WESTGATE
EXECUTIVE BRANDING
— for leaders in transition —

The Modern Director

Boards as Portfolios of Capability

(illustrative board capability matrix)

Capability	Director A	Director B	Director C	Director D
Strategy & Capital Allocation	●●	●●●	●●●	●●
CEO & Succession	●	●●	●●	●●●
Risk & Compliance	●●●	●	●●	●●●
Digital, AI & Cyber	●●	●●	●●●	●●
Geopolitics & Regulation	●●●	●●	●●	●●●
People & Culture	●●	●●	●●●	●●
Financial Oversight	●●	●	●	●●●

Legend: ● Relevant experience ●● Substantial experience ●●● Deep expertise

No individual director is expected to be strongest in every area. The purpose of the matrix is to assess whether the board collectively possesses the capabilities required for the organization's strategy, risk environment and next stage.

Disclaimer: This illustrative framework is provided for general educational and discussion purposes only. It is not legal, regulatory, accounting, investment or other professional advice and should not be relied upon as a substitute for advice tailored to a specific organization, board, transaction or jurisdiction. The matrix is not intended to rank directors or independently determine suitability for appointment. Users should exercise independent judgment and consult qualified advisers as appropriate.

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People & Culture				
Financial Oversight				

Which capabilities are concentrated in only one director? Which capabilities will matter most during the next three to five years? What expertise or judgment is materially absent from the current board?

Ratings should reflect demonstrated experience and judgment, not interest, credentials or general awareness.

A note: **Complete electronically or print for board discussion.**

Legend: ● Working knowledge or exposure | ●● Direct operating or oversight experience | ●●● Deep expertise with repeated enterprise-level or board-level application

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