

deciphər

HOW TO GUIDE

Governance Profile Guide |

Take control of your governance career

In this handbook

Governance Profile

Whether you are actively seeking a specific appointment or simply positioning yourself in the marketplace, your governance profile is the gatekeeper to opportunity.

Personal Brand

Taking control of your personal brand is vital for career success.

Creating the right personal brand will help you be known in your field and ultimately, being approached for roles.

Governance Opportunities

Our advice for where to look for governance opportunities.

Governance Profile

To give you the best possible chance of being considered for a board role, you need to invest time in creating a good governance profile.

Think of your governance profile as a snapshot of you, that creates interest in you as a director.

Your 'profile' is just one representation of your personal brand – which is a mix of perception and reality. Remember that you are at the heart and epicentre of your personal brand, and it needs to be led by your voice.

TIPS & POINTERS | Clearly articulate your value

What can you bring as a director?

Experiences

It's highly likely that you have a lot more relevant experience than you first thought. Experience working in a similar field or the same industry, will of course mean that you have a greater understanding of that market and the way in which businesses in that field operate. However, also consider your broader skill set, qualifications and life experience. In some situations, having limited exposure to a particular industry or sector might give you a fresh way of looking at things. Given recent global challenges, also think in terms of your executive career and relevant experience dealing with issues such as interruptions in internal operations, supply chain disruptions and shifts to ways of working (i.e., hybrid work models).

Relationships

Within every business there are people, and people function in society via relationships. Therefore, successful business is built on good relationships. Think in terms of employees, clients, colleagues, suppliers, partners, industry associations etc.

Achievements

Achievements are things you have done which added value, made a tangible or noticeable difference and contributed to the 'business' of an organisation. What did you do? How did you do it? What was the result/benefit/outcome/value/impact of what you did?

BLOG | What to consider before joining a board

Much like an executive role, there are many factors to consider before accepting a position on a board.

[read more](#)



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Governance Profile

You may be thinking that as an emerging director it is more challenging to articulate your value because of limited experience.

Understanding your value is a process of objectively looking at your **experiences, relationships** and **achievements** and creating a value statement that clearly and concisely describes your unique selling proposition. It will also provide you with direction about what opportunities are the right fit for you.

Here's an example of how you can construct your profile and brand.

TIPS & POINTERS | Understanding your value

Leanne Crozier
Co-founder, Decipher Group

Professional Background

Law, Executive, Recruitment, People Capability Development

Experiences Business

Co-founder, Entrepreneurial, Leadership through GFC, EQ, COVID

Industry Background

Primary Sector, Professional Services and Consulting, Technology

Personal Profile

Female, Mum, Well Networked, Connected, Authentic, Resilient

Achievements

Successful Business, Finalist in the Women of Influence and Westpac Champion Business Awards



Growth of a successful business



Link strategy & capability; culture, engagement + leadership



The right Board for Leanne is one that sees the **value** in having a **voice** that brings a **people lens** to discussions and is looking to **grow**.

01

Governance Profile

Using the 'value statement' that you've constructed gives you the basis for creating your profile or governance CV.

Remembering that as an emerging director, you'll be focusing more on what you **can** bring to the boardroom table rather than demonstratable experience, as you would typically expect to see in a CV.

However, in saying that, your governance CV should not be a duplicate of your executive CV – rather focus more on:

- Your governance statement; a clear description of how you add value.
- Key skills and competencies; highlight these in simple bullet points and back them up with relevant work experience.
- Qualifications, Professional Memberships and Other Affiliations; lends credibility to your profile even if you don't yet have any experience serving as a governance professional.
- This applies to both your paper CV and your LinkedIn profile.

Once you build your governance experience, your profile will begin to take shape – with your demonstratable experience being an expression of your value statement.

The Breakdown

- Start with a governance statement or competency summary of who you are.
- Provide a summary of current directorships including year of commencement, company name and industry, and your role. Then include a summary of previous directorships (in table format). Make sure all dates are current.
- Outline any key governance achievements or use value statements indicating how your successes added value to the role.
- Include relevant education details.
- List professional memberships.
- Summarise your executive experience including date, company and role (in chronological order).
- List any notable executive achievements or use value statements indicating how your successes added value to the role.
- Keep it succinct (no more than 5 pages). Where possible, use tables to summarise and highlight your experience.
- Note your behavioural/emotional intelligence skills. Boards are looking for a person with the capabilities of a team player, who can hold robust, independent views around a boardroom table where respect is valued.

To be successful requires a concerted effort, investing in your personal brand to clearly demonstrate you have the skills that a board needs.

Governance Profile

Governance Profile

TITLE

Leanne Crozier LLB (Hons)

DIRECTOR & CO-FOUNDER – Organisational Design Strategist
mob. 021 245 2224 email. leanne@deciphergroup.co.nz
LinkedIn. nz.linkedin.com/in/leannecrozier

CONTACT DETAILS
on every page

PERSONAL STATEMENT
what challenge can you solve?

WHAT I BRING

I have proven capability aligning business strategy with people capability, combined with entrepreneurial and strategic agility having successfully co-created a leading recruitment and human resources services firm, now in its 12th year. I have experience at a governance-leadership level as well as diverse industry experience and exposure through the development of Decipher Group. I am skilled at organisational leadership and am action orientation - I take account and get things done, with a style and confident approach that challenges thinking and inspires the creation of ideas by others.

GOVERNANCE EXPERIENCE

Director	Decipher Group Limited	2008 to current
Board Advisor	Invert Robotics Limited	2018 - 2021
Trustee	Centre of Contemporary Art	2016 - 2017

CAREER SUMMARY

Co-Founder	Decipher Group Limited	2008 - Present
Senior Consultant	Hudson Global Resources	2004 - 2008
Company Secretary	Ravensdown Fertiliser Co-op	2001 - 2003
Solicitor	Housing New Zealand Limited	1999 - 2001

GOVERNANCE EXPERIENCE followed by executive experience



TIP: Include two summaries – one of current directorships and one of previous, OR, separate non-executive and executive directorships

CORE COMPETENCIES

- Leadership - organisation and team.
- Organisation design to best implement strategy.
- Business development and strategic sales.
- Executive talent identification and selection.

RELEVANT PROFESSIONAL ACHIEVEMENTS

- Successful co-creation of a leading professional services business, Decipher Group which celebrated 10 years in business in 2018.
- Commercial success which has seen year on year growth in Decipher Group of at least 20% since inception in 2008.
- Governance involvement in successful capital raising initiatives at Invert Robotics, to meet global sales and technology strategies.
- Leadership and facilitation of long and short term strategic planning at CoCA.
- Finalist in the Stuff and Westpac Women of Influence Awards: 2019 Business Enterprise Category and 2018 Emerging Leader Category.

QUALIFICATIONS

Admitted as a Barrister & Solicitor to the High Court of New Zealand, 1995
Bachelor of Law with Honours, 1995 – University of Canterbury

QUALIFICATIONS

REFEREES

Referees available on request.

REFEREES tailor to the opportunity

Governance Profile

As you gain demonstrable experience through directorships, you can elaborate on the nature of your involvement, similar to a career summary in your executive CV.

GOVERNANCE EXPERIENCE

Director | Decipher Group Limited, 2008 to current

www.deciphergroup.co.nz

Issues faced

- Establishment of professional services business including systems processes, strategic relationships and work pipeline.
- Diversification of business services and model to ensure business continuity throughout the Global Financial Crisis 2009-2010 and again during the 2020 Covid-19 pandemic.
- Leadership of an evolving team through extensive business growth year on year.
- Creation of profitable partnership with Diversity of Thought Scorecard www.diversityofthought.co.nz

TIP: Use value statements, indicating how your success added value to a role

Advisor to the Board | Invert Robotics Limited, 2018 – 2020

www.invertrobotics.com

Issues faced

- Capital raising on global scale – shareholding covers NZ, Australia and the US.
- Development and launch into new global markets.
- Global reorganisation and design.
- Development and implementation of Senior Executive ESOP.
- Relocation of Managing Director and Global Head Office from NZ to Europe.

Trustee | Centre of Contemporary Art, 2016-2017

www.coca.org.nz

Issues faced

- Governance around major insurance claim as a result of the Christchurch Earthquakes.
- Identification and development of funding courses.
- Leadership of the 2017 strategic planning process.

TIP: Note your emotional intelligence skills. Boards are looking for a person with the capabilities of a team player, who can hold robust, independent views around a board room table where respect is valued.

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Personal Brand

Taking control of your personal brand is vital for career success. We all have a personal brand, especially in the current digital age, so it's important to spend the time creating your unique narrative and nurturing your brand to reflect how you want to be perceived in the marketplace. Creating the right personal brand will help you be known in your field and ultimately, being approached for roles.

Think of your personal brand as how you promote yourself, intentional or not.

Create your story

- Don't just ask yourself who you are - ask yourself who you'll become.
- Come up with ways of describing yourself or even images that match your personal brand and put them in as many places as possible.
- Google yourself and notice if anything comes up that portrays you in a way you don't want to be portrayed.

Things to keep in mind

- A personal brand is a lifelong project that is constantly evolving. It doesn't have to be perfect to get started, in fact trying to make it perfect is a mistake.
- Package together all of your skills and talents, with a consistent message.
- Let other people tell your story, by your interactions with them. Remember, your personal brand is how others perceive you.
- You have a brand, whether you choose to manage it or not.
- We have more ways to influence our brand than ever before.
- You have to build a brand before you need it most.

» **Your brand is what people say about you when you're not in the room.**

JEFF BEZOS
Amazon Founder

02

Personal Brand

Be consistent and current

Everything you do - and choose not to do - contributes to your personal brand, from the way you talk on the phone to the way you behave at meetings or write emails, your CV through to your online profile.

In terms of online, choose platforms that are appropriate to your line of business. **LinkedIn** and **Twitter** are the best ones to get started with but having a **Facebook** business page may also be relevant. **Instagram** and **Tik Tok** are great platforms if your work can be represented in a visual way.

- Make sure every little thing you have posted online – listings, reviews, articles, guest posts, resumes, CVs – are up to date and accurate.
- Ensure your professional online profile is relevant to what you are trying to achieve. Keep your LinkedIn Profile updated!
- Post carefully on social media – “perception is reality”.

Be visible and authentic

In your current organisation - engage in projects, roles, or initiatives that strengthen your desired identity. Get yourself involved in more creative projects. Actively seek out and volunteer for high-profile roles and assignments where you can demonstrate your new brand.

Speak at an event - being the featured speaker, either in front of fellow colleagues within your company or other professionals at a speaking event, can be an incredibly powerful way to build your professional reputation and reinforce your credibility.

Make yourself memorable and ask one question at every meeting you attend.

Be authentic - your personal brand doesn't have to be superficial. There's something to be said about authenticity in business. Vulnerability and imperfection allow us to show up as ourselves, not the cardboard cutouts we think others want to do business with.

Network, network, network

Network, Network, Network - but choose wisely.

Your friends, colleagues, clients, and customers are an important marketing vehicle for your brand.

Join relevant industry groups and make connections. Engage in both online and offline communities. With social media groups, consider actively engaging in discussions on relevant LinkedIn, Quora, or Facebook groups.

Engage a mentor with Mana.

Governance Opportunities

Where to look

- Seek out support and guidance from **consultancies** specialising in governance recruitment. Many board vacancies are not advertised so it pays to build a relationship with a search consultant.
- The **Institute of Directors** offers director-specific training as well as providing opportunities to network with current directors sitting on a variety of boards.
- Utilise **online job boards** such as: LinkedIn, Appoint Better Boards, Treasury Board Appointments, Do Good Jobs, and Ministry for Women.
- Consider **Internships** and **Director Development Programmes**. Many large organisations have some form of emerging director programme that can provide valuable experience and help you segway into a professional governance career.
- Reconnect with your **networks** and signal that you are looking for governance opportunities, this may include contacts at professional services firms (banks, legal, consulting/accounting).
- Many boards will be looking for someone with relevant experience, so it's worth considering **non-commercial roles** such as not-for-profits, local community trust boards, or taking a leadership role in an industry association. This can demonstrate that you're 'tested' and board-ready. Remember boards will be looking for someone who takes the role of overseer/advisor, not someone who naturally takes a functional, operational role.
- Start your directorship as an **executive**. Look for opportunities within your own organisation. It's also an easier transition into a non-executive career if you start with your directorships as an executive.

TOOL | Cross-sector Governance Map

Use this tool to explore the range of different boards and identify those you may be interested in.

[read more](#)



jobs

Governance Opportunities

How Decipher Group can help

- **Governance brand and coaching** – we've developed a proven, real-world approach to assist aspiring directors to put their [governance profile](#) on the right path to success (online and paper profile).
- We also specialise in **executive and governance recruitment** – visit our [website](#) or follow us on [LinkedIn](#) for our current vacancies.
- We recommend that you connect with us on [LinkedIn](#) – we provide **valuable industry insights** and current blogs.
- Our website includes a range of [resources](#) and **how to guides** to assist you on your governance journey.

Need help?

Decipher Group is an industry-leading independent, search consultancy, offering a comprehensive array of recruitment, organisational design and human resources solutions.

We are specialist governance recruiters who contribute towards best practice governance to lead business success.

Reach out to us today. We'd love to chat.



Offices in

Christchurch + Queenstown

Recruiting across

Australasia

Christchurch Office

Deloitte House

Level 4, 151 Cambridge Terrace

Christchurch Central

www.deciphergroup.co.nz

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