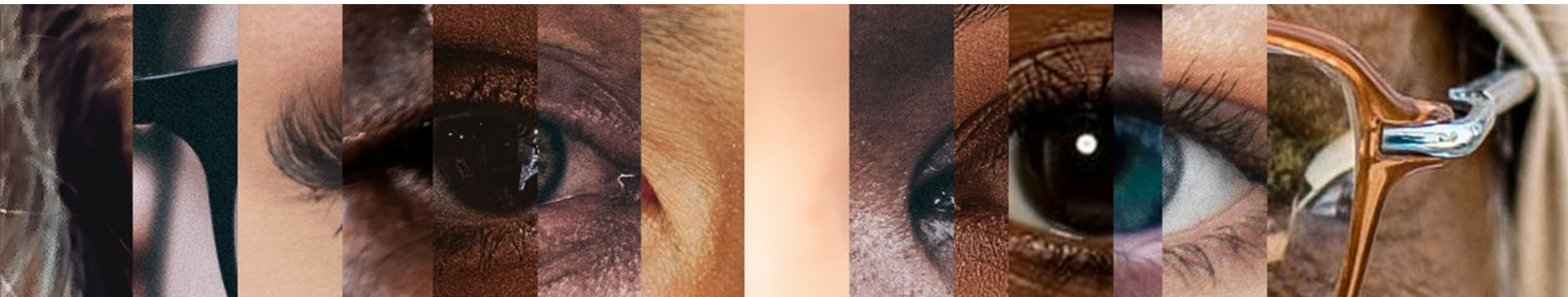




Thank you for joining!  
Webinar will start soon!

A horizontal collage of ten vertical strips showing various human features: an ear, a shoulder, a nose, an eye, a mouth, a cheek, a hand, a foot, a leg, and a pair of glasses.

# 7 Habits of Highly Effective Board Member Searches



# 7 Habits of Highly Effective Board Member Searches



## Jenni Raley

Director, Apex  
Leaders

For the past 5 years, Jenni has been a team leader in Customer Experience. She recently transitioned her customer-centric experience to a new business development role.



## Pat West

Vice President,  
Apex Leaders

Pat is a versatile leader with expertise in research, account management, process development, IT systems vendor selection and provider management.



# Agenda

- Introductions
- Why Develop These Habits?
- Habit 1
- Habit 2
- Habit 3
- Habit 4
- Habit 5
- Habit 6
- Habit 7
- Closing Thoughts
- Q & A



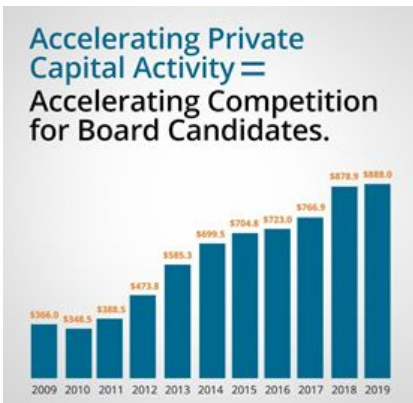
# Why Develop These Habits?



# Why Develop These Habits?

*"In 2019, the most private capital ever raised"*

PitchBook, Private Fund Strategies Report, 2019 Annual



1. Accelerating competition for great board members
  - a. (1,064 funds raised \$888 billion in 2019)
  - b. Institutional investors increased allocations to private markets (again)
2. A single director can spell the difference between success and failure

# Habit 1

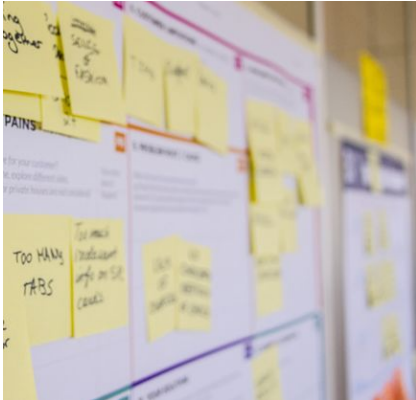
## First, Define Qualifications



# First, Define Qualifications

*"Be proactive"*

-Steven Covey



1. Establish why board member is being recruited
2. Use rubric to define "ideal" candidate:
  - a. Capabilities
  - b. Experience
  - c. Competencies
  - d. Talents
  - e. Relationships
  - f. Knowledge



## Habit 2

“Must-Haves” vs. “Nice-to-Haves”



# "Must-Haves" vs. "Nice-to-Haves"

*"First things first"*

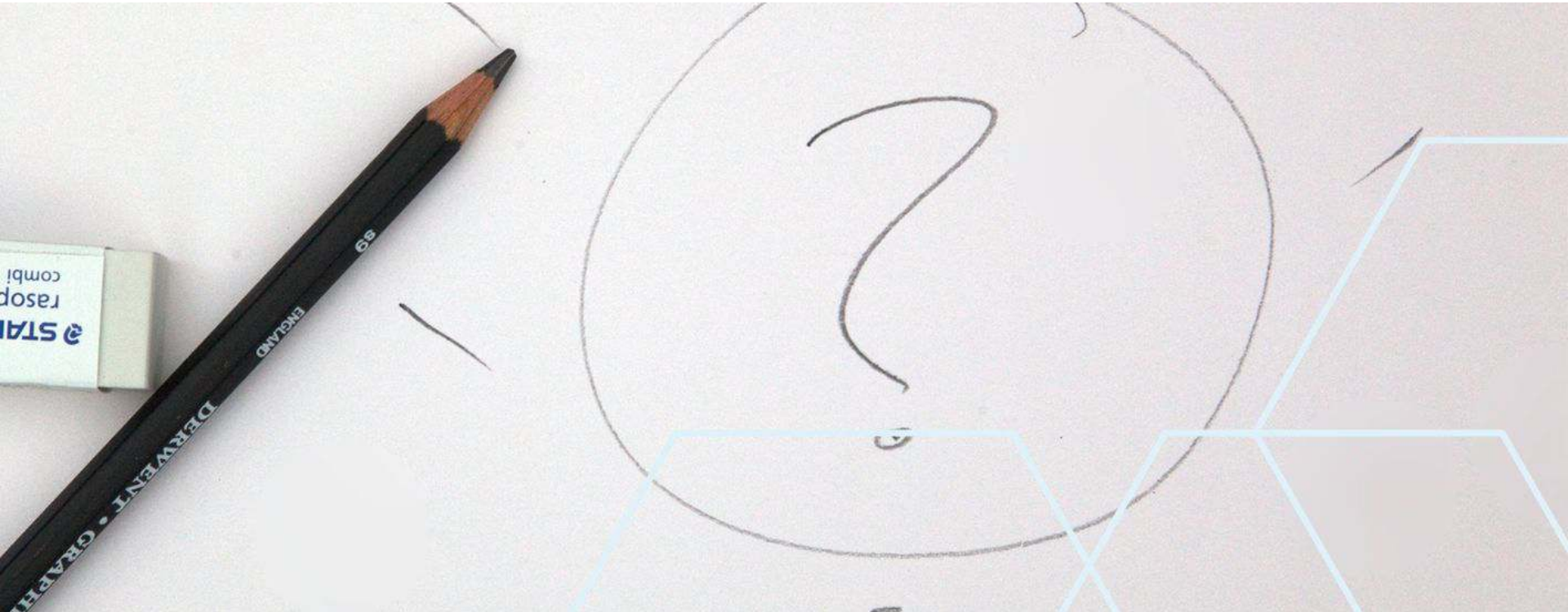
-Steven Covey

1. Be realistic
2. Driven by strategy
3. Agreed upon by all



# Habit 3

## Know Your Exit Strategy

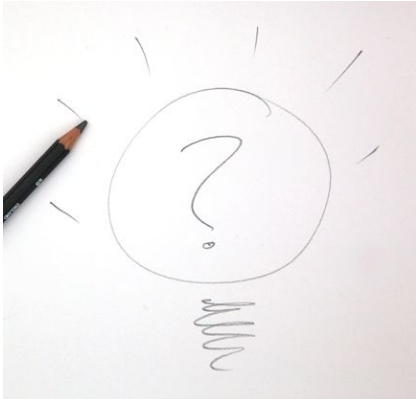




# Know Your Exit Strategy

*"Begin with the end in mind"*

-Steven Covey



1. Demonstrate investment
2. Strategies
3. Timelines
4. Envision success



# Habit 4

## DIY or Outside Help?



# DIY or Outside Help?



1. How extensive is your network of friends, family, colleagues, etc.?
2. Need specific industry, technological, scientific, or other expertise?
3. Are you willing to spend the time to run a thorough process?

# Habit 5

## Align Expectations



# Align Expectations

*"Seek first to understand, then to be understood"*

-Steven Covey



1. Search process
2. Compensation
3. On going



# Habit 6

## Onboard & Integrate





# Onboard & Integrate

*"Win-win"*

-Steven Covey

1. Their first day
2. First meeting prep
3. Follow up after first meeting



# Habit 7

## Close the Loop





# Close the Loop

*"Sharpen the saw"*

-Steven Covey



1. Identify and follow a process for respectfully notifying non-winners
  - a. Who informs?
  - b. Identify potential opportunities
  - c. Build relationships
  - d. Confirm contact information
  - e. Set follow up



# Closing Thoughts



# Closing Thoughts



1. Competition is accelerating
2. Great board members make a difference
3. Cultivate these habits to improve your odds
4. Get started early
5. If you need help, ask

Q & A



A series of light blue geometric lines on the left side of the slide, forming a series of connected horizontal and diagonal segments that create a stepped, zig-zag pattern.

# Thank You





Jenni Raley

jenni.raley@apexleaders.com  
apexleaders.com  
208-900-2721

Pat West

partick.west@apexleaders.com  
apexleaders.com  
208-900-2714



**APEX** LEADERS