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GOVERNANCE WORKSHEET

Board Skills Matrix and Gap Analysis

A working tool for seeing what your board has, and what it is missing

BOARD TOOL | 4 PARTS | 18 COMPETENCIES | REUSABLE

Prepared by **Campbell Group Consulting, LLC**

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HOW TO USE THIS WORKSHEET

Four steps, and about an hour of board time

A skills matrix answers one question: can this board govern the organization it actually has? It is not a performance review, and no individual score means anything on its own. What matters is the column total, because governance is a collective act.

01 Set the need level

Before anyone scores themselves, the board or governance committee marks each competency essential, desirable, or not required. Do this together, in one sitting.

02 Each member completes Part A

Privately, in about ten minutes. Self-assessment works here because nobody is being evaluated; the unit of analysis is the board, not the person.

03 Roll the scores into Part B

One column per seat. Count how many members rate themselves 2 or 3 in each competency. That count is the board's depth in it.

04 Classify and decide in Part C

Compare depth against need level, classify each gap, and leave with a ranked list of what to recruit for and what to develop in the members you have.

The rating scale

0	**No exposure**	I have not worked with this and could not evaluate it.
1	**Some familiarity**	I can follow the conversation but would not lead it.
2	**Working knowledge**	I can ask an informed question and challenge an answer.
3	**Able to lead**	I can lead the board's thinking and guide others on it.

The need levels

ESSENTIAL	The board cannot govern well without it. Gaps here are recruitment priorities.
DESIRABLE	Valuable, and worth having, but the board can function while it is thin.
NOT REQUIRED	Not relevant to this organization at this stage. Say so, and stop scoring it.

Why self-assessment is reliable enough

Members routinely under-rate themselves on governance and over-rate themselves on fundraising. Neither distortion matters much here, because the matrix is read down the column rather than across the row. If an essential competency comes back with a depth of zero, no amount of modesty in the room explains that away.

PART A · INDIVIDUAL SELF-ASSESSMENT

Rate yourself, not your colleagues

One copy per board member. Completed privately, in about ten minutes.

NAME _____ **DATE** _____

	0	1	2	3
GOVERNANCE AND LEADERSHIP				
Nonprofit governance and board service	☐	☐	☐	☐
Strategic planning and organizational direction	☐	☐	☐	☐
Executive leadership and management	☐	☐	☐	☐
FINANCE, LEGAL, AND RISK				
Financial oversight, budgeting, and accounting	☐	☐	☐	☐
Audit and internal controls	☐	☐	☐	☐
Legal and regulatory compliance	☐	☐	☐	☐
Risk management and insurance	☐	☐	☐	☐
RESOURCES AND REVENUE				
Fundraising and donor cultivation	☐	☐	☐	☐
Grant writing and grants management	☐	☐	☐	☐
Marketing, communications, and public relations	☐	☐	☐	☐
PROGRAMS AND COMMUNITY				
Subject-matter expertise in our mission area	☐	☐	☐	☐
Program design and evaluation	☐	☐	☐	☐
Lived experience of the community we serve	☐	☐	☐	☐
Community organizing and government relations	☐	☐	☐	☐
OPERATIONS AND CAPACITY				
Human resources and personnel practice	☐	☐	☐	☐
Technology, data systems, and cybersecurity	☐	☐	☐	☐
Facilities, property, or real estate	☐	☐	☐	☐
Partnership and collaboration development	☐	☐	☐	☐

Before you hand this in

Then answer two questions in your own words: which of these would you be willing to take responsibility for on this board, and which one would you most like to learn?

PART B · THE BOARD ROLL-UP

Every competency against every seat

Enter each member's score. Depth is the count of members scoring 2 or 3. Copy this page for boards larger than twelve seats.

COMPETENCY	1	2	3	4	5	6	7	8	9	10	11	12	DEPTH	NEED	STATUS
GOVERNANCE AND LEADERSHIP															
Nonprofit governance and board service															
Strategic planning and organizational direction															
Executive leadership and management															
FINANCE, LEGAL, AND RISK															
Financial oversight, budgeting, and accounting															
Audit and internal controls															
Legal and regulatory compliance															
Risk management and insurance															
RESOURCES AND REVENUE															
Fundraising and donor cultivation															
Grant writing and grants management															
Marketing, communications, and public relations															
PROGRAMS AND COMMUNITY															
Subject-matter expertise in our mission area															
Program design and evaluation															
Lived experience of the community we serve															
Community organizing and government relations															
OPERATIONS AND CAPACITY															
Human resources and personnel practice															
Technology, data systems, and cybersecurity															
Facilities, property, or real estate															
Partnership and collaboration development															

How to read the status column

CRITICAL GAP	Essential, depth of 0
SINGLE POINT	Essential, depth of 1
ADEQUATE DEPTH	Essential, depth of 2 or more
CONCENTRATED	More than half the board at 2 or 3

What the board does next

- Recruit for this first.
- Recruit a second, or develop one.
- Hold it through turnover.
- Widen where you recruit.

PART C · GAP ANALYSIS AND PRIORITIES

What to recruit for, and what to develop

Completed by the board together, once Part B is filled in.

Rank the gaps

RANK	COMPETENCY	WHY IT MATTERS NOW	RECRUIT OR DEVELOP
01			
02			
03			
04			
05			

The recruitment statement

One sentence the whole board can repeat when asked who you are looking for.

We are looking for board members who bring …

What to develop rather than recruit

Some gaps close faster with training than with a new seat. Name them, and name who owns closing each.

COMPETENCY	HOW IT GETS CLOSED	OWNER

When to run this again

Run this again every year, and again whenever a seat opens. A matrix that is three years old describes a board that has already changed. Keep each year's copy: the pattern across them tells you whether recruitment is closing gaps or repeating them.

PART D · COMPOSITION SNAPSHOT

Who is in the room

Skills are only half of what a board brings. This page records composition so the board can see, plainly, whose judgment is represented and whose is not. Collect it voluntarily, keep it with the matrix, and revisit both whenever a seat opens.

DIMENSION	1	2	3	4	5	6	7	8	9	10	11	12
Professional sector												
Years on this board												
Age range												
Race or ethnicity												
Gender												
Geography or community served												
Lived experience of our programs												
Committee service												

The two questions to end on

Two questions close this worksheet. Does the board's composition reflect the community the organization serves? And if a funder, a reporter, or a person you serve asked you to explain how this board is chosen, would the answer be the matrix, or the network?

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