

Enhancing Board Member Performance

Compass Partnership Seminar

The King's Fund
November 2004

Context

Private sector

Cadbury
Greenbury
Hampel
Higgs
Combined

Public sector

Nolan
Cabinet Office
guidance
NHS

Voluntary sector

Hallmarks
Rethinking Governance
Governance Hub
SORP
SIR
Code

Chatham House Rule

To promote free discussion -

- Participants are free to use the information received, but neither the name of the person nor of the charity may be revealed.

(Compass from RIIA, 2002)

Board Performance Review

**Julie Mellor
Chair**

Equal Opportunities Commission

Latest Developments in the US

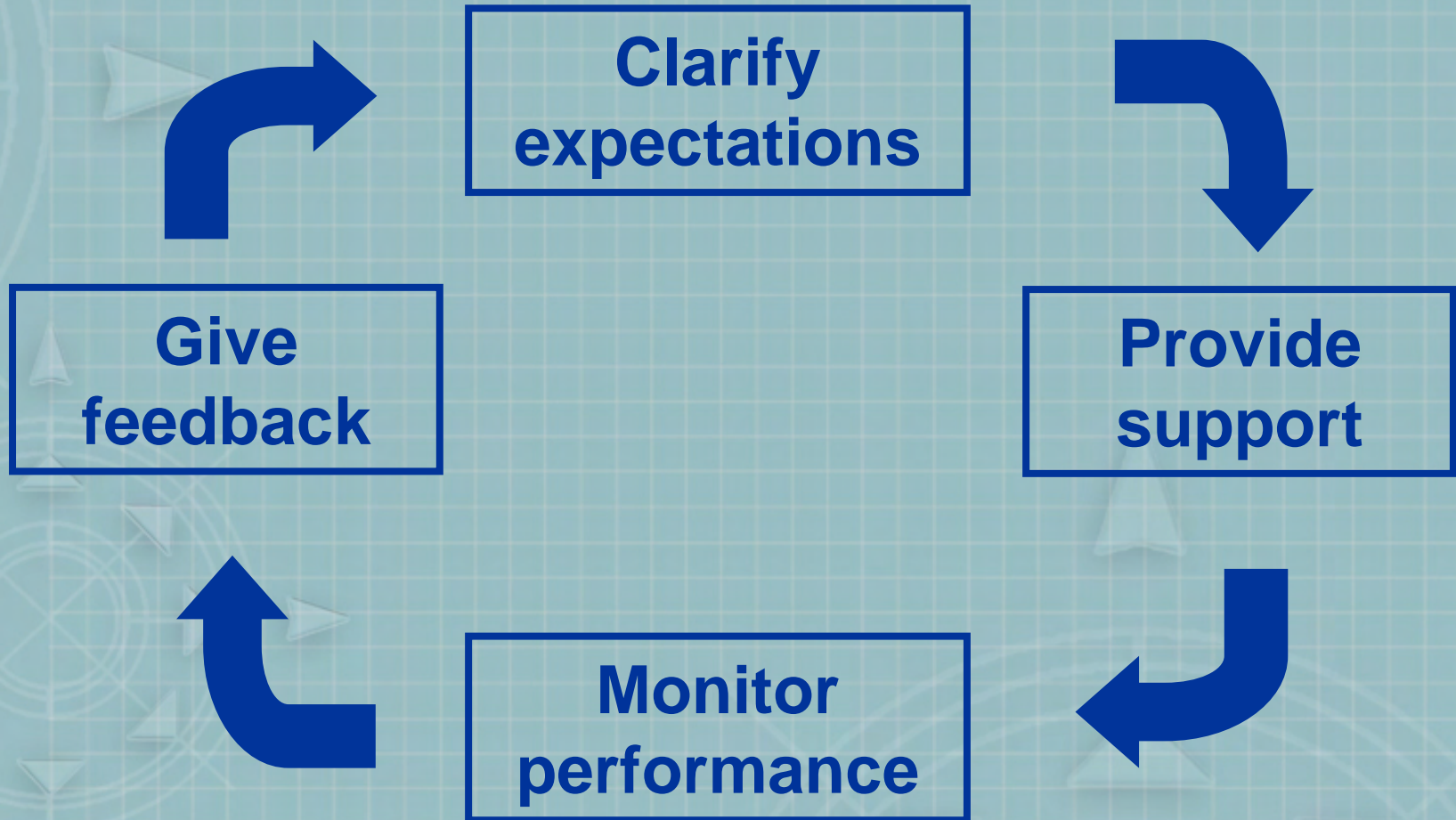
Sandy Hughes

Hughes Consulting Group and BoardSource USA

Emerging Best Practice

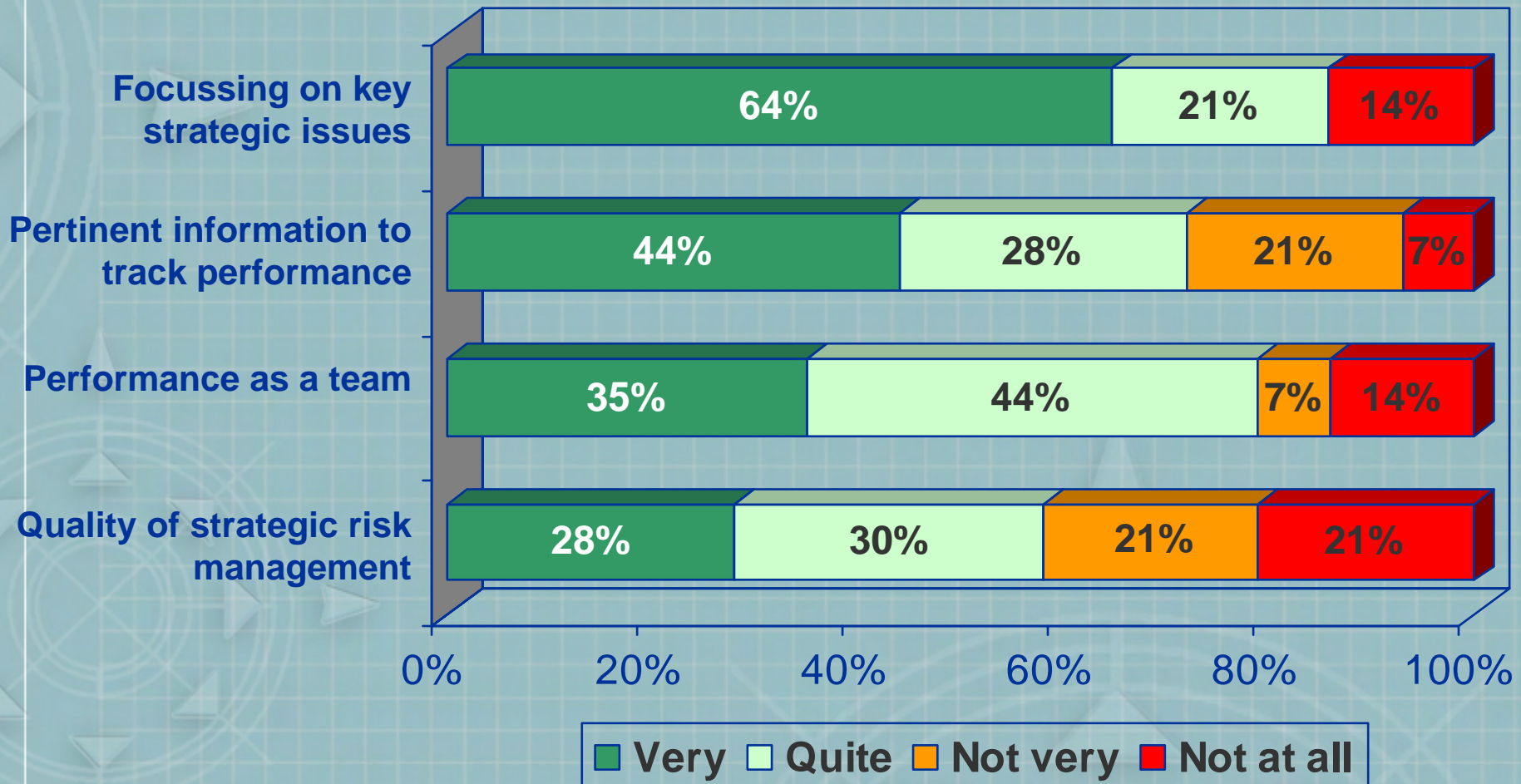
Mike Hudson
Director
Compass Partnership

The performance model



| Board Performance Sample questions | Very | Quite | Not very | Not at all | Don't know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Q8. How effective has the board been at focussing on the key strategic issues over the last 12 months? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q10. How pertinent is the information the board is given for tracking the performance of the organisation? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q19. How effectively does the board perform as a team? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q26. How well has the board managed strategic risk in the last 12 months? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Q30. On which matters do you think the board made the greatest contribution in the last 12 months? | | | | | |
| Q35. What are the top three issues for the board in the next 12 months? | | | | | |

Example of quantitative answers



Base: All Board members (15)

Individual Performance

Sample questions

Q37. What do you consider to be your greatest contribution to the board over the last 12 months?

Q38. What would you like to do differently to increase the effectiveness of the board over the next 12 months?

Q39. What, if anything, would you like the organisation to do to help you enhance your performance as a board member?

| Peer Review | What you value most about their contribution to the Board? | What you would like them to do differently in future? |
|---------------------|---|--|
| John Smith | | |
| Rachel Ahmad | | |

Performance of the Chair

Sample questions

Q41. What you value most about the Chair's contribution to the Board?

Q42. What you would like the Chair to do differently to increase the effectiveness of the board?



What do participants most appreciate?

- **Dedicated time to discuss 'how' the board works**
- **Greater clarity about expectations**
- **Hearing what they are good at (particularly for individuals)**
- **Pinpointing areas for improvements**
- **Personal time with the Chair**
- **Doing to themselves what they expect of management**

What have we learned?

- **Secure Board commitment before starting**
- **Tailor questionnaire to circumstances**
- **Allow members 3 – 4 weeks to complete**
- **Expect 100% return rate – and chase late-comers**
- **Preview findings with Chair and CEO**
- **Half day workshop will internalise findings and agree objectives for improvement**
- **Allow 4 – 5 months from inception to completion**

Compass Partnership books:

Managing Without Profit, Mike Hudson, (DSC, 2000) sets out the theory and practice of creating highly successful nonprofit organisations.

Managing at the Leading Edge, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from www.dsc.org.uk

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