Board Self Evaluation

The association leadership experience is a group experience and a group responsibility. This group experience is most successful when expectations are clearly defined and agreed to by all parties. One way a board can promote clarity of purpose is by engaging in self-evaluation.

The purpose of this survey is to focus on key responsibilities, relationships, and outcomes – and to foster an environment of organizational excellence. Only a commitment on the part of board and staff members to strengthen the capacity for group excellence can overcome the complex challenges facing many associations today.

Please take a few moments to read the following statements. How accurately do they describe your board? Answer on a scale of one to six, with one being "not at all like us" and six being "very much like us."

Oversight and Direction Setting

Very much like us					Not at all like us	
6	5	4	3	2	1	We participate in board meetings where the majority of the agenda and board time is focused on issues of direction setting, policy and strategy.
6	5	4	3	2	1	We maintain sound fiscal policy and practices and realistically face the financial ability of the organization to support its program of work.
6	5	4	3	2	1	We are committed to strategically planning for the long-term future of the organization, consider this a regular activity of the board, and weigh all decisions in terms of what is best for those served by the organization.
6	5	4	3	2	1	We work to foster growth in the organization based on the ability to understand how the decision(s) interrelate with other Boards, committees, and external organizations.
6	5	4	3	2	1	We take into consideration the immediate and long-term issues and ramifications associated with the decisions and actions that are taken.

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Relationship with Chief Staff Officer

Very much like us				Not at all like us		
6	5	4	3	2	1	We have clarified (in writing, if appropriate) a mutually agreed upon definition of what success will look like for the organization and for the performance of the CSO, and we have provided the resources and authority necessary to achieve expectations.
6	5	4	3	2	1	We have provided the CSO with a clear statement of the personal qualities and performance expectations against which he/she will be measured periodically; and we have agreed to a formative process for providing feedback as plans are being executed.
6	5	4	3	2	1	We provide opportunities, encouragement and resources for the professional growth and development of the CSO and staff.
6	5	4	3	2	1	We discuss immediately, rather than allow to fester or deteriorate, those items that are controversial to either board members or the CSO.

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Board Meetings and Relationship

Very much like us				Not at all like us		
6	5	4	3	2	1	We honor the established procedures for board meetings, providing ample time for interested parties to be heard, but preventing a single individual or group from dominating discussions.
6	5	4	3	2	1	We seek ways to support all elected leaders and fellow board members in the successful execution of leadership duties. We seek to recognize the strengths of each individual and provide opportunities for the organization to benefit from these strengths.
6	5	4	3	2	1	We make informed decisions based on data available, and support the organization's commitment to collecting the information needed for sound decision making.
6	5	4	3	2	1	We seek and respect the opinion or recommendation of staff management when considering a decision and insure that board committees and other work groups are given proper authority and resources for completion of assignments.
6	5	4	3	2	1	We do not redo the work of committees or work groups.
6	5	4	3	2	1	We take the appropriate time for decision making (e.g., controversial items are given adequate attention, and matters of urgency are acted on with deliberate speed) and present decisions of the board without bias to others.

Stakeholder Relationships

Very much like us					Not at all like us	
6	5	4	3	2	1	We actively foster a clear understanding of the organization, its future direction, and its leadership decisions among the stakeholders, and actively foster open lines of two-way communication and information sharing between leadership and the stakeholders.
6	5	4	3	2	1	We seek to be fully informed of stakeholder attitudes and the special interest groups seeking to influence the organization, and are fully prepared to represent the interests of the organization to others.
6	5	4	3	2	1	We act responsibly in channeling concerns, complaints, and criticisms of the organization through the CSO, and we speak thoughtfully in the face of unjust criticism of others.

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Personal Qualities

Very much like us					Not at all like us	
6	5	4	3	2	1	We demonstrate an ability to think independently, grow in knowledge and rely on fact rather than prejudice, and are willing to <u>hear</u>, <u>understand</u>, and <u>consider</u> all sides of a controversial question.
6	5	4	3	2	1	We show respect for the intentions and interests of others and for group decisions cooperatively reached.
6	5	4	3	2	1	We have a willingness to devote the necessary time to fulfilling the responsibilities of a board member as outlined in the organization's written position description.
6	5	4	3	2	1	We are prepared to let go of our leadership roles and fully support (not interfere with) those who follow in future leadership.

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Interpretation

Very much like us					Not at all like us	
xxxx	xxxx					**Consensus:** *A strength to be **recognized and nurtured***
				xxx	xxxx	**Consensus:** *A weakness to be **examined and corrected***
x	xx	x	x	xx	x	**Distributed response:** *A bad item / Different understandings / Different experiences as a member of the board.* ***A response to be diagnosed and cause corrected.***
xxxx					xxxx	**Bifurcated response:** *Widely divergent understandings / A secondary, symbolic, or symptomatic item reflecting a values dispute.* ***A response to be diagnosed and the root cause examined and resolved.***
xxxx	xxx				x	**An outlying response:** *Different understanding / different experience elsewhere.* ***A response to be understood and considered for potential to improve process.***

Note: Means, medians and modes can be useful but are usually insufficient*