

Attractive Board Members

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Polyteknisk Forening

14 November 2013

Attractive Board Members?



Obvious advantages
Remember the cost side

Traditional Board Members

Male
Pale
Stale



Not any more



International

Diversified

Dynamic, challenging, constructive, active and relevant

Nomination Committee Processes



Major steps in a yearly cycle:


1. Review of company's strategic needs
2. Board evaluation
3. Individual interviews with all directors
4. Candidate profile specification
5. Headhunter selection
6. Candidate lists reviews and filtering
7. Short-list interviews
8. Anchoring and checks
9. Candidate proposal to the GA
10. Process review and next year's plans

Good Board



Competence
Experience
Team Dynamics

Strategic Puzzle

A person with curly hair is shown from the chest up, wearing a light blue long-sleeved shirt. They are focused on assembling a puzzle. Their hands are visible, placing a red puzzle piece into a larger assembly. The puzzle pieces are various colors including blue, brown, purple, and orange. The background is a plain, light-colored surface.

Several dimensions
Strong competition
Diversity

Among Giants



What is your niche?
What is your focus?



Always Deliver

Journey vs. Goal
Object vs. Gain
Be good where you are!

A young child with dark, curly hair is driving a light blue toy car on a paved street. The child is wearing a white long-sleeved shirt and has their mouth open in a joyful expression. The background is a blurred residential street with trees and houses. The text "Start Small" is overlaid in red on a dark grey bar at the top left.

Start Small

NGOs

Sport, culture, other areas

All trades need to be learned

Focus

A close-up profile of a person wearing glasses, looking at a screen displaying a green digital rain effect, reminiscent of the Matrix movie. The person's face is in the foreground, and the background is a blurred green digital rain.

Understand the Company's STRATEGIC needs
There are too many generalists to stand out

Sort out your Motivation



Why do they need you?
Why do you want to be there?
You are not there to learn!

Find Mentors



Lessons, not favors

Listen

Keep in touch, respect your professional network

Be Seen

Show ambition on behalf of the company
Think relevant PR



Be Consistent



Speed is no replacement for direction

The background of the slide is a blue-tinted collage. On the left, a globe shows the continents of Africa and Europe. To the right and in the foreground, numerous fiber optic cables curve upwards, converging towards the top right. The background is also filled with faint, stylized binary code (0s and 1s) and abstract digital patterns.

Keep Up

Follow and anticipate new trends
All creativity is combinatorial

Remember Chemistry

A silhouette of a person in a lab coat, likely a scientist or student, is shown in profile, looking upwards and holding a small flask. They are surrounded by various pieces of laboratory glassware, including round-bottom flasks, Erlenmeyer flasks, and beakers, some containing blue liquid. The background is a light blue gradient with a grid of vertical and horizontal lines, suggesting a laboratory setting.

Take a hard look at your CV
Take a hard look at your interests
Take a hard look at your personality

Be Patient

All good things take time



The Road To Success



what people think
it looks like



what it really
looks like

Top 10 Do-NOT's

1. Don't confuse the road with the goals
2. Don't wait for certainty and absence of risk
3. Don't hold your horses
4. Don't forget your mentors and partners
5. Don't blend in
6. Don't compromise
7. Don't lose your flexibility
8. Don't forget your driving forces
9. Don't forget your work-life balance
10. Don't forget to have fun



A few words about me

IT studies: BSc and MSc in Informatics, University of Oslo

Academic research: PhD in Maths, Oxford University, Fellow Magdalen College

Teaching: Prof in Saudi Arabia, Advisor in China

Software Development: DEC SRC in Silicon Valley, Alta Vista

Business studies: MBA at INSEAD

Management: Fast Search 6 Transfer, Microsoft

Board Work: Statkraft, Norsk Tipping, Aschehoug, Making Waves, Norman,...



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Practical advice



Head hunters

Networking

Individual meetings