



INSTITUTE OF  
DIRECTORS  
IN NEW ZEALAND (INC)

IN NEW ZEALAND (INC)  
DIREKTORS

**BetterBoards**  
Online Board Appraisal and Development

**ICANN**  
**Whole of Board Appraisal**  
**31 August 2009**

---

---

## **Areas covered in the feedback**

---

This feedback is designed to provide clear specific information about the perceived areas of strength and development needs in the areas considered critical for the board.

**This report covers the following topics:**

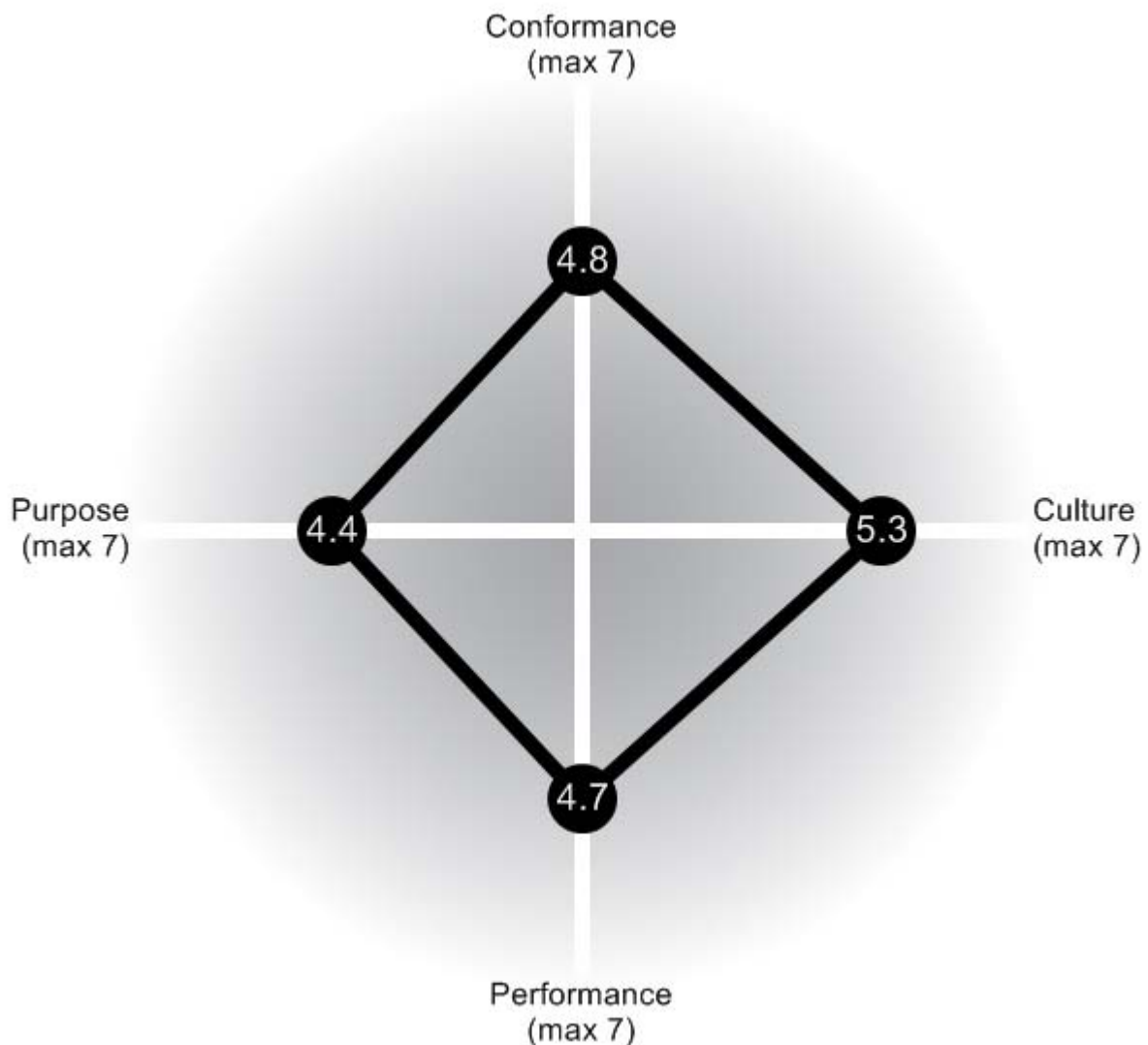
- Role
- Meetings
- Purpose
- Stakeholders
- Conformance
- Performance
- Management and board
- Culture
- Capability
- Overall

**Feedback is based on the following scale:**

Don't know or N/A ratings are reported separately in text form at the top of each question graph

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Somewhat disagree
- 4 = Neither disagree or agree
- 5 = Somewhat agree
- 6 = Agree
- 7 = Strongly agree

# Spider Chart



This Chart provides a high level view of the ratings from your Whole of Board questionnaire across four dimensions: **purpose, conformance, performance and culture**. These dimensions are otherwise known as “The Four Pillars of Effective Board Governance”, from the Institute of Directors in New Zealand (Inc) publication: “Principles of Best Practice for New Zealand Directors”.

Each of the four dimensions takes data from a different part of the questionnaire in order to provide a snapshot of the balance of the Board’s current activities and performance levels. **Purpose** is the average rating from the “Purpose” and “Stakeholder” sections; **Conformance** is from the “Conformance” section; **Performance** is from the “Performance” and “Management and Board” sections; and **Culture** is from the “Culture” section. You can examine the underlying data by looking at the detailed reports under the same section names.

While Boards should aim for high ratings in all dimensions, this may only be achievable over the longer term.

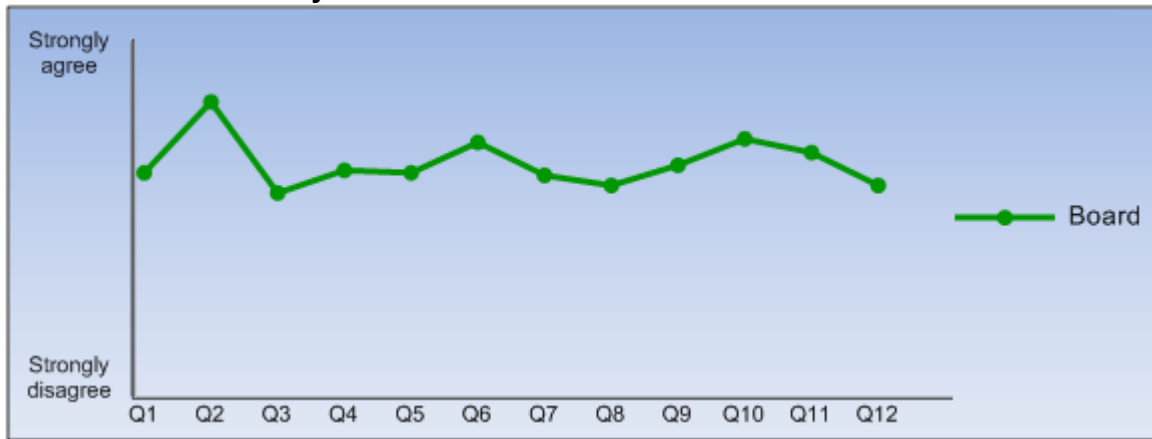
A significant imbalance between ratings, for example a 6.0 for “Conformance” but 3.0 for “Purpose”, indicates that the Board is not adding sufficient value across a key

dimension (in this case purpose, or strategy) and may not currently have the processes or expertise necessary to do so. This may require action and the detailed reports should provide guidance as to what to focus on. The shape of the graph therefore provides a useful pointer to potential improvement.

Data will accumulate from successive surveys to show how each Board's balance is moving over time and against the benchmark of other New Zealand organisations using BetterBoards.

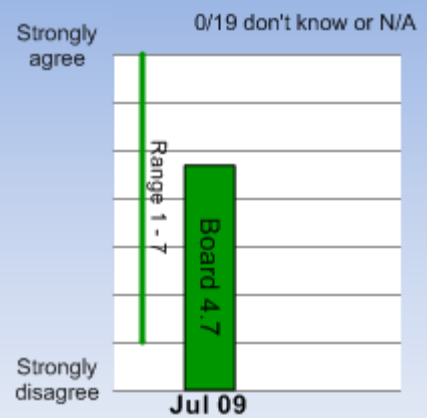
## Role

### Question Set Summary



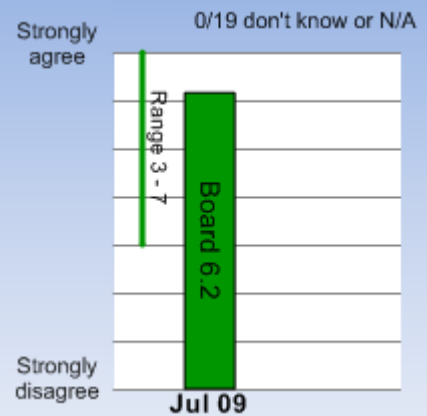
#### 1. Understanding of role

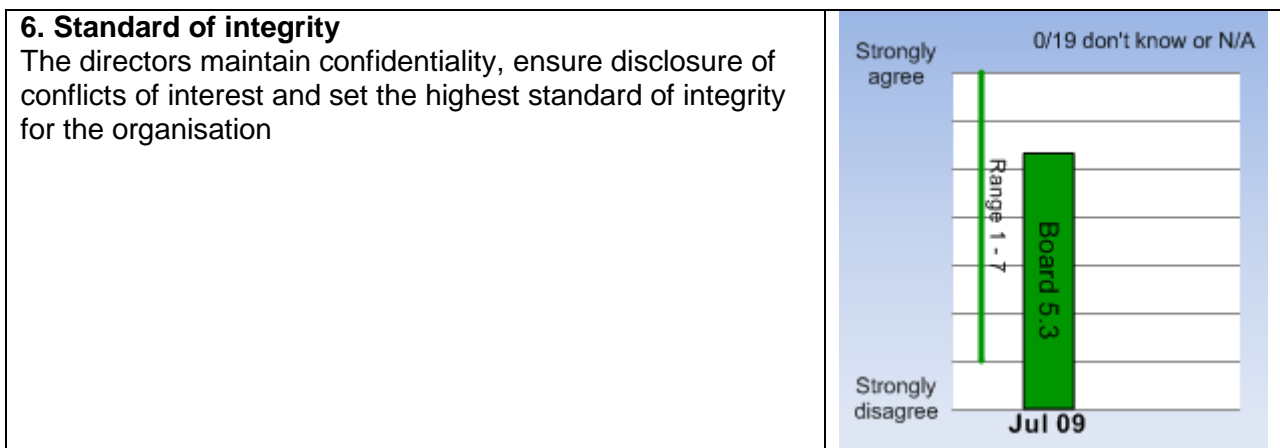
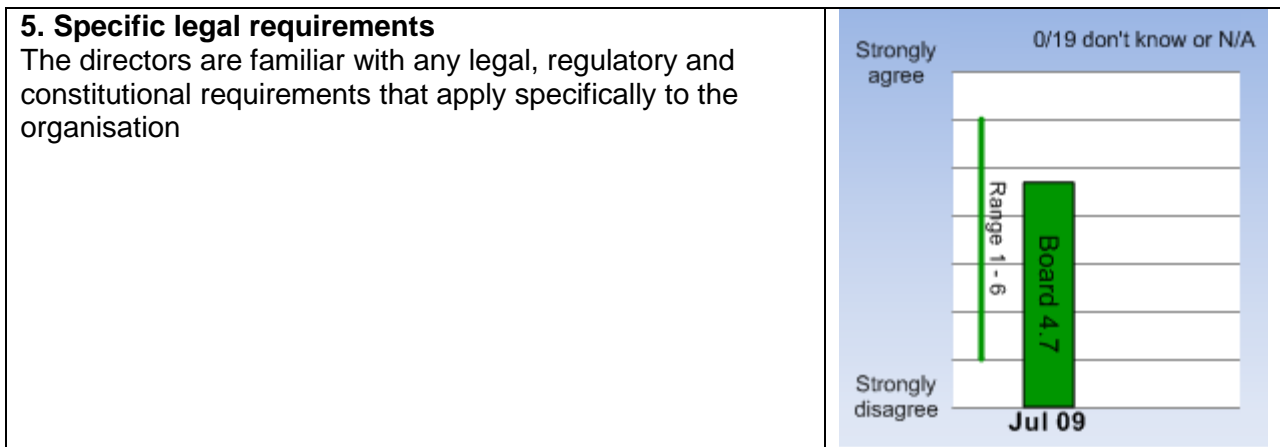
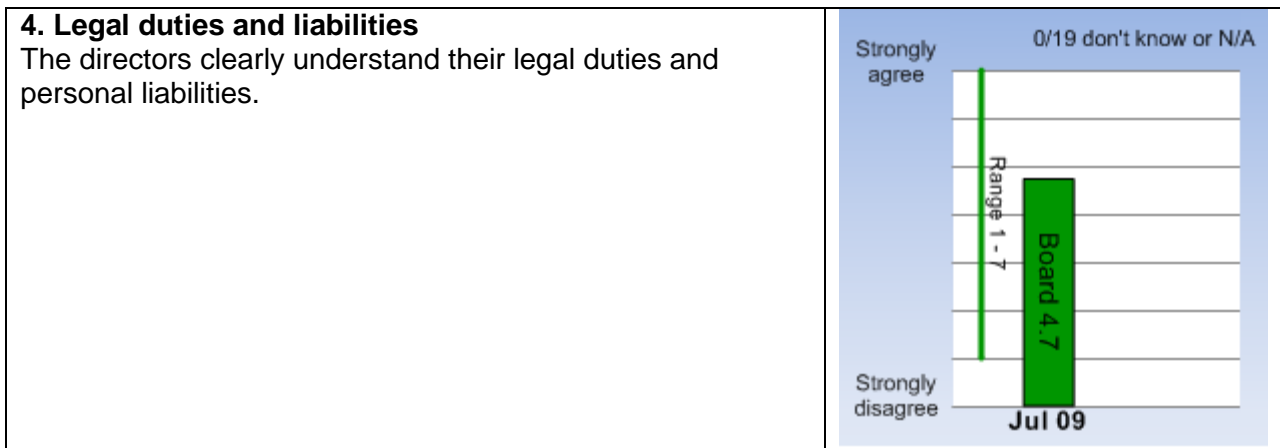
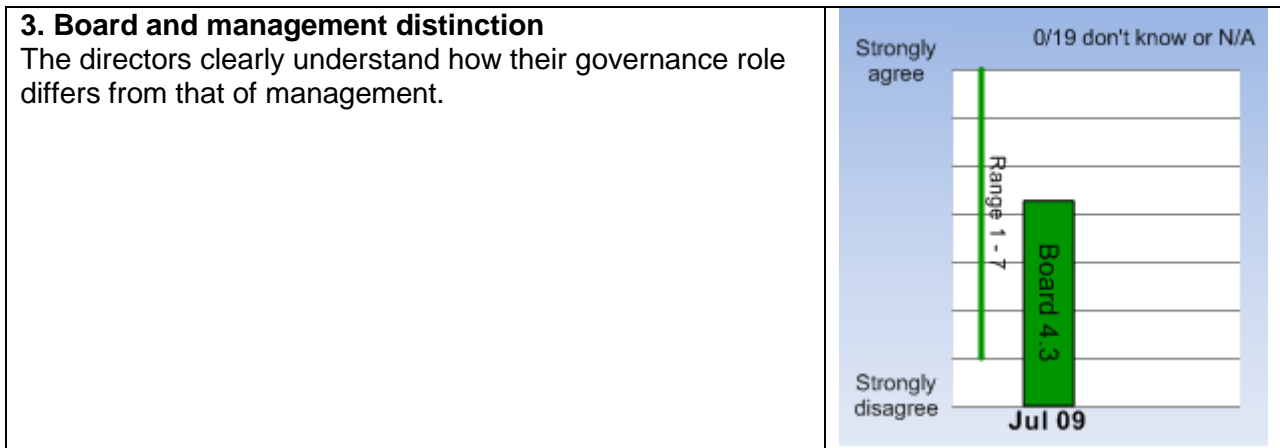
The directors have a shared understanding of the board's governance role and responsibilities

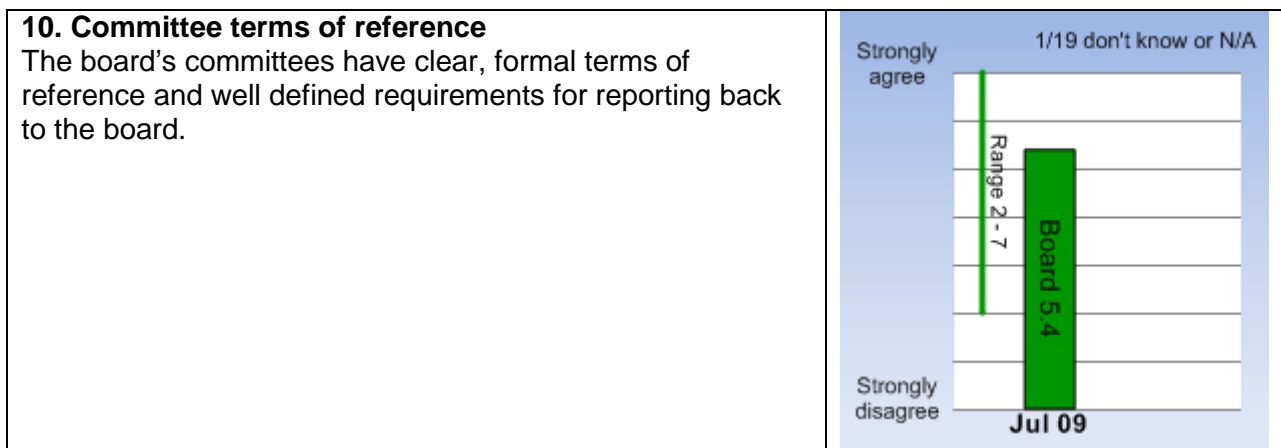
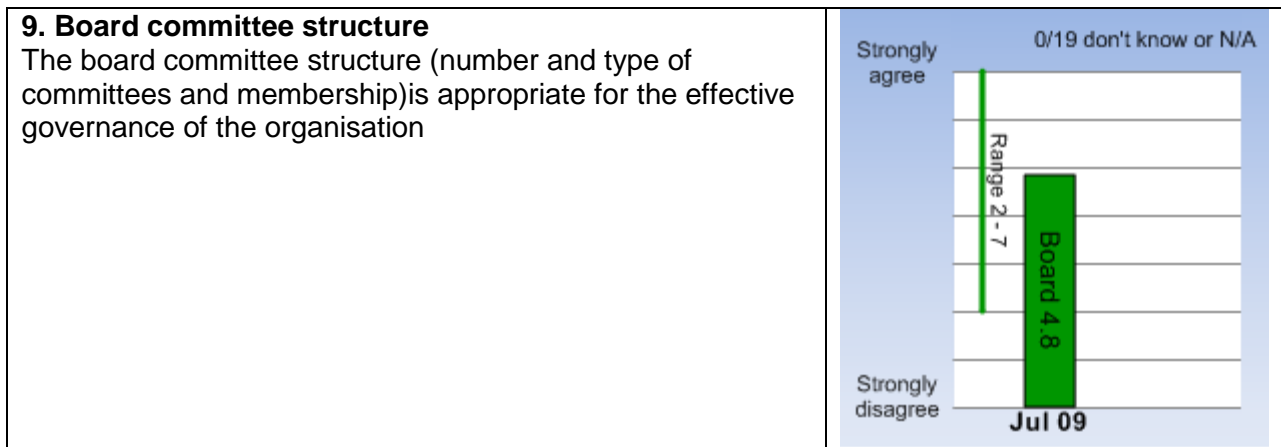
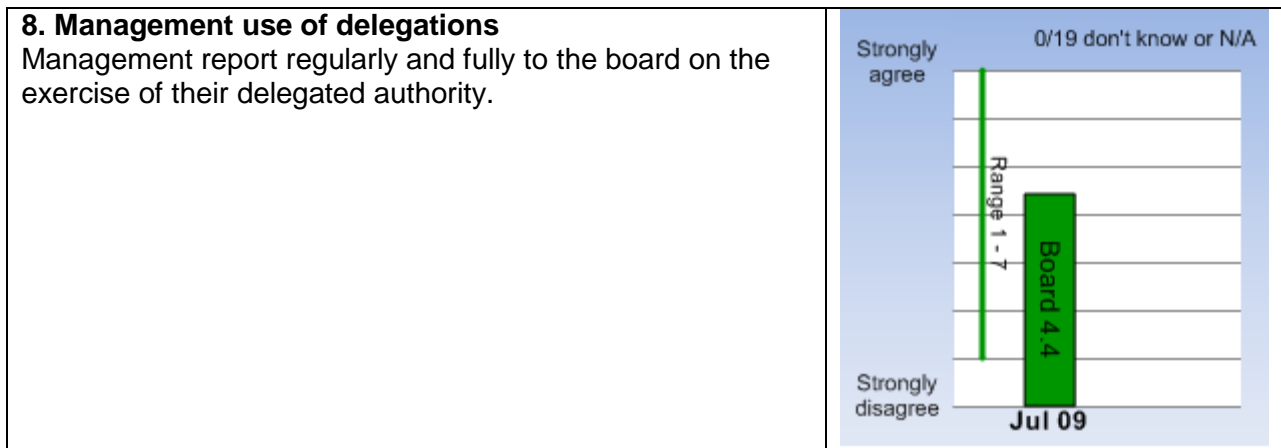
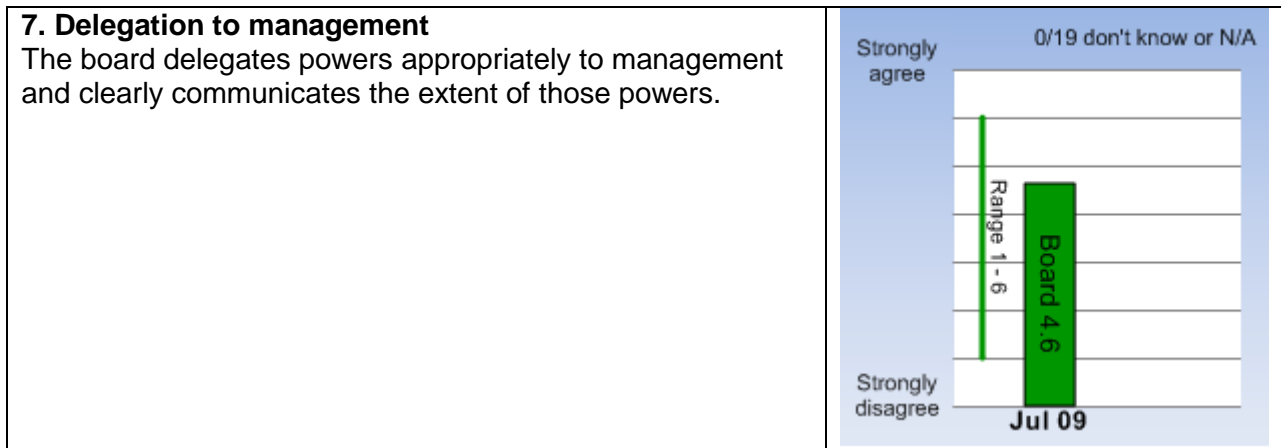


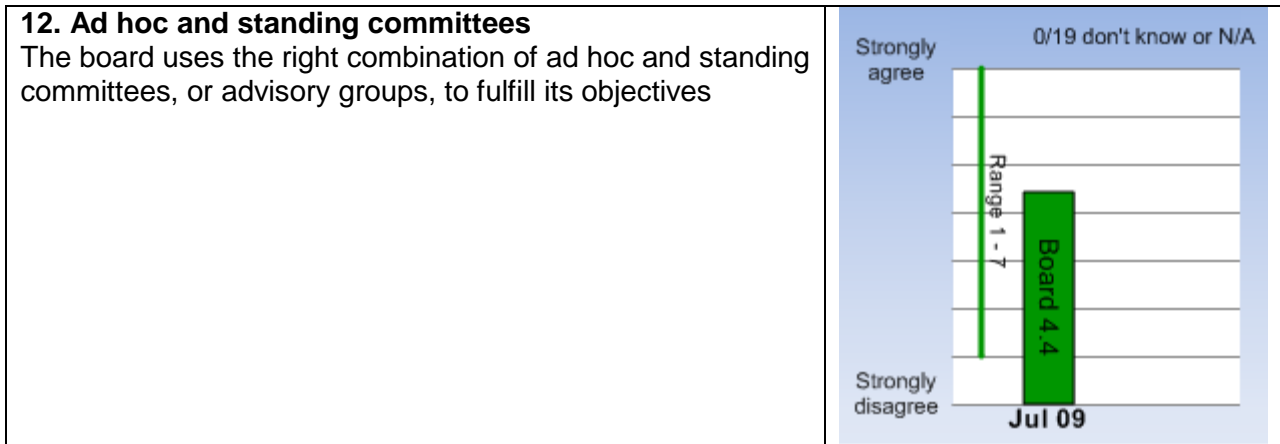
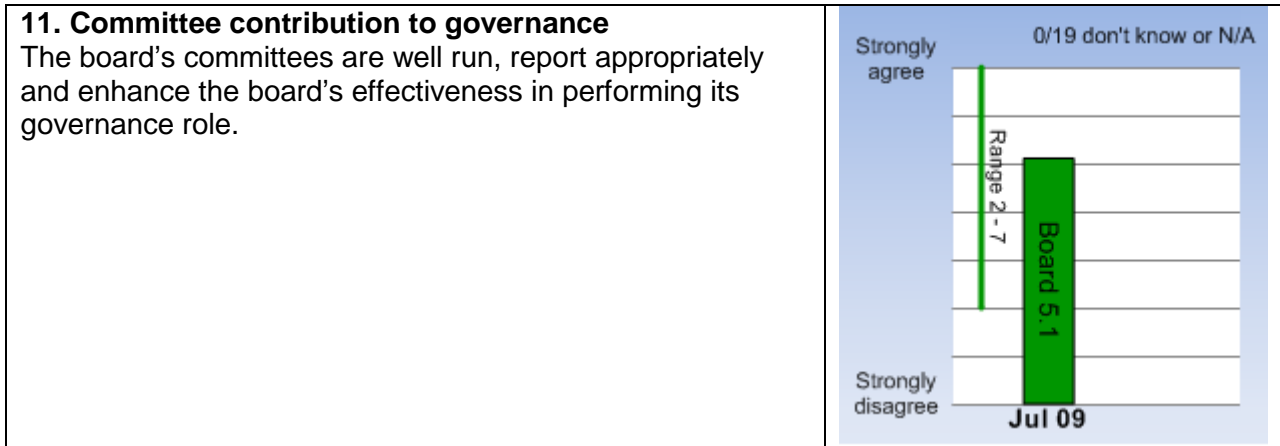
#### 2. Acting in best interests

The directors act in what they believe to be the best interests of the organisation







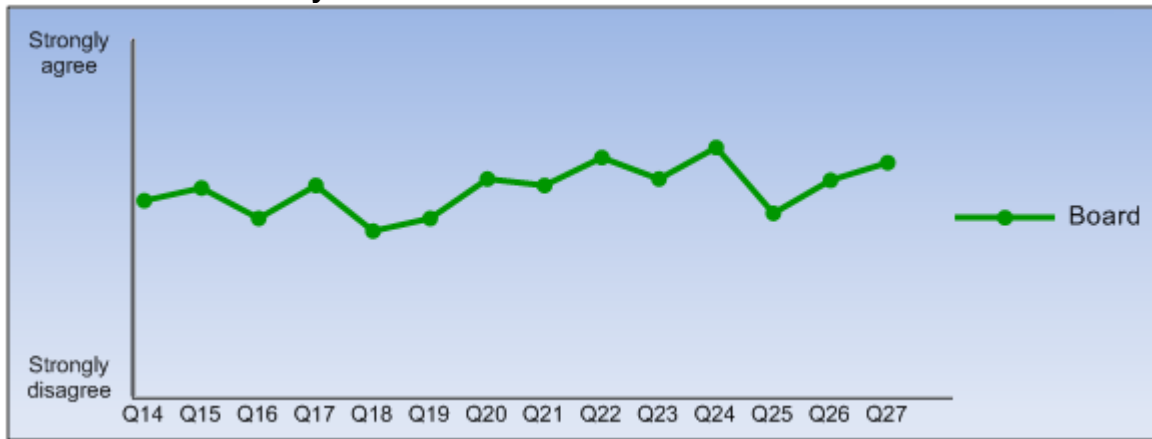


[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]



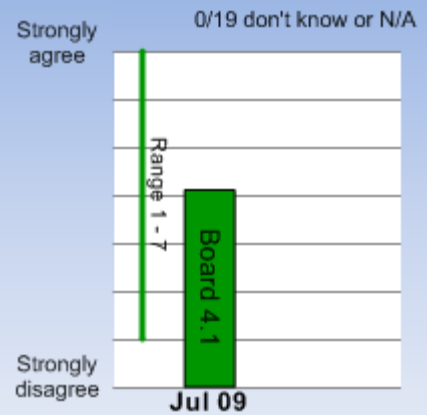
## Meetings

### Question Set Summary



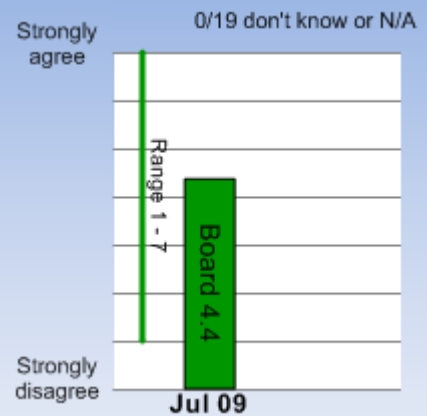
#### 14. Board meeting plan

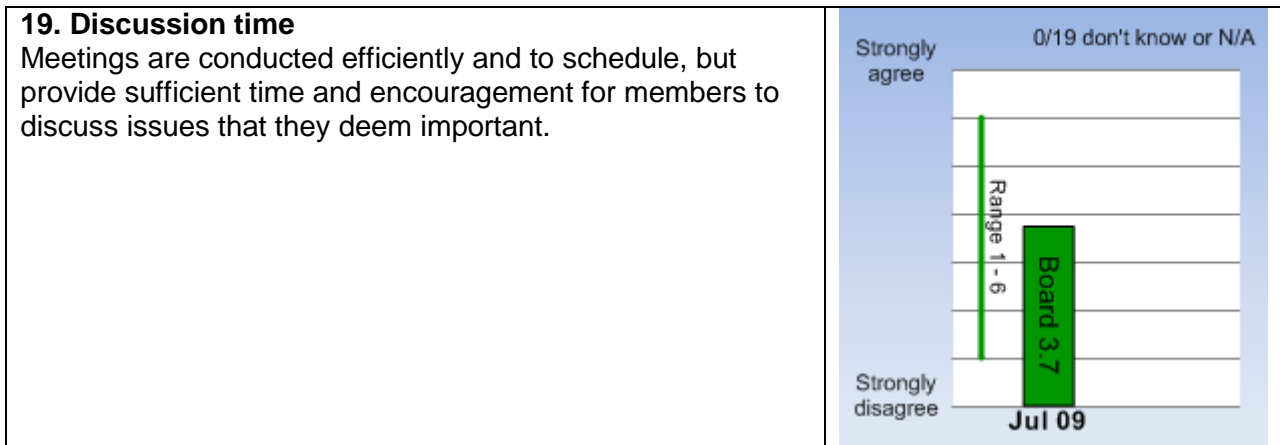
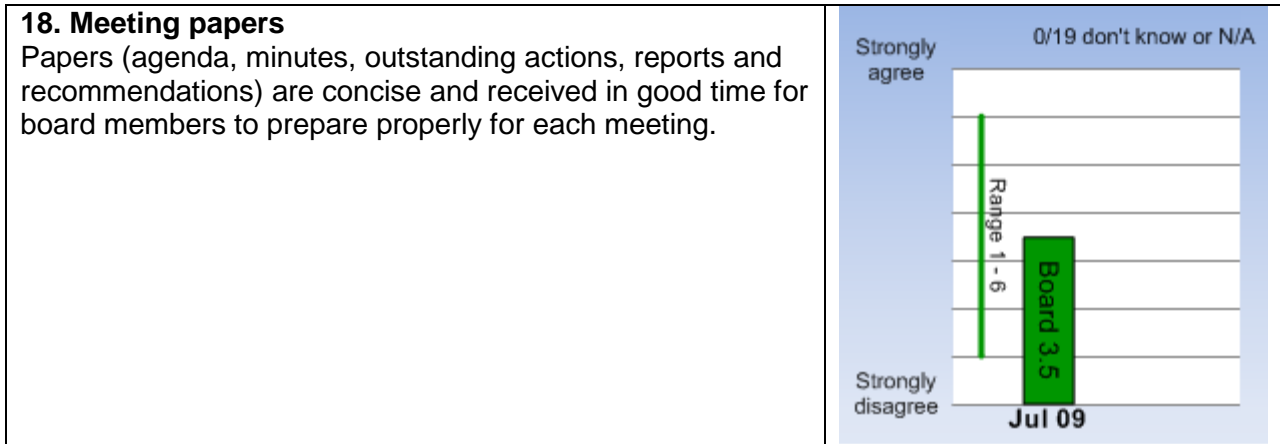
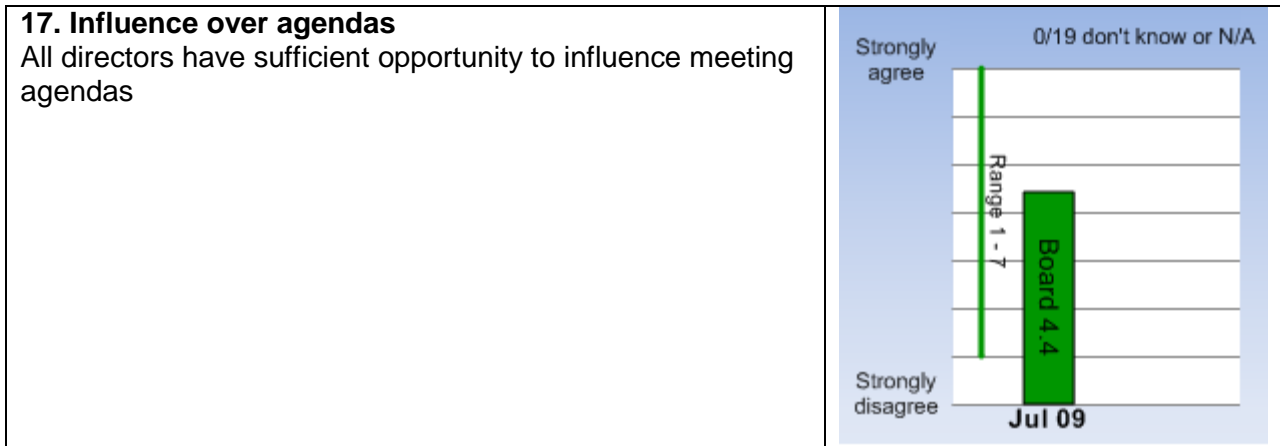
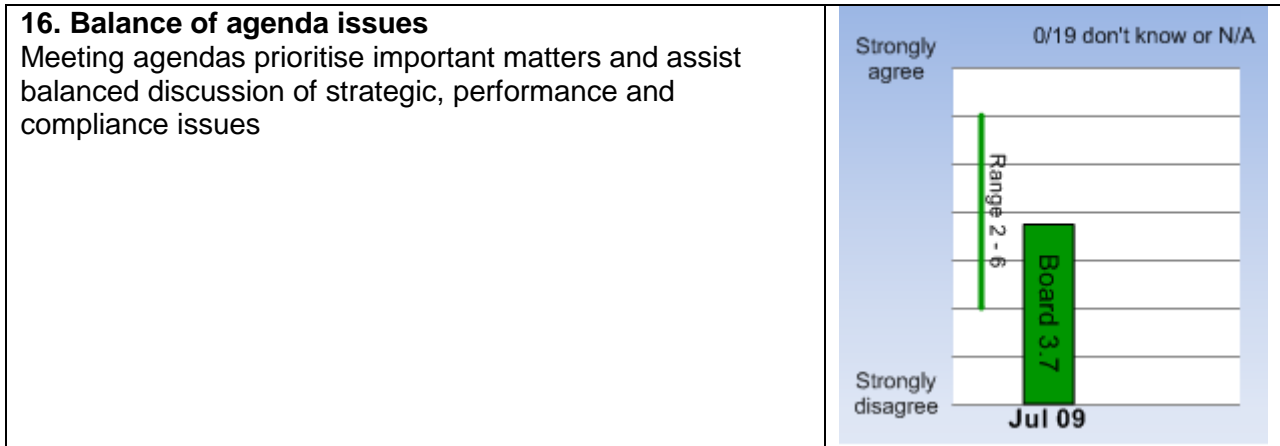
The board's meeting plan for each year covers all of its major responsibilities appropriately

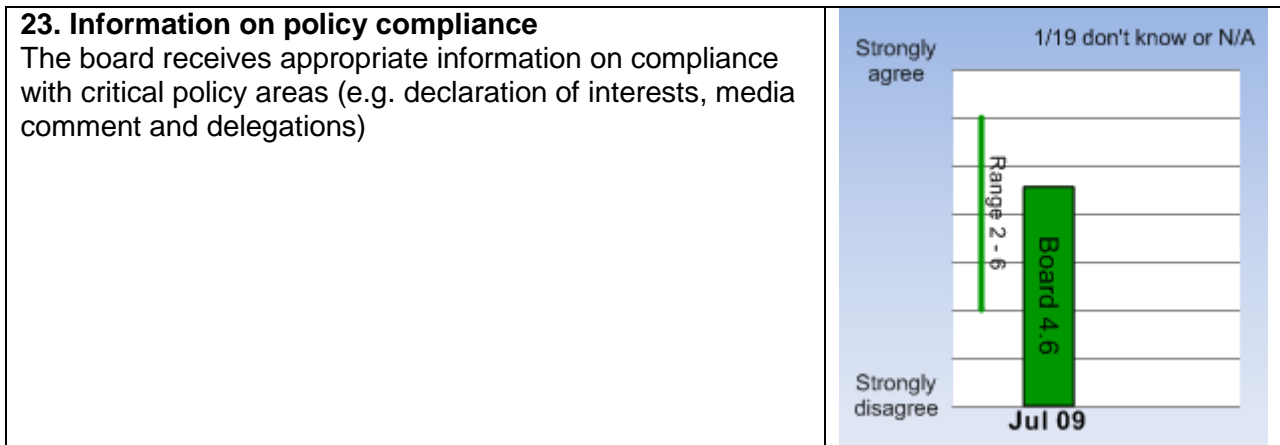
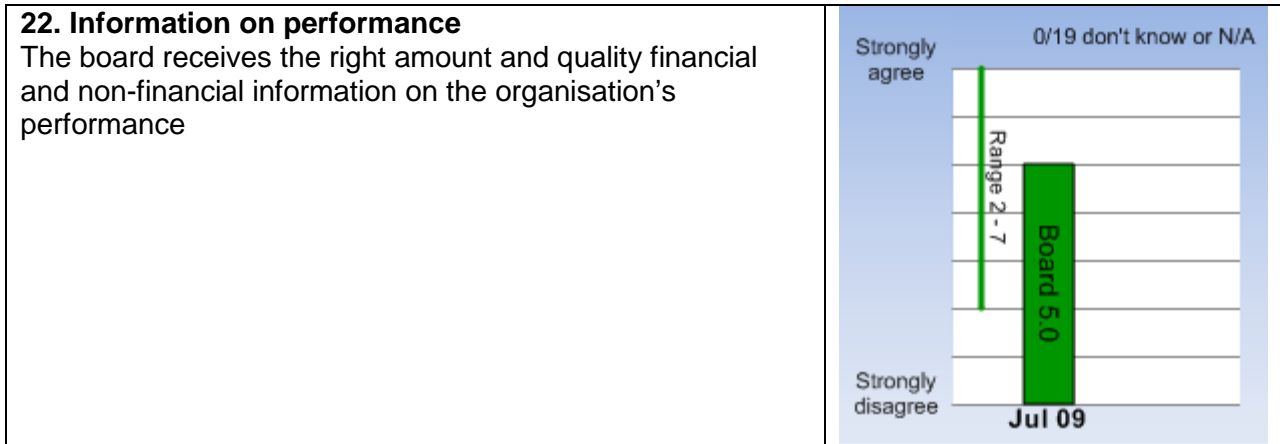
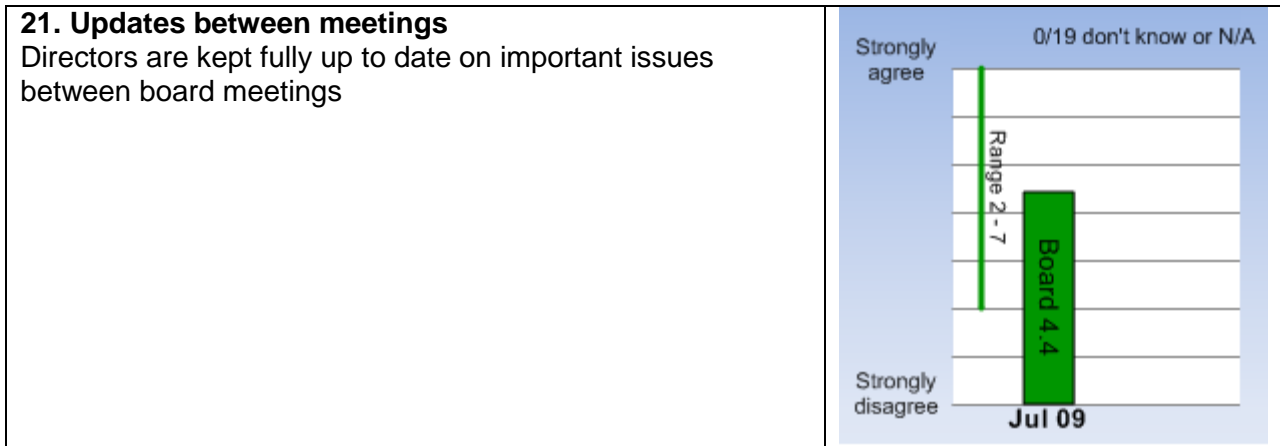
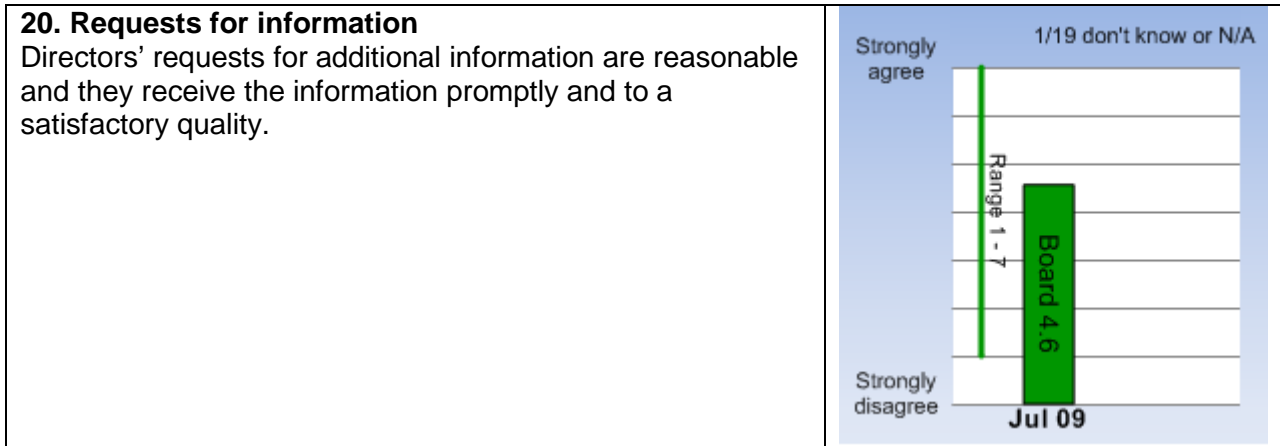


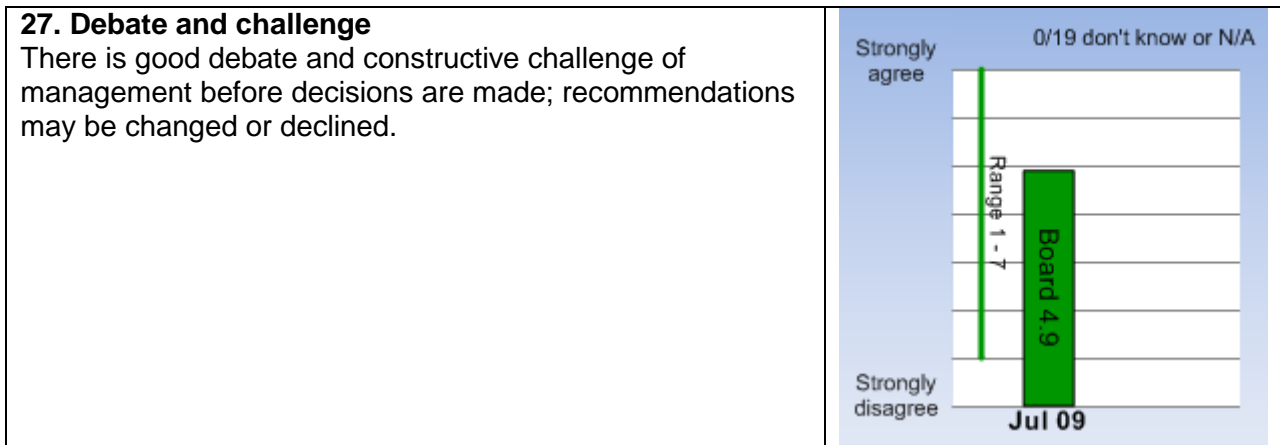
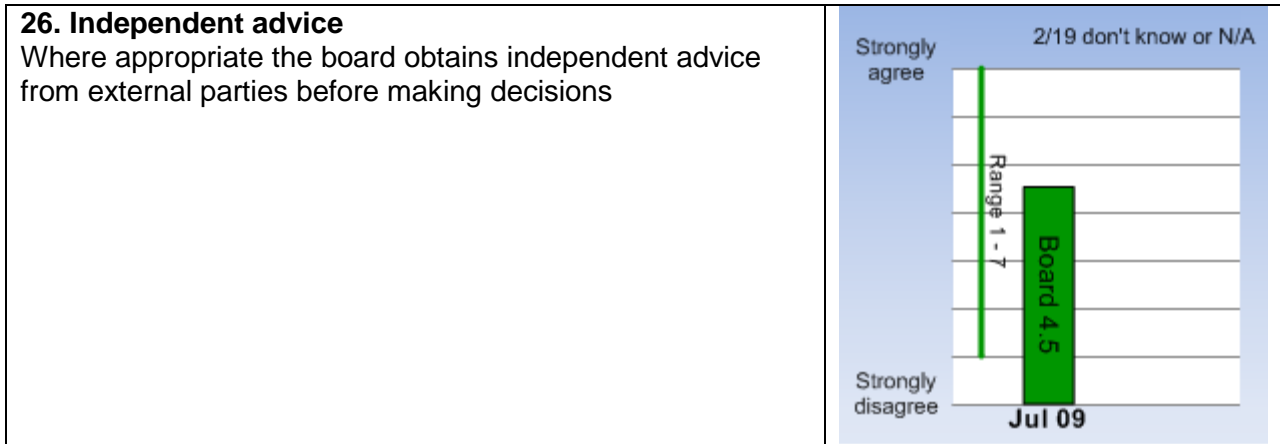
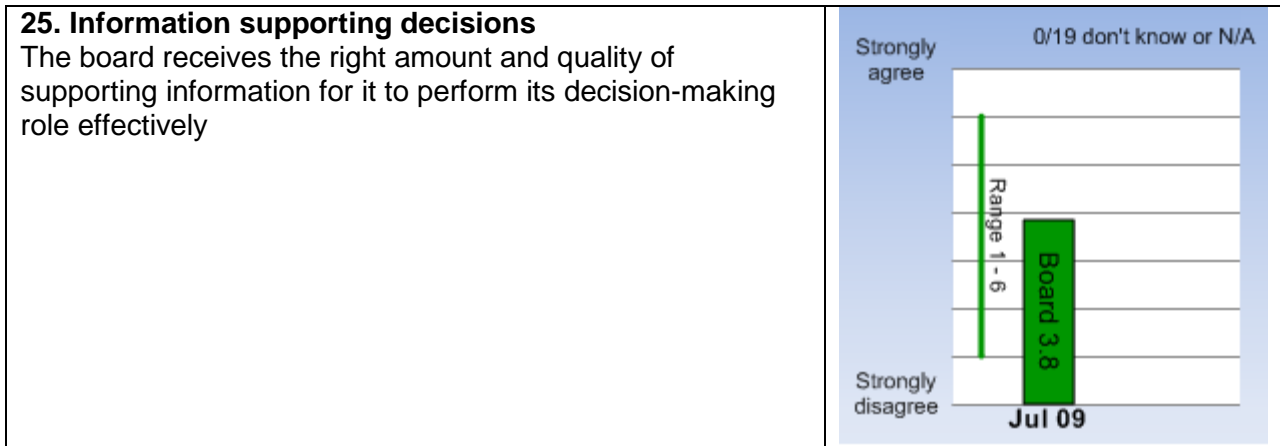
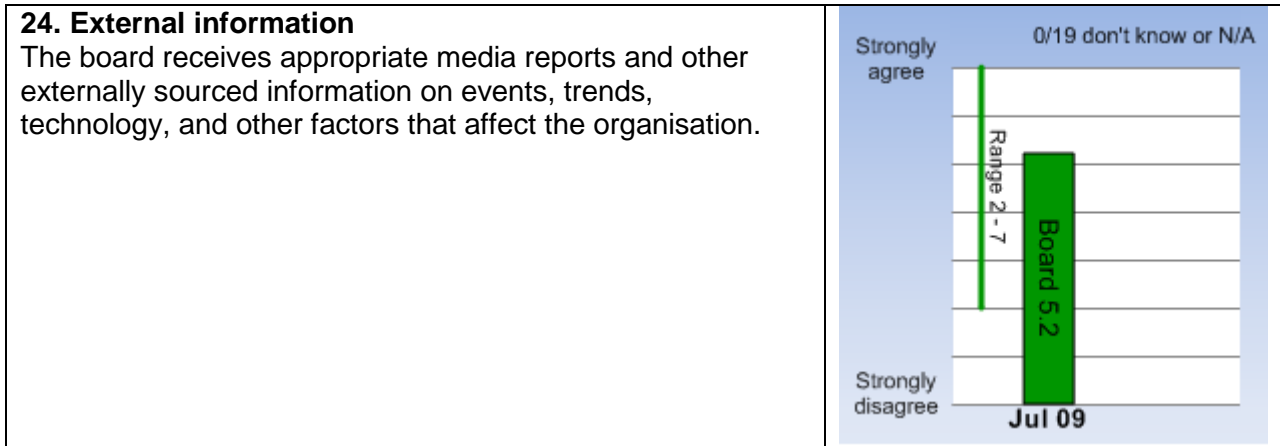
#### 15. Meeting procedures

Meeting procedures are clear and aid the efficient operation of the board





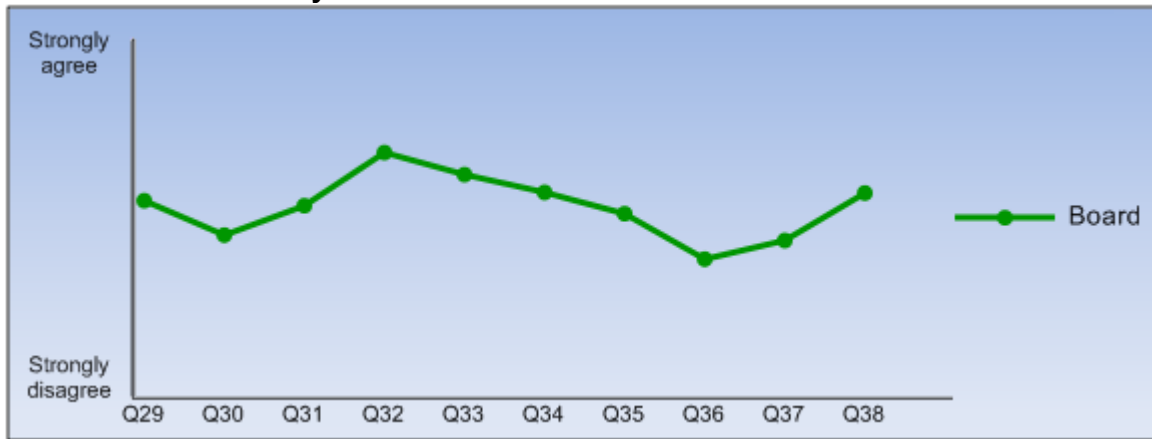




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

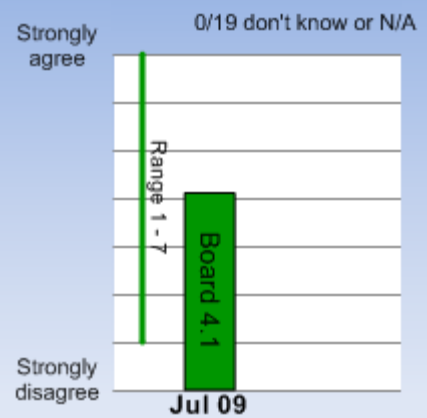
## Purpose

### Question Set Summary



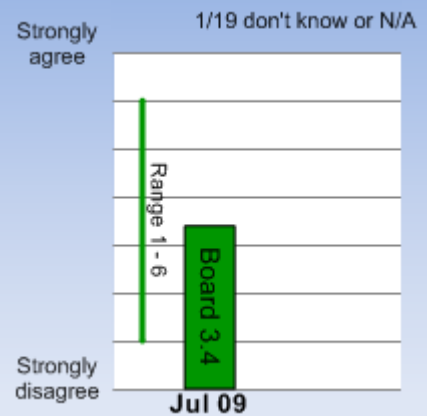
#### 29. Role in strategy formulation

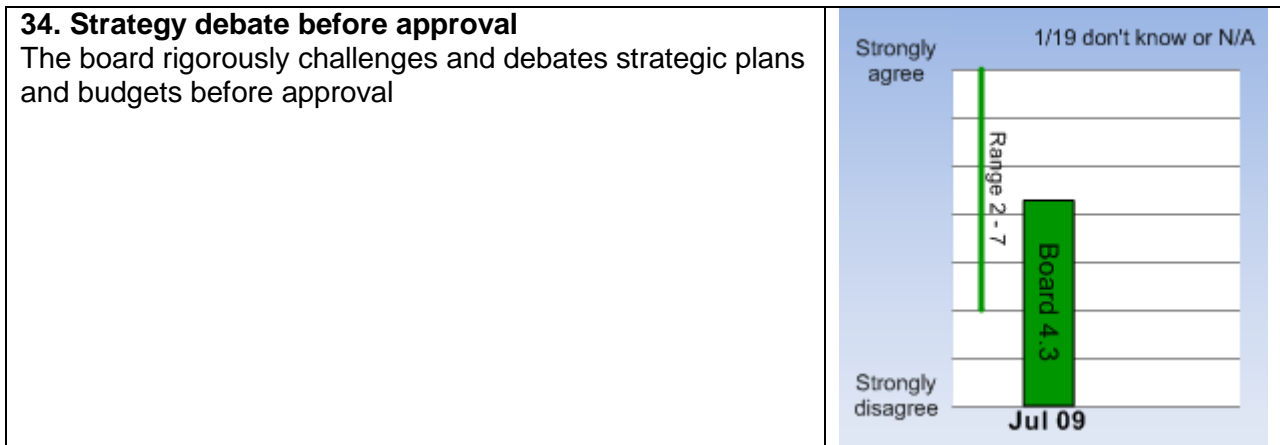
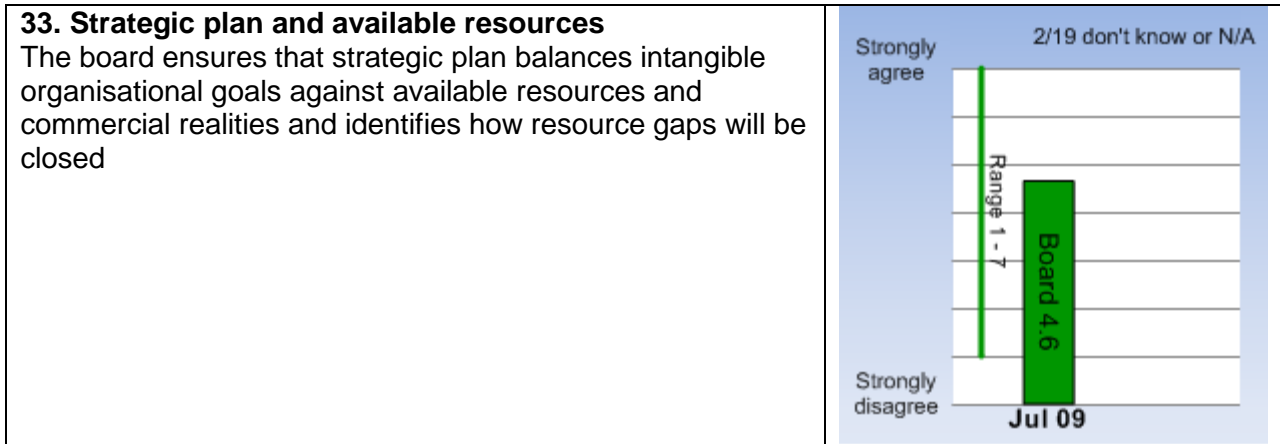
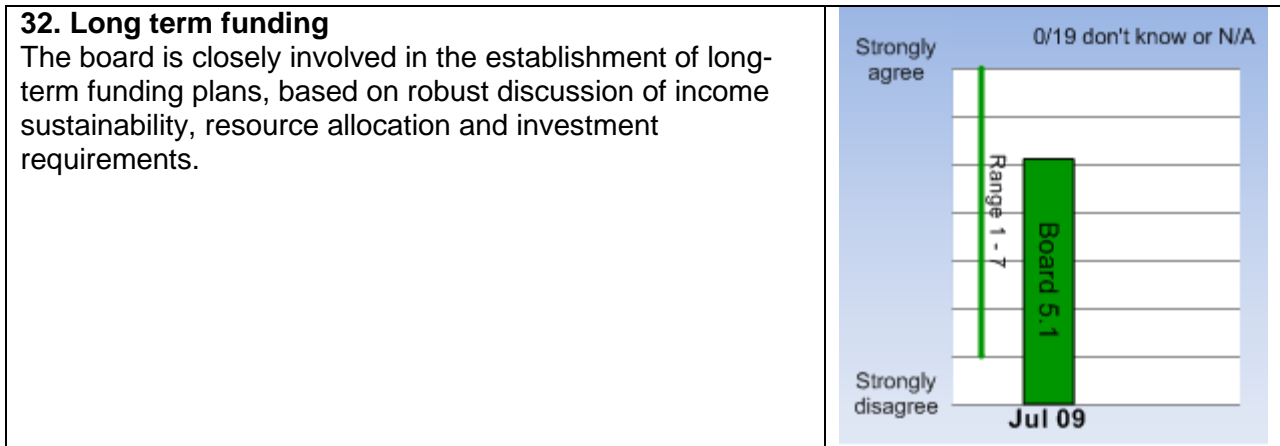
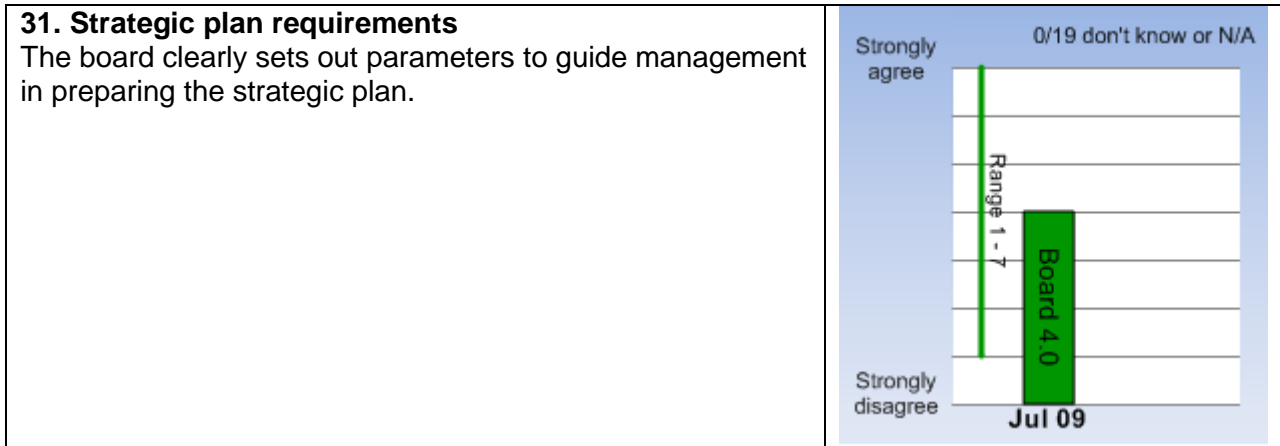
The board has a well-understood, key role in formulating the organisation's strategy

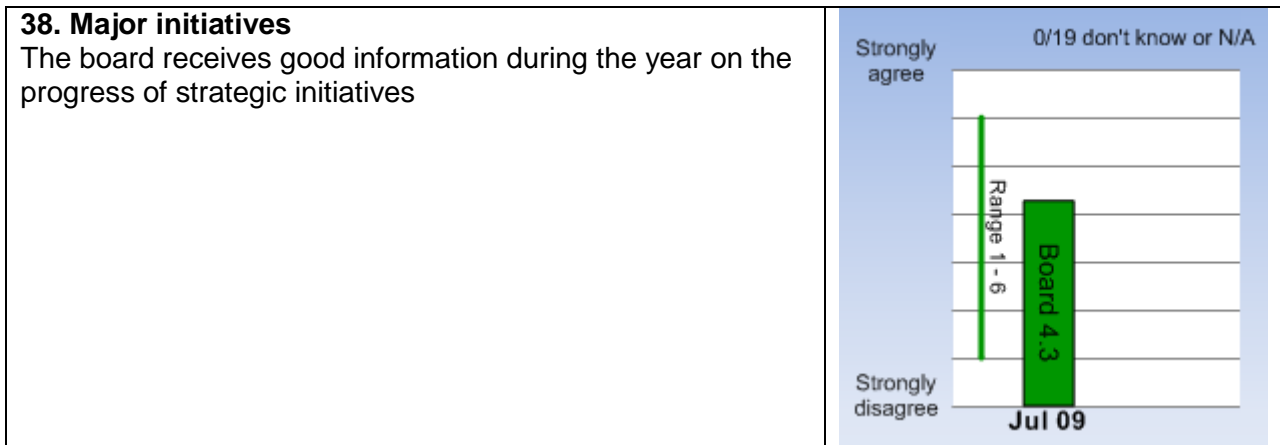
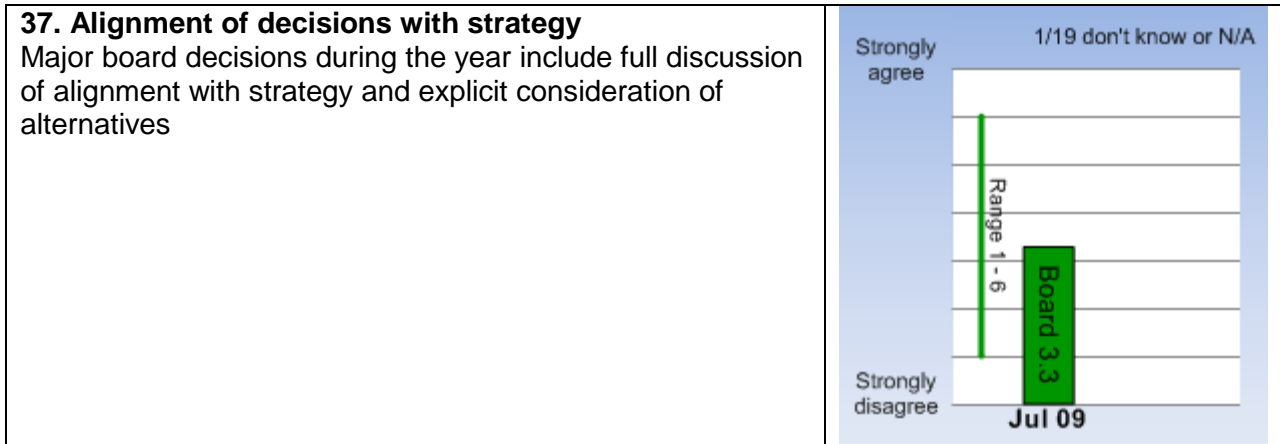
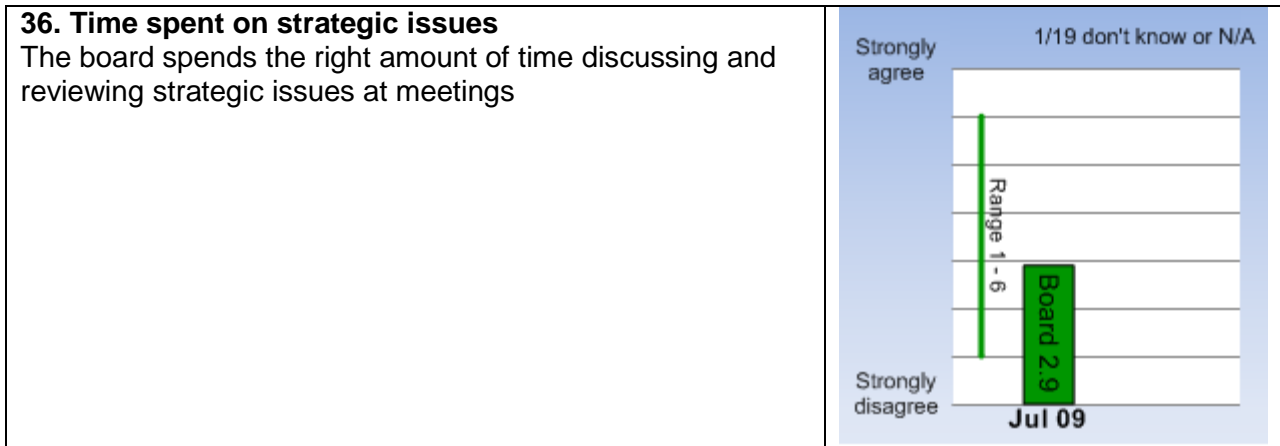
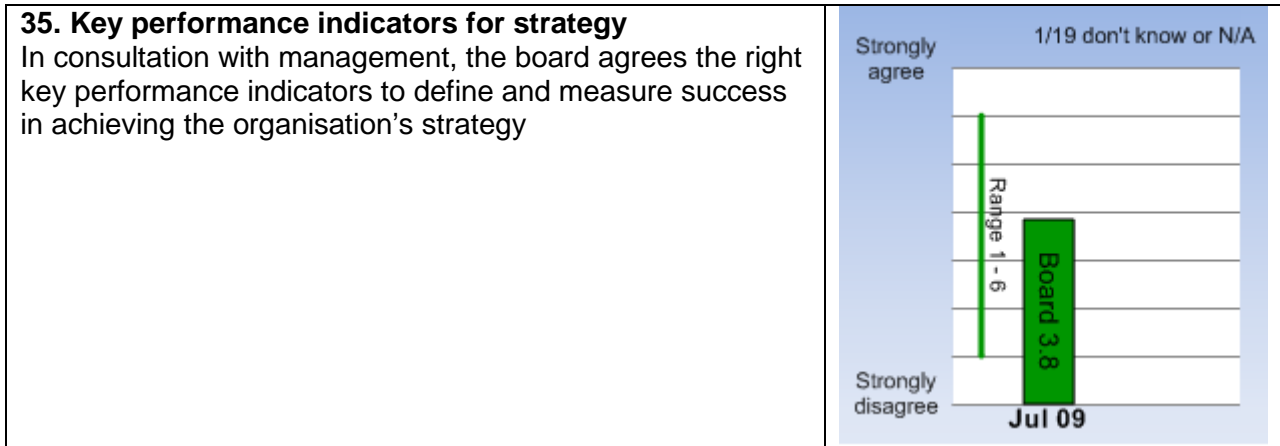


#### 30. Unified vision

The board and management share a well explored, unified vision of the future of the organisation and how to achieve it



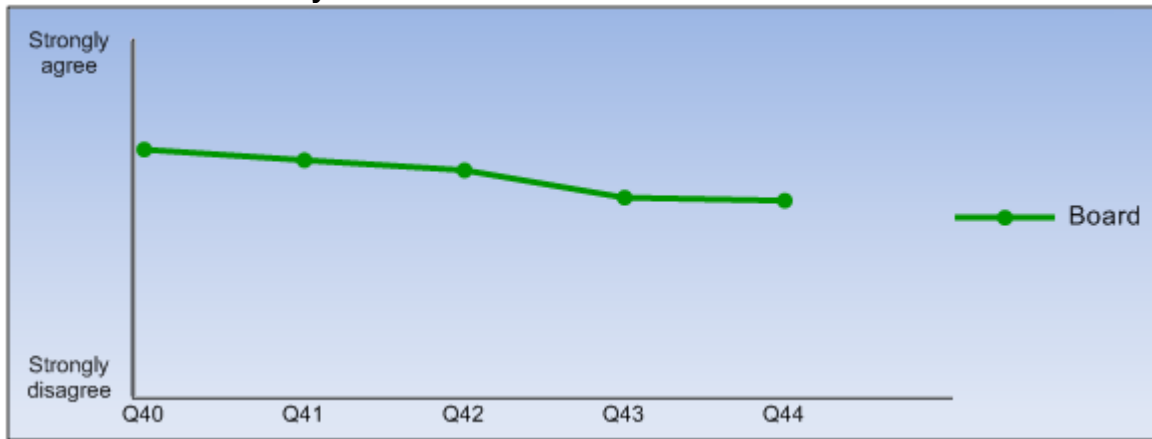




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

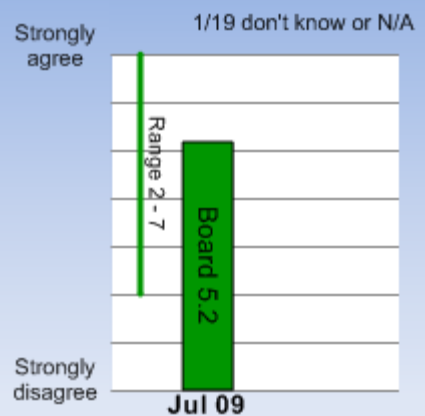
## Stakeholders

### Question Set Summary



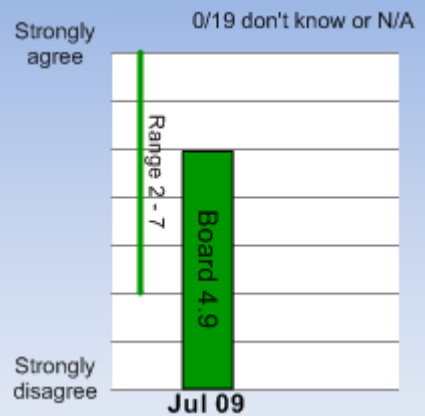
#### 40. Board contact and influence

The board provides stakeholder contacts, access and influence needed to further organisational goals

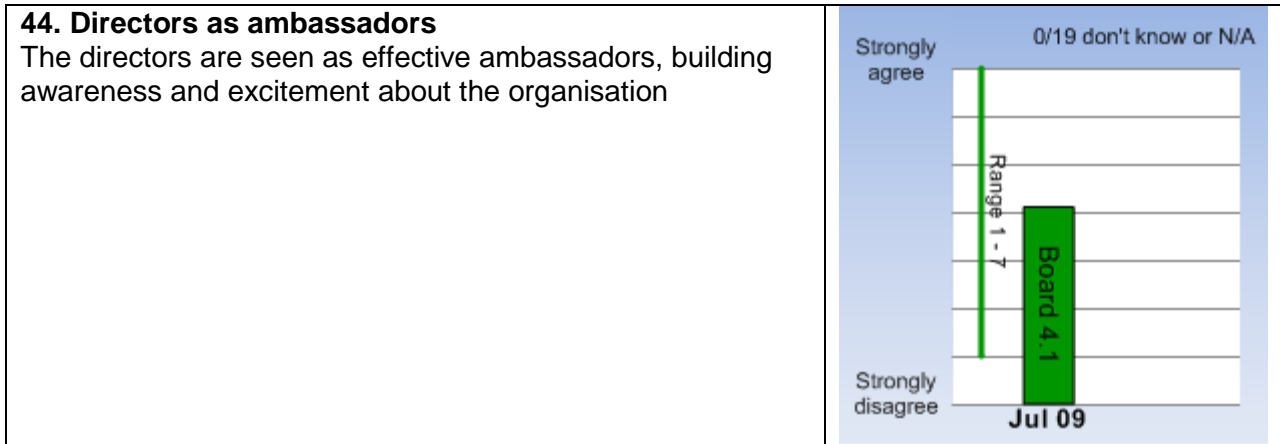
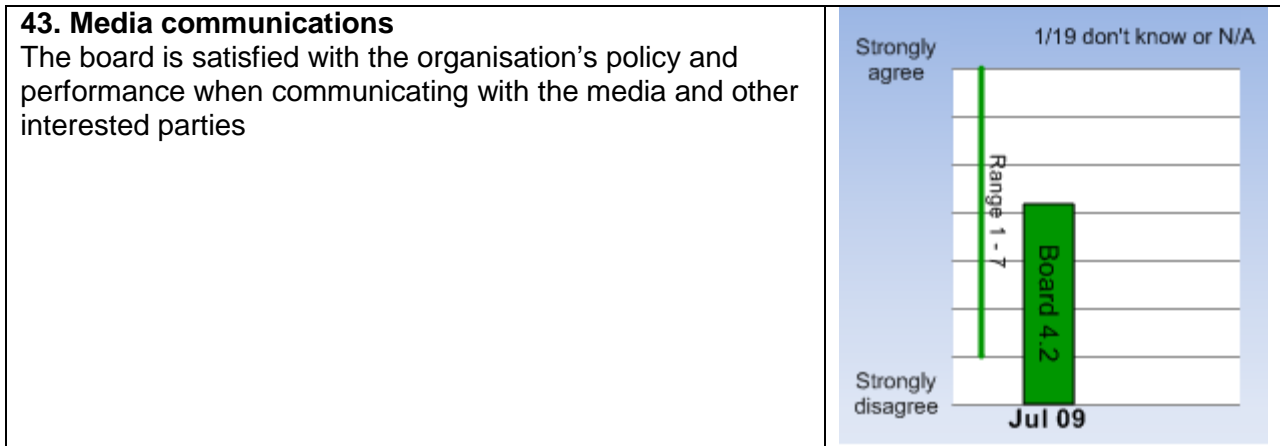
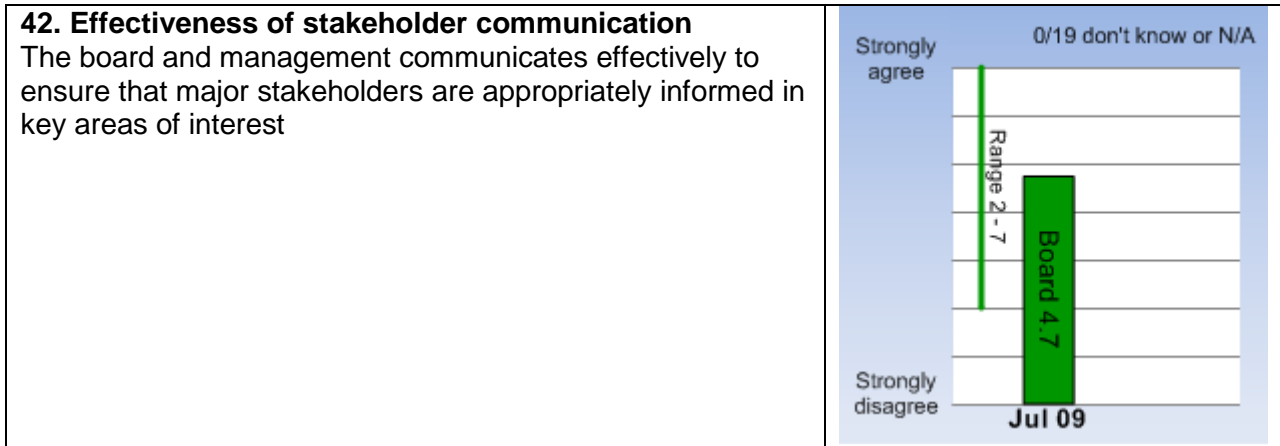


#### 41. Awareness of stakeholders

The board receives objective information on the perspectives, rights and legitimate interests of major stakeholders



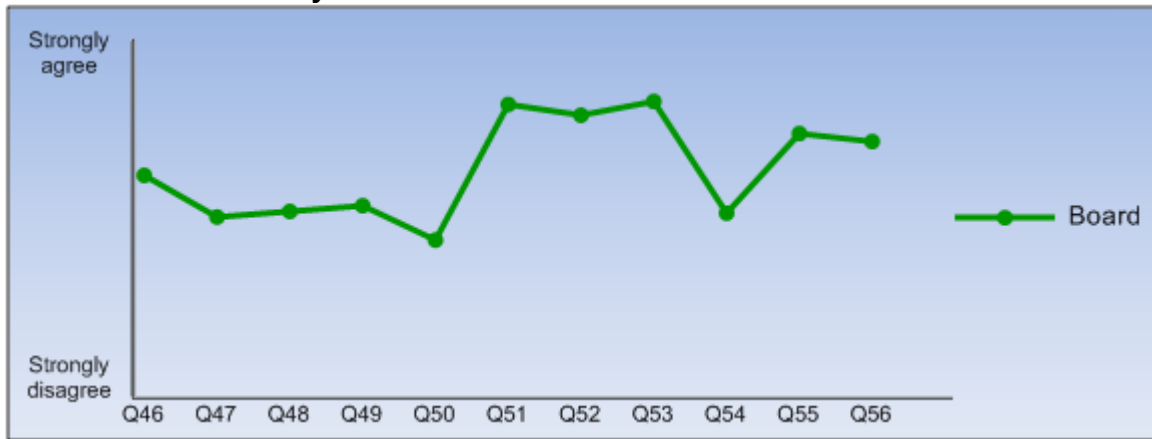




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

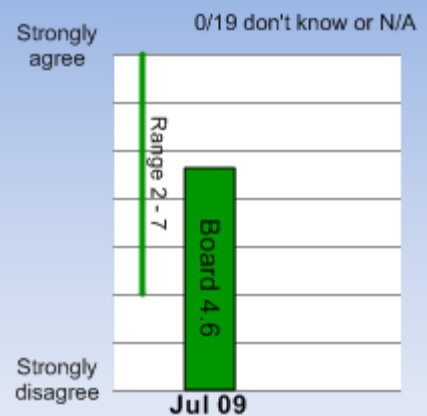
## Conformance

### Question Set Summary



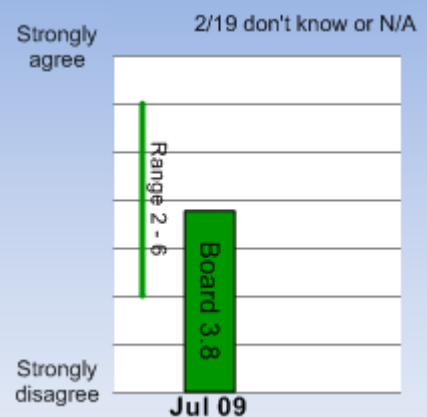
#### 46. Risk management system

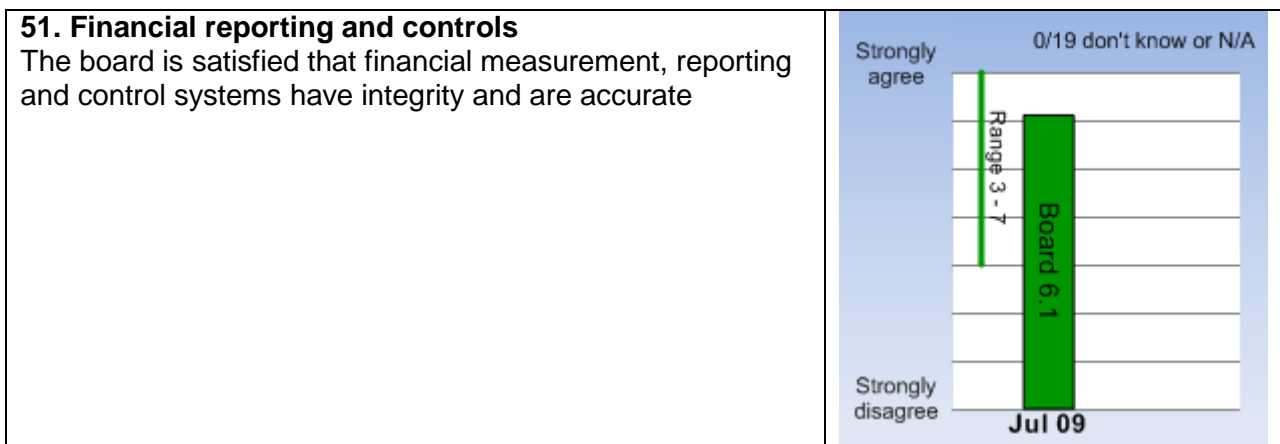
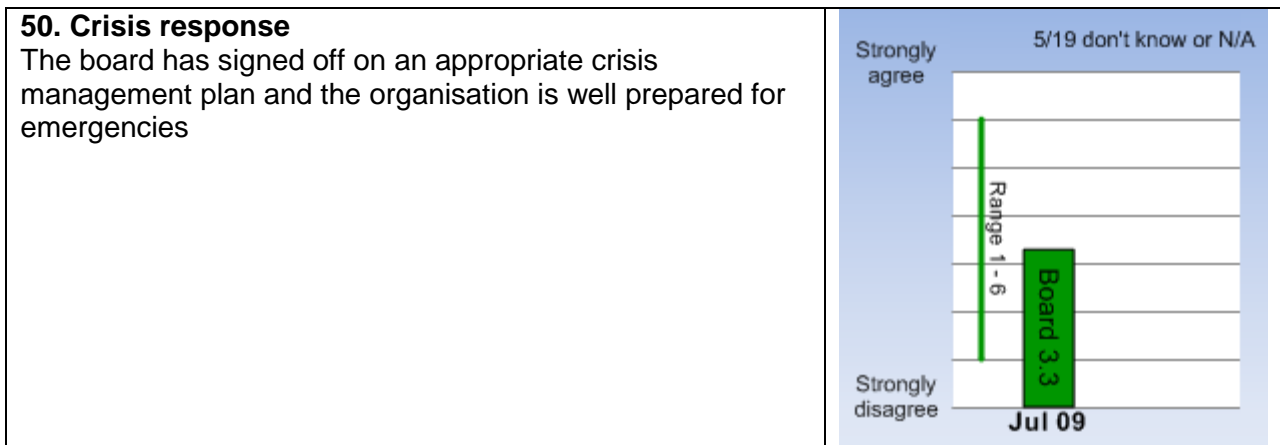
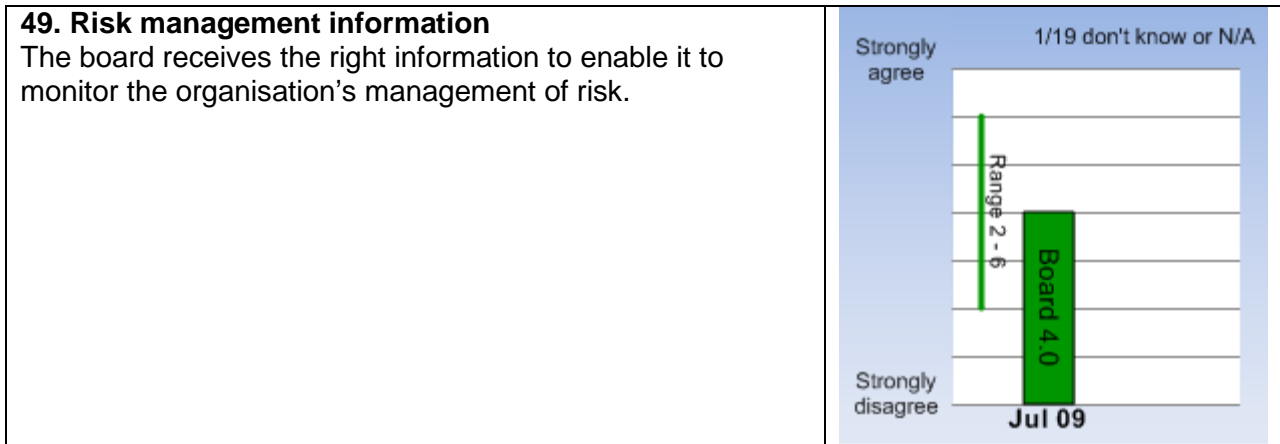
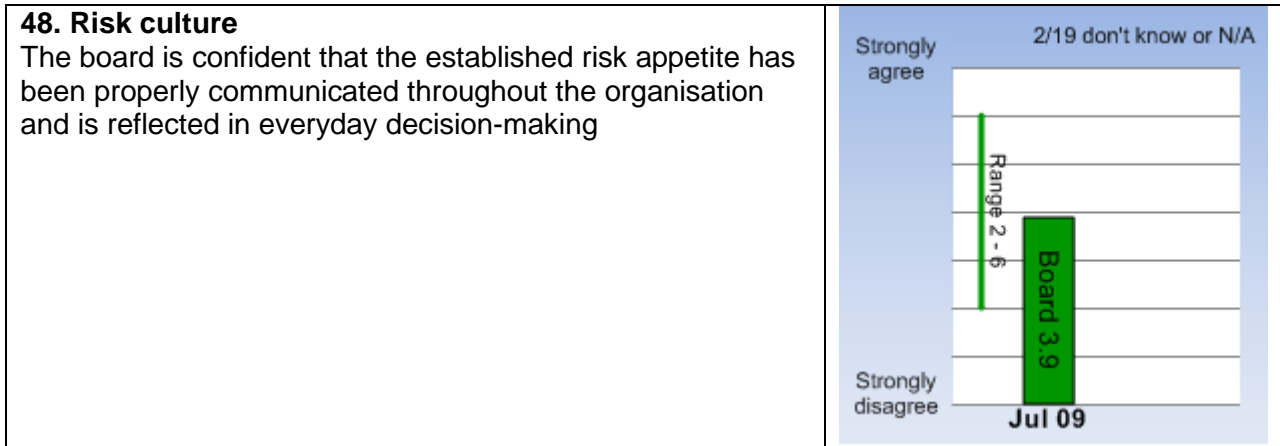
The board considers that the organisation has an appropriate system to identify, measure and effectively manage risks.

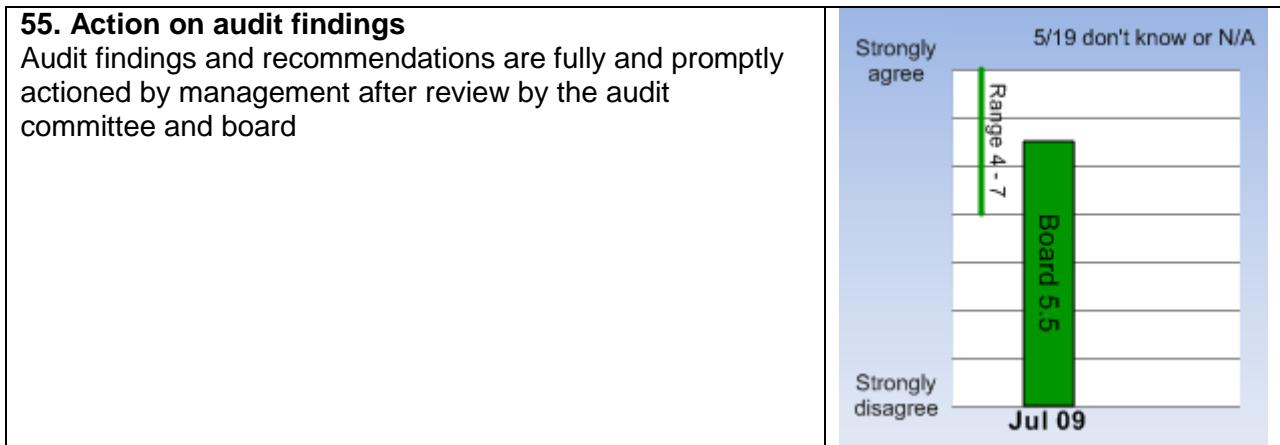
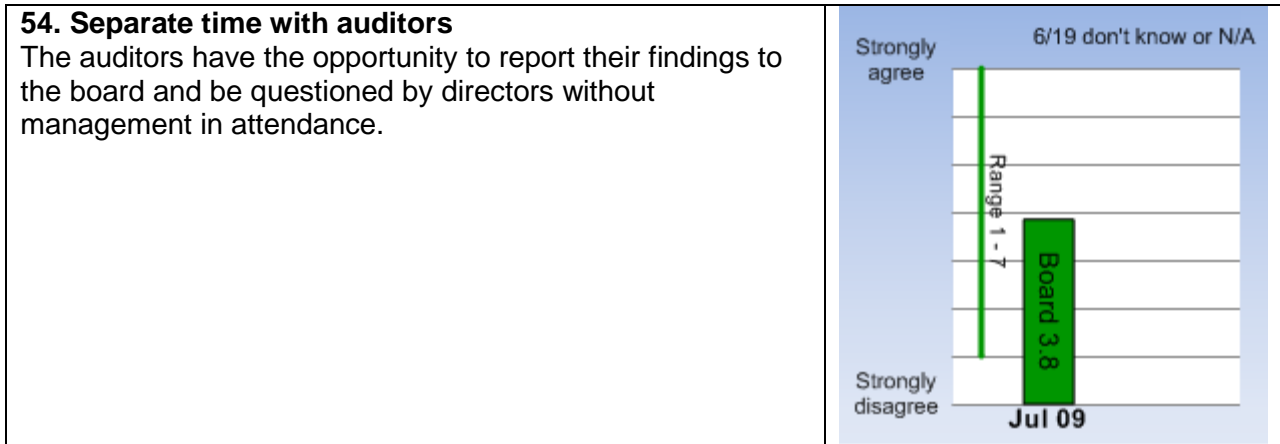
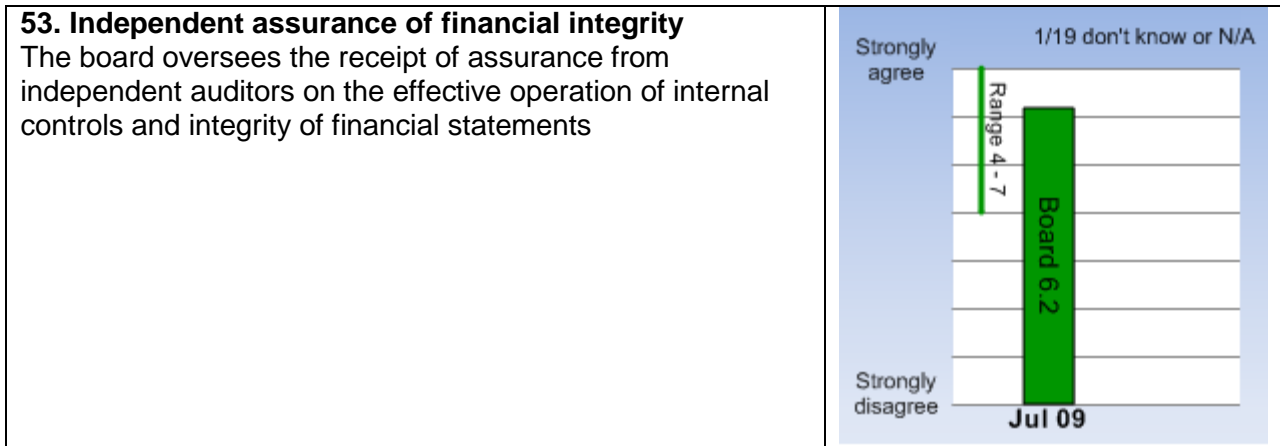
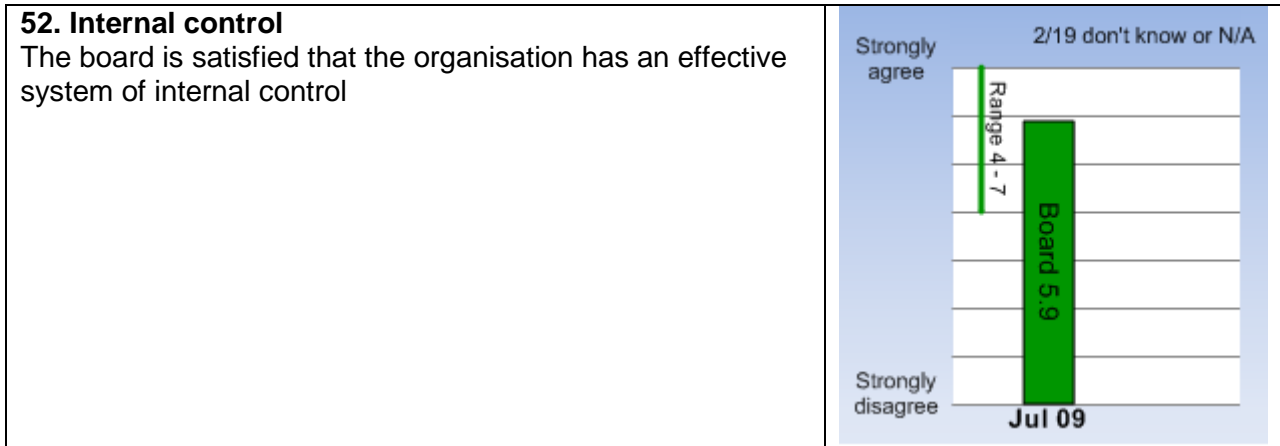


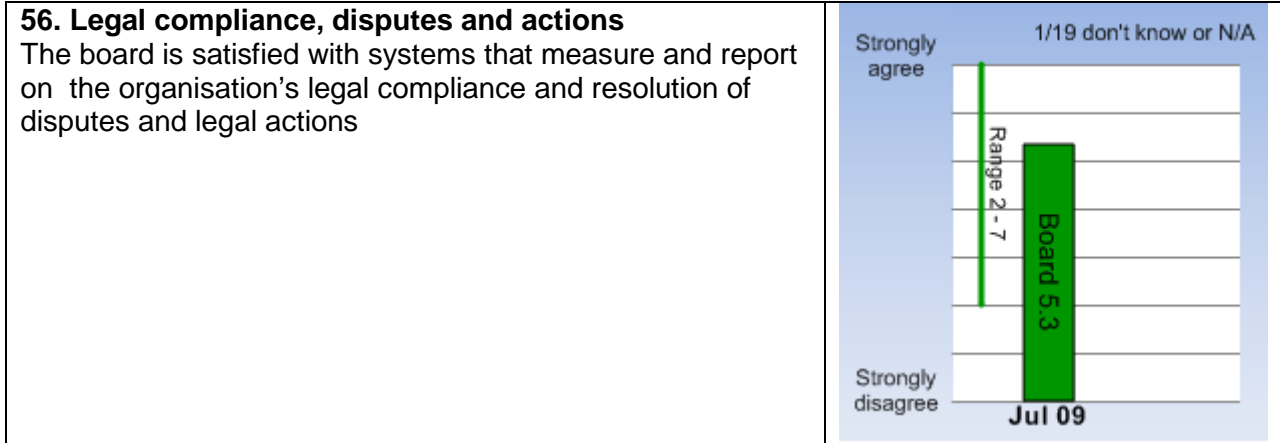
#### 47. Risk appetite

In consultation with management, the board has fully discussed and established the appetite of the organisation in all significant risk areas





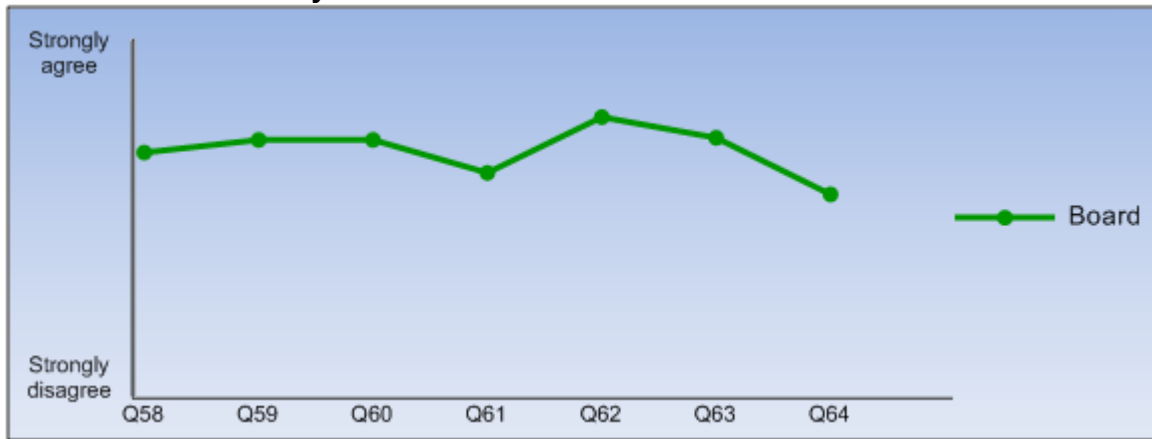




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

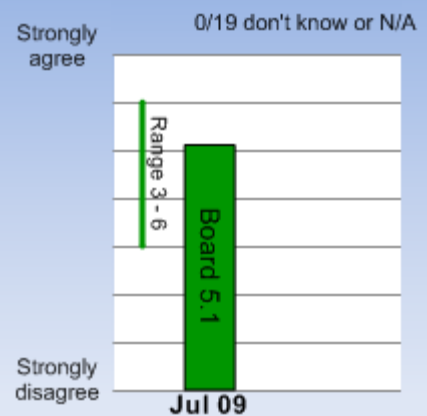
## Performance

### Question Set Summary



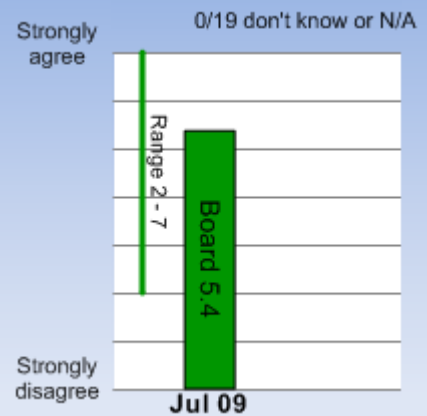
#### 58. Organisational performance

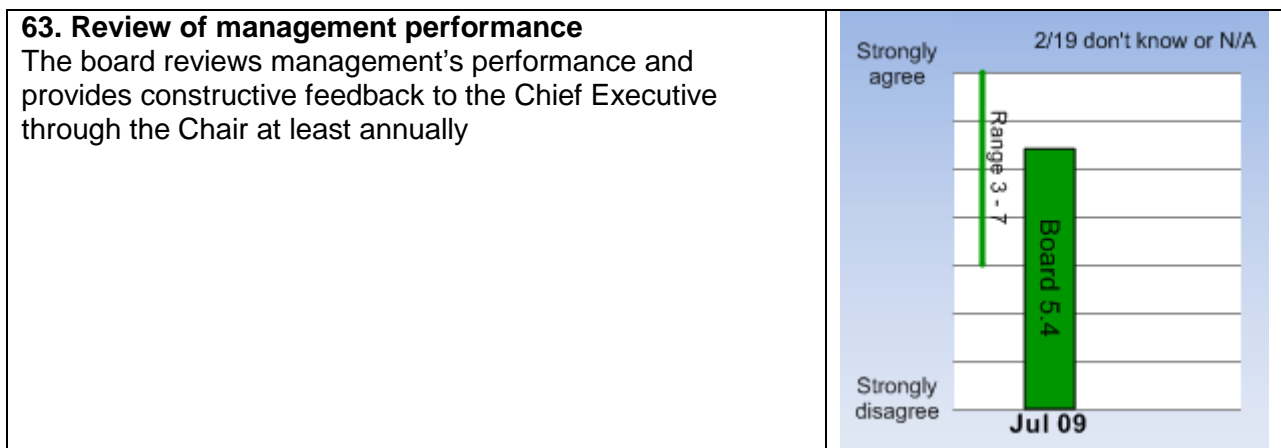
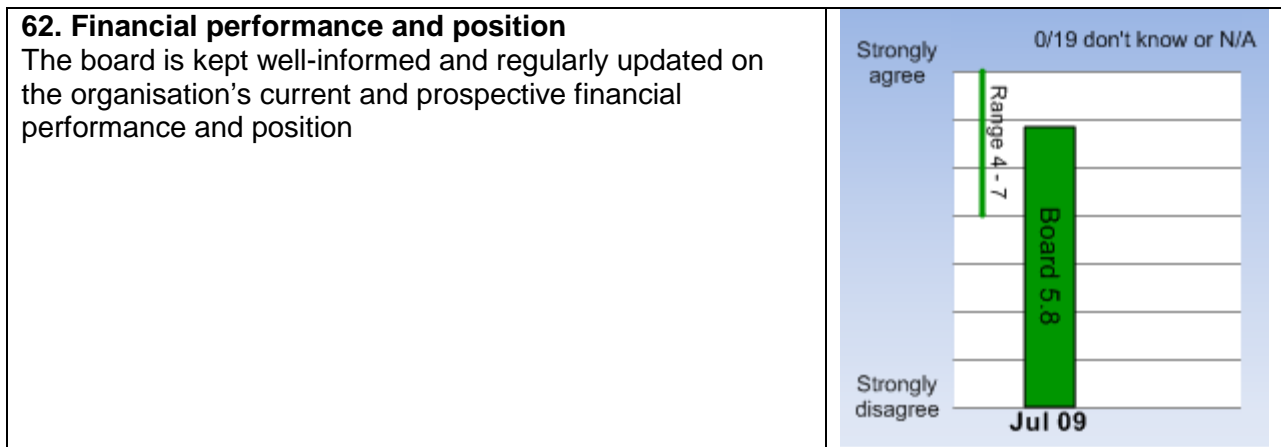
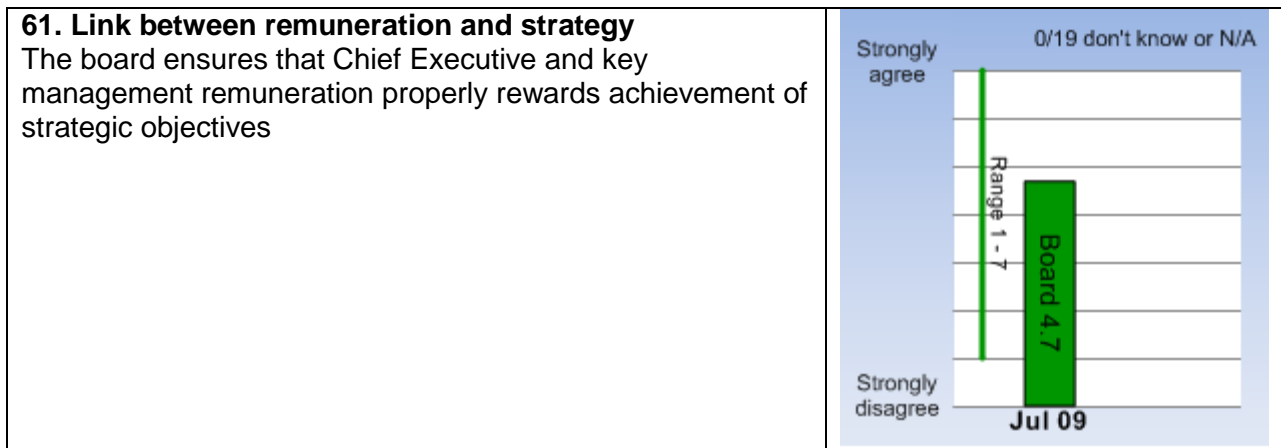
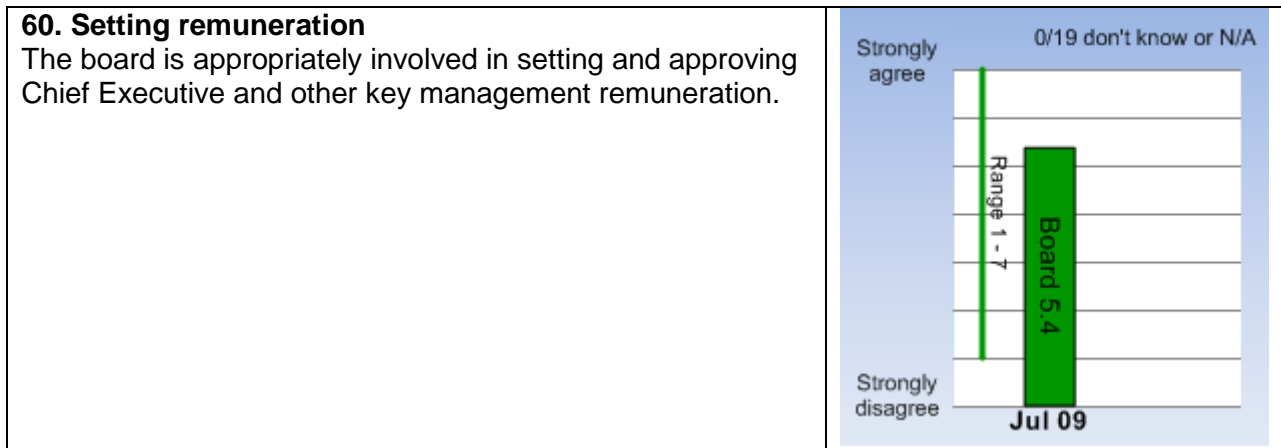
The board encourages superior organisational performance and clear management accountability

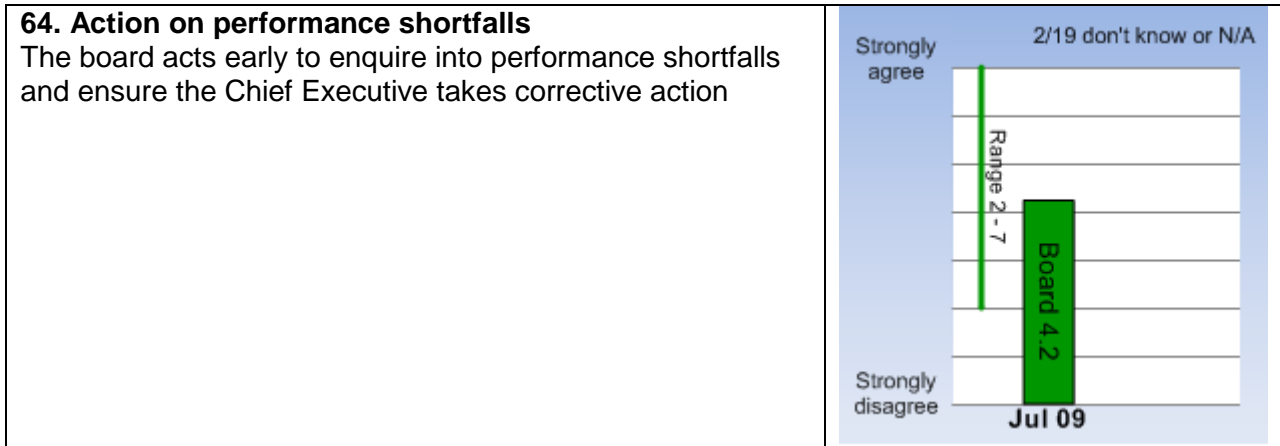


#### 59. Objectives and performance measures

The board establishes clear quantitative and qualitative performance objectives and measures for the Chief Executive





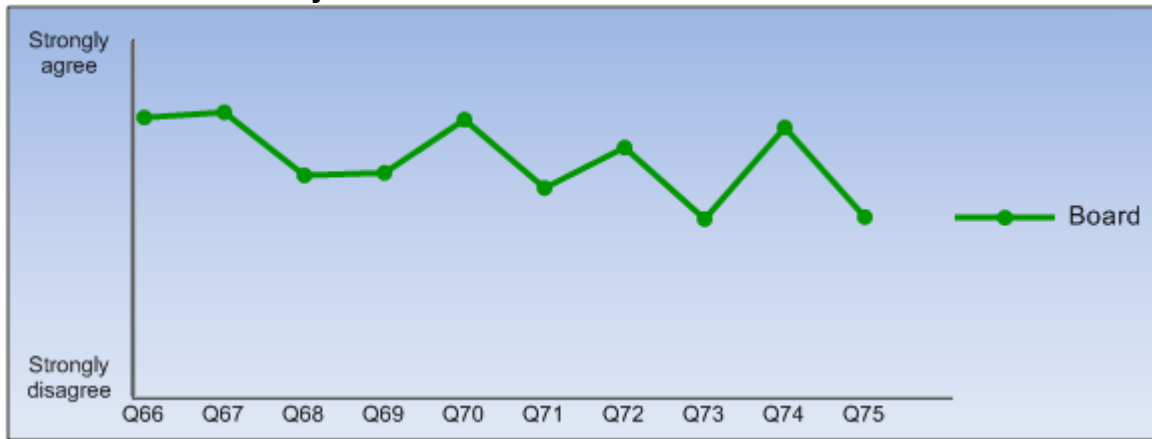


[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]



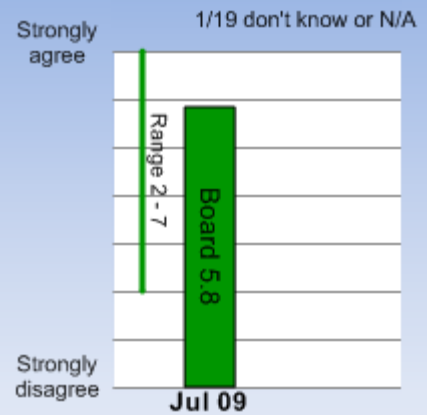
## Management and board

### Question Set Summary



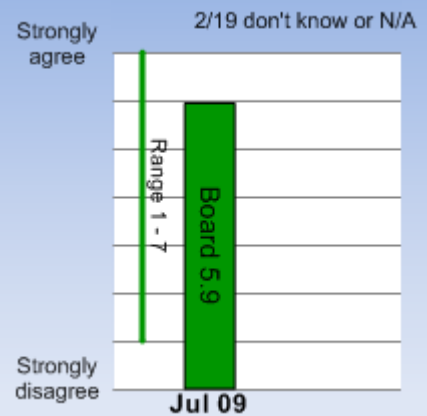
#### 66. Confidence in CEO

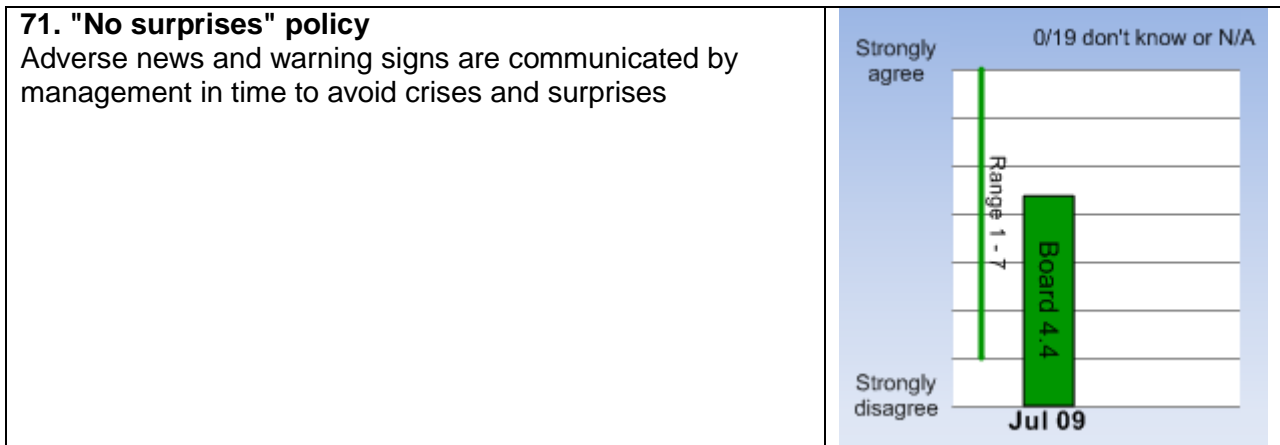
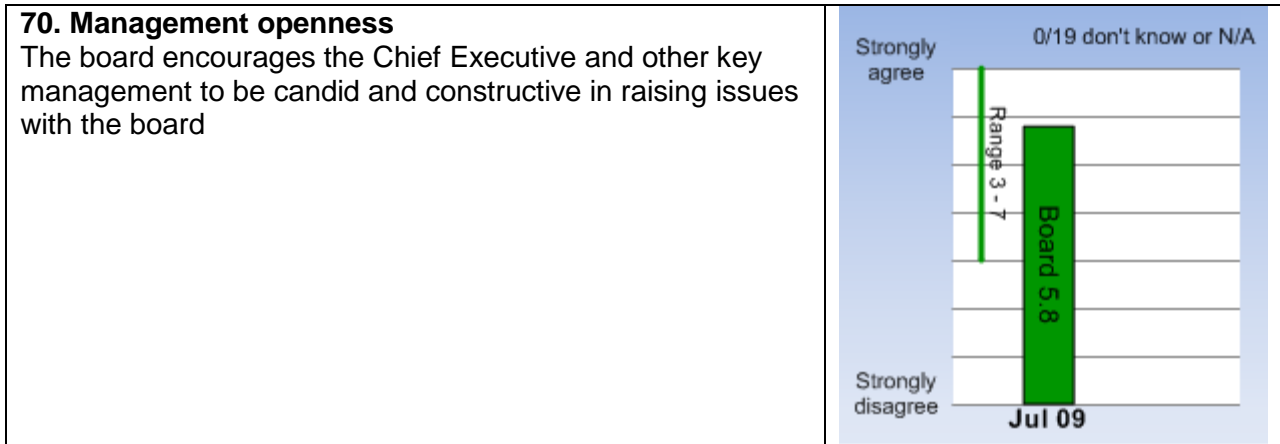
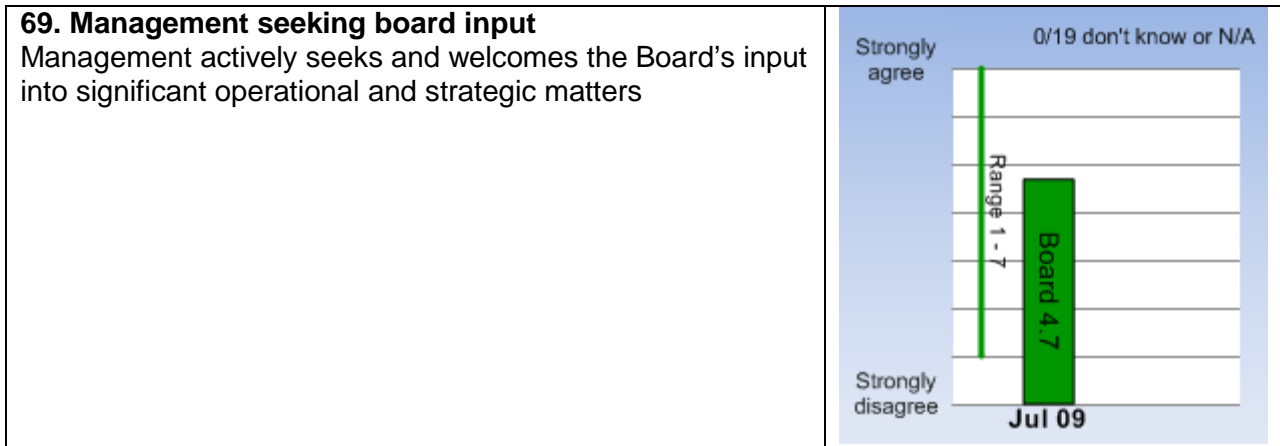
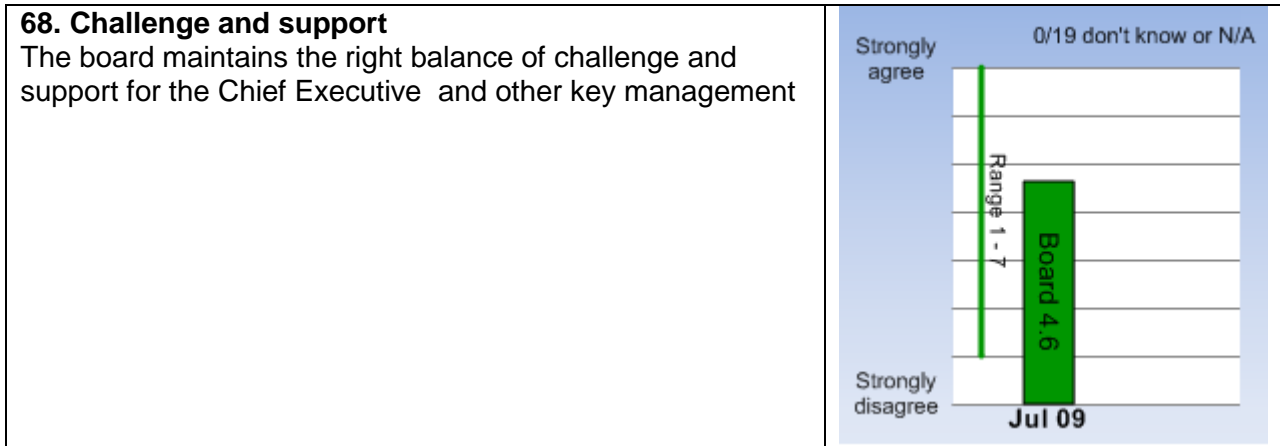
The board trusts and shows confidence in the Chief Executive

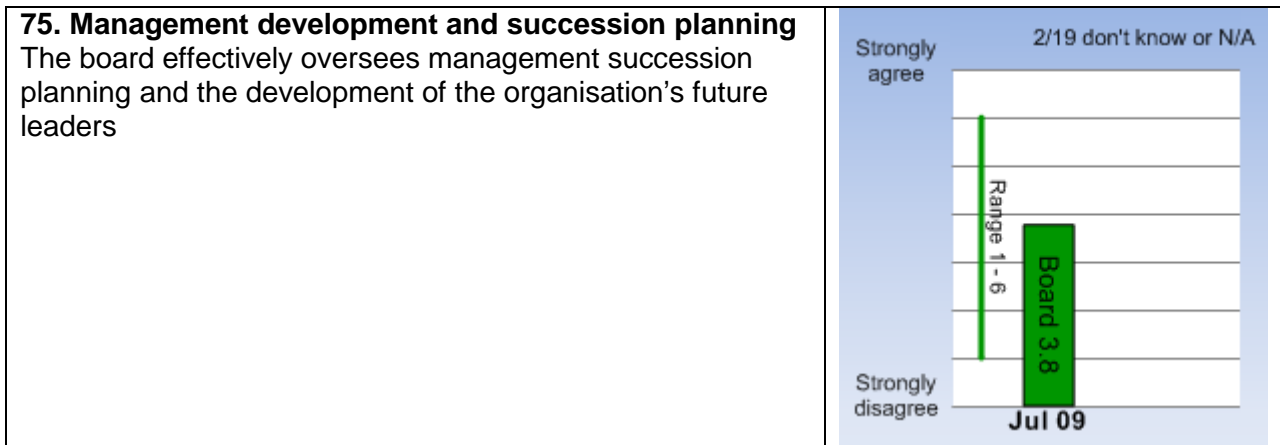
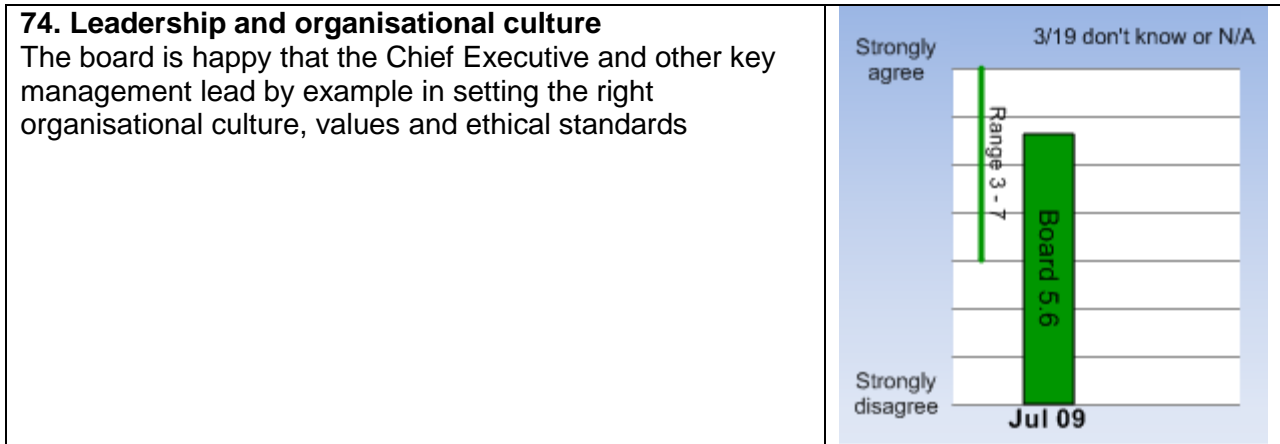
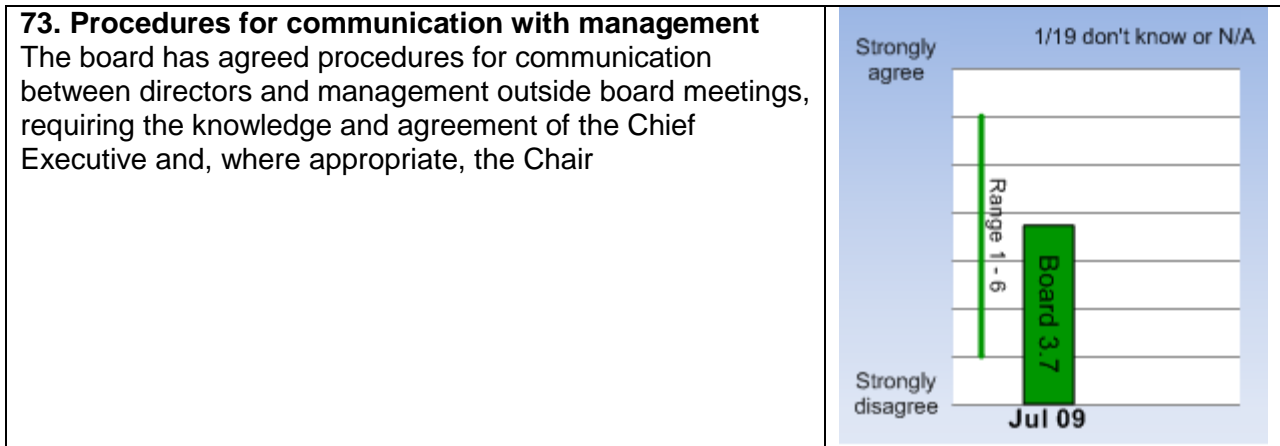
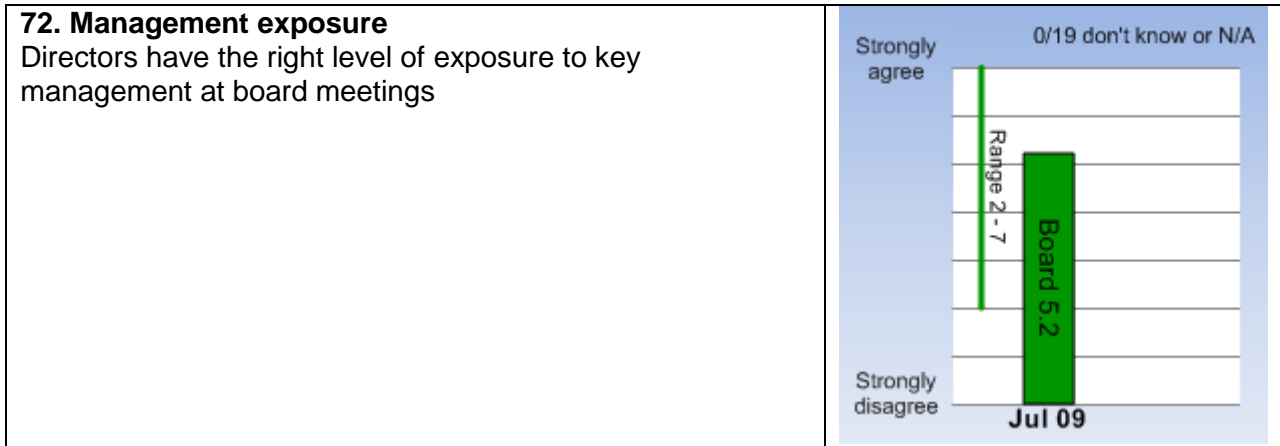


#### 67. Chair and CEO relationship

The chair has a constructive working relationship with the chief executive



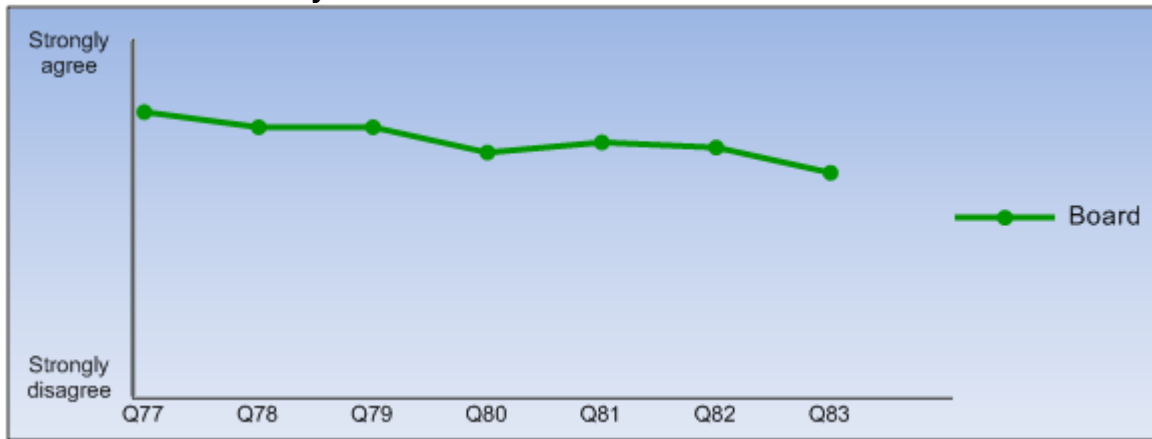




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

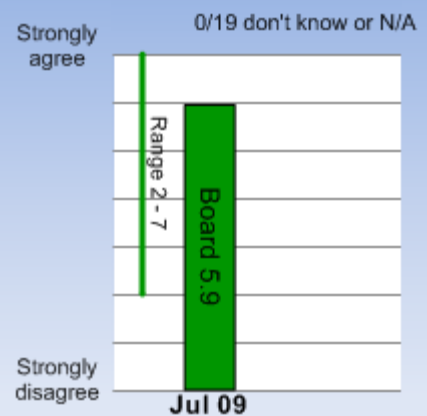
## Culture

### Question Set Summary



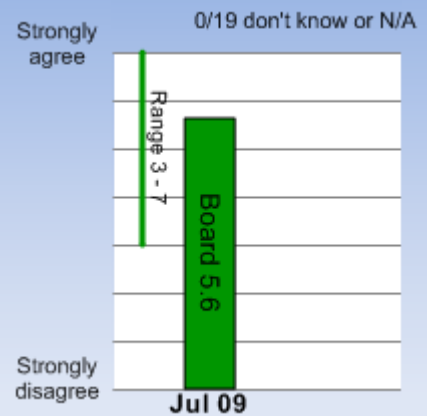
#### 77. Encouraging contribution

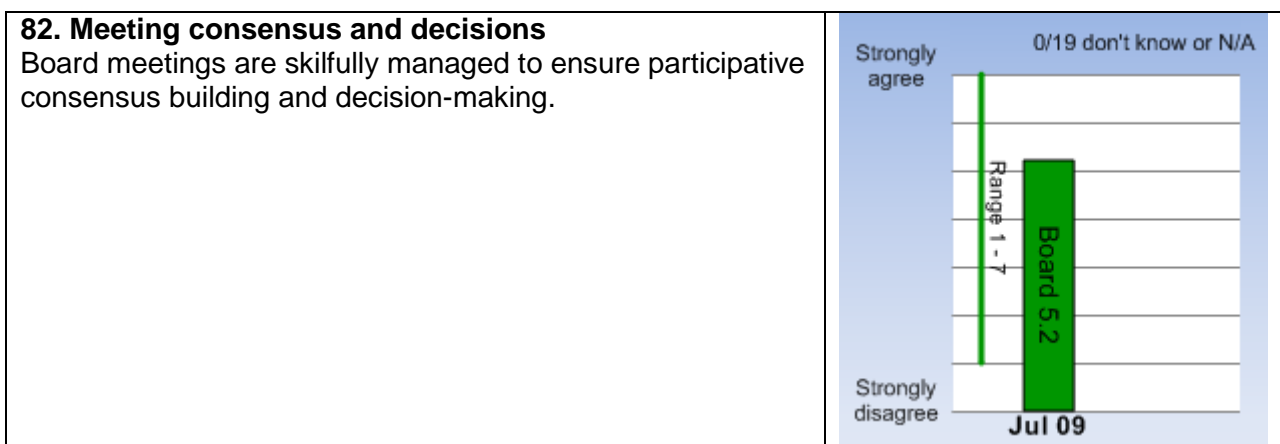
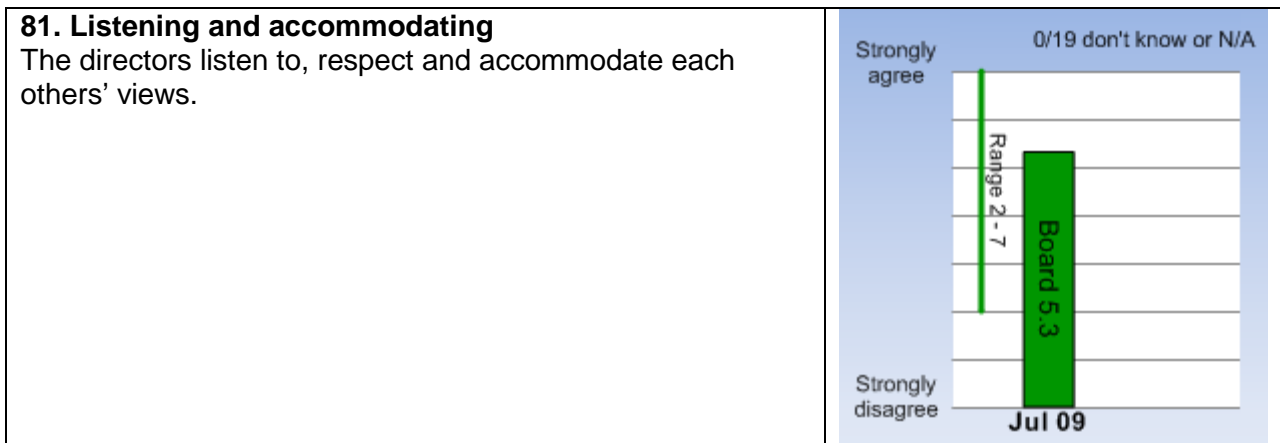
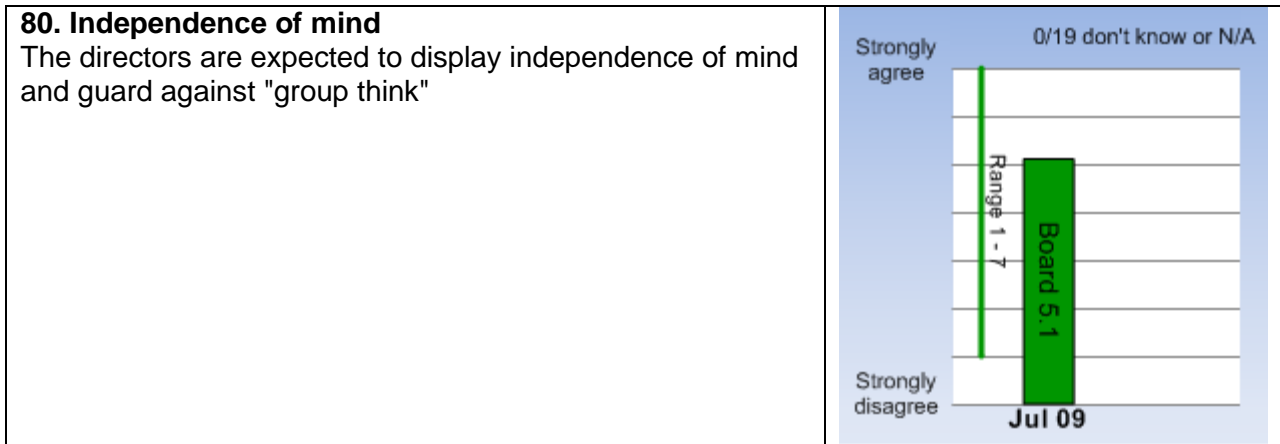
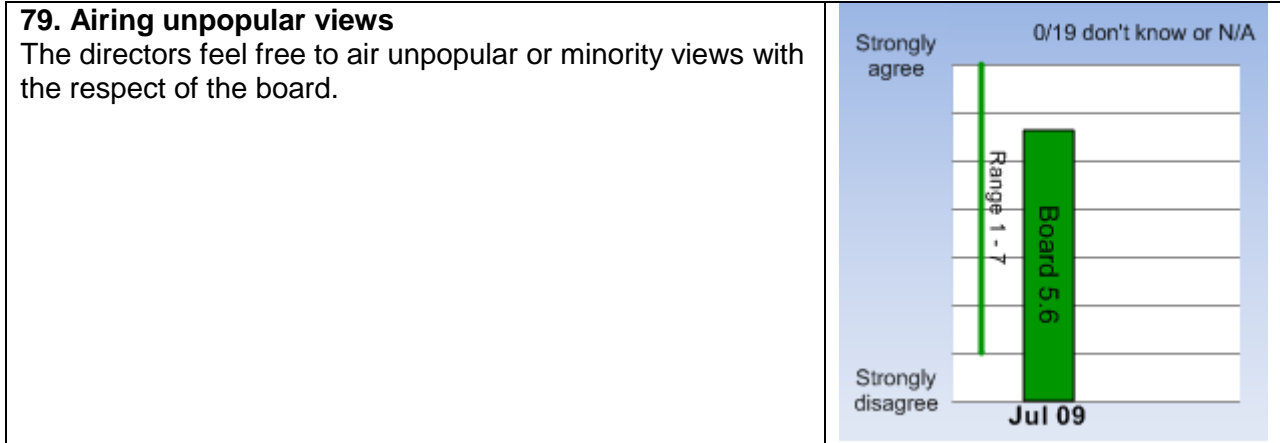
All directors are given the opportunity and encouraged to contribute to the board's decision-making

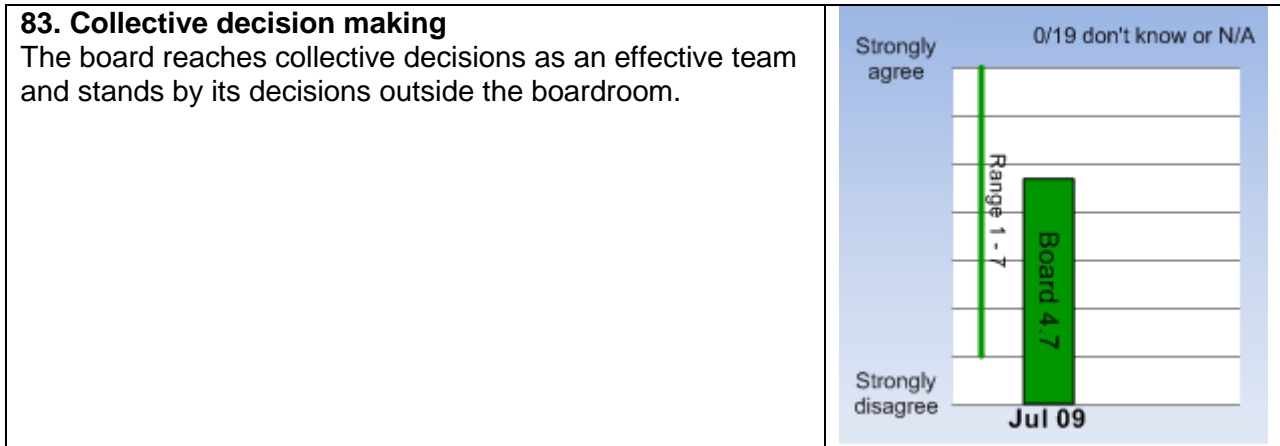


#### 78. Challenging views and assumptions

The directors challenge each others' views and assumptions constructively.



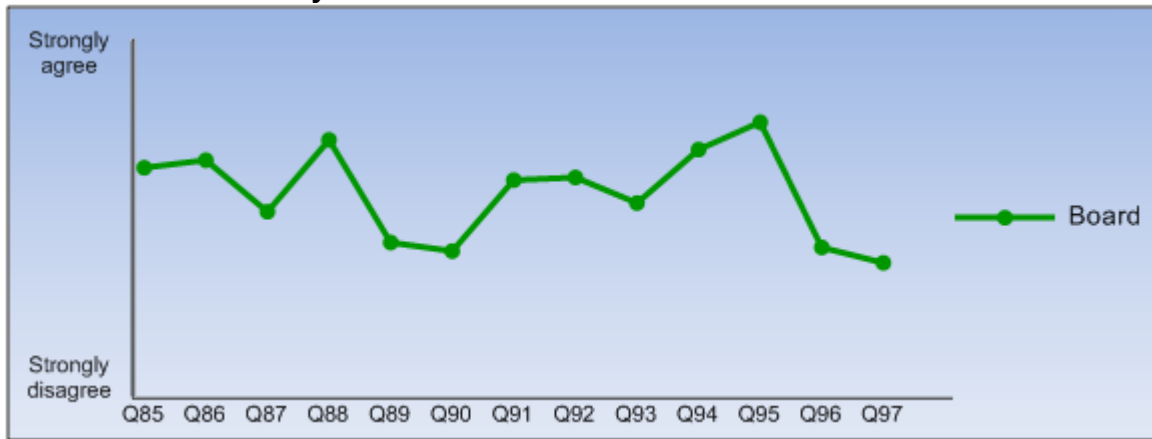




[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]

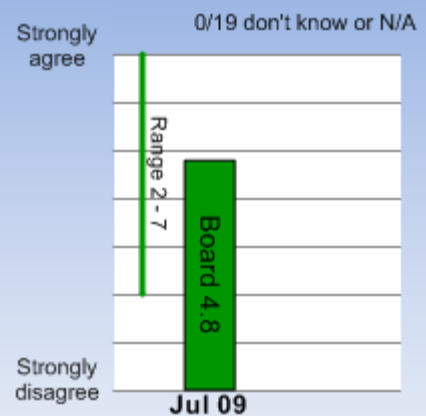
## Capability

### Question Set Summary



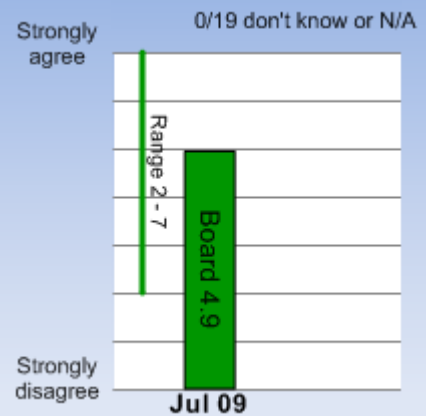
#### 85. Board size and balance

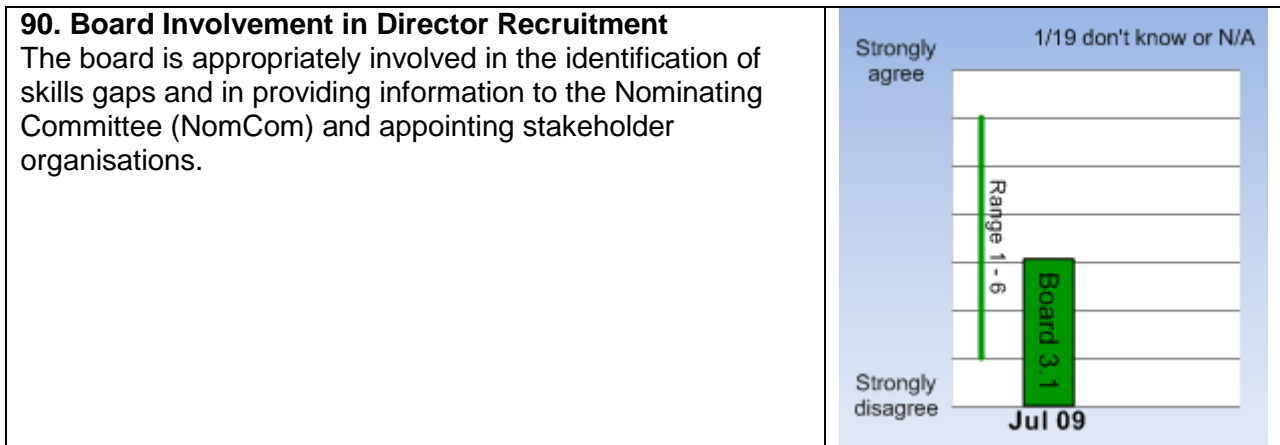
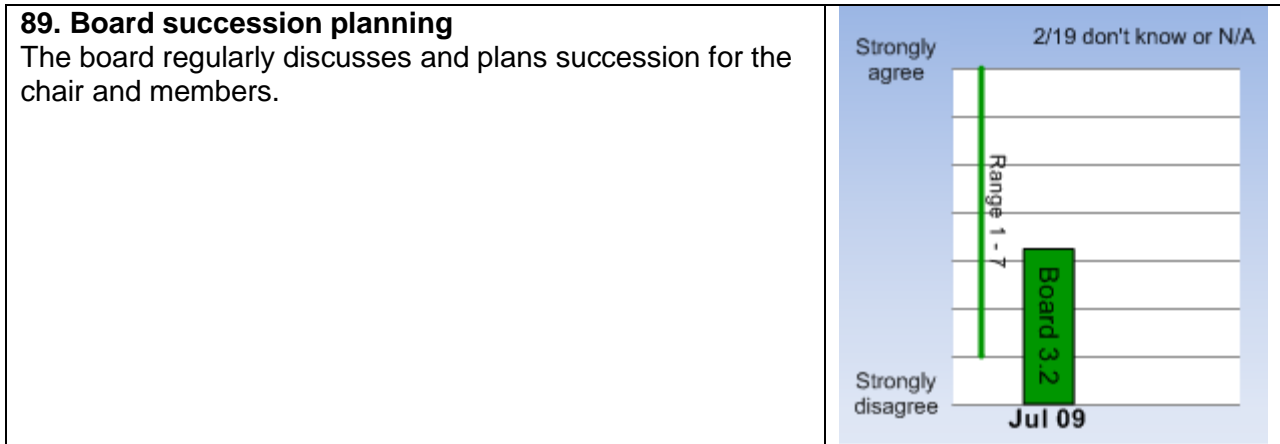
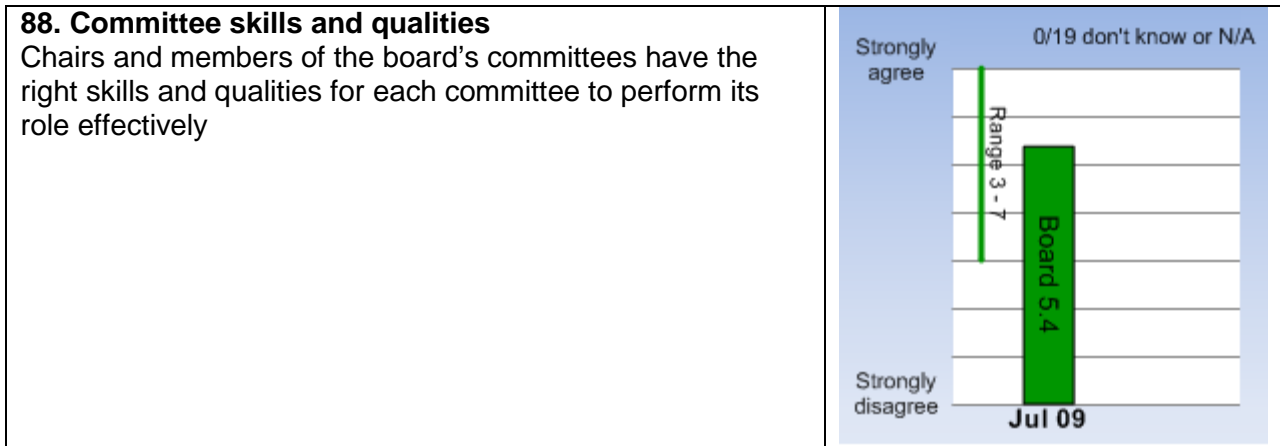
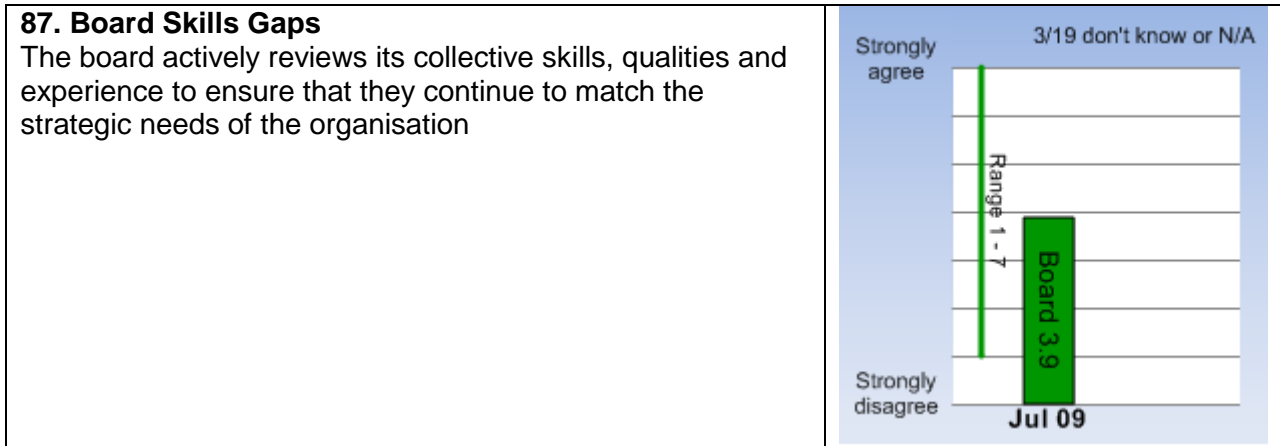
The size and balance (e.g. proportion of independent directors) of the board suits the needs of the organisation



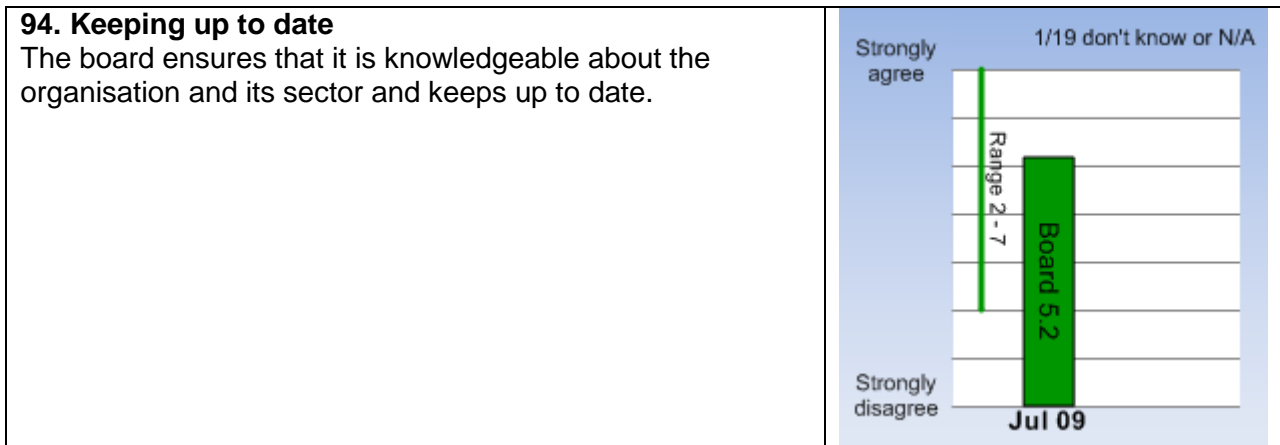
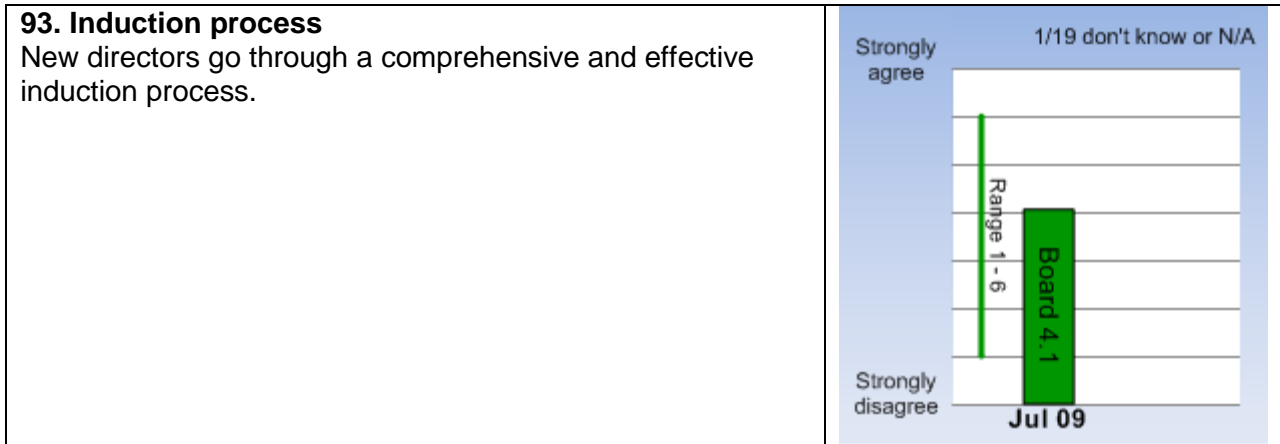
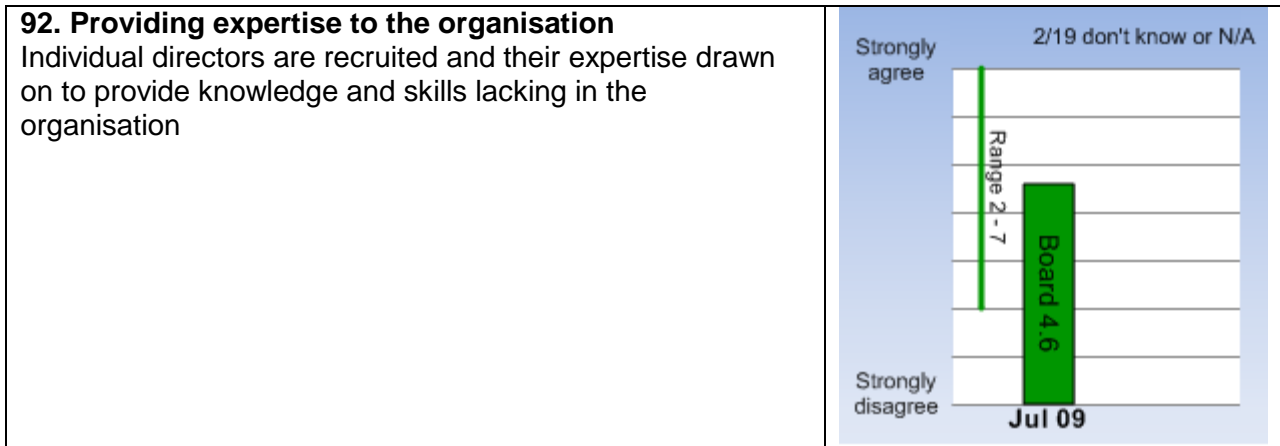
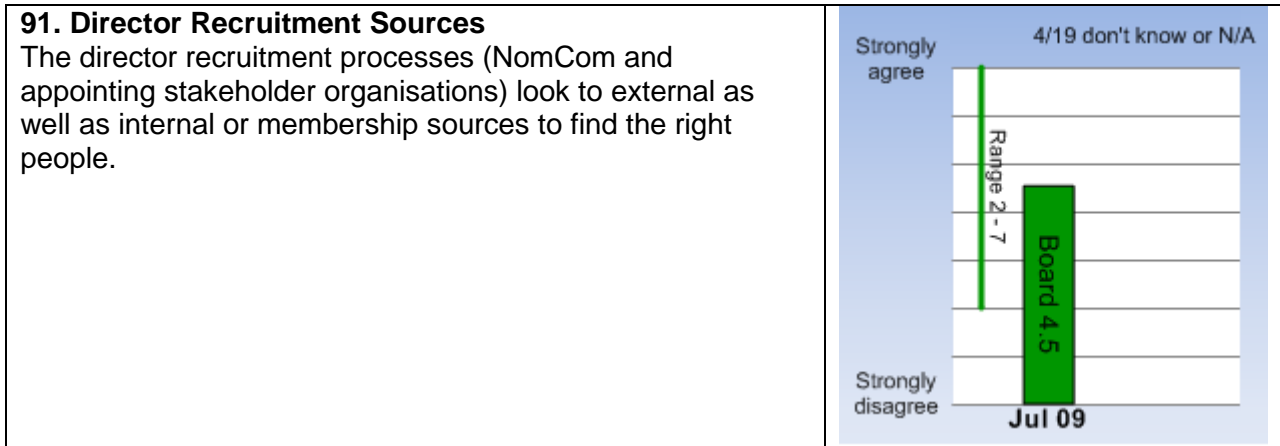
#### 86. Skills and qualities

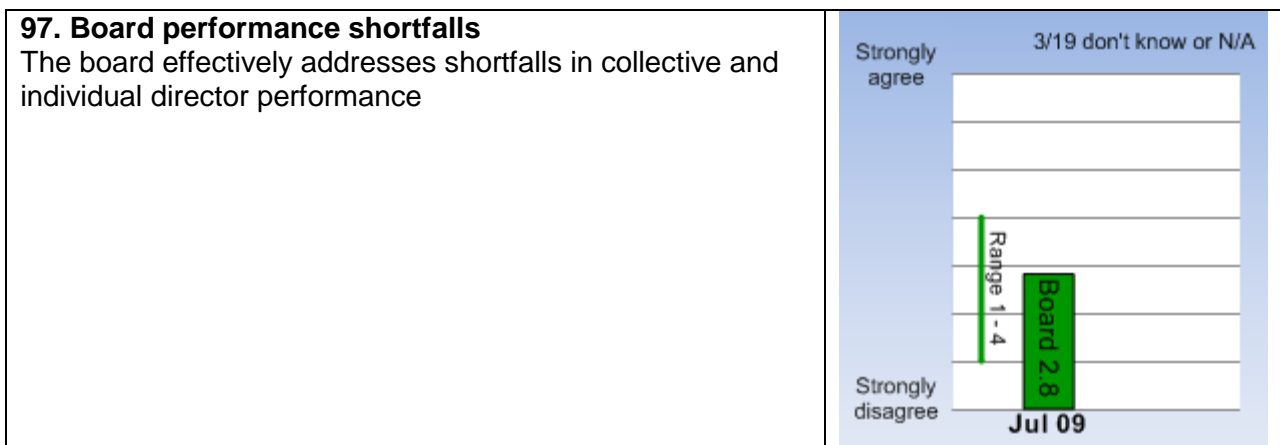
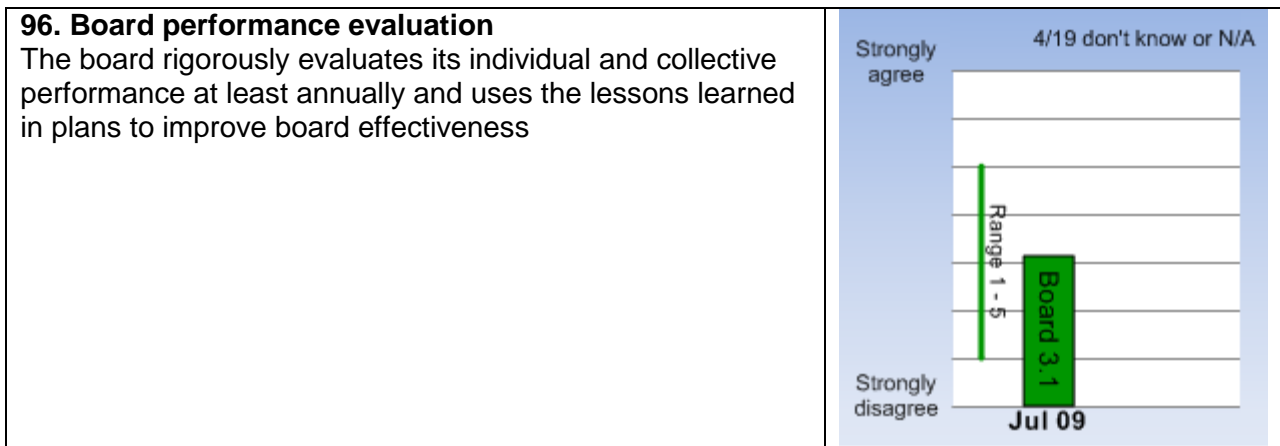
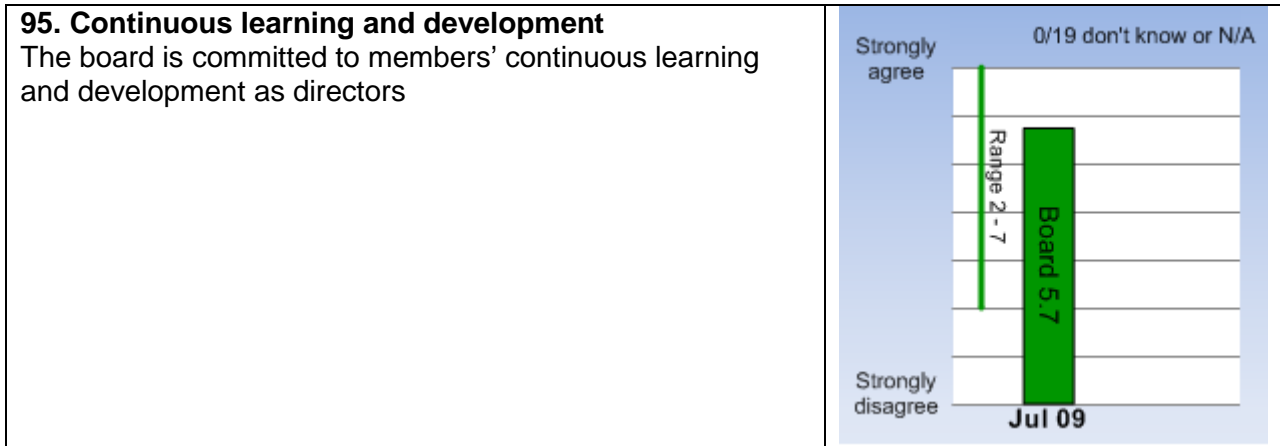
The chair and directors have the right skills, qualities and diversity to govern the organisation effectively and add value.











[INDIVIDUAL STATEMENTS AND PERSONAL REFERENCES REDACTED]