

BOARD-READINESS SESSION #3

STAYING ON TOP OF BOARD TRENDS

LINKEDIN PROFILE & GO-TO-MARKET CAMPAIGN

STAYING ON TOP OF BOARD TRENDS

Institutes

- EY Center for Board Matters
- Deloitte Center for Board Effectiveness
- KPMG Board Leadership Center
- PWC Governance Insights Center
- Nasdaq Center for Board Excellence
- Harvard Law School Corporate Governance Forum

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The Center for Board Effectiveness

The Center for Board Effectiveness helps directors fulfill their oversight responsibility to the organizations they serve throughout their board service.

[Download the brochure](#)

[View audit committee insights](#) →

On the Board's Agenda: Director skills for navigating a complex business environment

From technology disruptions to shifting regulation priorities, corporate boardrooms are navigating a rapidly changing business environment. Against this backdrop, a recent analysis of Fortune 100 companies reveals distinct patterns in current board skills and backgrounds. This edition of On the Board's Agenda explores how board director skills vary, and considers how trends in leadership skills across the Fortune 100 could be shaping board refreshment strategies.

EY Center for Board Matters

We support board members in their oversight role by helping them address complex boardroom issues.



Direct to your inbox
Receive insights, resources and more from the EY Center for Board Matters.

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Dedicated to strengthening corporate governance in the boardroom and beyond

Nasdaq Center for Board Excellence

[Join Our Community](#)

OUR MISSION

The Center provides a collaborative learning environment for like-minded leaders to drive positive and meaningful impact.

Together, we foster insights that open the aperture to understanding board excellence more broadly. We empower leaders to lead with integrity, transparency, and accountability while promoting a culture of innovation, curiosity, and long-term value creation.

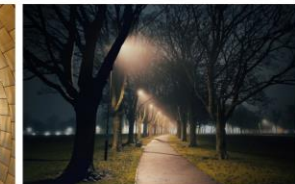
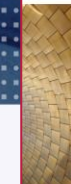
Purpose

With Nasdaq's commitment to reimagine tomorrow in our DNA, the Nasdaq Center for Board Excellence is uniquely positioned at the cross-roads of forward-looking thinking and innovation to convene board and executive leaders and advance board engagement and corporate leadership. We invite members and supporters of the Nasdaq Center for Board Excellence to join us as valued partners in this journey.

2025 proxy season review: Four key takeaways

Featured thinking

Jamie Smith
23 Apr 2025



an update on
the and...

How boards support transactions in an unpredictable deal market

Find out what roles boards are playing in oversight of transactions in an unpredictable deal market.

12 May 2025 | Robyn Dew #2

How boards can reframe strategic resiliency in a time of uncertainty

Discover how boards can enhance strategic resiliency amid uncertainty, focusing on adaptability, agility and robust governance for long-term success.

23 Apr 2025 | Shawn Matter #1

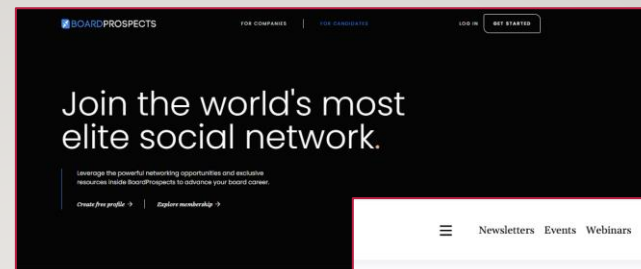


STAYING ON TOP OF BOARD TRENDS

Board-Focused Magazines and Newsletters

- [Fortune – the Modern Board](#) (weekly newsletter)
- [Directors and Boards](#) (magazine)
- [Private Company Director](#) (magazine)
- [Boardwise](#) (training & tools)
- [BoardProspects](#) (education & board search)
- [Corporate Board Member](#) (magazine)
- [Digital Directors Network](#) (education & networking)

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"A streamlined pathway to meaningful board service."

"Through BoardProspects, I secured my first board position at a publicly traded corporation -- a pivotal milestone in my governance journey. Their innovative platform has transformed what is typically an opaque process into a streamlined pathway to meaningful board service. BoardProspects not only connects qualified candidates with exceptional opportunities but provides the resources and community that empower professionals to showcase their unique value proposition to boards seeking varied expertise. For executives ready to expand their leadership impact, BoardProspects represents a sophisticated, efficient solution in the evolving landscape of corporate governance."

YIE-HSI HUNG
President and CEO of State Street Global Advisors
BOARDPROSPECTS MEMBER SINCE 2020

Advance your board career.

SEARCH

Optimize Y

Expand Yo

Boost You

Deepen Yo

FORTUNE

HOME NEWS FORTUNE 500 TECH FINANCE LEADERSHIP LIFESTYLE MULTIMEDIA

Home > The Modern Board

The Modern Board

Each week, The Modern Board newsletter from *Fortune* senior writer Lila MacLellan explores topics including corporate governance, board innovation, DEI and sustainability, talent strategy, strategic planning, stakeholder engagement, risk management, and strategies to drive performance. Sign up here.



NEWSLETTERS

Savvy CHROs are successfully building bridges to the C-suite—here's how they can influence executives

BY AZURE GILMAN AND EMMA BURLINCH
October 16, 2024



NEWSLETTERS

2024 election cycle will test board directors' ethics. Here's a 3-step framework



NEWSLETTERS

Your corporate board might be the weakest link when it comes to adopting AI

BY EMMA BURLINCH
October 14, 2024



NEWSLETTERS

How boards can protect companies from the anti-DEI movement



LEADERSHIP

Starbucks' board has a shot at success with its new CEO—if it can manage to control Howard Schultz

BY LILA MACLELLAN AND AZURE GILMAN
August 14, 2024



NEWSLETTERS

Boeing's board faces scrutiny yet again: 'It's a bad board, and it has been



ARTICLE | BEST PRACTICES

Board Minutes Are Not a Job for AI

Well-drafted minutes protect the board from insider challenges to board action and, thus, should still be prepared by a human corporate secretary.



ARTICLE | GOVERNANCE

Driving More Effective Boardroom Conversations



ARTICLE | RISK

Governing Reputation Risk in the Age of Business Disruption

Directors must govern reputation — and the risks and opportunities that dynamically shape it — as a core enterprise discipline.



PODCAST | PODCASTS

Executive Session, Episode 23: Mimi Thigpen, Bob McCormick and Charles Elton
August 5, 2025



ARTICLE | ARTICLES

The Director's Duty in a Volatile Political Environment
August 7, 2025

Navigate the Boardroom

Sign up for the Directors & Boards weekly newsletter for the latest news, trends and analysis impacting public company boardrooms.

Sign Up



ARTICLE | GEOPOLITICAL RISK

S.-China Relations and the Board

As the two countries grow apart geopolitically, financially and technologically, directors must ensure their companies mitigate the risks and seize opportunities.



ARTICLE | AI

Securing the Future: Exposing AI's Benefits and Risks

Boards should consider all aspects of risk and reward when it comes to AI implementation.

Boards should consider all aspects of risk and reward when it comes to AI implementation.

Most Popular

COMMENTARY
Americans who live in rural areas don't believe good jobs are coming and they don't want to move. We have to bring...

BY MONA MOURSEED

FINANCE
Bill and Melinda French Gates and Warren Buffett's Giving Pledge after 15 years: Only 9 of the 256 billionaires...

BY ASHLEY LUTZ

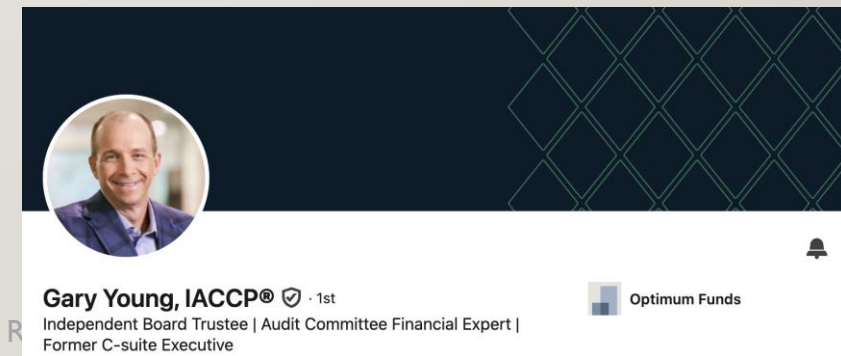
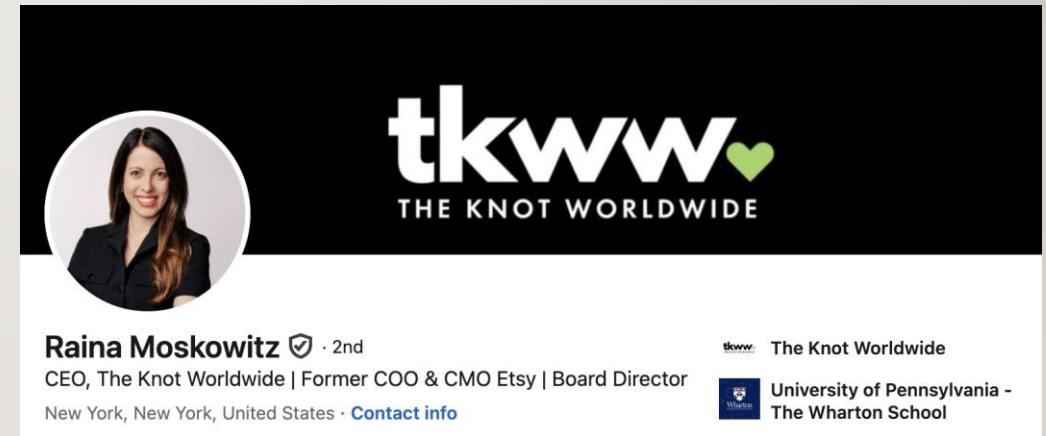
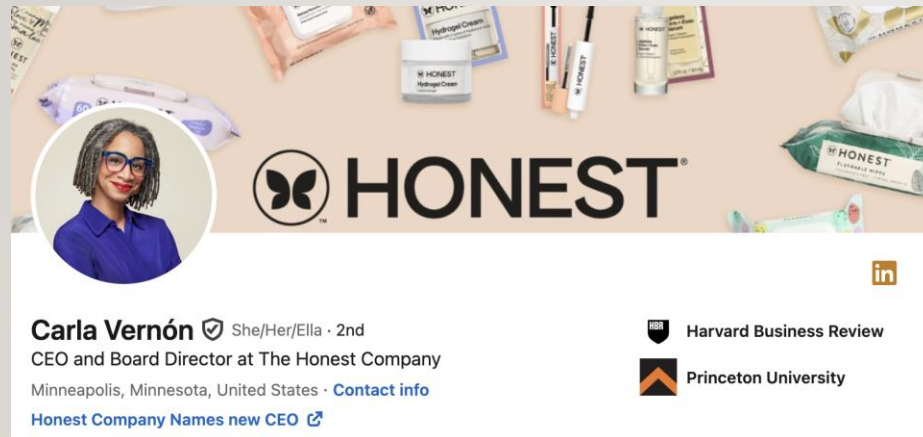
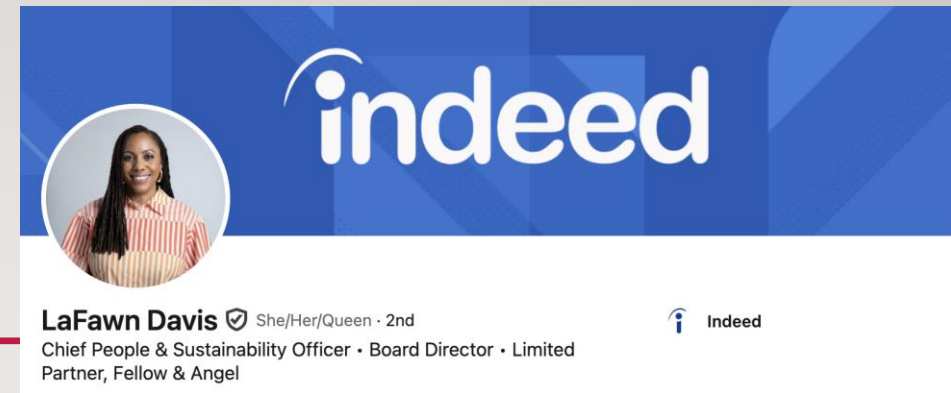
SUCCESS
142,000 millionaires are uprooting in 2025—forget Switzerland, they're flocking to this eastern European nation

BY PRESTON FORD



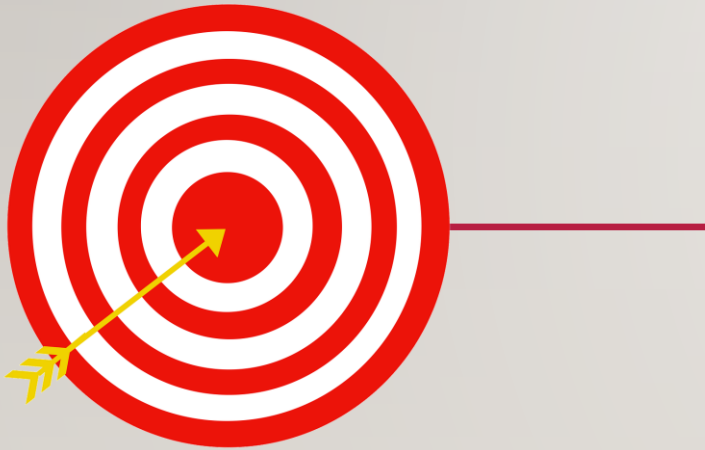
FEATURES OF A GREAT LINKEDIN PROFILE

PROFILE ELEMENT	WHY IT MATTERS FOR BOARD DIRECTORS
Headline, Banner & Picture	Convey strategic positioning, value proposition and executive/leadership presence
About Section	Shares origin story, strategic vision, and board-level capabilities
Experience	Highlights impact, governance experience, and results
Featured Postings	Bring board-related content, talks, or publications to life; Demonstrate ongoing engagement and influence in governance or industry
Recommendations	Add credibility from peers, board colleagues, and C-suite stakeholders



HEADLINE,
PORTRAIT
& BANNER
COMBI-
NATIONS
THAT
WORK

ABOUT: WHAT HITS THE MARK?



About

An independent board director and qualified Audit Committee Financial Expert, I offer more than 30 years of experience in investment management, mutual fund oversight, and governance leadership.

My boardroom perspective is shaped by two decades of executive leadership at Diamond Hill Capital Management, a publicly traded institutional asset manager I helped grow from \$300 million to \$30 billion in assets under management. During my tenure, I led the development of governance frameworks, compliance and risk programs, and cybersecurity initiatives, culminating in a rare ISO 27001 certification. I worked closely with both the fund board and public company board to align strategy, oversight, and disclosure practices.

Currently, I serve as an Independent Trustee and Audit Committee Member for Optimum Fund Trust, a \$10 billion fund complex sponsored by Macquarie. I've also held governance roles across multiple fund complexes, including board and officer positions. As a long-time contributor to the Investment Company Institute (ICI), I've served on the Accounting/Treasurers, CCO, CRO, and CISO Committees, and, most recently, as a member of the ICI Board of Governors' 1940 Act Modernization Project – Governance Working Group. I am currently actively involved in the Independent Directors Council and the Mutual Fund Directors Forum.

My board contributions are grounded in hands-on executive experience, a strong ethical foundation, and a commitment to advancing shareholder value through effective, informed governance.

Experience section; where less is more

Experience



Board Member, Chair - Risk Committee

Newton Investment Management

2021 - Present · 4 yrs 8 mos

Serve on both the UK and North America boards. Provide oversight for equity, fixed income and multi-asset investment strategies, navigating the SEC & FCA and guiding transformation for this investment firm with 100B+ AUM. Support the business through consolidation of several investment management boutiques and leadership changes (CEO and CIO)



Board Member; Advisory Board Member

TIFIN

2021 - Present · 4 yrs 8 mos

Senior Partner and strategically involved from inception, including assembling the Advisory Board (2018-2021) before becoming Board Member in 2021 of TIFIN AMP, a FinTech/AI innovator with investors that include JPMorgan, Morningstar, Franklin Templeton and Broadridge. Informed and guided the company's business strategy of applying Gen AI and Supervised AI to modernize distribution and improve efficiency within the asset and wealth management ecosystem.



President and CEO - AIG Funds/Asset Management

AIG Retirement Services

2019 - 2021 · 2 yrs

Greater New York City Area

Selected to lead a critical transformation of an underperforming business. Drove strategy and oversaw all aspects of the multibillion-dollar asset management platform (assets under management, advisement and administration) that supported equity, fixed income, asset allocation, ESG, Volatility-managed and private equity investments. Represented AIG's interest with major stakeholders such as government and regulatory bodies, independent fund boards, clients and media. Led the sale of the AIG Funds business to another insurance-owned asset manager for 3X valuation. Served on the following boards during tenure:

AIG Annuity Funds Board - Board Member/Interested Trustee; Governance & Ethics Committee

AIG Retail Funds Board - Head of Management Committee

AIG Valic Funds Board - Head of Management Committee

AIG, Inc. - Retirement Board Member

HOW THOUGHT LEADERS EXCEL ON LINKEDIN

Insightful Content Sharing

Thought leaders publish articles, data, and reflections on industry trends, governance, and strategy to showcase expertise.

Active Community Engagement

They interact by commenting, recognizing achievements, and connecting with peers to build meaningful professional relationships.

Consistent, Thoughtful Posting

Posting brief, thoughtful content helps establish them as informed and relevant voices in their field

Quality over Quantity

Focus on high-impact, purposeful posts instead of frequent updates that lack significance

TYPES OF HIGH-SIGNAL CONTENT

- **Lessons learned from a project, client, or boardroom + Insight**
- **Strategic or governance trends with a personal take**
- **Responses to a current event in your industry**
- **Sharing a resource, tool, or article with your point of view**
- **A question or a prompt to engage your network**
- **Event participation**
- **Celebrating/lifting others**



CREATING A CONTENT MANAGEMENT SYSTEM FOR LINKEDIN POSTS

Define Content Pillars

Establish themes based on your unique value propositions (e.g., board leadership, trends, innovation, nonprofit strategy)

Idea Capture and Planning

Store content ideas in a digital bank using tools like Google Docs for easy organization

Batch Creation and Scheduling

Create posts in batches using templates, then schedule them with digital tools for efficiency


Track Engagement and Refine



Monitor comments, respond regularly, and review monthly results to improve your LinkedIn content strategy



Distinguish between value and noise

Strong Post If It...	Might Be Noise If It...
Offers insight, analysis, or perspective	Is just a link drop without commentary
Shares experience or a lesson learned	Feels overly self-congratulatory
Adds to an existing conversation	Repeats what others already said
Reflects your values or leadership lens	Feels generic or templated



Johnny C. Taylor, Jr., SHRM-SCP  • Following
President & CEO, SHRM, F500 Board Director
[Visit my website](#)
5d • 

AI is reshaping work and hiring.

In my recent interview with [Louisa Clarence-Smith](#) for [The Times](#), I spoke about a growing hesitation among business leaders: Hiring for roles that may be obsolete in a year.

Generative AI is here. And while it offers incredible opportunities, it's also making leaders pause.

Some are subtly restructuring.
Some are holding off on hiring.
And many are doing it without saying the quiet part out loud: AI is the reason.

Why the silence?
Brand risk. Public backlash.

But here's the truth:

- 📌 We can't let fear guide us.
- 📌 Our people deserve transparency.
- 📌 Above all, we need to center our workplace strategy on empathy, inclusion, and preparation.

The future of work can be human-led if we commit to navigating this transformation with both courage and compassion.

Read the full interview here 📄 <https://shrm.co/ai5tgw>

SAMPLE LINKEDIN POST

Featured Article

https://www.ey.com/en_us/insights/mergers-acquisitions/m-and-a-activity-report?WT.mc_id=15126359&AA.tsrc=email&mkt_tok=NTlwLVJYUC0wMDMAAAGZkPK6ixnd5xMlwYr_HkazrVxaMOGJLX5Gg_wQr4FA7Qe5UiKz5Ej6brjEBAErOargYyGOycW4lNHEOUi87c467iyPOlzf0JuGqaLVykuSS_ehAWA0JO0

Sample Posting

As EY's report indicates (and we all hope!), the IPO market may be heating up. This is a critical time for boards to ensure their organizations are packaged and market-ready. Whether an IPO or other funding event is in your future, savvy board directors are guiding their organizations to:

- Ensure that the Board and management team are aligned on go-to-market strategies and corporate positioning
- Have financial and corporate information audited, optimized and posted to a data room
- Refresh relationships with banking institutions that are nurtured and positioned for mobilization

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EXERCISE

- Finalize your Board-ready Bio and Resume in preparation for a discussion with an Honorary Trustee
- Secure a professional headshot, develop your LinkedIn Headline and About sections, and edit your work history with board service in mind
- Select ~5 recent articles from trusted board resources, and draft sample postings
- Develop ~10 long-form career stories in preparation for upcoming interviews