

**Maximizing Director Effectiveness  
Cass Bettinger & Associates**

Rudolph McDonald (Feb 2008)

## Maximizing Director Effectiveness

The purpose of the Maximizing Director Effectiveness Evaluation process is to provide the quality feedback that is a prerequisite for all personal and professional development.

Corporate governance experts identified annual board evaluations as a "best practice" in the early 1990's and since that time have strongly encouraged enlightened boards to implement such a process. Under Sarbanes-Oxley and related regulations, of course, annual board evaluations are, or will soon become, a requirement for most companies. Beyond that, most directors today are taking their board responsibilities much more seriously, recognize that the environment in which they operate continues to be far more demanding (and less forgiving), and understand clearly the need for continuously developing their effectiveness as directors.

The feedback from your Maximizing Director Effectiveness evaluation will enable you to create a personalized professional development plan that will benefit you, your board, and your company.

I. For **each** of the 8 components:

- A. The Ranking
- B. The Gap Score
- C. The Scores

II. For **each** of the 48 statements:

- A. The Ranking
- B. The Gap Score
- C. The Scores

III. The responses to the open-ended questions

### The Rank

The rank shows the highest scoring statement or component (ranked number 1) to the lowest scoring statement (ranked number 43) and component (ranked number 8). In many cases more than one statement and/or component will have the same score resulting in a tie ranking. To use the data:

1. Focus on the highest ranked items first. These represent the director's greatest perceived strengths. Strategies should be developed to maximize the positive impact of these strengths on the team and on the organization.
2. The lowest ranked items represent the greatest opportunities for enhanced leadership effectiveness. The lower the weighted total average (vertical bar graph), upon which the rank is based, and/or the larger the negative gap, the greater will be the opportunity.
3. Strategies should be developed to address proactively each of the lower-ranked components and statements that the director and/or the team leader's direct supervisor consider to be an opportunity for improvement.

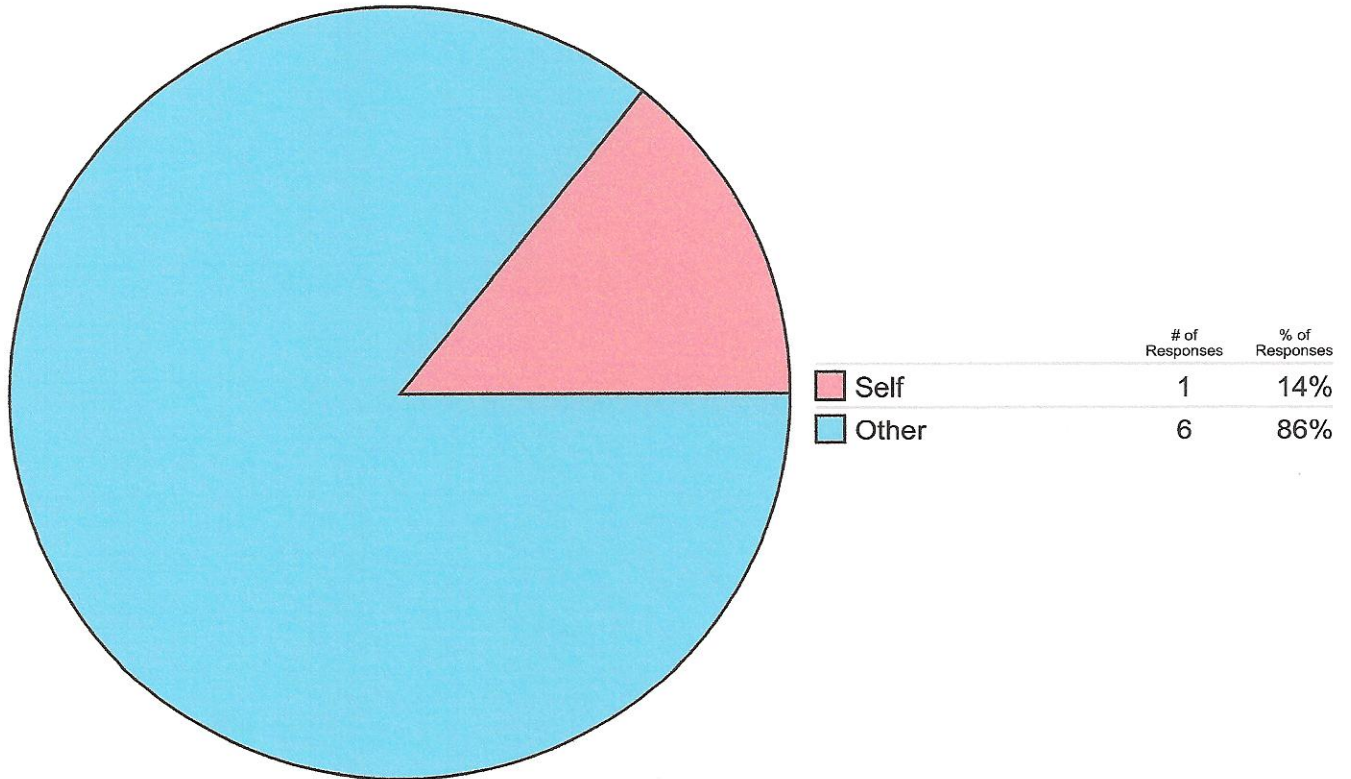
### The Gap Score

The gap quantifies the difference between the self-score and the average score from board members. A negative gap occurs when the self ranking is higher and a positive gap when the self ranking is lower.

Negative Gap scores of .75 or less may not be very significant but should be reviewed nonetheless. Gap scores between 1.00 and 2.00 are significant and should be studied closely. Gap scores in excess of 2.00 indicate a substantial difference of perception and suggest strongly that the director is unaware of how he

**Overall and Demographic Summary**

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score
Overall Score: 5.72							5.72
Others Score: 5.78							5.31
Self Score: 5.31							5.78
Gap: 0.47							



**Overall Score**

The highest possible overall score, if all participants strongly agree, is 6.00. The lowest possible score; if everyone strongly disagrees, is 1.00. Therefore, an "average" score would be 2.50 (half way between 1 and 6). Any score below 4.00 (Somewhat Agree) is, by definition, below the agree range and should be a cause for concern. Scores of 5.00 (Agree) or above should be viewed as quite positive. Scores between 4.00 and 4.99 are in the agree range but below "Agree" (5.00) so in most cases would suggest an opportunity for improvement.

**Top Ten Statements by Gap**

**Statement 43**  
 Makes no attempt to "micromanage."

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score	
Overall Score: 5.43 Rank: 44	Overall Total	7	0	0	1	0	1	5	5.43
	Self	1	0	0	1	0	0	0	3.00
Others Score: 5.83 Self Score: 3.00 Gap: 2.83	Other	6	0	0	0	0	1	5	5.83

**Statement 7**  
 Is proactive regarding leadership and director succession planning.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score	
Overall Score: 5.14 Rank: 46	Overall Total	7	0	0	1	0	3	3	5.14
	Self	1	0	0	1	0	0	0	3.00
Others Score: 5.50 Self Score: 3.00 Gap: 2.50	Other	6	0	0	0	0	3	3	5.50

**Statement 34**  
 Takes the process of selecting new directors seriously and seeks and/or recommends exceptional candidates.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score	
Overall Score: 5.14 Rank: 47	Overall Total	7	0	0	1	1	1	4	5.14
	Self	1	0	0	1	0	0	0	3.00
Others Score: 5.50 Self Score: 3.00 Gap: 2.50	Other	6	0	0	0	1	1	4	5.50

**Statement 18**  
 Is an effective oral communicator.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score	
Overall Score: 5.00 Rank: 48	Overall Total	7	0	0	1	0	4	2	5.00
	Self	1	0	0	1	0	0	0	3.00
Others Score: 5.33 Self Score: 3.00 Gap: 2.33	Other	6	0	0	0	0	4	2	5.33

**Statement 21**  
 Always comes well-prepared to board and committee meetings.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score	
Overall Score: 5.71 Rank: 24	Overall Total	7	0	0	0	1	0	6	5.71
	Self	1	0	0	0	1	0	0	4.00
Others Score: 6.00 Self Score: 4.00 Gap: 2.00	Other	6	0	0	0	0	0	6	6.00

**Component 6**

## Relationship With Fellow Directors

**Component Overall Total**

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score
Overall Score: 5.57 Rank: 7							5.57
							5.00
Others Score: 5.67 Self Score: 5.00 Gap: 0.67							5.67

**Statement 32**

Treats fellow directors with respect at all times.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score
Overall Score: 5.86 Rank: 17	7	0	0	0	0	1	6	5.86
	1	0	0	0	0	0	1	6.00
Others Score: 5.83 Self Score: 6.00 Gap: -0.17	6	0	0	0	0	1	5	5.83

**Statement 33**

Holds fellow directors to high standards of performance.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score
Overall Score: 5.71 Rank: 30	7	0	0	0	0	2	5	5.71
	1	0	0	0	0	0	1	6.00
Others Score: 5.67 Self Score: 6.00 Gap: -0.33	6	0	0	0	0	2	4	5.67

**Statement 34**

Takes the process of selecting new directors seriously and seeks and/or recommends exceptional candidates.

	# of Responses	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree	Score
Overall Score: 5.14 Rank: 47	7	0	0	1	1	1	4	5.14
	1	0	0	1	0	0	0	3.00
Others Score: 5.50 Self Score: 3.00 Gap: 2.50	6	0	0	0	1	1	4	5.50