

Board Surveys
made easy.

Thank you for downloading a sample Board Effectiveness Report

This sample report is a shortened version that showcases all the survey items from our FREE trial survey. The sample report begins on page 3.

If you're interested in experiencing our FREE trial survey and obtaining a free benchmarked report, simply [click here](#). If you'd like to purchase one of our surveys for your board please choose the one most suitable at boardsurveys.com

We have included a comparison chart of the inclusions of our FREE Trial version for a single user with the four more comprehensive versions for a whole board on the next page.

Please [Contact Us](#) if you would like help choosing the best survey for your board or if you have any other questions.

Looking for a more bespoke survey experience?

Our partner, Board Benchmarking can tailor a board or director survey to your organisation's needs and provide you with a quote to carry out the work. Click here to [learn more](#)



Number of Survey Statements in each of our Board Effectiveness Surveys

| Categories of Effectiveness | | Designed for small organisations and not-for-profits <small>Uses a streamlined self-managed proces.</small> | | Designed for medium and large organisations <small>Uses a streamlined self-managed proces.</small> | | |
|--|--|--|-----------------------------------|---|-----------------|----------------|
| | | Free Survey | Entry Level Survey* & Lite Survey | Essentials Survey | Advanced Survey | Premium Survey |
| What | 1. Board Role Clarity Index | 2 | 2 | 2 | 2 | 3 |
| | Who | 3 | 3 | 4 | 4 | 7 |
| How - Board Processes | 3. Chair leadership | | 2 | 2 | 3 | 5 |
| | 4. Committee leadership | | | | | 4 |
| | 5. Performance management of the Board | | 2 | 3 | 3 | 4 |
| | 6. Boardroom dynamics | 2 | 2 | 3 | 3 | 5 |
| | 7. Board delegations | | | | | 2 |
| | 8. Board/CEO relationship | 2 | 2 | 3 | 3 | 3 |
| | 9. Board/Management relationship | 2 | 2 | 2 | 3 | 5 |
| | 10. Information management | 3 | 3 | 3 | 3 | 4 |
| | 11. Meeting management | | | 2 | 2 | 5 |
| | Do - Board Tasks | 12. Purpose and strategy | | 2 | 2 | 3 |
| 13. Board priorities | | 2 | 2 | 2 | 4 | 5 |
| 14. Organisational performance | | | | 3 | 3 | 4 |
| 15. Organisational culture and integrity | | 3 | 4 | 5 | 5 | 5 |
| 16. Governance of risk and compliance | | 3 | 3 | 3 | 5 | 7 |
| 17. Executive talent and succession | | | | | 2 | 2 |
| 18. Executive remuneration | | | | | 2 | 2 |
| 19. Continuous improvement | | | 2 | 2 | 2 | 3 |
| 20. Adds organisational value | | 2 | 3 | 3 | 3 | 3 |
| Number of Survey Statements | | 24 | 34 | 44 | 55 | 83 |
| Number of Categories of Effectiveness | | 10 | 14 | 16 | 18 | 20 |

*The benchmark report of the Entry Level Survey is the same as the Lite Board Survey, however only includes 10 (instead of 16) pages.

Board Surveys

Sample Company Board Effectiveness Report

July, 2023



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Introduction

Purpose of this Report

The purpose of this Board Effectiveness Report (this “Report”) is to form the basis upon which your Board can enhance its effectiveness. It highlights areas of strength and areas where improvements can be made. It also acts as a baseline against which to measure the impact of initiatives that will increase board effectiveness and ultimately, organisational performance.

Please Contact Us if you would like additional review procedures (eg. Interviews) or one of our global experts to advise you how to interpret and act on this Report.

Inherent limitations of this Report

This Report reflects the perceptions of your respondents who participated in the Survey during the period leading up to the date of this Report. No steps have been taken by us to verify the accuracy or completeness of the responses of any individual respondents.

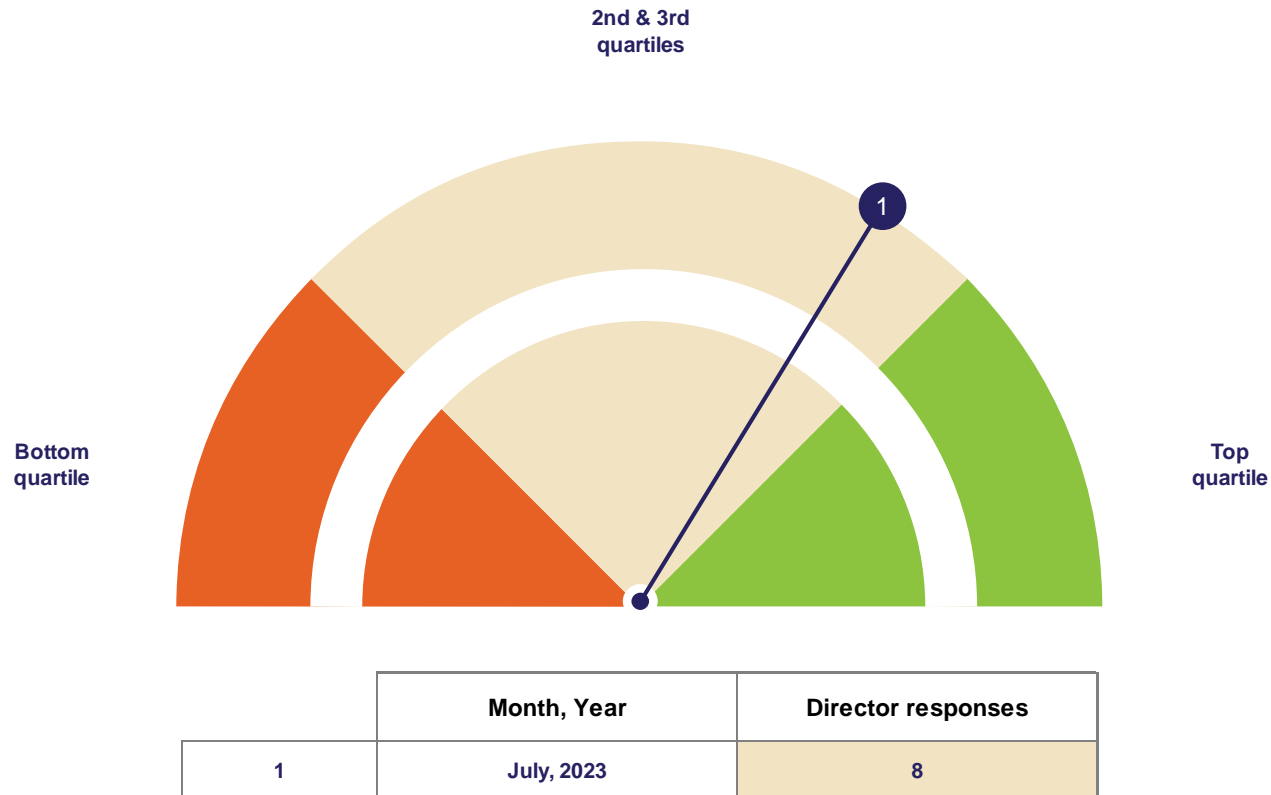
This Report and the Survey upon which it is based, by themselves, do not constitute a comprehensive review of the effectiveness of the board.

Third party reliance

This Report is intended for your Board’s sole and exclusive use and must not be used for any other purpose or distributed to any other party without our prior written consent. This Report has been prepared in accordance with our standard terms and conditions. Our organisation, its directors, members, employees, agents and representatives each expressly exclude all responsibility or liability arising in any way from reliance placed by a third party on this Report. Any such reliance is solely at the risk and responsibility of that third party.

1. Overall benchmarking of your board

This section shows how the overall responses of your directors are benchmarked against the overall responses of directors of comparable boards in our database. Section 2 shows you how your board is benchmarked against comparable boards in each of the important factors of a board's effectiveness.



Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

2. Benchmarking of each effectiveness factor

This scan shows how your board is benchmarked against comparable boards in each of the four WhatWhoHowDo™ framework dimensions and in each of the following important factors of a board's effectiveness. Section 4 shows you how your board is benchmarked against comparable boards in relation to each survey item that comprises each important factor of a board's effectiveness.

| | Jul 2023 |
|--|-----------------------|
| What | |
| 1. Board Role Clarity Index | Top quartile |
| Who | |
| 2. Board Composition and Renewal Index | Top quartile |
| How – Board Processes | |
| 3. Boardroom dynamics | 2nd and 3rd quartiles |
| 4. Board/CEO relationship | Top quartile |
| 5. Board/Management relationship | 2nd and 3rd quartiles |
| 6. Information management | 2nd and 3rd quartiles |
| Board Processes Index | 2nd and 3rd quartiles |

| | Jul 2023 |
|---|-----------------------|
| Do – Board Tasks | |
| 7. Board priorities | Bottom quartile |
| 8. Organisational culture and integrity | 2nd and 3rd quartiles |
| 9. Governance of risk and compliance | Top quartile |
| 10. Adds organisational value | 2nd and 3rd quartiles |
| Board Tasks Index | 2nd and 3rd quartiles |
| Sample Company Board Effectiveness Index | 2nd and 3rd quartiles |

Legend: Bottom quartile 2nd and 3rd quartiles Top quartile **Note:** The benchmarking is explained in section 7

3. Highest and lowest rated survey items

This section shows the five highest and lowest rated survey items, based on their benchmarking. It also shows the profile of director responses to each survey item on the 1 to 7 survey response scale where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Highest rated survey items (highest first)

| | Survey item | Director Responses | | | | | | |
|-----|--|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2.2 | New directors receive a comprehensive induction. | - | - | - | - | - | 2 | 6 |
| 1.2 | The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors). | - | - | - | - | - | 2 | 6 |
| 9.1 | The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies). | - | - | - | - | - | 2 | 6 |
| 4.2 | The Board displays confidence in the overall performance of the CEO. | - | - | - | - | - | 1 | 7 |
| 4.1 | The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent). | - | - | - | - | - | 1 | 7 |

Lowest rated survey items (lowest first)

| | Survey item | Director Responses | | | | | | |
|-----|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7.1 | The Board carves out time during the year to 'deep dive' into the most important issues. | - | 1 | - | 1 | 3 | 2 | 1 |
| 5.1 | The Board provides clarity of direction to Management (i.e., does not send mixed messages). | - | - | 1 | - | 3 | 1 | 2 |
| 5.2 | Management promptly communicates bad news to the Board (including 'red flags' and warning signals). | - | 1 | - | - | 2 | 2 | 3 |
| 7.2 | The Board ensures that its meetings have an appropriate balance between strategic, performance and compliance matters. | - | - | 1 | 1 | 1 | 4 | 1 |
| 8.3 | The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community). | - | - | - | 1 | 2 | 4 | 1 |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board role clarity

| | Survey item | Director Responses | | | | | | |
|---------------------------|--|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1.1 | All Directors demonstrate a clear understanding of their role (including how it differs from the role of management). | - | - | - | - | 1 | 6 | 1 |
| 1.2 | The Board has appropriate documentation of its roles and responsibilities (e.g., an up to date Board Charter that includes the responsibilities of the Board, Chair and individual directors). | - | - | - | - | - | 2 | 6 |
| Board role clarity | | | | | | | | |

Board composition and renewal

| | Survey item | Director Responses | | | | | | |
|--------------------------------------|--|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 2.1 | The Board ensures that it has the appropriate diversity (e.g., gender, ethnicity, educational background, life experience, age, tenure, etc.). | - | - | - | 1 | 2 | 2 | 3 |
| 2.2 | New directors receive a comprehensive induction. | - | - | - | - | - | 2 | 6 |
| 2.3 | Directors, as a whole, have the abilities, expertise and experience that match the current and future strategic needs of the organisation. | - | - | - | - | 1 | 4 | 2 |
| Board composition and renewal | | | | | | | | |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Boardroom dynamics

| | Survey item | Director Responses | | | | | | |
|---------------------------|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 3.1 | The Board works constructively as a team (i.e., through collegial, productive working relationships that foster trust and respect). | - | - | - | - | - | 5 | 3 |
| 3.2 | Directors feel free to speak out openly and honestly without fear of criticism, even when voicing a minority position. | - | - | - | - | 1 | 4 | 3 |
| Boardroom dynamics | | | | | | | | |

Board/CEO relationship

| | Survey item | Director Responses | | | | | | |
|-------------------------------|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 4.1 | The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent). | - | - | - | - | - | 1 | 7 |
| 4.2 | The Board displays confidence in the overall performance of the CEO. | - | - | - | - | - | 1 | 7 |
| Board/CEO relationship | | | | | | | | |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board/Management relationship

| | Survey item | Director Responses | | | | | | |
|--------------------------------------|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 5.1 | The Board provides clarity of direction to Management (i.e., does not send mixed messages). | - | - | 1 | - | 3 | 1 | 2 |
| 5.2 | Management promptly communicates bad news to the Board (including 'red flags' and warning signals). | - | 1 | - | - | 2 | 2 | 3 |
| Board/Management relationship | | | | | | | | |

Information management

| | Survey item | Director Responses | | | | | | |
|-------------------------------|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6.1 | The Board receives the information it needs (i.e., relevant, concise, insightful, timely, forward looking and in an appropriate format). | - | - | 1 | - | - | 4 | 3 |
| 6.2 | Strategic issues are presented to the Board with adequate time for reflective thought. | - | - | - | 2 | 2 | 3 | 1 |
| 6.3 | The Board receives appropriate information on the organisation's performance (including financial and non-financial indicators and insights into the drivers of performance). | - | - | - | - | 1 | 5 | 2 |
| Information management | | | | | | | | |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Board priorities

| | Survey item | Director Responses | | | | | | |
|-------------------------|--|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7.1 | The Board carves out time during the year to 'deep dive' into the most important issues. | - | 1 | - | 1 | 3 | 2 | 1 |
| 7.2 | The Board ensures that its meetings have an appropriate balance between strategic, performance and compliance matters. | - | - | 1 | 1 | 1 | 4 | 1 |
| Board priorities | | | | | | | | |

Organisational culture and integrity

| | Survey item | Director Responses | | | | | | |
|---|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8.1 | Our Board sets a high tone from the top in relation to the organisation's culture, ethics and integrity. | - | - | - | - | 1 | 3 | 4 |
| 8.2 | The Board takes an appropriate role in shaping the organisation's culture (i.e., by understanding the culture, the impact of what is rewarded and punished and overseeing any cultural change required). | - | - | - | 2 | 2 | 3 | 1 |
| 8.3 | The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community). | - | - | - | 1 | 2 | 4 | 1 |
| Organisational culture and integrity | | | | | | | | |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

4. Benchmarking of each survey item (by factor)

This section shows the benchmarking and the profile of director responses to each survey item where 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree or disagree, 5 = slightly agree, 6 = agree and 7 = strongly agree. Responses of 8 = Don't know, have been excluded from this Report.

Governance of risk and compliance

| | Survey item | Director Responses | | | | | | |
|--|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9.1 | The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies). | - | - | - | - | - | 2 | 6 |
| 9.2 | The Board receives appropriate information on how the organisation's risks are managed (i.e., including how such risks are being identified, evaluated, managed and mitigated). | - | - | - | - | 1 | 3 | 4 |
| 9.3 | The Board actively oversees the risk of IT breaches and cyber attacks (including risk of loss of customer, proprietary and other sensitive information). | - | - | - | - | 2 | 5 | 1 |
| Governance of risk and compliance | | | | | | | | |

Adds organisational value

| | Survey item | Director Responses | | | | | | |
|----------------------------------|---|--------------------|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10.1 | The Board adds value to the organisation (including to its performance, sustainability and reputation). | - | - | - | - | - | 6 | 2 |
| 10.2 | Overall, the Board is effective. | - | - | - | - | 2 | 4 | 2 |
| Adds organisational value | | | | | | | | |

Legend: ● Bottom quartile ● 2nd and 3rd quartiles ● Top quartile **Note:** The benchmarking is explained in section 7

5. Differences in director and executive responses - positive gaps

This Section shows the survey items with the 7 largest positive gaps plus any additional survey items with an average response gap greater than +0.75. It excludes survey items where executives are less likely to have an informed view in relation to the relevant matter. Responses of 8 = Don't know, have been excluded from the table below.

| | Survey item | Responses | | | | | | | Avg | Gap | |
|-----|---|------------|---|---|---|---|---|---|-----|------|------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | |
| 2.1 | The Board ensures that it has the appropriate diversity (e.g., gender, ethnicity, educational background, life experience, age, tenure, etc.). | Directors | - | - | - | 1 | 2 | 2 | 3 | 5.88 | 0.68 |
| | | Executives | - | 1 | - | - | 1 | 2 | 1 | 5.20 | |
| 9.1 | The Board ensures the organisation has effective compliance procedures (i.e., for monitoring, reporting and enforcing compliance with laws, regulations, its Code of Conduct and policies). | Directors | - | - | - | - | - | 2 | 6 | 6.75 | 0.35 |
| | | Executives | - | - | - | - | 1 | 1 | 3 | 6.40 | |
| 2.3 | Directors, as a whole, have the abilities, expertise and experience that match the current and future strategic needs of the organisation. | Directors | - | - | - | - | 1 | 4 | 2 | 6.14 | 0.34 |
| | | Executives | - | - | 1 | - | - | 2 | 2 | 5.80 | |
| 1.1 | All Directors demonstrate a clear understanding of their role (including how it differs from the role of management). | Directors | - | - | - | - | 1 | 6 | 1 | 6.00 | 0.33 |
| | | Executives | - | - | - | - | 1 | 2 | - | 5.67 | |
| 4.1 | The Chair has a constructive working relationship with the CEO (i.e., supportive and collaborative, yet independent). | Directors | - | - | - | - | - | 1 | 7 | 6.88 | 0.28 |
| | | Executives | - | - | - | - | - | 2 | 3 | 6.60 | |
| 8.1 | Our Board sets a high tone from the top in relation to the organisation's culture, ethics and integrity. | Directors | - | - | - | - | 1 | 3 | 4 | 6.38 | 0.18 |
| | | Executives | - | - | - | 1 | - | 1 | 3 | 6.20 | |
| 9.2 | The Board receives appropriate information on how the organisation's risks are managed (i.e., including how such risks are being identified, evaluated, managed and mitigated). | Directors | - | - | - | - | 1 | 3 | 4 | 6.38 | 0.18 |
| | | Executives | - | - | - | 1 | - | 1 | 3 | 6.20 | |

5. Differences in director and executive responses - negative gaps

This Section shows the survey items with the 7 largest negative gaps plus any additional survey items with an average response gap greater than -0.75. It excludes survey items where executives are less likely to have an informed view in relation to the relevant matter. Responses of 8 = Don't know, have been excluded from the table below.

| | Survey item | Responses | | | | | | | Avg | Gap | |
|------|---|------------|---|---|---|---|---|---|-----|------|-------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | |
| 7.1 | The Board carves out time during the year to 'deep dive' into the most important issues. | Directors | - | 1 | - | 1 | 3 | 2 | 1 | 5.00 | -1.00 |
| | | Executives | - | - | - | - | 1 | 1 | 1 | 6.00 | |
| 8.3 | The Board ensures that the organisation's relationships with its main stakeholders are managed well (including receiving appropriate information in relation to its employees, members, customers, suppliers, and the local community). | Directors | - | - | - | 1 | 2 | 4 | 1 | 5.63 | -0.71 |
| | | Executives | - | - | - | - | - | 2 | 1 | 6.33 | |
| 6.2 | Strategic issues are presented to the Board with adequate time for reflective thought. | Directors | - | - | - | 2 | 2 | 3 | 1 | 5.38 | -0.63 |
| | | Executives | - | - | - | - | - | 5 | - | 6.00 | |
| 5.2 | Management promptly communicates bad news to the Board (including 'red flags' and warning signals). | Directors | - | 1 | - | - | 2 | 2 | 3 | 5.63 | -0.58 |
| | | Executives | - | - | - | - | 2 | - | 3 | 6.20 | |
| 9.3 | The Board actively oversees the risk of IT breaches and cyber attacks (including risk of loss of customer, proprietary and other sensitive information). | Directors | - | - | - | - | 2 | 5 | 1 | 5.88 | -0.53 |
| | | Executives | - | - | - | - | - | 3 | 2 | 6.40 | |
| 10.2 | Overall, the Board is effective. | Directors | - | - | - | - | 2 | 4 | 2 | 6.00 | -0.40 |
| | | Executives | - | - | - | - | - | 3 | 2 | 6.40 | |
| 10.1 | The Board adds value to the organisation (including to its performance, sustainability and reputation). | Directors | - | - | - | - | - | 6 | 2 | 6.25 | -0.35 |
| | | Executives | - | - | - | - | - | 2 | 3 | 6.60 | |

6. Written responses to the open questions

Please advise the three main strengths of the Board.

- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...

Please provide three suggestions to increase the Board's effectiveness.

- Written comment ...
- Written comment ...
- Written comment ...
- Written comment ...

7. How to interpret this report

This section provides you with advice on how to interpret and act on your Report.

How the benchmarking works

Your Report includes benchmarking in three main areas.

- Overall benchmarking of your board included in Section 2.
- The key factors of effectiveness included in Section 3.
- The benchmarking of each survey item included in Section 5.

Items, factors and overall effectiveness is shown by colour coding as being in the bottom quartile (red), the 2nd and 3rd quartile (beige) or the top quartile (green).

If the average response of your directors to a survey item is sufficiently below the average response of directors of comparable boards your board will be rated in the bottom quartile and will be assigned the colour red in relation to that survey item. If the average response of your directors to another survey item is sufficiently above the average response of directors of comparable boards your board will be rated in the top quartile and will be assigned the colour green in relation to that survey item.

The average response of directors in relation to each survey item differs. Some survey items are much easier to agree with and therefore have a higher average response than other survey items. Conversely, other survey items are much harder to agree with and therefore have a lower average response. This means that there can be different benchmarking for different survey items even if both survey items have the same profile of director responses. It also means that a better looking profile of director responses will not always be associated with a more desirable colour.

If there are one or more outliers in relation to a survey item (ie. with one or more directors more negative than most other directors) those outliers are likely to drag down the average director response. This often results in the relevant item being rated in the bottom quartile and being shown with the colour red.

Our WhatWhoHowDo™ framework

This Report uses the world recognised WhatWhoHowDo™ framework of board effectiveness. The extensive research involved in developing the most important factors of a board's effectiveness is set out in research articles included on Board Benchmarking's website.

Our global network of advisory experts

If you would like one of our global network of experts to advise you on how to interpret and act on this Report please contact us.

Articles, research and insights

There are numerous additional articles, research papers and insights on our website that will help you interpret and act on this Report and become a better board. If you would like to subscribe to receive our insights on a regular basis please do so on our website.