

GREAT COMMUNICATIONS FOR BOARD ROLES

Tate Pursell

Directors Forum March 2026

AGENDA

- **Self-introductions** 30 seconds please
 - **Types of boards** Five types – they are different
 - **Typical board journey** Progression
 - **New era of pursuing directorships** Not your grandfather's Oldsmobile
 - **Target the right opportunities** Fish where the fish are
 - **Keys to seeking board roles** UVP, LinkedIn, Bio
 - **Get the message out** Don't be a best kept secret
 - **Interview/selection** Different from executive process
 - **Work session** UVPs and bios
-
- **NOT covered** Resumes, SEO, keywords, networking, skills matrix

SELF INTRODUCTIONS

**30 seconds please, but include the
board seats you currently hold**

DIFFERENT TYPES OF BOARDS

Private (for-profit)

- Private Equity, Family-owned, ESOP, VC, SPACs, Sole Prop, Small group
- Industry expertise, focus on strategy, operations
- Comp: retainer + equity or hourly
 - VC – equity only

Charitable non-profit

- Focus on mission/ your passion
- Give or get
- Compensation is (mostly) personal fulfillment

New forms – PBCs and B Corps

Public (for-profit)

- Compliance, risk-mitigation, outside reputation, avoiding director liability
- Strategy and operations focus when troubled or stock price is down
- Comp higher than private: retainer and equity

Local government commissions & boards

Associations – professional / trade

- Members from specific group(s)
- Focus on members' issues/ needs
- Board members rarely compensated

TYPICAL “BOARD JOURNEY”

Non-profit

- Many opportunities
- No- or “negative” compensation
- Requires time and effort
- Networking
- Experience
- “Pay your dues”

Private for-profit

- Many opportunities
- Low to moderate compensation
- Not a living wage
- Comp often in equity
- Builds relationships and reputation
- Can lead to more

Public

- “Crowded trade”
- Comp can be a living wage
- Executive recruiter gatekeepers
- Much time spent on compliance, governance, risk-mitigation, outside appearances, reputation, avoiding director liability

A NEW ERA OF PRIVATE GOVERNANCE

- **Shift from informal to structured board selection**
- **Increased operational intensity**
- **Rise of independent directors and formal governance**
- **More organizational forms; more forming boards**
- **External pressures driving change**

FORCES DRIVING CHANGE

External And Internal Drivers

- Global crises (Great Recession, COVID)
- Technological disruption
- Domestic politics
- Regulatory expansion and litigation risk
- Surge in D&O litigation, insurance costs
- Sector-specific governance evolution

SELECTION CRITERIA EVOLUTION

- Digital & Technological Fluency
- Financial & Risk Oversight
- Geopolitical & Regulatory Acumen
- ESG & Stakeholder Governance
- Security & Urban Risk
- Litigation & Insurance Complexity

DIGITAL & TECHNOLOGICAL FLUENCY

Selection Criteria Shift

- Digital transformation, data analytics, cybersecurity, AI

Historical Drivers

- E-commerce boom
- Social media revolution
- COVID-19 remote governance
- Cybercrime surge
- AI disruption (e.g., ChatGPT)

Board Impact

- CIOs, CTOs, cybersecurity experts on boards
- Oversight of digital strategy and data governance

FINANCIAL & RISK OVERSIGHT

Selection Criteria Shift

- Financial literacy, scenario planning, insurance fluency

Historical Drivers

- 2008–09 financial crisis
- COVID-19 liquidity challenges
- Rise in D&O litigation
- Insurance market volatility

Board Impact

- Stress testing, risk modeling, insurance evaluation
- Recruitment of finance and legal experts
- Rise of Audit Committee Financial Experts

GEOPOLITICAL & REGULATORY TURMOIL

Selection Criteria Shift

- Legal, policy, international, and crisis management experience

Historical Drivers

- Ukraine war and global tensions
- Regulatory expansion 2000-2025
 - 160K → 210K rules
 - 4.3M → 6.7M federal workers
- Regulation S-K diversity rule
- DEI mandates and reversals (2011-2025)
- ESG backlash

Board Impact

- Compliance monitoring, policy navigation
- Crisis management and legal expertise prioritized

SOCIAL MOVEMENTS & STAKEHOLDER GOVERNANCE

Selection Criteria Shift

- Mission alignment, stakeholder engagement, reputational resilience, crisis management

Historical Drivers

- MeToo, BLM, LGBTQ+ activism
- Climate protests (Extinction Rebellion)
- Rise of PBCs and B Corps

Board Impact

- Sustainability metrics, impact audits
- Cultural fit and ethical leadership emphasized

SECURITY & RISKS OF PHYSICAL CRIME

Selection Criteria Shift

- Physical security, real estate strategy

Historical Drivers

- Crime surge (2018-22: 14M→16M incidents)
- Sub/exurban migration
 - ~20% of population shifted 2015-24
- Retailer responses: relocation, security investment

Board Impact

- Oversight of safety, location strategy
- Law enforcement and real estate planning backgrounds valued

LITIGATION AND INSURANCE RISK

Selection Criteria Shift

- Governance experience, legal exposure, insurance fluency

Historical Drivers

- D&O lawsuits (negligence, ESG, AI)
- Insurance cost increases
- Coverage gaps and candidate risk aversion

Board Impact

- Rigorous onboarding, indemnification protocols
- Legal vetting and insurance strategy essential

SECTOR-SPECIFIC GOVERNANCE SHIFTS

Private Equity Boards

- Operational intensity, KPI dashboards, investor alignment

PBCs & B Corps

- Stakeholder governance, ESG metrics, mission-driven recruitment

Family-Owned Firms

- Succession planning, stewardship values, independent directors
- Separate family councils from board governance

BOARD MEMBER RECRUITING COMPARING 2000 VS. 2025

2000

- Informal, insider-driven appointments
- Minimal governance structures

2025

- Structured searches, skills matrices, interviews
- Independent directors standard (90% of boards)
- Legal and reputational vetting required (2-way)
- Purposeful, targeted networking remains primary route

ADVICE FOR ASPIRING DIRECTORS

Preparing for Board Leadership

- Build governance credentials – certifications (NACD, PDA, ACCD, etc.)
- Sharpen sector expertise
 - Stay current
- Understand risk, indemnity, and D&O
- Demonstrate adaptability
- Demonstrate both strategic and operational acumen
- Understand difference between oversight and management
- Prepare for scrutiny
- Align with mission and values for PBCs, B corps, and family firms
- Network with purpose (75%+)
- **Research/identify your next target**

“STANDARD” U.S. BOARD OPPORTUNITIES (compensated)

Public: 4,600 companies x 7 = 32,200 outside directors

Private:

- **12,600 PE companies x 2 x 85% = 21,420 outside directors**
- **9 million family-owned x 2 x 1% = 180,000 outside directors**
- **6,500 ESOP companies x 1 x 20% = 1,300 outside directors**
- **Plus 55,000 VC portfolio co's x 1 x 20%= 11,000 outside directors**
- **Total Private = >200,000 outside directors**

PLUS: many other “little known” opportunities

Sources:

- **National Association of Corporate Directors**
- **Statista, "Private Equity in the U.S. – Statistics & Facts"**
- **National Center for Employee Ownership, ESOPs: Statistics on Employee Ownership**
- **PitchBook, "Venture Capital Database"**

LITTLE-KNOWN “OTHER OPPORTUNITIES”

Organization type	Number in U.S.	Avg No. of Ind. Dirs/Bd	Percent with ind. directors	No. of ind. dirs in U.S.	Avg. annual comp per director	
					Lo est	Hi est
Private sector						
Credit Unions	4,604	4	100%	19,000	\$7,000	\$10,000
For-profit co-ops	3,000	1	50%	1,500	\$5,000	\$15,000
Private & Family Foundations	149,201	2	60%	180,000	\$5,000	\$15,000
Non-Profit Foundations	100,000+	3	80%	240,000	\$5,000	\$25,000
Electric Cooperatives	900	5	30%	7,500	\$7,000	\$10,000
Public or Quasi-governmental						
Public Utility Commissions	50	5	100%	250	\$100,000	\$265,000
Transportation Authorities	100	5	40%	700	\$10,000	\$50,000
Port Authorities	150	4	40%	200	\$15,000	\$60,000
Water & Sewer Authorities	1,000	3	20%	500	\$5,000	\$25,000
Airport Authorities	400	4	50%	560	\$10,000	\$50,000
Housing Authorities	3,300	3	50%	1,650	\$2,000	\$10,000
Redevelopment & Econ Dev Authorities	1,000	3	30%	2,100	\$5,000	\$20,000
				Total of above=	453,960	

KEYS TO SEEKING BOARD ROLES

- **Governance education &/or experience**
- **Unique Value Proposition**
- **Adapt your materials/public profile**
 - **Bio**
 - **Linked-in profile**
 - **Effective letter**
- **Mechanism to get to market**
- **Go about it in an organized fashion**

SHAPING YOUR MARKETING MATERIALS - 1

- **Unique Value Proposition**
 - “What I can do for your company”
 - From the company decision maker’s viewpoint, it is “what’s in it for me?” – the WIIFM.
 - NOT what you’ve done in the past
 - What you can do for them NOW
 - **Focused on industry or function**
 - The more focused, the more unique

SHAPING YOUR MARKETING MATERIALS - 2

What is a Unique Value Proposition?

- **Short statement summarizing benefit you bring to a board. Contains (or implies):**
 - **Type of company/ board benefitting from your unique skills;**
 - **Benefit you can provide.**
 - **Speaks simply in the company/ board's frame of reference**
- It is NOT a slogan – it's a headline.**

YOU NEED A GREAT UVP - 1

How to optimize the UVP

- **Put the WIIFM first**
- **Mention the target audience when possible**
 - **Narrow the focus**
- **And ... how can you make them EVEN better?**
 - **Shorten them to under ten words whenever you can.**

MARKETING MATERIALS

- 1. LinkedIn - to attract in-bound searches**
- 2. Board Bio - for board director selection committees screening**
- 3. Body of an outbound standard letter/email**
 - Powerfully expresses your UVP
 - Tailor first and last paragraphs to specific target.

THE IMPORTANCE OF A SUPERIOR LINKEDIN PROFILE

- 50% of candidates are found via LinkedIn. . .
- Or they will at least check you out!



1.15 Billion LinkedIn members – 230M+ in U.S.

Source: Demandsage.com

LINKEDIN PROFILE – BEST PRACTICES

Headline Sets The Stage For Your Profile

- First marketing statement
- Headline must be forward looking
- Highest search value area
- Use words that market you
- Do not waste this area with titles unless you need more search points
- Separate points with “pipes” (|’s)
 - Uppercase backslash on keyboard

80% OF IMPACT IS IN “HEADLINE” AND “ABOUT” SECTIONS

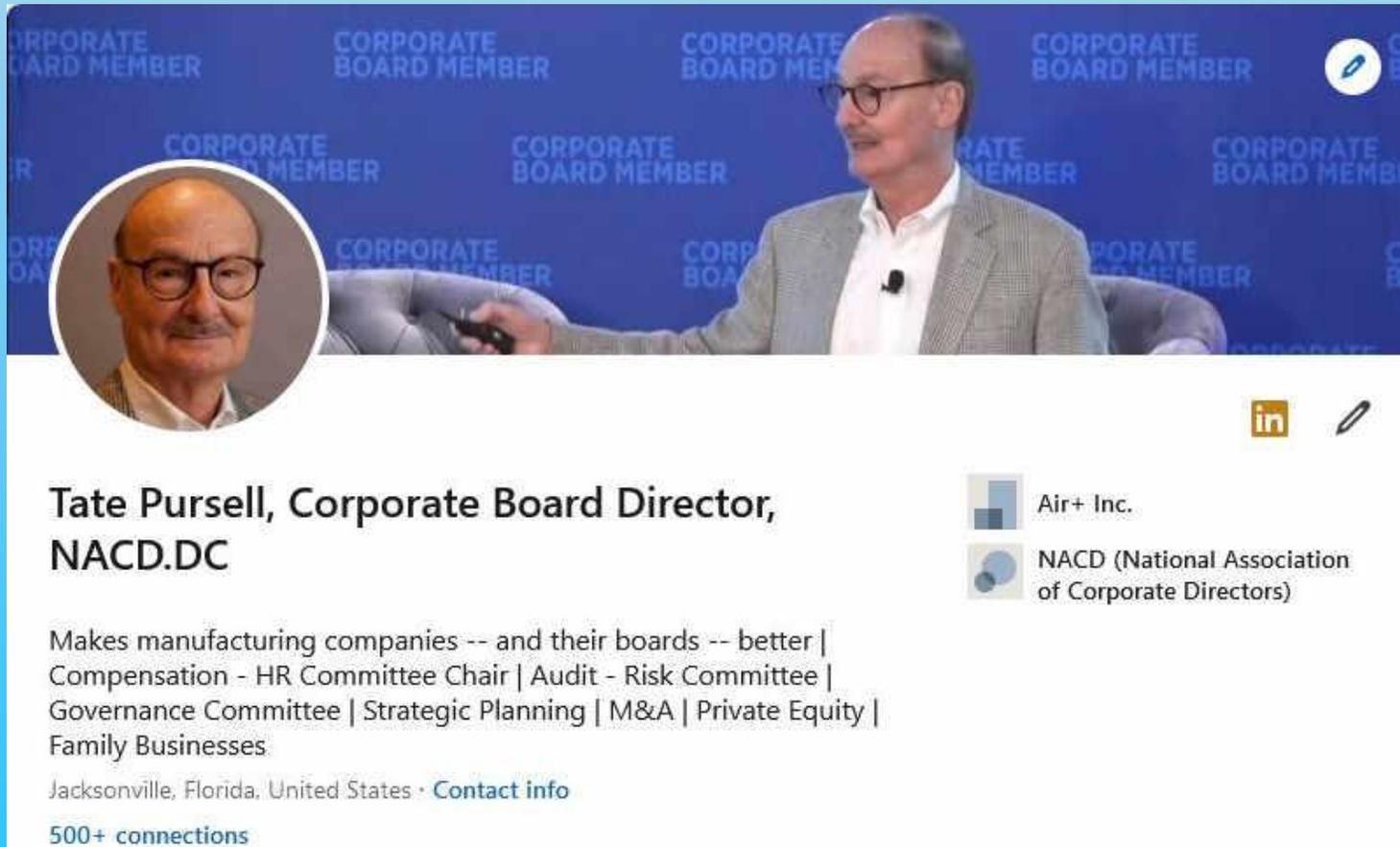
Headline:

- **Gives you 220 available characters**
- **Pick words a Nominating Committee Chair would use to find someone like you**
 - **Or recruiter or HR, or Operating Partner**
- **Make your Board interest prominent**
- **Entice readers to review “About” section**

IN-SESSION EXERCISE

- Take out your phone
- Pull up the Google search engine:
- Search for:
“Corporate board director manufacturing”

LINKEDIN PROFILE – BEST PRACTICES



**Tate Pursell, Corporate Board Director,
NACD.DC**

Makes manufacturing companies -- and their boards -- better |
Compensation - HR Committee Chair | Audit - Risk Committee |
Governance Committee | Strategic Planning | M&A | Private Equity |
Family Businesses

Jacksonville, Florida, United States · [Contact info](#)

500+ connections

Air+ Inc.
NACD (National Association of Corporate Directors)

- UVP primary
- Illustrates where one can help

80% OF IMPACT IS IN “HEADLINE” AND “ABOUT” SECTIONS 2

- **About Section:**
 - Gives you 2,600 available characters
 - Start with a strong, *but brief* elevator speech
 - Followed with your 2-3 ‘Campaign Platforms’
 - And ‘evidence’ under each
 - Primary location for keywords for SEO

LINKEDIN PROFILE – BEST PRACTICES 3

Your “About” field is your marketing document

- **Answer: why should I select you for our board?**
- **Tell your story!**
- **Make the first 2 lines count!**
- **Do not use resume speak!**

LINKEDIN PROFILE – BEST PRACTICES 4

“About” section – first two paragraphs

- Reasons to believe the headline
- Keywords for SEO

Makes manufacturing companies -- and their boards – better

Certified outside director and private equity operating partner/ group executive.

- Mentors CEO's, optimizes investments in middle market manufacturers, installers, and distributors.
- Served on thirteen boards of directors, including private equity and family-owned companies.
- Currently corporate secretary, independent director, and chair compensation committee,
- Served on audit/risk and governance committees.
- Subject matter expert and public speaker on boards' role in cyber security, executive compensation, and director recruitment.

After years at Unilever and GE, became:

- CEO of six manufacturing / distribution companies (four private equity owned)
- then became operating partner / group executive for two PE funds in succession, overseeing eight operating companies.

BOARD DIRECTOR / CORPORATE GOVERNANCE

- Served on thirteen boards
- Chaired Compensation and Special Finance committees
- Audit/Risk and Governance committees
- Qualified Financial Expert
- NACD Directorship Certification

BIG TIPS.... AND SMALL TIPS....

- Punctuation in the headline matters (a lot)
 - Spike bars | pipes | -- not / or •
- Look ‘LinkedIn savvy’ and capture your vanity* URL:
 - Not www.linkedin.com/b12.96.log.tate.pursell.512006
 - Rather www.linkedin.com/in/purselltate
- Provide contact information, particularly important for those not already not connected. Make it idiot proof.
- Refresh your LinkedIn regularly
 - Change something in your profile at least weekly
 - Post and repost; show activity

BOARD BIO OPTIMIZATION

Your 'usual' Resume & Bio:

- Your Type A behaviors
- Talks about the number of dragons you slayed, e.g.
 - Acquisitions you made
 - Eliminated a plant and 240 people
 - Added 3 points of SG&A
- Focused on executive roles
- Board roles secondary
- 2 pages max
- No picture

Your 'Board' Bio

- Highlights your UVP/WIFM
- Speaks to your coaching skills
 - Your softer side
 - Executives you mentored
 - High potentials you recruited
- Keeps the tone strategic, and 30,000' – speaks like a board member, not a C-Suite exec
- Highlights all boards, including non-profits, experience, and credentialing
- Parallel your LinkedIn
- ONE page best
- Include picture

BOARD BIO VS. RESUME

Bio:

- One page
- Quick portrayal of WIIFM
- Busy search committee screens you in or out vs ~100 other candidates
- Readable in 120-150 seconds
- Focus on board skills
- Highlights key facts relevant to specific board opportunity

Resume:

- 2-3 pages
- Covers both board skills and professional background
- Comprehensive summary of background with reasons to believe
- Only read by committee after you are “screened in” as a search finalist

BOARD BIO STRUCTURE

- UVP
- Brief summary
- Current role/ Activity
- What s/he can do for your board/ company with examples
- Previous executive roles not ref'd above
- Summary of all boards
- Contact info below

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Presently, Tate is an operating partner of MSI Capital Partners, an independent sponsor private equity firm focused on acquiring and managing manufacturing and business services companies. He is currently a director of two privately-owned companies and chairs the compensation/HR committee of one. Tate is a subject matter expert and public speaker on the board's role in operational improvement, growth via acquisition, executive compensation, and director recruitment.

Boards seek Tate for his expertise in mergers and acquisitions. As a group executive and operating partner of Cortec Group, a private equity fund investing in manufacturing and distribution businesses, his role was both to oversee the CEOs of four portfolio companies and, as a member of the deal team, to engage in deal sourcing, valuation, due diligence, negotiation, and integration for the fund. As corporate secretary and independent director of Plasma Air International, a distributor/ manufacturer of air purification equipment, he prepared the company and executed a successful sale to a European private equity fund, generating a 5x cash-on-cash realization to shareholders. Before that, he led a division of a "buy-and-build" acquisition platform that acquired and integrated 16 companies, then sold the \$450 million entity to a strategic buyer.

As an operating executive, he has over 30 years' experience as a C-suite executive, board member, and private equity partner. With knowledge in industrial distribution, manufacturing, and services, he is expert in strategic planning, new product development, new market expansion, acquisition valuation, due diligence, and integration. Industries include: building products (HVAC/hearth products, electrical, hardware, flooring, and fenestration), materials distribution, plastic molding, fasteners, and business services. He lived overseas for years in Asia and Europe, and has done extensive business in Latin America.

As Group President of Applied Tech Products, he oversaw four private equity owned portfolio companies. He was also CEO of Panorama Windows, and before that, CEO of Unique Home Designs, a manufacturer of aluminum doors. Previously, he was CEO of three Masco companies: American Metal Products, Baldwin Hardware Corporation, and Baldwin Home Accent Stores. Early experience includes executive roles with GE Lighting, Thomas & Betts, and Unilever. Earlier, he was a decorated Air Force Captain and Management Analysis Officer. Tate earned a BA in Biology and Chemistry and an MBA from Washington University in St. Louis. He also holds a National Association of Corporate Directors Certification and both a Certificate in Private Company Governance and a Certificate in Private Equity Governance from the Private Directors Association.

Board Experience

- Air +, Inc. – 2022-present – Director & Secretary – designer and manufacturer of air purification systems
- Support Systems Associates, Inc. – 2020-present – Director, family-owned provider of aerospace systems
- Weiler Corporation – 2019-2021 – Director, family-owned global distributor/ manufacturer
- Barton Group – Director, family-owned global materials distributor – 2005-2020 – chair of Comp/HR Committee, served on executive, audit/risk & governance committees
- Director & Secretary-Plasma Air International-2015-16
- Director - Lectrus Corporation, operating company of RFE Investment Partners –2012-16
- Director - Halex Corporation, operating company of American Capital – 2008-11
- Director & CEO - SmartFlow Technologies, Inverness Graham portfolio company - 2009
- Director & CEO - Unique Home Designs - 2005-6
- Director & Secretary - International Executives Resources Group (IERG) – 2004-6
- Director & Secretary – Unlimited Horizons, Inc.
- Director - Builders Hardware Manufacturers Association – 1998-2000
- Director and Committee Chair - Gas Appliance Manufacturers Association (AHR) – 1996-7

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BOARD BIO ALTERNATIVE STRUCTURES



Tate Pursell

Makes manufacturing companies – and their boards – BETTER

Tate Pursell is an experienced board member, CEO, and business veteran with broad industry expertise in both industrial distribution and manufacturing sectors. He has served on thirteen boards of directors, acted as corporate secretary of four of those, served on audit/risk and governance committees, and chaired the compensation/human resources committees of two boards.

Presently, Tate is an operating partner of MSI Capital Partners, an independent sponsor private equity firm focused on acquiring and managing manufacturing and business services companies. He is currently a director of two privately-owned companies and chairs the compensation/HR committee of one. Tate is a subject matter expert and public speaker on the board's role in operational improvement, growth via acquisition, executive compensation, and director recruitment and on-boarding.

Boards seek Tate for his expertise in mergers and acquisitions. As a group executive and operating partner of Cortec Group, a private equity fund investing in manufacturing and distribution businesses, his role was both to oversee the CEOs of four portfolio companies and, as a member of the deal team, to engage in deal sourcing, valuation, due diligence, negotiation, and integration for the fund. As corporate secretary and independent director of Plasma Air International, a distributor/ manufacturer of air purification equipment, he prepared the company and executed a successful sale to a European private equity fund, generating a 5x cash-on-cash realization to shareholders. Before that, he led a division of a "buy-and-build" acquisition platform that acquired and integrated 16 companies, then sold the \$450 million entity to a strategic buyer.

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As Group President of Applied Tech Products, he oversaw four private equity owned portfolio companies. He was also CEO of Panorama Windows, and before that, CEO of Unique Home Designs, a manufacturer of aluminum doors. Previously, he was CEO of three Masco companies: American Metal Products, Baldwin Hardware Corporation, and Baldwin Home Accent Stores. Early experience includes executive roles with GE Lighting, Thomas & Betts, and Unilever. Earlier, he was a decorated Air Force Captain and Management Analysis Officer. Tate earned a BA in Biology and Chemistry and an MBA from Washington University in St. Louis. He also holds a National Association of Corporate Directors Certification and both a Certificate in Private Company Governance and a Certificate in Private Equity Governance from the Private Directors Association.

AREAS OF EXPERTISE

- Audit/Risk, Corporate Secretary
- Audit Committee Financial Expert
- Compensation/ Human Resources
- Governance/ on-boarding
- Building products
- Materials distribution
- Plastic molding
- Aerospace & defense
- Business services
- Mergers & acquisitions
- Asia, Europe, Latin America

BOARD EXPERIENCE

- Air+, Inc. – air purification systems
- Support Systems Associates, Inc. – aerospace systems
- Weiler Corporation – global distributor/ manufacturer
- Barton Group – global materials distributor
- Plasma Air International - HVAC
- Lectrus Corporation – engineered steel structures
- Halex Corporation – flooring products
- SmartFlow Technologies - filtration
- Unique Home Designs - doors
- International Executives Resources Group (IERG)
- Unlimited Horizons, Inc. – private equity investor
- Builders Hardware Manufacturers Association
- Gas Appliance Manufacturers Association (AHRI)

CORPORATE EXPERIENCE

- GE, Masco, Unilever

MILITARY EXPERIENCE

- Captain, US Air Force
- Management Analysis Officer

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BOARD VS EXECUTIVE INTERVIEWS

Aspect	Executive Role Interview	Board of Directors Interview
Focus	Operational leadership and business execution	Governance, oversight, and strategic guidance
Evaluation Criteria	Leadership skills, decision-making, and execution	Strategic insight, risk management, fiduciary responsibility
Role in Organization	Direct leadership and management responsibilities	Advisory and oversight role, collective decision-making
Types of Questions	Business growth, P&L responsibility, team leadership, execution	Corporate governance, compliance, crisis management, financial oversight
Collaboration Style	Leading teams, managing employees, driving outcomes	Collegial, working as part of a board, independent judgment
Legal & Fiduciary Responsibilities	Important, but secondary to execution	High (compliance, governance, ethical duties)
Fit & Culture	Leadership style, culture fit within company	Independence, ability to challenge & advise management
Personal Branding	Leadership experience, execution capabilities	Industry reputation, credibility, governance expertise

BOARD VS EXECUTIVE SELECTION PROCESS

Stage	Board of Directors Candidates	Executive Candidates
Identification	Networks, board search firms, investors, or governance organizations.	Executive recruiters, internal promotions, or competitive job postings.
	Existing board members, shareholders, or private equity owners.	
Screening	Governance experience, strategic thinking, independence, financial acumen, and cultural fit with the board.	Technical expertise, leadership skills, past performance, and cultural alignment.
	Reviewed by the Nominating & Governance Committee or investors.	Reviewed by HR, hiring managers, and executive recruiters.
Vetting	Deep background checks, including SEC filings, financial disclosures, legal history, conflicts of interest, and reputation.	Background checks focus on employment history, financial responsibility, and leadership track record.
	Reference checks with peers, investors, and past board colleagues.	Reference checks from previous employers, direct reports, and peers.
	May require regulatory approval (e.g., financial or publicly traded companies).	Psychometric or leadership assessments may be conducted.
Interviewing	Panel interviews with multiple board members, often including the CEO, Chair, and key investors.	Typically multiple rounds of interviews, including one-on-one with the CEO, peers, and key executives.
Decision & Appointment	Board vote is required for approval.	Decision made by the CEO, executive team, and sometimes the board.
	Term limits, board composition, and independence rules influence selection.	Offer extended with compensation negotiations, contract terms, and sometimes relocation discussions.

COMMON MISTAKES IN BOARD INTERVIEWS

- Focusing too much on operational execution
- Using "I" instead of "we"
- Lack of understanding of governance & fiduciary duties
- Dominating the conversation
- Focusing on short-term gains over long-term strategy
- Failure to demonstrate independence
- Being too directive with the CEO
- Neglecting financial & risk oversight
- Not demonstrating a diverse, strategic perspective

Questions?

Interview question 1

A crisis hits -- a cyber incident with regulatory implications.

As a director, how do you engage without slipping into management?

Critique - question 1

Well-performing company - risks

- Too “in the room” (working sessions) vs. oversight
- Blurs decision rights; can undercut CEO
- Shadow-management risk; adds friction

Critique rebuttal - question 1

In trouble / PE behind plan — Appropriate

- **Higher-touch cadence often required**
- **Working-session visibility can speed decisions**
- **Specific pushes can close gaps fast**
- **Guardrails: CEO-led command, clear escalation/decision rights**

Interview question 2

How would you challenge management on strategy and capital allocation?

Critique - question 2

Well-performing company - risks

- Drops into operating levers vs. strategy/risk
- “Step in early” signals execution management
- KPI cadence can feel like supervision
- Better: test assumptions, set guardrails, run scenarios, allocate capital

Critique rebuttal - question 2

In trouble / PE behind plan — Appropriate

- **Driver-level rigor is necessary when off-track**
- **Concrete corrective actions may be required**
- **Frequent KPIs enable rapid course-correction**
- **Structure: management-owned plan; board uses milestones/gates**

Interview question 3

What committee roles fit you best, and how do you work with other directors?

Critique - question 3

Well-performing company - risks

- **Direct exec outreach can bypass/undermine CEO**
- **“Not quarterly” implies intrusive default**
- **Creates parallel workstreams and burden**
- **Better: channel through CEO/chairs; focus on oversight deliverables**

Critique rebuttal - question 3

In trouble / PE behind plan — Appropriate

- **Close engagement + follow-through often expected**
- **Functional access can surface issues quickly**
- **Decisive facilitation can accelerate action**
- **Controls: defined info rights, CEO-aware contacts, time-boxed intervention**

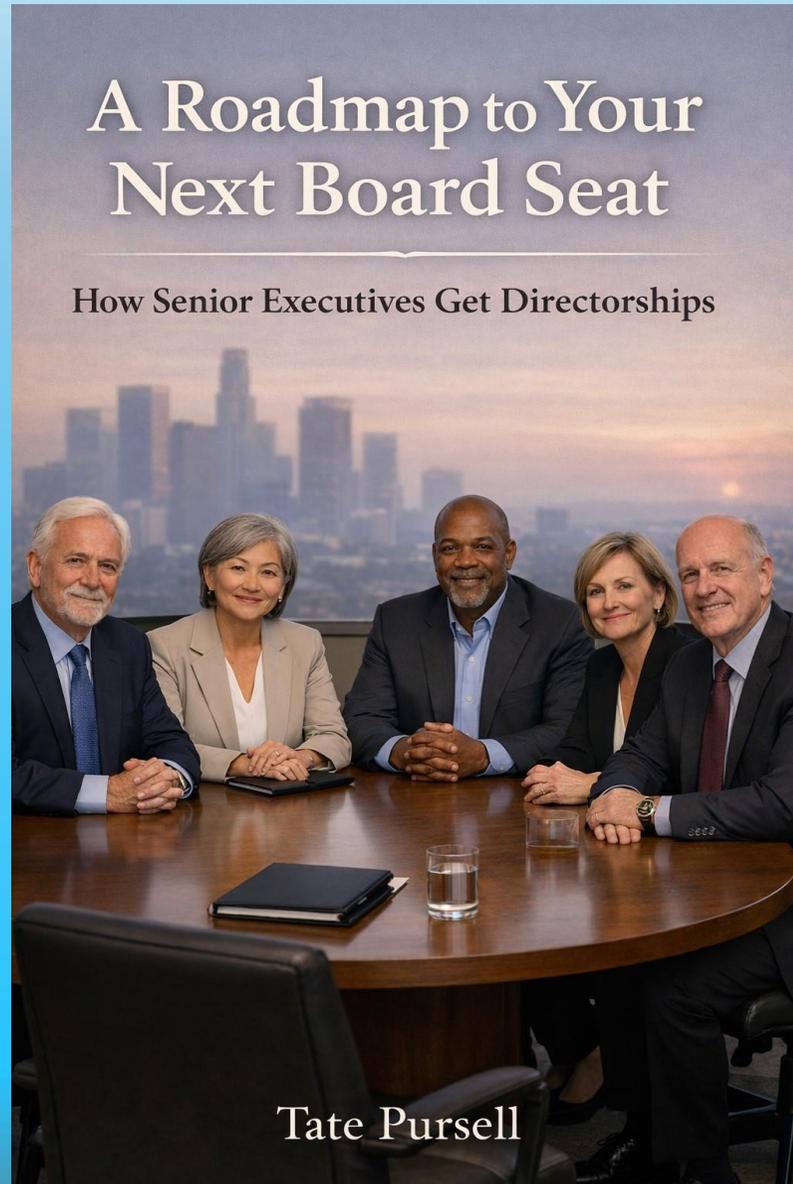
CONTACT INFORMATION

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HOW TO DRAW YOUR ROADMAP



Unique Value Proposition work session

YOU NEED A GREAT UVP - 1

How to optimize the UVP

- **Put the WIIFM first**
- **Mention the target audience when possible**
 - **Narrow the focus**
- **And ... how can you make them EVEN better?**
 - **Shorten them to under ten words whenever you can.**

YOU NEED A GREAT UVP - 2

ACCD test pilots – well done:

- **CFO & Strategy Consultant**
 - **Original:** Drives resilient growth in hospitality, real estate, and innovation portfolios by unlocking multimillion-dollar value through crisis negotiations, merger optimizations, and global stakeholder strategies.
 - **Better:** Unlocks multimillion-dollar portfolio value and resilient growth for hospitality, real estate, and innovation businesses through crisis negotiations, M&A optimization, and global stakeholder alignment.
- **Private Equity Investment Professional**
 - **Original:** I help industrial and PE-backed boards convert strategy into sustainable EBITDA and cash flow through rigorous capital allocation and operational governance.

YOU NEED A GREAT UVP - 3

ACCD test pilots – suggested mods:

- **CFO, Financial Services**
 - **Original:** Positioned to help public company boards govern financial transformation, M&A, and investor relations risk — drawing on CFO experience at 5 companies and senior financial leadership across 8 Nasdaq and NYSE companies ranging from 100M to 3B in revenue.
 - **Better:** Strengthens board oversight of financial transformation, M&A execution, and investor relations risk—grounded in CFO experience across five companies and senior finance leadership at eight Nasdaq/NYSE firms (\$100M–\$3B revenue).

YOU NEED A GREAT UVP - 4

ACCD test pilots – suggested mods:

- **CEO, digital marketing and communications agency**
 - **Original:** I am a value-creation CEO who understands both the operator's reality and the board's fiduciary responsibility. I bring disciplined growth thinking, M&A integration experience, and governance perspective across private equity and nonprofit institutions. I help boards think like operators, and operators think like owners.
 - **Better:** Improves enterprise growth outcomes by sharpening board-level focus on go-to-market risk and opportunity—bringing executive marketing leadership, disciplined growth frameworks, and experience navigating M&A integration and governance across private equity and nonprofit institutions.

Appendix

LITTLE-KNOWN “OTHER OPPORTUNITIES”

- Sources:
 - Statista. "Number of U.S. Credit Unions 2023."
 - Filene Research Institute. "Credit Union Boards: Resources for Effective Governance."
 - International Food and Agribusiness Management Review.
 - U.S. Federation of Worker Cooperatives. "About Worker Co-ops."
 - USDA Rural Development. "Agricultural Cooperative Statistics"
 - Co-operative News. "List of top 100 co-ops in USA released."
 - National Rural Electric Cooperative Association. "Electric Cooperative Facts & Figures."
 - Cause IQ, "Private Foundations List,"
 - Council on Foundations, "Family Foundations,"
 - National Center for Family Philanthropy, 2020 Trends in Family Philanthropy,
 - Department of Housing and Urban Development. "Public Housing Authority Statistics."
 - Federal Aviation Administration. "U.S. Airports Statistics."
 - GovSalaries. "Metropolitan Transportation Authority Salaries."
 - International Food and Agribusiness Management Review. "Economic Development Authority Governance."
 - U.S. EPA. "Community Water System Survey 2021."

POPULAR BOOKS INVESTMENT

Author	Title	Pages	Price
Atkins	Be Board Ready: The Secrets to Landing a Board Seat and Being a Great Director	194	\$14.99
Smith	Right Seat Right Table: An Outsider's Guide to Securing the Ideal Board Role	220	\$19.99
Griffin	Earn Your Seat On a Corporate Board: 7 Actions to Build Your Career	150	\$16.95
Feld	Startup Boards: A Field Guide to Building and Leading an Effective Board	400	\$29.95
Hammack	The Private Company Board of Directors Book	250	\$24.99
Light	Into the Boardroom: How to Get Your First Seat on a Corporate Board	180	\$18.99
Brown	Board Ready: How to Secure Your Seat on the Board of Directors	160	\$9.99
McLellan	Not-For-Profit Board Dilemmas	210	\$29.95
Mina	101 Boardroom Problems and How to Solve Them	240	\$22.00
Nadler	Building Better Boards: A Blueprint for Effective Governance	280	\$32.95
Kiel	Directors at Work: A Practical Guide for Boards	320	\$27.99
Bourke	Which Two Heads Are Better Than One	288	\$30.50
Mack	Get on Board: Earning Your Ticket to a Corporate Board Seat	198	\$21.99
Boardsi	Navigating the Boardroom	<u>230</u>	<u>\$24.50</u>

Totals 3.320 \$325.73

Minutes per page 2

Total minutes 6640

Total hours 111

VC vs PE

	Stage of investment				
	Angel	Seed	Growth	Crossover	Late Stage / Buyout
Investment Size (US\$)	US\$10K - US\$250K	US\$250K - US\$2M	US\$10M - US\$50M	US\$50M - US\$100M	Depends. Could be millions to billions.
Holding Period (Years)	8 - 10 years	6 - 8 years	5 - 7 years	> 5 years	3 - 5 years
Return Expectation (% Per Year Or Multiple)	>75% IRR or +10x	>60% IRR or +10x	>40% IRR or +7x	~25 to 35% IRR or +5x	>18% IRR or +3x
Investor Type / Stage	Individuals or group of individuals	First institutional check	Series A through C	Series C through IPO	Majority control / debt financed
Firms Involved (Reference Only)	     	   