open and welcoming.”

“Connect with new directors outside the boardroom. Share history/context and their perspective on other directors, the CEO, and how the company is performing against its strategy.”

“Clearly indicate the role or special area of expertise that the new director brings to the team or strengthens.”

# Onboarding Responsibilities

## Next-Gen Directors

Board service is a big leap. It's hard for new directors to truly know the level of time and preparation involved, yet today's next-gen directors frequently emphasise the value they've gained:

*Board service has made me a better executive. It allows me to see how other companies are approaching value creation. It forces me to get out of the weeds and operate from a 30,000-foot perspective."*

— **Next-Gen Director**

### **Get 'board ready'**

Before the formal onboarding process even begins, next-gen directors are largely responsible for getting themselves 'board ready' – that is, well versed on governance trends and familiar with board, committee and finance fundamentals. Members of the Next-Gen Board Leaders and the Future Directors had several suggestions for achieving board readiness, from subscribing to board/governance publications to seeking external mentors to enrolling in a well-regarded director training program. Oftentimes, the company secretary or existing board members can make valuable recommendations for courses or publications that will be worth the time and cost involved.

### **Clarify expectations**

Establishing expectations is a recurring theme throughout this publication, since this step of the onboarding process is too often overlooked. If expectations aren't communicated at the outset, then the next-gen director should not hesitate to pose these questions to the CEO and board leadership:

- How quickly do you expect new directors to get up to speed and begin contributing?
- How does this board define "value"?
- Specifically, how does this board expect me to add value in the months ahead?

## Fill in the gaps

Once the onboarding process is underway, next-gen directors should be focused on ‘filling in the gaps’, whether that’s seeking the rationale behind key strategy documents or requesting additional meetings. The key is to acquire context, or an ‘insider’s perspective’, on everything from past board evaluation results to director communication styles. While other sections of this document are intended to make recommendations for boards and companies, next-gen directors should use this whole publication as a roadmap and request information anywhere they see holes.

*My onboarding experiences were ad hoc, but I didn’t really know any better at the time. Now I recognise that some boards are assembling much more structured programs that don’t push as much of the responsibility to the new board member. Had I known that, I would have asked for even more support earlier on. I also would have worked harder to take my ad-hoc experiences and turn them into a more structured program for subsequent board members.*

— **Next-Gen Director**

## Tip for Next-Gen Directors:

1

**Build your network of external mentors:** Establishing a network of mentors and peers outside of the board’s ecosystem was a highly valued practice among next-gen directors. These networks may consist of new or tenured directors serving on other boards – or even people who work with boards in various capacities (VC investors, lawyers, consultants, etc.). Not only can they answer questions or set expectations during the board-recruitment process, but they can provide a temperature check on what to expect during early years of board service. As one next-gen director said: “We do this in our day jobs. Why not for our boards?”

2

**Help craft your subject-matter onboarding:** Oftentimes, next-gen directors are expected to contribute to discussions on specialised subject matters (digital marketing, cybersecurity, blockchain, etc.), which may require a deeper dive into that area of the organisation during the onboarding process. However, the company secretary or board leadership may not always know what kind of information or background would be most valuable. Don’t hesitate to suggest additional meetings or field trips to certain departments.

# 3

**Don't commandeer board meetings for your own education:** This publication encourages next-gen directors to be proactive about asking questions, yet there's a time and place for seeking this education. Board meeting time is precious, so next-gen directors should refrain from using valuable board time to fill knowledge gaps that could be more efficiently addressed in one-on-one conversations. Simply use your judgement.

## Q: If you could go back in time and offer yourself advice, what would you say?

"It is very much a 'pull' environment, where you need to extract whatever you want to know."

"Be more firm on requesting information as part of due diligence. Get more information on different director insurance plans."

"I would have gotten more background on the relative strengths of my fellow board members."

"I'd learn more about the legal responsibilities of boards. Also, the governance items to watch for."

"Press other board members for stronger engagement."

"Do the research, and ask the stupid questions."

# Diligent Nominations



With the spotlight on issues surrounding boardroom diversity and composition, access to data and analytics to spot opportunities and improve your board is now more important than ever before. Leveraging the same information that proxy advisors, shareholders and potential activist investors rely on is critical to good governance practices.

Diligent's Nomination and Governance application provides the largest global governance data set for boards to stay up to date, identify opportunities and reduce governance risks – and is integrated directly into your Diligent platform. Nomination and Governance committees can gain instant insights into their board's composition, benchmark against competitors, and support their executive search firm to identify potential candidates. All in just a few clicks.

## Access a wealth of global data and empower your company.

- » **Search and connect with over 125,000 profiles.** Access the most difficult to reach C-level executives with detailed biographies of 125,000+ directors and executives. Find the best-quality prospects to complement your succession planning, with granular filter options including experience, demographics, region, sector and discipline.
- » **Intelligent board oversight.** Mitigate governance risk by instantly performing a health check of your board's composition and effectiveness compared to peers. View a detailed breakdown of contributing factors to a board's effectiveness, including gender and age diversity, director interlocks and over boarding.
- » **Board skills and expertise insights.** View your board's skills and expertise matrix to gain insights of their combined strengths and weaknesses. View in detail by individual director or compare your organisation's expertise against your peers.
- » **Director interlocks.** Analyse director interlocks by individual or company, with highlights to indicate overlapping directorships, seats on competing boards and seats on FATF listed companies.
- » **Shortest path to connect.** Find the shortest path to connect and the degrees of separation to an individual via organisations or people.
- » **Extensive data coverage.** Search and access the information of 5,500+ companies, across 24 global markets and 40 indexes.

# Conclusion

## Looking Forward

Today's most effective boards are prioritising the onboarding process to get their newest talent up to speed and contributing quickly. In turn, these boards are reaping the benefits of richer discussions, wider perspectives and competitive advantages at a time of great business disruption and change.

*The most effective boards today are hungry for feedback – for the kind of insights that challenge complacency and drive performance. If boards glean anything from this publication, it should be that onboarding and board performance will be inextricably tied in the years ahead as boardrooms continue to diversify and the stakes continue to rise.*

— **Brian Stafford, CEO, Diligent Corporation**

This publication is by no means exhaustive. It is simply designed to prompt conversations in the boardroom: how effectively are we onboarding the next generation of talent? Most boards will find that small tweaks to their current process can yield big returns.

In the appendix of this document, you'll find an Onboarding Checklist – this resource summarises key takeaways from this publication and provides a framework for board discussion.



# Onboarding Checklist

## Next-Gen Directors

The checklist and discussion points below are designed to help boards and next-gen directors assess/shape their onboarding programs. It's important to remember that every board and new director has different onboarding needs, so the list below is simply intended to be a starting point for discussion. Many checklist items have been expanded from Spencer Stuart's New Director Onboarding: 5 Recommendations for Enhancing Your Program and adapted for next-gen directors.

### Recommended Onboarding Meetings for Next-Gen Directors

Chief executive officer

Lead director or board chair

General counsel

Other executives and/or leaders of key business units (Marketing, IR, IT, HR, Finance)

Nominating & governance committee chair

Other committee chairs and fellow board members

Corporate Secretary

External consultants

## 1 Company & Strategy

### DISCUSSION POINTS

- » **Strategy:** KPIs, current objectives, long-term strategic plan, opportunities, vulnerabilities, potential disruptors, capital and talent strategies  
**Performance:** Financial performance, profitability, projections
- » **Company Details:** Organisational history, company structure, corporate culture
- » **Operations:** Company supply chain, key customers, operational challenges, underlying infrastructure
- » **Risk:** Risk profile (including sector and company risk); how the board and management assess, present and articulate risk
- » **Industry:** Industry overview and trends, comparisons, key competitors
- » **Shareholders:** Major shareholders, investor perspectives of the company, summary of any previous shareholder engagement meetings, proxy advisor rankings
- » **Legal, Regulatory & Compliance:** Regulatory, legal, and governance issues related to the company

## DOCUMENTS

- ✔ Strategic plans
- ✔ Company code of business conduct and ethics
- ✔ Financial reports (including annual report, budgets and projections)
- ✔ Past earnings releases
- ✔ Proxy statements
- ✔ Investor presentations from the past year
- ✔ Executive incentive plans (annual, longterm, other)
- ✔ Results of recent employee survey

## RECOMMENDATIONS

- ✔ Schedule a site visit focused on how the business works.
- ✔ Consider an industry conference or event.
- ✔ Attend investor day and listen to quarterly investor calls.

# 2 Board & Committee Processes

## DISCUSSION POINTS

- » **Board Structure & Committees:** Governing documents or policies, board committees, committee meeting schedule and format, committee process for reporting back to the full board
- » **Roles & Responsibilities:** Director bios and their experience/backgrounds, board committee and leadership roles, fiduciary duties, time and performance expectations
- » **Board Evaluation:** Board performance goals and KPIs, methods and frequency for evaluating performance (at board, committee and director level)
- » **CEO Performance & Succession:** Past CEO evaluations, succession plan, context around past discussions
- » **Board Member Readiness:** Foundational skills needed, recommended methods/resources to fill the gaps

#### DOCUMENTS

- ✓ Board and committee charters
- ✓ Corporate governance guidelines
- ✓ Board member profiles and contact information
- ✓ Committee assignments
- ✓ Skills matrix
- ✓ Recent board and committee evaluations

#### RECOMMENDATIONS

- ✓ Sit in on committee meetings in the first year.
- ✓ Consider a board-readiness program to fill foundational gaps.

## 3 Board Culture & Dynamics

#### DISCUSSION POINTS

- » **Values & Norms:** Board culture and values, acceptable behavior and expected practices
- » **Personalities:** Director backgrounds and personalities, social “roles” within the group, willingness to counsel new directors
- » **Communication:** Generally accepted practices for group communication, individual director communication preferences
- » **Interpersonal Dynamics:** Tolerance for debate, key inflections points in the boards history, issues uniting and dividing the board
- » **Feedback Loop:** Channel for providing feedback on onboarding, process for board review and making improvements

#### DOCUMENTS

- ✓ Documents detailing board culture
- ✓ Documents outlining director expectations

#### RECOMMENDATIONS

- ✓ Consider a formal mentor or “board buddy.”
- ✓ Prioritise social gatherings outside of the boardroom.

# 4 Legal & Administrative

## DISCUSSION POINTS

- » **Calendars & Scheduling:** Board meeting calendar, scheduling for committee meetings
- » **Legal Guidance & Liability:** Overview of D&O policy, guidelines around notetaking, how to handle direct communication from a shareholder
- » **Director Compensation:** Review of director compensation package, deferral and tax options (especially important for young, working directors)
- » **Board Management Software:** Orientation to the board software, process for electronic approvals, access to repository of general board and company documents
- » **Travel Expenses & Reimbursements:** Types of expenses covered by the board/company, policies around meeting travel and reimbursements

## DOCUMENTS

- ✓ Board and committee meeting calendar
- ✓ D&O liability insurance policy
- ✓ Resources or tutorials on the board management software
- ✓ Travel and expense policy

## RECOMMENDATIONS

- ✓ Schedule a session with the GC (and/ or outside counsel) to cover all aspects of director liability and compensation in depth.
- ✓ Determine how personal assistants can be integrated into the onboarding process.