

## Building a Board of the Future

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I am Ilana Wolfe, and this is The Insight.

We launched our board placement services back in 2020, and the intention was to more systematically harness the value of our networks and relationships to help our clients build the most effective boards

And over the course of the last few years, we've made hundreds and hundreds of introductions to our clients, resulting in more than 120 board placements. And that's across

And throughout the course of our engagements, we've seen a number of really interesting trends emerge, particularly in the last year across corporate governance.

As our clients recruit new board members, one, we're seeing a lot of companies favor current operating executives who bring that relevance to the boardroom.

Two, we're seeing companies forego a requirement to have prior public board experience in favor of having that current and relevant operating perspective.

And three, private equity companies, which historically haven't brought on independent directors until closer to an exit, are bringing on directors much earlier on in the investment cycle, often as early as when they make that first investment.

The most effective boards recruit members, not only who fill a current gap or need today, but they do so with an eye towards

building a board of the future with the experience and expertise to help them navigate and see around the corners for 5, 6, 7 years in the future. Because that is what's going to set you up for the most strategic success.

**BLOOPER:**

Do I say Ilana Wolfe? It's not like Cher. Not yet.

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