

Board Evaluation including Director 360

The UK Corporate Governance Code recommends that boards should undertake a formal and rigorous annual evaluation of their own performance and that of their committees and individual directors. The board Chair should act on the results of the performance evaluation by recognising the strengths and addressing the weaknesses of the board and, where appropriate, proposing new members be appointed to the board or seeking the resignation of current directors.

A well-conducted board evaluation helps the Chair to:

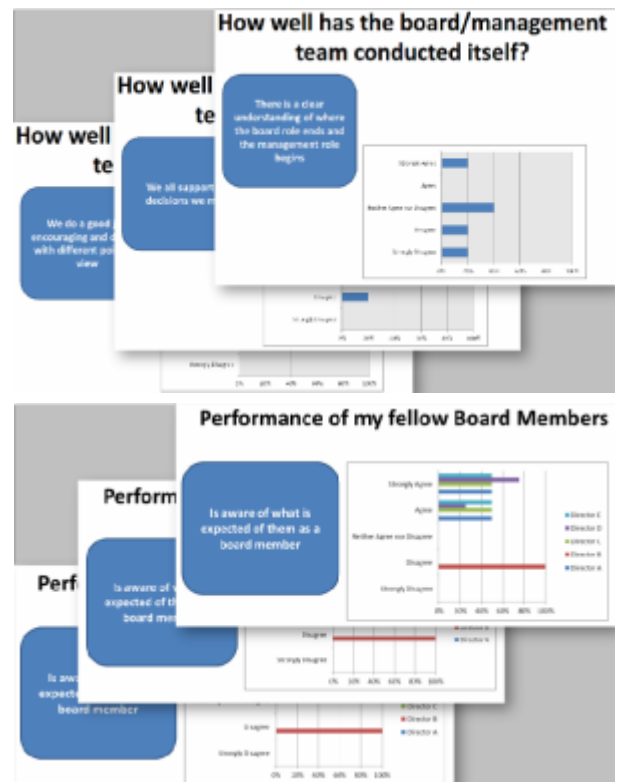
- ☑ assess the balance of skills within the board;
- ☑ identify attributes required for any new appointments;
- ☑ review practices and procedures to improve efficiency and effectiveness;
- ☑ consider the effectiveness of the board’s decision making processes;
- ☑ recognise the board’s outputs and achievements.

Individual evaluation should aim to show whether each director continues to contribute effectively and to demonstrate commitment to the role (including commitment of time for board and committee meetings and any other duties).

The **Excellencia Board evaluation program including Director 360** consists of 4 elements which can be accessed separately or combined to form a tailored program of facilitated support for the Board as it considers its strategic effectiveness and capability to meet future challenges.

1. **Board effectiveness questionnaire** – an on-line questionnaire completed by all board members individually giving directors the opportunity to compare their own assessment of performance and contribution with that of their peers. Working with the Board Chair, we select the most appropriate evaluation questions for the questionnaire which will cover the following:

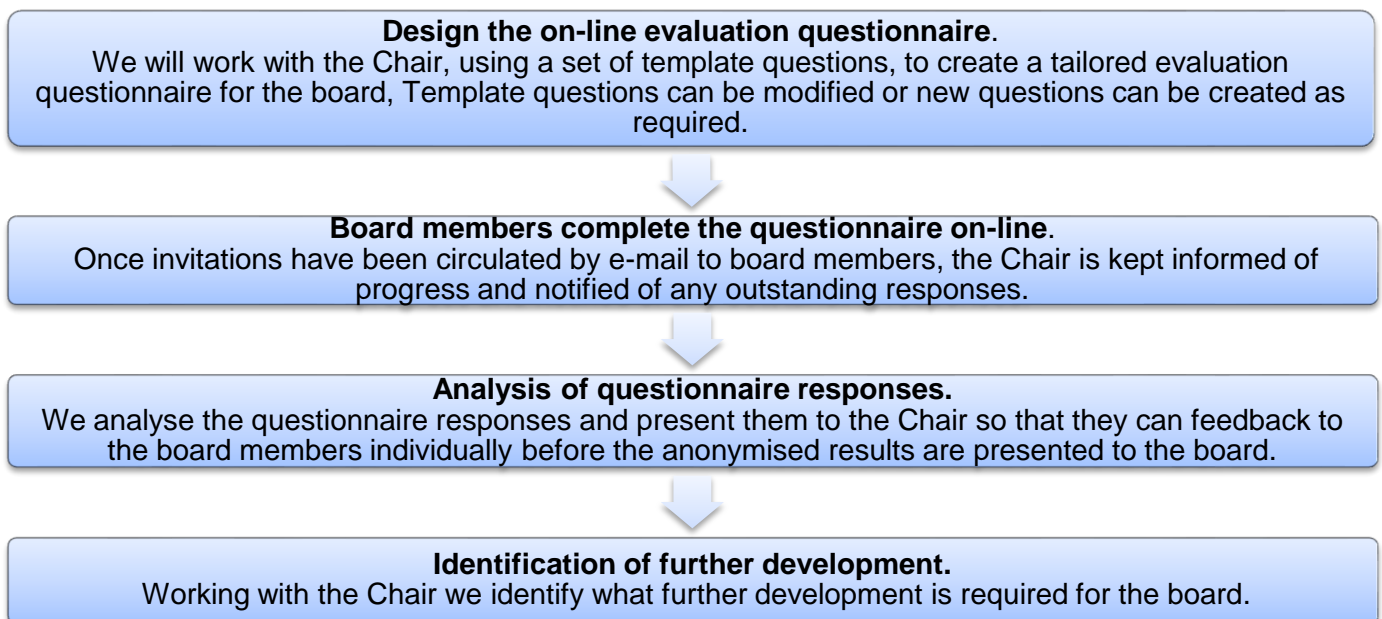
- Self-assessment of Board effectiveness
- Self-assessment of individual contributions to the Board
- Director 360 – 360⁰ Assessment of the contributions of fellow directors to the Board including the effectiveness of contributions across a full range of issues, willingness of individuals to take a lead on issues including those outside their direct area of responsibility, and the ability to keep up to date with new issues and bring them to the attention of the Board where appropriate.
- Director 360 - 360⁰ assessment of Board behaviours including: listening, constructive challenge to others, conflict avoidance, openness to challenge and building a consensus



Analysis and Feedback from the Board effectiveness questionnaire is presented to the Board Chair so that they can feedback the results of the Director 360 to individual directors confidentially prior to the facilitated presentation of anonymised results to the Board as a whole.

2. **Facilitated Strategic away day-** provides an opportunity to assess the effectiveness of the Board in determining the organisation’s strategic goals. Typically, the day will include:
 - Refresh of the organisation’s vision (Postcard from the future)
 - Factors which might impact on achievement of the vision (Three Horizons)
 - Capability to deliver current strategy / business plan (Board Succession Plan)
 - Discussion of the organisation’s values
 - Strengths, Opportunities, Weaknesses and Threats (SWOT analysis)
3. **Observed Board** – a structured observation of a regular Board meeting to objectively assess Board effectiveness and individual contribution. The report is presented to the Board Chairman so that they can feedback the observations to individual directors confidentially prior to the facilitated presentation of anonymised results to the Board as a whole.
4. **Board Development Plan** – a detailed board and individual development plan to enable the findings from the evaluation process to be converted into a tailored programme of individual and collective development activities. The plan will include formal learning programmes, individual and team coaching and mentoring.

The Excellencia Board evaluation process consists of the following steps:



To find out how the Excellencia Board evaluation program can measure and improve the effectiveness of your Board contact David Doughty (david.doughty@excellencia.co.uk) or call 01173 827 820

Board Evaluation including Director 360 - Sample Report

How well has the board done its job?												
<p>Our organisation has a three to five-year strategic plan or a set of clear long range goals and priorities.</p>	<table border="1"> <tr><td>Strongly Agree</td><td>0%</td></tr> <tr><td>Agree</td><td>100%</td></tr> <tr><td>Neither Agree nor Disagree</td><td>0%</td></tr> <tr><td>Disagree</td><td>0%</td></tr> <tr><td>Strongly Disagree</td><td>0%</td></tr> </table>	Strongly Agree	0%	Agree	100%	Neither Agree nor Disagree	0%	Disagree	0%	Strongly Disagree	0%	<p>All directors agree</p>
Strongly Agree	0%											
Agree	100%											
Neither Agree nor Disagree	0%											
Disagree	0%											
Strongly Disagree	0%											
<p>The board meeting agenda clearly reflects our strategic plan or priorities</p>	<table border="1"> <tr><td>Strongly Agree</td><td>20%</td></tr> <tr><td>Agree</td><td>40%</td></tr> <tr><td>Neither Agree nor Disagree</td><td>0%</td></tr> <tr><td>Disagree</td><td>40%</td></tr> <tr><td>Strongly Disagree</td><td>0%</td></tr> </table>	Strongly Agree	20%	Agree	40%	Neither Agree nor Disagree	0%	Disagree	40%	Strongly Disagree	0%	<p>2 out of 5 directors disagree</p> <p>Action</p> <p>Board agenda alignment with strategic plan/priorities should be reviewed</p>
Strongly Agree	20%											
Agree	40%											
Neither Agree nor Disagree	0%											
Disagree	40%											
Strongly Disagree	0%											
<p>The board has ensured that the organisation also has a one-year operational or business plan</p>	<table border="1"> <tr><td>Strongly Agree</td><td>40%</td></tr> <tr><td>Agree</td><td>40%</td></tr> <tr><td>Neither Agree nor Disagree</td><td>0%</td></tr> <tr><td>Disagree</td><td>20%</td></tr> <tr><td>Strongly Disagree</td><td>0%</td></tr> </table>	Strongly Agree	40%	Agree	40%	Neither Agree nor Disagree	0%	Disagree	20%	Strongly Disagree	0%	<p>1 out of 5 directors disagree</p> <p>Action</p> <p>Review one year operational/business plan at next board meeting</p>
Strongly Agree	40%											
Agree	40%											
Neither Agree nor Disagree	0%											
Disagree	20%											
Strongly Disagree	0%											
<p>The board gives direction to staff on how to achieve the goals primarily by setting or referring to policies</p>	<table border="1"> <tr><td>Strongly Agree</td><td>40%</td></tr> <tr><td>Agree</td><td>60%</td></tr> <tr><td>Neither Agree nor Disagree</td><td>0%</td></tr> <tr><td>Disagree</td><td>0%</td></tr> <tr><td>Strongly Disagree</td><td>0%</td></tr> </table>	Strongly Agree	40%	Agree	60%	Neither Agree nor Disagree	0%	Disagree	0%	Strongly Disagree	0%	<p>All directors either strongly agree or agree.</p>
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<p>Performance of my fellow Board Members</p>												

<p>Is aware of what is expected of them as a board member</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Director E</th> <th>Director D</th> <th>Director C</th> <th>Director B</th> <th>Director A</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>50%</td> <td>75%</td> <td>50%</td> <td>0%</td> <td>50%</td> </tr> <tr> <td>Agree</td> <td>50%</td> <td>25%</td> <td>50%</td> <td>0%</td> <td>50%</td> </tr> <tr> <td>Neither Agree nor Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>100%</td> <td>0%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> </tbody> </table>	Response	Director E	Director D	Director C	Director B	Director A	Strongly Agree	50%	75%	50%	0%	50%	Agree	50%	25%	50%	0%	50%	Neither Agree nor Disagree	0%	0%	0%	0%	0%	Disagree	0%	0%	0%	100%	0%	Strongly Disagree	0%	0%	0%	0%	0%	<p>4 directors disagree that Director B is aware of what is expected of them as a board member</p> <p>Action Training for Director B in roles & responsibilities of a Company Director</p>
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<p>Has a good record of meeting attendance</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Director E</th> <th>Director D</th> <th>Director C</th> <th>Director B</th> <th>Director A</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>75%</td> <td>50%</td> <td>75%</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Agree</td> <td>25%</td> <td>50%</td> <td>25%</td> <td>50%</td> <td>50%</td> </tr> <tr> <td>Neither Agree nor Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> </tbody> </table>	Response	Director E	Director D	Director C	Director B	Director A	Strongly Agree	75%	50%	75%	50%	50%	Agree	25%	50%	25%	50%	50%	Neither Agree nor Disagree	0%	0%	0%	0%	0%	Disagree	0%	0%	0%	0%	0%	Strongly Disagree	0%	0%	0%	0%	0%	<p>All directors either strongly agree or agree.</p>
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<p>Reads the minutes, reports and other materials in advance of our board meetings</p>	<table border="1"> <thead> <tr> <th>Response</th> <th>Director E</th> <th>Director D</th> <th>Director C</th> <th>Director B</th> <th>Director A</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>50%</td> <td>50%</td> <td>75%</td> <td>25%</td> <td>75%</td> </tr> <tr> <td>Agree</td> <td>50%</td> <td>50%</td> <td>25%</td> <td>25%</td> <td>25%</td> </tr> <tr> <td>Neither Agree nor Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>50%</td> <td>0%</td> </tr> <tr> <td>Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> <tr> <td>Strongly Disagree</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> <td>0%</td> </tr> </tbody> </table>	Response	Director E	Director D	Director C	Director B	Director A	Strongly Agree	50%	50%	75%	25%	75%	Agree	50%	50%	25%	25%	25%	Neither Agree nor Disagree	0%	0%	0%	50%	0%	Disagree	0%	0%	0%	0%	0%	Strongly Disagree	0%	0%	0%	0%	0%	<p>At least 2 directors do not agree that Director B reads documents in advance of board meetings</p> <p>Action Chair to discuss with Director B</p>
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