

From *Inside the Boardroom*, Richard Leblanc & James Gillies (2005)

*In short, in an effective board the directors work as a group decision-making team and directors must be selected who can make the most effective contribution to the work of the group.*

*Finding, retaining and maintaining the mix of directors with the necessary competencies and appropriate behavioural characteristics for an effective board is not easy. The capacity to do so depends on four factors:*

- 1. having a complete inventory of the competencies and behavioral characteristics needed by the board to fulfill its functions;*
- 2. having a complete inventory of the competencies and behavioural characteristics of existing board members;*
- 3. having a well-developed process for recruiting directors to the board;*
- 4. having an equally well-developed process for removing directors when they no longer meet the needs of the board. [p. 148-149]*

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**Discussion questions:**

1. What factors make for effective succession planning for board membership?
2. What gets in the way of successful membership recruitment and development in relation to succession planning? Has your institution come up with responses to these challenges?
3. What are your current “burning issues” around membership recruitment, development succession planning and building of a prospect pool?
4. Are there governance structures, processes or policies at your institution that are advancing membership recruitment and development? Do you have structures, processes or policies that inhibit effective membership succession planning?

**Resource sharing - building a prospect pool, member recruitment, member retention, and member development:**

Recommended books/article?

Recommended tools or quick tips?

- **Please leave your email if you would like to be part of sharing information and ideas on this subject that arise from the conference discussion on this subject.**
- **Please forward any resources for sharing to [v.hodgkinson@exec.uoguelph.ca](mailto:v.hodgkinson@exec.uoguelph.ca)**