



## Board Skills Matrix

Each Director must satisfy all the commitments and foundational attributes.

The Board, as a whole, will ideally adequately satisfy the twelve specific competencies identified in the table below; each Director is expected to satisfy not less than three specific competencies. The goal is to have diverse and valuable perspectives amongst the Directors to bring to Board discussions and decisions.

Each Director must commit to:

- Serve, at all times, in the best interests of the World Curling Federation.
- Attend and contribute to Board and committee meetings – they are available, invest time and resources to understand and advance the organisation and are passionate about the organisation’s success.
- Devote the time and effort necessary to be an effective Board member.
- Adhere to the WCF’s Governance model as outlined in the WCF Constitution.

Each Director must possess the following foundational attributes:

- Independence and sound judgment – they have the courage to ask tough questions and voice their opinions. Their loyalty to the World Curling Federation’s interests may demand that they express dissent and persist in requiring answers to their questions.
- No Conflict of Interest – they will be free from real or perceived conflicts of interest impacting their position or, if they find themselves in a conflict after their election to the board, they are able to professionally declare and manage any such conflict.
- Integrity – they demonstrate personal integrity, are trustworthy, and insist the organisation behave ethically.
- Long-term, strategic outlook– they continually keep an eye on performance, focusing on improving it, showing drive and determination to meet short and long term goals”.

- Organisational Governance knowledge - they have demonstrable experience with an organisation of similar or higher level of complexity as the WCF
- Business and financial knowhow – they possess knowledge and demonstrable understanding of business issues and financial matters.
- Team Oriented – they demonstrate professional ability to operate effectively as part of a diverse team, positively contributing to the work of the Board and supporting the Board’s work and decisions.
- Continuous improvement mindset/Change Orientation - they adapt to differences and changes in the environment, taking a flexible approach to reach outcomes.
- Conflict resolution – they are oriented to resolve conflict, are resilient after it occurs, and support Board decisions once made.
- Diversity Awareness – they have a genuine interest in and appreciation for the different perspectives and valuable diversity that comes with the experience of working in a multicultural environment
- English fluent - as English is the operating language of the WCF, they will be fluent enough in English to engage in and contribute positively to the work of the Board and the Federation.
- Empathetic and understanding - they are empathetic to other perspectives and will seek to understand the viewpoints of different stakeholders.

The WCF’s Forward Plan values respect for differences of thought, opinions and worldview. Candidates for election to the board who bring with them perspectives and experiences from minority groups will be valued and such perspective will be treated as an additional and equally important competency. Additionally, as a World body the WCF values a geographically diverse Board and will seek to ensure a wide variety of voices are heard around the Board table

The WCF is striving for equality of representation, with a maximum of 60% coming from any single gender.

## SPECIFIC COMPETENCIES

<b>Senior Leadership Experience</b>	<b>Risk</b>	<b>Project Management</b>	<b>Financial Literacy &amp; Operational Controls</b>
<p>Experience as a Senior/Executive leader in a government/public sector or private sector organisation.</p> <p><i>Examples: active at a senior leadership table, attending executive meetings, engaged in direct interaction either reporting to or as a key resource to a governing board of a complex organisation. This means engagement with budget development and reporting, risk identification and mitigation, policy/procedure review and approval, organisational structure (individual positions and larger decisions) that impact employees, engagement with strategic planning and reporting, etc.</i></p>	<p>Identifying principal risks of an organisation.</p> <p><i>Examples: overseeing a team of people as a chief risk officer of an organisation or equivalent.</i></p> <p>Leading various stakeholders and leaders in an organisation through risk identification and mitigation exercises/reporting.</p> <p><i>Examples include in-house lawyers, executive members of risk based organisations such as insurance companies, etc.</i></p> <p>Designing and/or overseeing the equivalent of an enterprise risk management program.</p>	<p>Experience in leading change management.</p> <p><i>Examples: Leading is the key word – must be a task/s that you had to determine the steps, get buy in from senior leadership, and successfully deliver an end point (key documents (i.e. policy change), key reporting involved (some element of engaging a cross section of people/areas of an organisation and distilling and/or providing a set of recommendations to senior leadership/board.</i></p> <p>A project management certificate or designation is of assistance.</p> <p>Experience in successfully leading/overseeing projects to successful completion.</p>	<p>Ability to read, understand and analyze complex financial statements.</p> <p><i>Examples: directly related to experience doing this with a budget large enough to include multiple employees, assets and liabilities, operating with multiple currencies, investments, (including contractual obligations), etc.</i></p> <p>Experience with financial accounting standards, internal controls, audit, and reporting.</p> <p><i>Example: having been or directly overseen the work of an auditor – either internal or external.</i></p> <p>Financial designation ideal.</p>

<p><b>Strategic Planning Strategic plan implementation, measurement, and reporting</b></p> <p>Experience in leadership engagement with strategic plan, overseeing the measuring/reporting, and identification of strategic priorities.</p>	<p><b>People</b></p> <p>Have led a Human Resource function in an organisation of a similar or larger size than the WCF.</p> <p>Talent acquisition and development in an organisation of a similar or larger size than the WCF.</p> <p>Overseeing, creating, managing Executive and senior leadership compensation and rewards program/s.</p> <p>HR designation ideal.</p>	<p><b>Communications</b></p> <p>Communications with members, employees, and stakeholders.</p> <p>Examples: directly involved in drafting and/or approving communications to members, employees, and stakeholders, on controversial matters (budget cuts), crisis communication, union bargaining and other communication.</p> <p>Experience and training in media and/or public speaking to large audiences.</p> <p>Examples: completing media training, engaging with national and international media on difficult issues such as potential wrongdoing (ie. Fraud, illegal activity), strike or labour action.</p> <p>Experience in crisis communications strategy and delivery.</p>	<p><b>High Performance Team member</b></p> <p>Understands and brings the high-performance athlete experience and voice to the board table as a non-active athlete and/or coach and/or other team support member.</p> <p>Examples: coached at an international level or was engaged with a successful team as their sports psychologist at multiple international events.</p> <p>Former athlete with relevant experience as a competitive curler. Examples: represented their nation at Olympic, Paralympic or world event.</p>
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<b>Marketing/Brand</b>	<b>Transformational Leadership / Continuous Improvement</b>	<b>Governance</b>	<b>Stakeholder Relations</b>
<p>Experience with brand and culture leading practices.</p> <p><i>Examples: leading or having operational responsibility for oversight of same.</i></p> <p>Understand and have experience with different client experience delivery models and leading practice.</p>	<p>Experience of leading an organisation through significant change or a turbulent period, changing the direction of the organisation to take advantage of new situations. Evidence of leading continual improvement across an organisation.</p> <p><i>Examples: having led an organisation through significant foundational shift in business operations such as foundational shifts in technology</i></p>	<p>Possession of a director or officer designation and/or prior Board experience.</p> <p><i>Example: Board experience as a governor, officer or director of an organisation that is of a higher order of complexity.</i></p> <p>Experience in leading the drafting, revising and engagement in diverse and interconnected policy and procedures.</p>	<p>Demonstrated ability to facilitate healthy interactions/relationships and effectively deliver messaging in a diverse, multi-stakeholder environment specific to the sport of curling.</p> <p><i>Example: served as a member of a Member Association board.</i></p> <p>Demonstrated experience at the developmental, community level of curling.</p> <p><i>Examples: member of member association board, club manager, direct engagement with junior and/or learn to curl programs.</i></p>