



Entrepreneurs'
Organization

EO Board of Directors

PATH OF LEADERSHIP POSITION DESCRIPTION AND PROCESS
FOR JOINING THE BOARD OF DIRECTORS

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Board Director POL Position Description

PURPOSE AND ROLE

The Board of Directors of the Entrepreneurs' Organization, has the duty to supervise the management of the business and affairs of the Organization. Each member of the Board is required to act honestly and in good faith with a view to the best interests of the Organization.

The role of the Board is one of supervision, stewardship, and oversight. In addition, each member of the Board must exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances. The officers and employees of the Organization are responsible for the day-to-day management and conduct of the business of the Organization and the implementation of the strategic plan approved by the Board. Under this mandate, the Board explicitly assumes the responsibility for the stewardship of the Organization.

Rewards

- Personal growth opportunities through leading peers at the highest level of EO
- Global leadership experience; exposure to different cultures, societal norms and social expectations
- Significant, productive opportunities for interaction with member-leader peers
- Unique opportunities to attend events and meet members around the world
- Help shape EO's future

EXPECTATIONS AND RESPONSIBILITIES

The Board's responsibilities shall include:

- To the extent feasible, satisfying itself as to the integrity of the Chief Executive Officer and other executive officers and that the Chief Executive Officer and the other executive officers create a culture of EO Core Values throughout the organization;
- Collaboration in the strategic planning process, the review and approval of a strategic plan which takes into account, among other things, the opportunities and risks associated with the businesses of the Organization, and the periodic monitoring, review, and updating of the strategic plan;
- The identification and understanding of the principal business risks of the Organization's businesses and to confirm that management has implemented appropriate systems to manage these risks;
- The oversight of succession planning, including the appointing, development and monitoring of senior executives;
- The designation of nominees for election to the Board;
- The development of the Organization's approach to good governance, including:
 - developing a set of governance principles and guidelines applicable to the Organization;
 - developing position descriptions for the Chairman of the Board and the chair of each committee of the Board;
 - developing, together with the Chief Executive Officer, a position description for the Chief Executive Officer, which delineates management's responsibilities, and approving the corporate goals and objectives that the Chief Executive Officer is responsible for meeting;
 - ensuring that all new directors receive a comprehensive orientation, understand the role of the Board and its committees as well as the contribution individual directors are expected to make, and understand the nature and operation of the Organization's business; and



- provide continuing education opportunities for all directors focused on the Organization's business.
- The development of measures for receiving Director performance feedback;
- The final approval respecting:
 - expenditures in excess of the approved budgetary amounts
 - appointment of officers of the Organization;
 - approving the annual financial statements of the Organization and approval and/or delegation of approval of interim financial statements of the Organization to the Standing Finance Committee.

TERM AND TIME COMMITMENT

- Members of the Board of Directors are appointed for three year terms
- Generally speaking, each Board Member should plan on at least fourteen weeks of travel and active, physical engagement:
 - Board meetings and global events (at least one Presidents Meeting)
 - Monthly Board conference calls
 - Preparation time for Board conference calls and face-to-face meetings
 - Serving as a project sponsor or liaison to one or more teams
 - At least fourteen (14) weeks of active physical participation, including more than eight (8) weeks of travel yearly.

OTHER

- Each Board Member has the support of the Global Board Chair, who will advise on ways to accomplish specific goals.
- Global Board Members have the support of the entire EO Global Staff, particularly the CEO and the Secretary to the Global Board.
- Service will be evaluated, from time to time, by the other Global Board Members in a healthy and constructive way.

Joining the EO Board of Directors

QUALIFICATIONS

In order to be considered for service on the EO Board, a member must have:

- A **track record of leadership experience outside of his/her local chapter with increasing levels of responsibility** in roles such as:
 - Regional Chair
 - Functional Project Team Lead
 - Committee Chair
 - Global Subcommittee Chair
 - Task Force Chair



- GLC Chair
- Successfully demonstrated the following traits and behavior in his/her EO Path of Leadership:
 - A track record of consistent **servant leadership** in EO
 - Strong collaborative and team participation
 - Selflessness; putting the organization ahead of self interest
 - Vulnerability; being authentic and empathetic
 - Followership; trusting EO peers to lead
 - Empowerment and respect for EO's professional staff in carrying out their duties
- The following competencies and traits
 - Honesty
 - Selflessness
 - Empathy
 - Vulnerability / Authenticity
 - Collaborative
 - Sense of Humor
 - Positive Attitude

THE BOARD NOMINATION COMMITTEE

- In FY2019/20, the Board established an independent Board Nomination Committee (BNC) to conduct the annual Board selection process and provide a slate of candidates for each annual election.
- The BNC is composed of the Chair, whose identity is public and communicated to EO members, and 6-8 other members, whose identities are kept confidential. The Chair is appointed by the Board; the Committee members are chosen by the Chair and approved by the Board. They serve for 1-year term and must have served previously on the Board, a Regional Council or a Global Committee. One member of the Committee must be a past Board member who has been off the Board for at least three years. Members of the BNC cannot apply to the Board for two years following their term.

THE BOARD SELECTION PROCESS

- The Board Nomination Committee manages the entirety of the Board selection process, including conducting interviews with all applicants.
- The BNC Chair then compiles and presents the master list of all candidates who have completed the application, interview, and supplemental requirements to the Board for review and feedback.
- Next, the BNC deliberates and creates a short list of their recommended candidates, which must include a minimum of two candidates per open Board position, unless the Board agrees otherwise.
- The short list, along with all supporting documentation used in the selection process, including applications, forms, assessments, interview recordings, and scoring rubrics, is then presented to the Board.
- The Board reserves the right to consider a qualified candidate from the master list who did not make the short list by majority vote.
- The Board deliberates and makes the final selection of candidates via formal vote.



TIMELINE FOR SELECTION

- Applications for the Board of Directors are open from 1 August – 15 September each year.
- The Board Nomination Committee conducts interviews and manages requirements of all candidates through 15 October.
- The Committee makes recommendations on qualified candidates for the Board to consider soon after, with the Board formally voting to select new directors at its November meeting.
- Both successful and unsuccessful candidates are notified immediately following selection.
- New directors must be ratified by the general membership in a process that runs for two weeks in early December.

APPLICATION PROCESS

- All candidates must submit a complete application by 15 September including:
 - Completed EO Board of Directors Application
 - Signed Intellectual Property Agreement
 - Signed Revenue Verification form, completed by an accountant
 - Two references letters: One from an EO Member Leader and one from an EO Staff member
- Once the EO Board Secretary has verified that an application is complete, candidates move into the next phase of the selection process:
 - 45 minute interview with the Board Nomination Committee
 - Completed leadership assessment tools
 - Other supplementary material, at the discretion of the Board Nomination Committee
- Interviews take place between 15 September – 15 October.
- Candidates will be notified whether or not they were selected following the November EO Board meeting.

