



Seeking a corporate board seat

Questions to ask yourself

- Why do I want to be a director?
- What value can I bring to a board?
- Can I commit the amount of time needed? Will my current employer support taking a board role?
- What kind of company do I want to serve?
 - Industry/sector
 - Private, public, private equity-owned
 - Startup, growing, established
 - Size and structure
- What is my timeframe?
- Do my previous or current business relationships pose any independence issues?

Our resource guide is designed for those in the business community aspiring to become a corporate board member. Using our research and insights, we help you understand what coveted skills and expertise boards are seeking. We also provide essential steps you can take to help build your personal brand, craft a compelling board bio, and prepare for board interviews.

Steps toward attaining a board position

Trying to attain a board role involves a series of important steps. First, as an aspiring board member you need to carefully consider why you want to be a director; express your interest and be prepared for the journey. It's important to understand what boards are seeking in terms of skills and expertise. Highlighting relevant experience and a strong personal brand can help differentiate you among candidates.

Crafting a compelling board bio that highlights your qualifications and achievements is essential. Additionally, expanding your professional networks and conducting a thorough search can open doors to potential board opportunities that are the right fit for you.

When opportunities arise, conduct your due diligence on the organization, its leadership, and its governance practices. This will enable you to effectively prepare for interviews and eventually help with your decision.

Executives' wish list for new board expertise

32%

Environmental/sustainability

26%

Artificial intelligence

26%

Regulatory/public policy

Q: What top three areas of expertise should be added to your board within the next 12 months? (select up to three)

Base: 519

Source: PwC and The Conference Board, *Board effectiveness: A survey of the C-suite*, May 2026.

Understand what boards are seeking

According to our [2025 Annual Corporate Directors Survey](#), directors say their boards still prioritize adding industry, financial, and operational expertise over the next 12 months.

However, when we recently asked C-suite executives what skillsets they would like to see added to their boards, they had emerging areas of oversight including AI and sustainability expertise at the top of their wish lists. So, while traditional expertise will always be valuable to boards, there are other sought-after skills that may be in higher demand.

Turnover on boards is historically low but more than one-third (38%) of new independent directors at S&P 1500 companies in 2025 are serving on their first public company board.¹

Build your experience and brand

As you strive to land a board seat, it is essential to evaluate your readiness and suitability for such positions. Here are some key questions you may want to ask yourself:

- How current is my knowledge of board hot topics? How well do I understand the full scope of board responsibilities?
- How am I keeping my skills current and aligned with market demands?
- Why is my brand so important?
- How strong is my brand?
- Have I authored industry articles/periodicals? Have I spoken at conferences? Have I been active on social media?
- What experience do I have on boards (including not-for-profit boards)?
- What experience do I have in the boardroom—reporting to a board or board committee?



Tip: search the internet

Do an internet search on your name and review the results.

- Are they outdated?
- Is any information damaging to your brand?

Consider engaging a reputation management firm to report on your digital footprint.

¹ ESGAUGE, 2025.



Compose your board bio

When creating your board bio, it is important to include key elements that will make it impactful. Start with a professional picture and contact information, including your email address, phone number, LinkedIn profile link, and location. Keep the bio concise, aiming for one to two pages.

To make a strong impression, place keywords highlighting your expertise and knowledge near the top. In the first paragraph, clearly articulate how you can add value to the board, emphasizing your skills and sector/industry expertise. The subsequent paragraphs should provide a summary of your experience, serving as a condensed version of your resume/CV, and highlight any prior board experience. Finally, in the last paragraph, share personal information such as your educational background, degrees, college, hobbies, and awards to provide a well-rounded view of your qualifications and interests.

Understand that as a candidate, you will be fully vetted and subject to a background check, so you may want to watch out for any embellishments on both your bio and CV. Consider a professional editor to review and proof.

Conduct your search

Network, network, network—overwhelmingly, personal recommendations lead to director opportunities

- Spread word of your interest—including to your CEO
- Connect with sitting directors you know

Know the director independence requirements and determine whether you would qualify as independent

- Understand the different independence requirements of NYSE vs. Nasdaq
- Understand the role of director search firms

If your CEO supports your search, it can be valuable for him or her to reach out to the board search firm on your behalf

- Consider connecting with search firms you've hired in your executive roles
- Review proxy statements of companies you're interested in

What types of people are on the board? What skills do they bring? Are there any gaps I could fill? How are they describing their board skills?

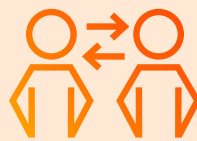
- Review shareholder proposals included in the proxy

Do your due diligence

Take the time to delve deeper into the reputation of the company, its management team, and directors. Gain an understanding of the major advisors involved, including external auditors and outside legal counsel. You may also want to familiarize yourself with the company's director protection measures including limitations on liability, indemnification policies, and the extent of coverage provided by directors and officers (D&O) insurance. Conducting this due diligence will provide valuable insights and prepare you for the interview.

Prepare for the interview

To prepare for the interview, it is crucial to conduct thorough research and gather relevant information. Start by reviewing the company's website and reading corporate filings to gain knowledge about the business, performance, and strategy. Stay updated by subscribing to a newsfeed for the company or industry. Additionally, research the company to understand its public perception and reputation, as well as its position among its peers. Gain an understanding of the major shareholder base and the overall composition of the board. Prepare thoughtful questions that demonstrate a long-term perspective. Lastly, consider potential disruptive forces that may impact the sector. If you are offered a board role, it's important to exercise careful consideration before accepting.



Tip: mutual alliance

Think in terms of a win-win relationship—what value-add can I bring to the board, not only what I can get in return.

For more information

- [Contact us](#)
- [Subscribe to our insights](#)
- [Visit our website](#)