# Candidate selection matrix

Are you looking to undertake a structured approach to the recruitment of advisory board members? If you are, then the following example will be useful to you. The Institute of Directors acknowledges that this example has been adapted from one provided by RewardJunkie!, a start-up/high growth company. Make a copy of the matrix and adapt it to suit your own advisory board recruitment needs.

If you are going for a less formal approach to recruitment, make sure you’ve at least identified the areas you need help with (areas for recruitment) and give some thought to prioritising or weighting these needs to assist you in your conversation with a potential advisory board member.

The matrix on the following page is an example developed for the recruitment of a chair to lead an advisory board of a start-up company. In this example, four candidates were approached regarding this role and an objective assessment against the areas of recruitment carried out. Each area of recruitment was given a weighting to recognise its importance to the role and a maximum score. Each candidate was then given a score to measure their potential to contribute in each area and then a weighting to enable cross-candidate comparisons.

*As you can see, Candidate A would be the preferred candidate for the role of chair in this example.*

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Level of importance for this **chair** role | Weighting | Candidate A | | Candidate B  Weighted score = weighting x score | | Candidate C | | Candidate D | | **Max**  **Legend**  **Weighting**  1=nice to have skill  2=useful  3=important  **Score**  1=limited  2=reasonable  3=high level  **Score** |
| **Experience**  Tailor the areas of recruitment to suit your needs |  | **S** | **WS** | **S** | **WS** | **S** | **WS** | **S** | **WS** |  |
| Prior director/chair | 3 | 3 | 9 | 3 | 9 | 2 | 6 | 3 | 9 | 9 |
| Start-up/High growth organisation | 3 | 2 | 6 | 3 | 9 | 3 | 9 | 2 | 6 | 9 |
| B2B2C | 3 | 3 | 9 | 2 | 6 | 2 | 6 | 2 | 6 | 9 |
| Function |  |  |  |  |  |  |  |  |  |  |
| Sales leadership | 3 | 3 | 9 | 2 | 6 | 2 | 6 | 2 | 6 | 9 |
| Marketing to channel | 2 | 3 | 6 | 3 | 6 | 1 | 2 | 2 | 4 | 6 |
| Proven experience | 3 | 3 | 9 | 2 | 6 | 2 | 6 | 2 | 6 | 9 |
| **Networks** |  |  |  |  |  |  |  |  |  |  |
| Investors | 1 | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 3 | 3 |
| Wholesale (potential customers) | 2 | 2 | 4 | 3 | 6 | 1 | 2 | 2 | 4 | 6 |
| Press/PR | 1 | 3 | 3 | 3 | 3 | 1 | 1 | 2 | 1 | 3 |
| Other areas |  |  |  |  |  |  |  |  |  |  |
| Ability to challenge constructively | 3 | 3 | 9 | 2 | 6 | 2 | 6 | 3 | 9 | 9 |
| Time available | 3 | 1 | 3 | 2 | 6 | 2 | 6 | 1 | 3 | 9 |
| Cultural fit | 3 | 2 | 6 | 3 | 9 | 0 | 0 | 2 | 6 | 9 |
|  |  | **82%** | | **81%**  % = total weighted score column / 90 x 100 | | **59%** | | **71%** | | **90** |

Source: Adapted from RewardJunkie! Chair matrix