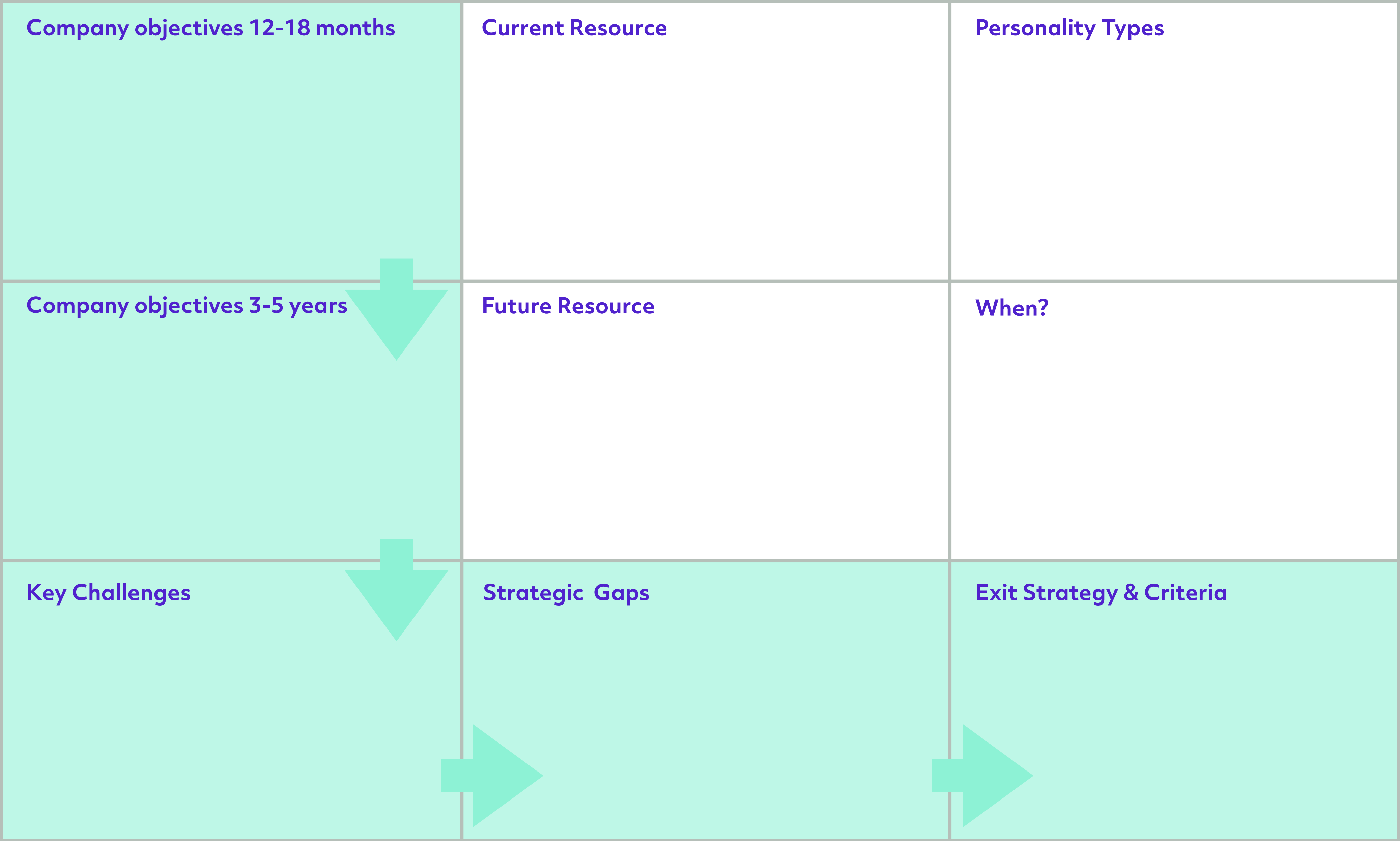


# Board Composition Canvas

**Board Objectives:**  
What does it need to achieve

**Board Composition:**  
What Board needs to look like

**Timing:**  
When & how often



# Board Composition Canvas - Example

## Board Objectives:

What does it need to achieve

## Board Composition:

What Board needs to look like

## Timing:

When & how often

|   |   |   |
|---|---|---|
| <div><b>Company objectives 12-18 months</b></div> <div><ul style="list-style-type: none"><li>Consolidate growth after recent headcount expansion</li><li>Secure two new long-term framework agreements with key energy clients</li><li>Strengthen internal systems to improve project profitability tracking</li><li>Position the business for B-Corp certification</li><li>Improve board reporting and internal governance without losing agility</li></ul></div>  | <div><b>Current Resource</b></div> <div><ul style="list-style-type: none"><li>Founding partner group with strong technical and sector expertise</li><li>Part-time financial controller focused on compliance and reporting</li><li>Operations lead managing HR, systems, and delivery coordination</li><li>Non-executive Chair with governance experience but limited sector knowledge</li><li>Ad hoc support from external legal and funding advisors</li></ul></div>  | <div><b>Personality Types</b></div> <div><ul style="list-style-type: none"><li>Current board leans heavily toward technical, risk-averse profiles</li><li>Strong detail orientation, but limited blue-sky or commercial thinking</li><li>Lacks a “brake” — few challenge optimistic delivery assumptions</li><li>Needs more diversity in communication styles and leadership approaches</li><li>Would benefit from a balance of visionary strategist, critical challenger, and people-centric leader</li></ul></div>  |
| <div><b>Company objectives 3-5 years</b></div> <div><ul style="list-style-type: none"><li>Expand internationally with permanent presence in two new markets (e.g. North America and Asia-Pacific)</li><li>Diversify revenue streams beyond consultancy (e.g. SaaS tools, training, retained advisory)</li><li>Develop internal succession plan and evolve the partner structure to support sustainable growth</li><li>Prepare for partial exit or transition to employee ownership model (EOT)</li><li>Cement brand leadership in flexible grid, storage, and hydrogen advisory</li></ul></div> | <div><b>Future Resource</b></div> <div><ul style="list-style-type: none"><li>Fractional CFO to lead financial strategy, forecasting, and funding readiness</li><li>Commercially focused NED with scale-up and international experience</li><li>Head of People to support team development and succession planning</li><li>Digital lead to drive systems integration and productisation of services</li><li>Broader board diversity to bring external challenge and fresh thinking</li></ul></div>                 | <div><b>When?</b></div> <div><ul style="list-style-type: none"><li>Fractional CFO: Immediate need — to support funding conversations and long-term planning</li><li>Commercial NED: Within 6 months — to guide internationalisation and client diversification</li><li>Head of People: 6–12 months — to professionalise internal development and succession</li><li>Chair review: In 12 months — reassess fit as strategic needs evolve</li><li>Tech/Digital Lead: Within 18 months — to support productisation and operational efficiency</li></ul></div>  |
| <div><b>Key Challenges</b></div> <div><ul style="list-style-type: none"><li>Balancing high growth with maintaining culture and quality</li><li>Limited internal bandwidth to professionalise operations while delivering client work</li><li>Patchy financial data for strategic decision-making (e.g. forecasting, pricing models)</li><li>Over-reliance on a small group of senior partners for sales and leadership</li><li>Unclear succession and ownership pathway for next generation of leaders</li></ul></div>  | <div><b>Strategic Gaps</b></div> <div><ul style="list-style-type: none"><li>No clear financial strategy for investment, pricing, or margin improvement</li><li>Lack of challenge around partner-led decision making and long-term structure</li><li>Weak succession planning and leadership development beyond partner group</li><li>Missing external perspective on market positioning and competitive threats</li><li>Limited board engagement with long-term equity, funding, or exit planning</li></ul></div> | <div><b>Exit Strategy &amp; Criteria</b></div> <div><ul style="list-style-type: none"><li>Preferred route: Transition to Employee Ownership Trust (EOT) within 5 years</li><li>Alternative: Partial trade sale to a values-aligned strategic acquirer</li><li>Key criteria:<ul style="list-style-type: none"><li>Protect culture and mission-led ethos</li><li>Ensure continuity for staff and clients</li><li>Reward founding partners fairly</li><li>Enable long-term leadership succession</li></ul></li><li>Board role: Shape roadmap, stress-test options, and ensure readiness across governance, finance, and leadership</li></ul></div> |