

Graphs
Quantitative Reports
Detailed Qualitative Feedback Report & Recommendations
Executive Summary
Board Presentation

Encompassed within the Final Delivery

for
Board Evaluation
or
Board Development
Projects

Sharon Constançon
sconstancon@geniusmethods.com
www.geniusmethods.com
Tel: +44 1494 565 947

Results for Board & Committees

Score out of 10

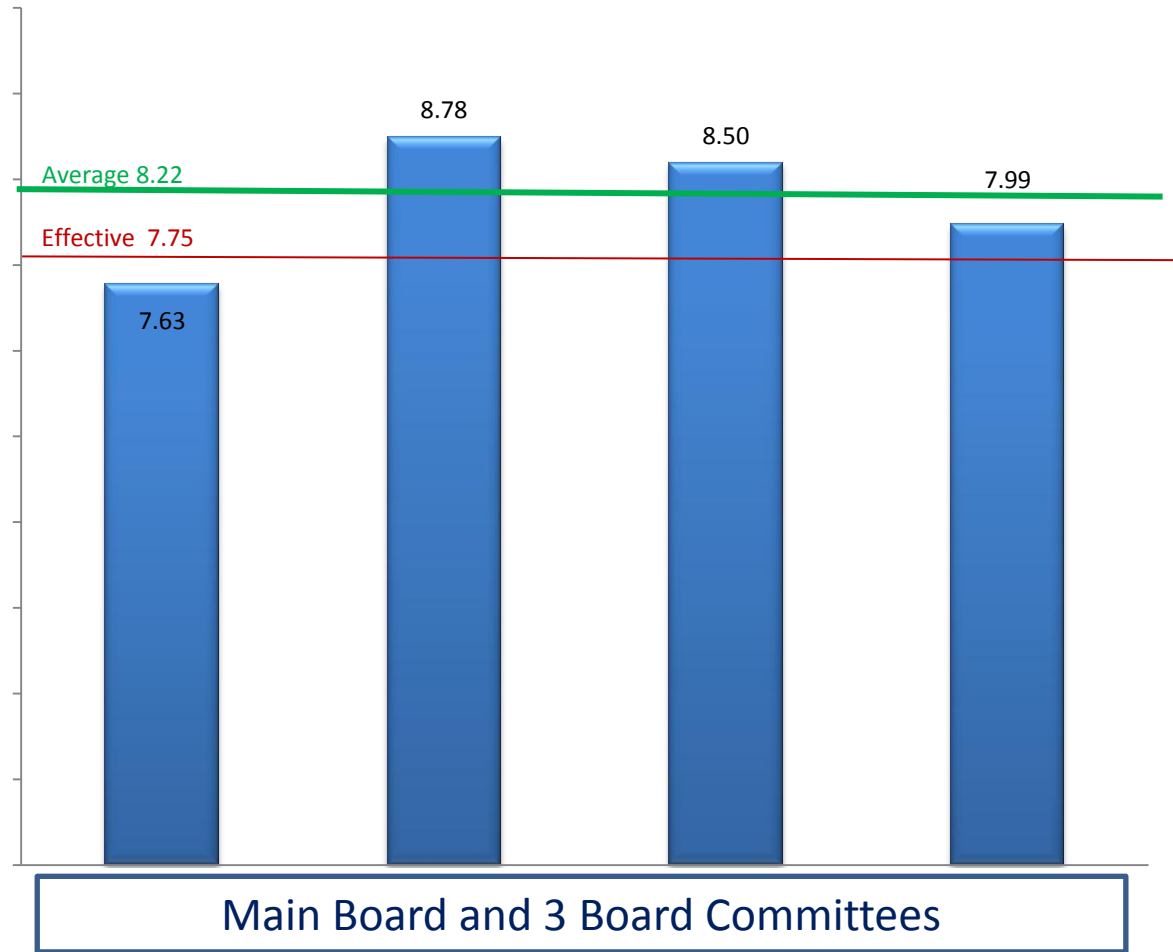
Average 8.22

Effective Board

High Ratings for each Evaluation

It is unusual for the X to be the lowest and Z to be the highest

It is typical to see Y with a lower score



We reviewed which sections reflected higher or lower average results.

The areas of the evaluation that reflected the **highest** average results (indicating a high level of satisfaction) were Board Procedures, both outside the meeting and within the meeting, Roles and Responsibilities, Business Sustainability and Risk Assessment and Management (operational risk).

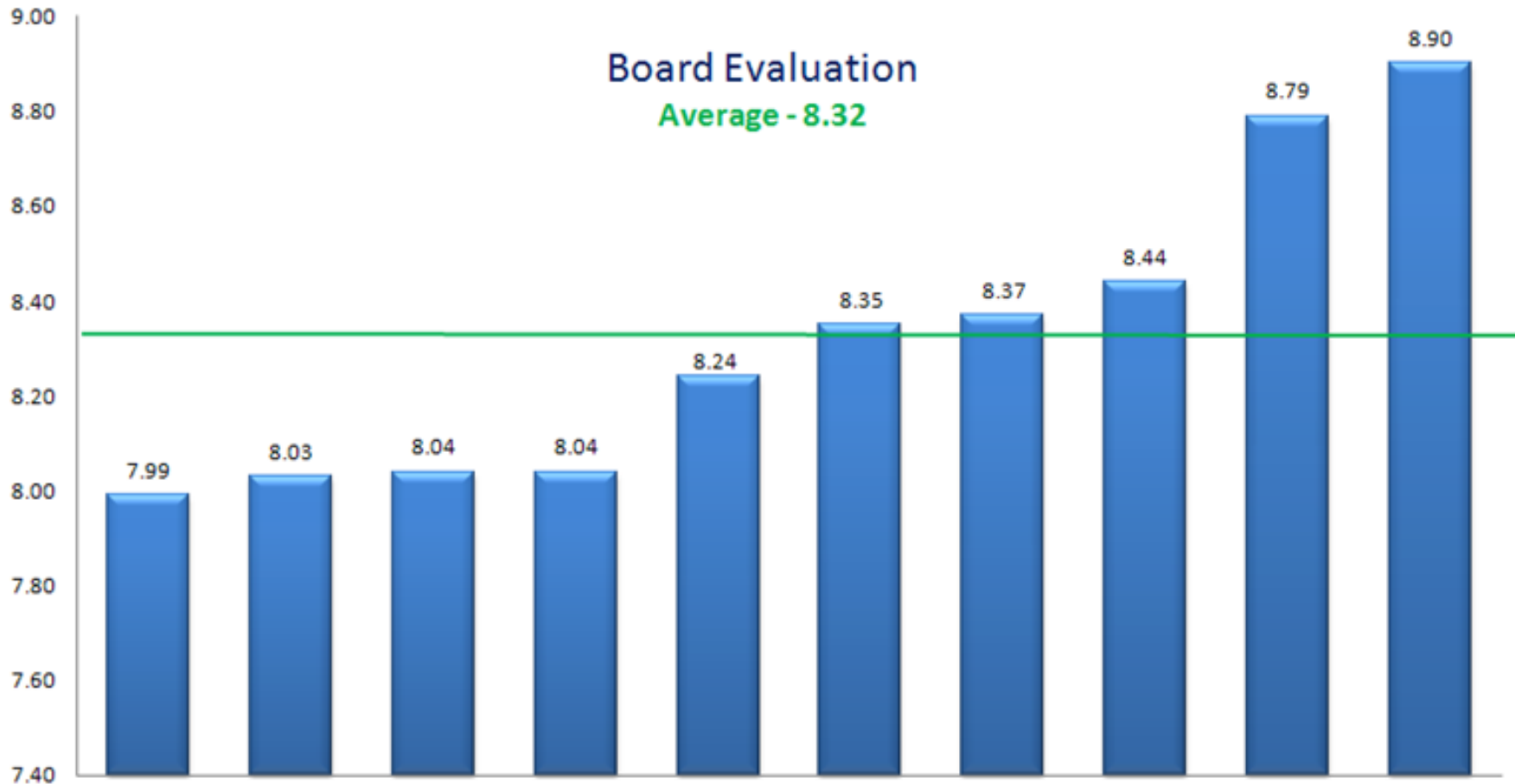
The areas of the evaluation that reflected the **middle** range of results included Strategic Planning, Leadership, Communication, Challenge, Debate & Decision making and Business Performance Monitoring.

The **lower** average results (indicating a lower level of satisfaction) included Board Structure, Shareholders & Stakeholders, Skills, Balance & Diversity, Executive & Group Structure, Crisis Management and Succession Planning.

| Sub Headings - Ranked by Average Result Displayed from Best to Worst | | Lowest | Highest | Average |
|---|--|-------------------|---------|---------|
| | | NED and ED and CS | | |
| 1 | Board Procedures - outside the meeting | 7.75 | 10.00 | 9.26 |
| 2 | Board Procedures - during the meeting | 7.50 | 9.78 | 9.17 |
| 3 | Risk Assessment | 7.00 | 9.57 | 9.10 |
| 4 | Roles & Responsibilities | 7.83 | 10.00 | 8.95 |
| 5 | Business Sustainability | 6.67 | 10.00 | 8.93 |
| 6 | Risk Management | 7.20 | 10.00 | 8.82 |
| 7 | Strategic Planning | 5.29 | 10.00 | 8.71 |
| 8 | Leadership | 6.00 | 9.67 | 8.50 |
| 9 | Communication - between relevant parties | 6.33 | 10.00 | 8.39 |
| 10 | Challenge, Debate and Decision | 6.38 | 10.00 | 8.40 |
| 11 | Business Performance Monitoring | 5.60 | 9.60 | 7.90 |
| 12 | Board Structure | 3.75 | 9.25 | 7.08 |
| 13 | Shareholders & Stakeholders | 3.00 | 10.00 | 7.43 |
| 14 | Skills, Balance & Diversity | 5.67 | 10.00 | 7.20 |
| 15 | Executive & Group Structure | 4.25 | 9.00 | 7.20 |
| 16 | Crisis Management | 5.00 | 8.80 | 6.56 |
| 17 | Succession Planning | 3.00 | 9.33 | 5.40 |
| Grand Totals | | 6.08 | 9.56 | 8.16 |

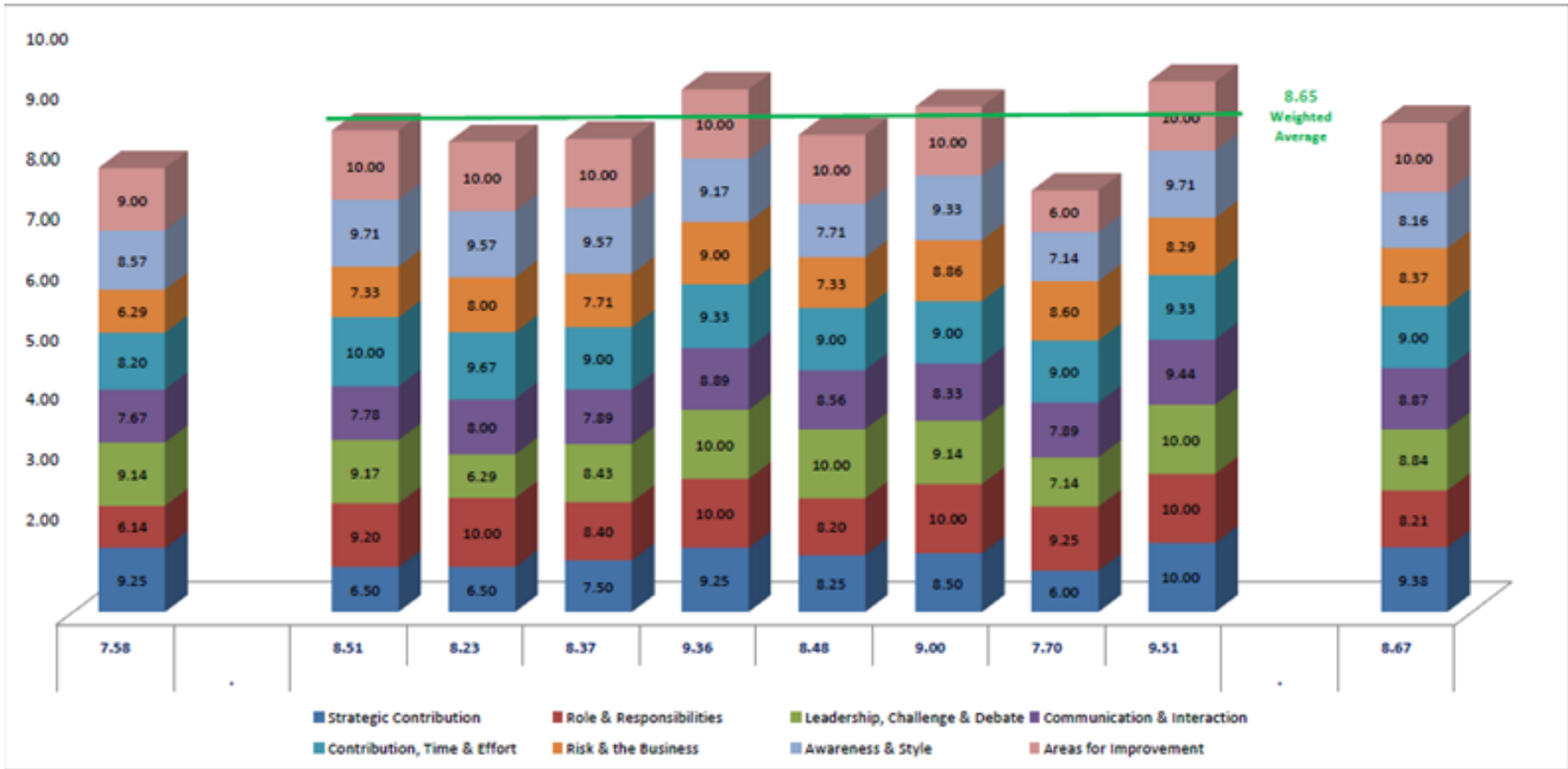
Full Size Attached





| Sub-Section | | NED's | | | | EXEC's | | | | Primary less Comparison |
|----------------------------|--|--------|---------|---------|--|--------|---------|---------|--|-------------------------|
| No | Question | Lowest | Highest | Average | Closest Answer | Lowest | Highest | Average | Closest Answer | |
| Risk Management | | 6.67 | 9.33 | 8.25 | | 7.33 | 10.00 | 8.33 | | -0.08 |
| 1 | Does the Board recommend appropriate mitigation and control actions in relation to key risks? | 5.00 | 10.00 | 8.22 | Yes the Board does provide recommendations | 5.00 | 10.00 | 7.00 | The Board delegates the determination of mitigation actions to management | 1.22 |
| 2 | How does the Board satisfy itself that the key risks are assessed and controlled? | 7.00 | 8.00 | 7.51 | This is adequately addressed by not in the ways described above | 8.00 | 10.00 | 8.00 | Management have designed a report that addresses this issue | -0.49 |
| 3 | The previous Board Evaluation identified competitor activity as a key issue to be managed more effectively. Has the Board and management responded to this recommendation? | 8.00 | 10.00 | 9.02 | Yes, competitor risk is receiving appropriate attention now | 9.00 | 10.00 | 10.00 | Yes, competitor risk is receiving appropriate attention now | -0.98 |
| Succession Planning | | 2.33 | 7.33 | 4.42 | | 2.33 | 8.67 | 5.49 | | -1.08 |
| 1 | Have the Directors put in place a plan to replace NED's that may not stand for re-election? | 2.00 | 7.00 | 4.01 | This subject has not been recently discussed | 2.00 | 9.00 | 5.88 | No, but we are in the process of addressing this | -1.87 |
| 2 | Is there a plan in place to ensure adequate time and attention is given to replacing the SID and Chairman when their term of office is complete? | 3.00 | 7.00 | 4.18 | This subject has not been recently discussed | 3.00 | 10.00 | 5.24 | No, but we are in the process of addressing this | -1.06 |
| 3 | What plans have been put in place to address the risk of a key Board Director, at short notice, not being able to continue in the role? | 2.00 | 8.00 | 5.06 | This has not been discussed | 2.00 | 7.00 | 5.36 | This has not been discussed | -0.30 |
| Crisis Management | | 4.40 | 8.60 | 6.53 | | 5.80 | 7.20 | 6.48 | | 0.04 |
| 1 | Has a crisis occurred recently that the Board needed to actively respond to? | 4.00 | 8.00 | 6.50 | Yes, an internal event has warranted reaction | 6.00 | 8.00 | 6.66 | Yes, an internal event has warranted reaction | -0.16 |
| 2 | Do you believe that any of the risk related events of the past years should have had some or more Board involvement than what occurred? | 6.00 | 8.00 | 5.50 | No I believe the amount of attention given by the Board has been correct | 5.00 | 6.00 | 5.75 | No I believe the amount of attention given by the Board has been correct | -0.25 |
| 3 | Does the Board have a clear plan of action in the face of a crisis? | 3.00 | 9.00 | 5.23 | It has been agreed that the Company Secretary will move into action and handle accordingly | 3.00 | 6.00 | 4.29 | It has been agreed that the Company Secretary will move into action and handle accordingly | 0.94 |
| 4 | Is there a strategy on handling the media in the face of a crisis? | 7.00 | 10.00 | 8.39 | This has been informally discussed and a Board member has been defined | 7.00 | 8.00 | 7.72 | This has been informally discussed and a Board member has been defined | 0.67 |
| 5 | Who has been defined as the voice of the company in response to a crisis? | 2.00 | 8.00 | 7.01 | One or more of the NED's is the first line of contact with the media | 8.00 | 8.00 | 8.00 | The Executive Directors are the first line of contact with the media | -0.99 |
| Grand Totals | | 5.74 | 9.45 | 8.11 | | 6.99 | 9.03 | 8.52 | | -0.41 |

Self Evaluation : Peer Review of You : Your Review of Peers



Strategic Planning

Away day with a facilitator to allow for blue skies thinking to focus on the longer term objectives

Future Board Structure

Particular emphasis on independence, duration of service and size

Strategic Risk

Further thought required to be given to Strategic Risk in terms of crisis management, board responses and reputational risk in the light of media responses

- Board Procedures
- Leadership
- Strategic Risk**
- Roles and Responsibilities
- Strategic Planning
- Communication
- Challenge, Debate and Decision
- Board Structure
- Shareholders & Stakeholders
- Skills, Balance and Diversity
- Crisis Management**
- Business Sustainability
- Succession Planning

Stakeholder meetings

Scheduled formal post results meetings

NED Meetings

Scheduled meetings to be set up for an annual non-executive meeting and second meeting without the Chairman in attendance

Induction, Training & Mentoring

Have addressed new and existing Director needs
and
Executive management needs



Unlock the Answers
already in the
Board Room

Sharon Constançon
sconstancon@geniusmethods.com
www.geniusmethods.com
Tel: + 44 1494 565 947