

		0	1	2	3	4
		No awareness or exposure	General awareness through education or observation	Experienced it, but not directly accountable	Previously led or fully accountable	Recognized expert
Group 1: Corporate Business Functions, at a Strategic, rather than Operational, Level.						
1	Strategic planning and execution					
	Change management: vision of change and to align the company accordingly, down-sizing or right-sizing, merger and acquisition, corporate restructuring, IPO, policy development.					
1.1	Monitoring and follow-through from strategic planning to implementation.					
1.2	Managing performance: installing performance appraisals and instilling confidence.					
1.3	Contingency planning, risk management and crisis management.					
1.4						
2	Finance literacy and expertise					
2.1	Interpretation of financial statements.					
	Evaluation and monitoring of the financial health of a business and identifying warning signals using financial and non-financial KPIs.					
2.2	Determining the level of details and frequency of reporting for effective direction.					
2.3	Financing alternatives and funding sources.					
2.4	Business/project planning, appraisal and capital budgeting.					
2.5	Evaluate financial reporting and disclosures					
2.6						
3	Marketing and market positioning:					
3.1	Concepts of marketing strategy, customer needs and market demands.					
3.2	Processes in developing and executing marketing strategy.					
3.3	Evaluating marketing strategy.					
4	Production and Product/Service Delivery:					
4.1	Outsourcing strategies.					
4.2	Processes in production or service development.					
4.3	Customer care and after-sale support.					
5	Organization and Human Resources:					
5.1	Organization development, culture and structure.					
5.2	Directing and motivating senior executive management.					
5.3	Compensation structures for senior executives.					
5.4	Succession planning.					
5.5	Evaluation of organisation effectiveness and HR strategy.					
6	Information Technology:					
6.1	IT as a strategic aspect of business model evolution.					
6.2	IT as a tool in operations management.					
6.3	Technology trends and their impact on the organization and the industry.					
6.4	Evaluation of IT strategy.					
7	Law:					
7.1	Functional knowledge of the law of contract and general commercial law.					
7.2	Ability to research legal issues and assess the merit of legal positions.					
7.3	Understand legal obligations of tax in all jurisdictions of operations.					

Group 2: Power, Responsibility and Liability of the Board and the Individual Director.		No	General awareness through education or observation	Thorough knowledge and applied practice	Recognized expert
		awareness or exposure			
1	Principles of corporate governance.				
2	Duties of directors to stakeholders - shareholders, employees, creditors, regulators and community.				
3	Fiduciary duties.				
4	Responsibilities in directing management, disclosure, accountability and avoiding conflict of interest.				
5	Knowledge of director obligations embedded within the Memorandum and Articles of Association, Directors' service contracts, and associated regulations.				
6	Risks, Directors & Officers liability insurance.				

Group 3: Board Development and Boardroom Practice.		No	General awareness through education or observation	Thorough knowledge and applied practice	Recognized expert
		awareness or exposure			
1	Board structure, culture and decision-making processes.				
2	Board proceedings, running board meetings and call of general meetings.				
3	Roles and relationships - Chairman, Managing Director/CEO, Committee chairs				
4	Working with and on committees (HR, governance, risk...)				
5	The Audit Committee mandate.				
6	Working with external professionals, lawyers, auditors, advisers.				
7	Board effectiveness audits and self-assessments.				
8	Continuing development and training of directors.				
9	Knowledge of relevant law, rules and regulations.				

Group 4: Individual Attributes and Qualities.		Personal weakness	Average abilities	Personal strength
		1	Communication skills including language proficiency.	
2	Vision and creativity.			
3	Team-building and team-playing skills.			
4	Analytical and synthesizing skills.			
5	Judgment and decisiveness.			
6	Coaching and facilitation skills.			
7	Initiative and taking action.			
8	Networking and skills to influence and connect broadly.			
9	Health - mental and physical.			
10	Emotional intelligence			

Group 5: Business Ethics.		Rarely do I consciously consider this in practice	Considered in decision making when directed	Always factored into every decision I make
		1	Social responsibilities and the justification of a corporation.	
2	Anti-corruption/anti-fraud practices, checks and balances.			
3	Anti-discrimination and equal opportunities.			
4	Data protection (privacy).			
5	Environmental protection.			
6	Ethical intelligence.			
7	Transparency and freely shares thoughts and opinions.			