

# FRANCIS SMITH

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## GOVERNANCE STATEMENT

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I am committed to growing privately owned New Zealand businesses through best practice governance. Over the past eight years I have brought a longer term focus to the boards on which I have served and ensured that management is both motivated and clear on what is expected of them. With a strong background in marketing and deep experience within the food and manufacturing industries, I can add deep expertise to export orientated organisations. My networks are deepest in Asia and rural NZ. I bring energy and marketing flair to the board table, with a leaning towards opportunities over risks.

## GOVERNANCE EXPERIENCE

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**Independent Chair, Jones Family Food Limited** **May 2020 – current**  
\$27m turnover cereal manufacturer employing 75 people in West Auckland. Significant exporter to China and winner of West Auckland Exporter of the Year in 2019.

**Independent Director, RJ McKenzie Limited** **Jan 2018 – current**  
Family owned sheet metal manufacturer with operations in Hamilton and Tauranga. \$16m turnover with strong design led capability, robotic technology and dairy industry expertise.

**Trustee, National Blood Foundation** **Sep 2017 – Current**  
National charity with asset base of \$10m. Member of seven person board that drove major strategic change last year, including a merger and appointment of a new CEO.

**Advisory Board Chair, Kiwi Fasteners Limited** **Jan 2014 – Dec 2018**  
Supported two young entrepreneurs in this early stage business to reach breakeven and secure distribution channels in the US and Canada.

## BOARD STRENGTHS

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### Industry/Sector Experience

- Manufacturing with a specific focus on agriculture
- Food export with deep knowledge and contacts in SE Asian markets
- Healthcare, particularly from a not for profit perspective

### Functional Skills

- International marketing especially in to China and South East Asia
- Health & Safety and food hygiene compliance
- Commercialising science and new product development

### Governance Attributes {Diversity Attributes}

- Strong ability to chair, with an affinity for family owned businesses
- Often lead conversations on long term strategy (10 years +) and risk assessments
- Deep links with my local marae and I am fluent in Te Reo

## EXECUTIVE EXPERIENCE

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### **General Manager of Marketing, Sanatorium Limited**

**2013 – 2017**

*Sanatorium manufactures health food products. \$63m turnover and 400+ staff. I was part of the SMT that restructured the business to focus on China, growing sales 300% over four years. As a board level GM, I regularly attended board meetings to present new initiatives and market insights. Deputised for CEO when she was on a nine month sabbatical.*

### **Head of Operations, Agritech Limited**

**2011 – 2013**

Waikato based, regenerative farming spin out from the University of Waikato. 150 staff and revenues over \$20m. I was responsible for all technology, human resource and supply chain teams, reporting in to the CEO. Oversaw the implementation of SAP and a full revamp of international sourcing and procurement processes. Involved in a governance steering committee with the University and wrote monthly reports to the Board.

### **Various roles**

*Previous roles included account management positions at Fonterra and Elders.*

## PROFESSIONAL DEVELOPMENT & QUALIFICATIONS

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### **Boma New Zealand**

**2021**

- Transformational Directors Course

### **Governance New Zealand**

**2018**

- The Effective Director Series

### **Arbitrators' and Mediators' Institute of New Zealand Inc**

**2015**

- Mediation Skills Intensive

### **University of Canterbury**

**2006**

- Bachelor of Commerce - Marketing Major

## PROFESSIONAL MEMBERSHIPS

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**Member, New Zealand Institute of Chartered Marketers**

**2016 to current**

## REFEREES

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Willingly supplied on request

## NOTES on Creating a Governance Profile

There is no such thing as a perfect CV. I have provided an example - yours needs to reflect your personality and what *you* think is important.

### General

Your profile must clearly articulate ***the contribution you are able to make to a board.***

The purpose of your profile is to secure an interview, rather than being an exhaustive dissertation of experience. My suggestion is 2-3 pages in length – it shows a degree of confidence in condensing your experience and ensures the “good stuff” is not lost.

I prefer a profile written in the first person (“I have....” rather than “Francis has...”)

Use board language rather than executive language (eg culture rather than HR; business transformation rather than change management; leadership rather than management).

Your CV shouldn't require *major* amendment when applying for a specific role; otherwise you may question whether you are actually a good fit. Sure, move a few things around or highlight certain areas but avoid wholesale change. Any cover letter you write should be succinct and only needs to do one thing: clearly outline how you meet the requirements in the position brief / advertisement.

### Photos

I suggest you don't include a photo. Research shows that the reader's eye is drawn to the picture for much longer than other parts of the front page. You run the risk of being on the receiving end of unconscious bias. If you do include one, make sure it is recent and realistic.

### Governance Statement

This allows you to clearly articulate why you are involved in governance and **what you can bring to the board table**. Avoid simply summarising the rest of your CV. Paint a picture of yourself and help the reader join the dots between your background and how you would bring value to their organisation.

Be careful with too many buzzwords (strategic, team player etc) or writing a generic statement that may equally apply to hundreds of other applicants. Focus on hard, quantifiable, tangible skills and experience (eg industry & sector experience, functional skills, achievements) over softer, subjective, intangible traits (eg personality, way you think... 'great communicator', 'strategic thinker'). Maybe a 75% / 25% split.

### Governance Experience

It is important that this is on the first page, front and centre – your profile's prime real estate. Reverse chronological order (ie most recent roles at the top).

If the organisation is not well known you should write a line or two to give context and scale: type of entity, turnover or asset base, headcount etc. Share evidence of the board's success and achievement which you contributed to during your tenure.

## **Board Strengths**

This section allows you to, again, succinctly demonstrate ***where you can bring value to a board***. Most established boards will be looking for a specialist rather than a generalist. Showcase your industry or sector experience, functional skills, your board style and approach, diversity attributes and/or sectors of the community you believe can represent.

Again, see notes above on focusing on tangible skills and experience (in the main) – leave your softer skills to be showcased at interview stage.

Choose whether you use the sub-heading Governance Attributes or Diversity Attributes. If using the latter, share either the representational diversity you bring or your ability to be the voice for diversity. Eg you may be 'young' or you may have spent your whole career advocating for young people (and can be their voice) but you are not, yourself, young.

Note there may be some cross over between the content of your Governance Statement and the Board Strengths sections.

## **Executive Experience**

I believe that less is more in this area - remember that you are writing a governance profile and not an executive CV. Limit details of specific roles to around the last 10 years.

Use three or four lines to briefly describe the organisation, your role and notable achievements relevant to the types of board roles you are applying to. Your most recent role should have the most detail in it. Highlight instances where you have reported to boards, presented at board meetings or interacted closely with directors.

## **Governance Education and Qualifications**

Include only the more recent and relevant. For instance, school qualifications should be removed. Ensure the year of completion is included.

## **Professional Memberships**

These should be current. Previous or lapsed memberships are often irrelevant.

## **Referees**

My research suggests that naming specific referees on your CV may be counterproductive.

## **Other**

- Personal details (health, date of birth, family and marital status) - typically unnecessary.
- Interests - Optional but not necessary.
- Awards – Optional if relevant.
- Achievements – If relevant these would probably be included elsewhere on your Profile.

## **Typos**

Check, double check and then have someone else check your CV and any cover letter!

Resource provided by Simon Telfer, © Appoint Better Boards

# Creating a great Governance CV

## Example and Tips



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