



INSTITUTE OF
DIRECTORS
IN NEW ZEALAND (INC)

IN NEW ZEALAND (INC)
DIRECTORS

BetterBoards
Online Board Appraisal and Development

ICANN
Chair Appraisal
For Peter Dengate Thrush
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 chair of the board.

This report covers the following topics:

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

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

More detailed feedback is also provided on:

- Your own view of your levels of development
- Your level of development as perceived by your fellow directors and others who participate in board meetings.

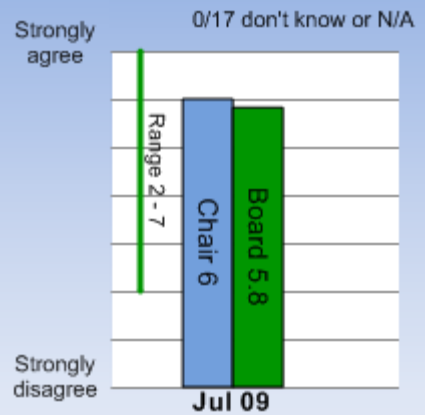
Role (Chair)

Question Set Summary



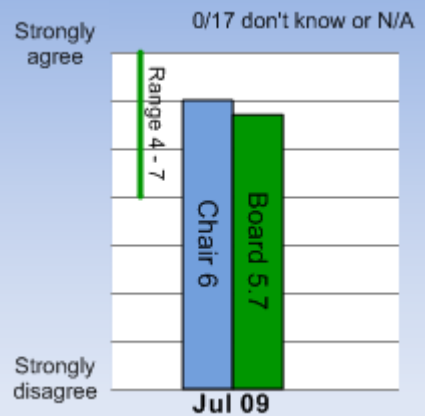
1. Acting in best interests

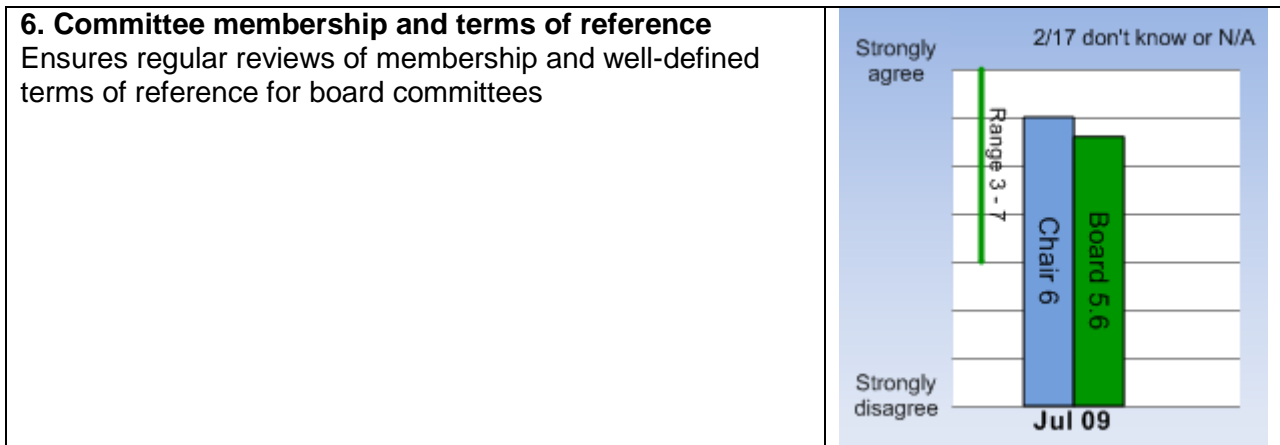
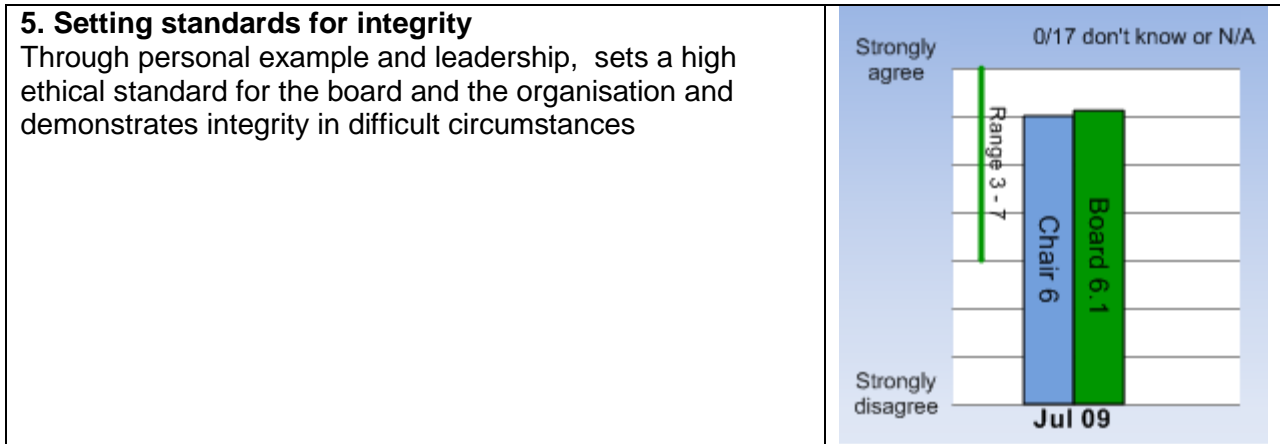
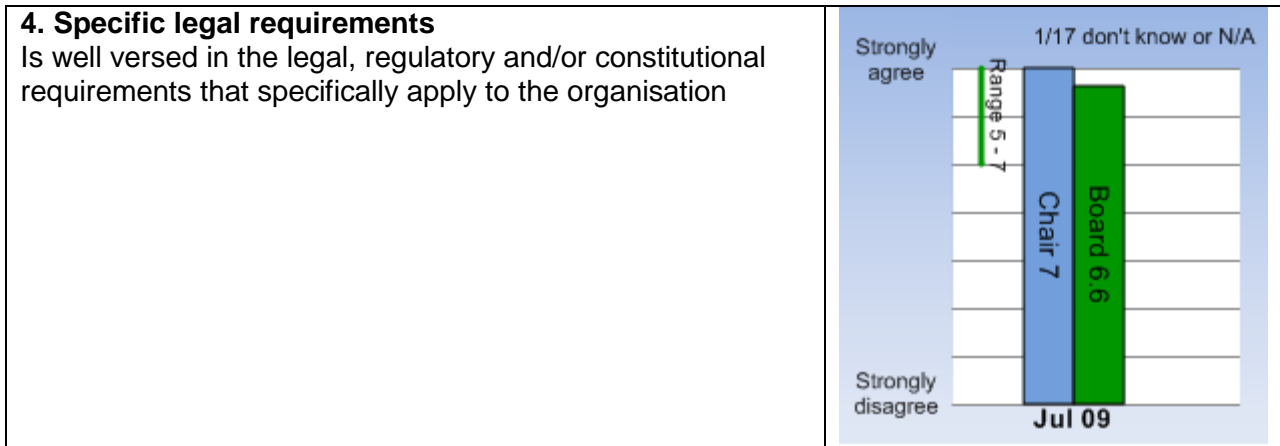
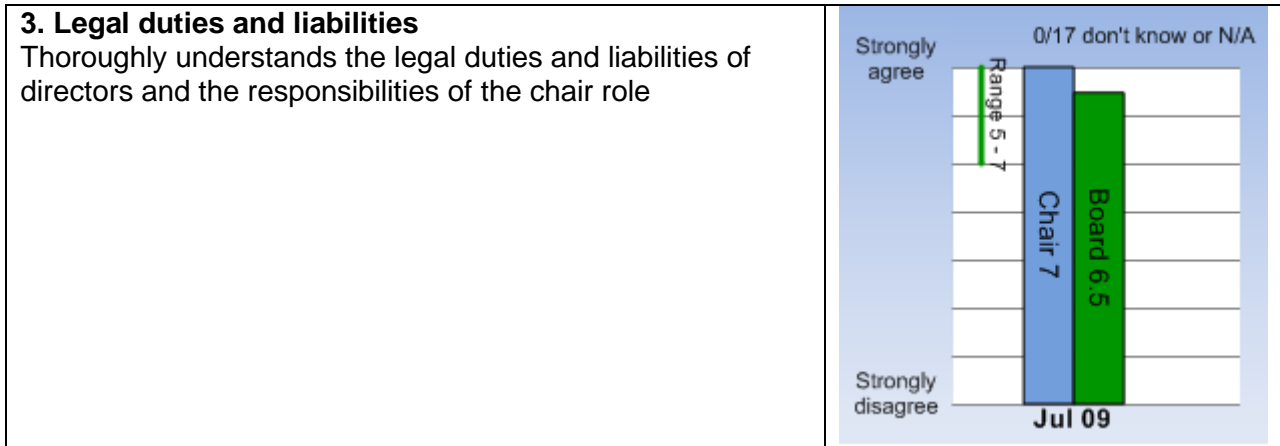
Demonstrates what it means to act at all times in the best interests of the organisation

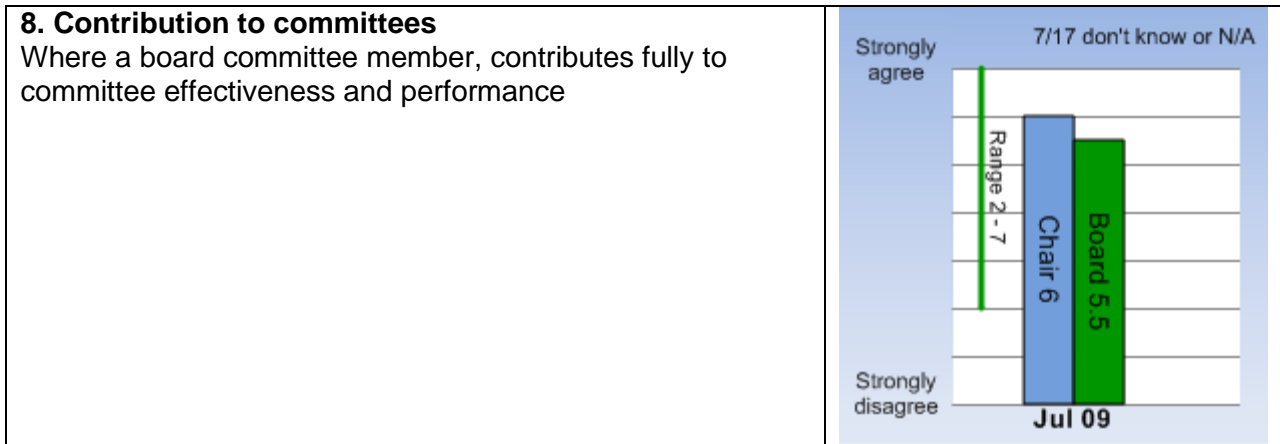
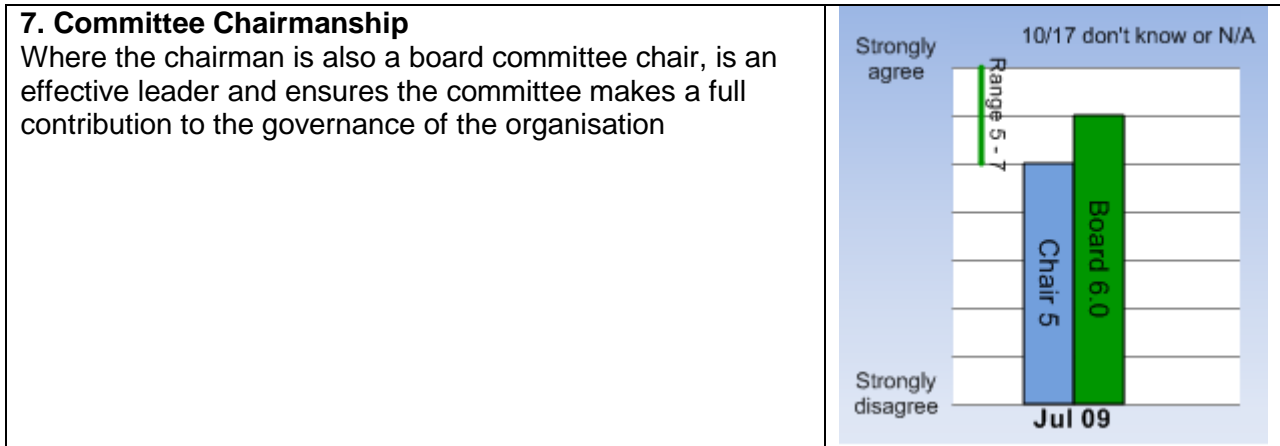


2. Board and management distinction

Guides the board's understanding of the difference between board and management roles and accountabilities



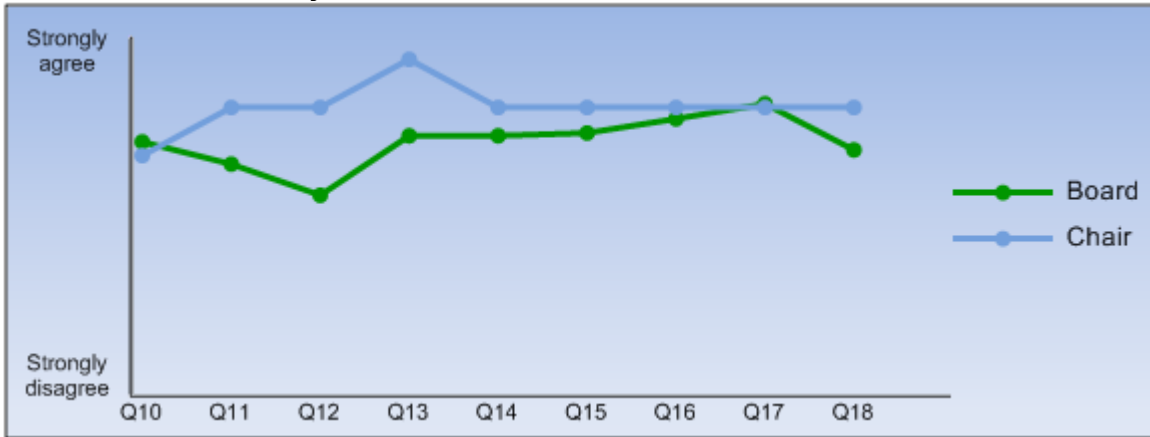




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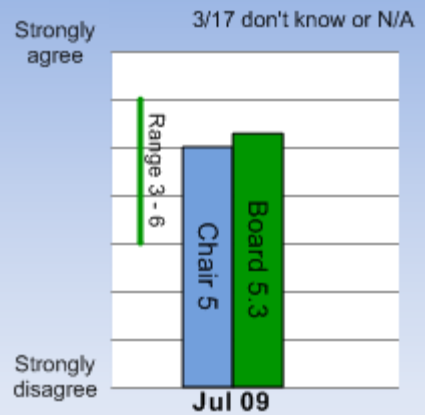
Meetings (Chair)

Question Set Summary



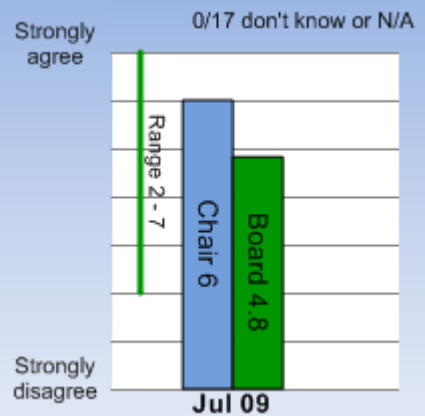
10. Board meeting schedules

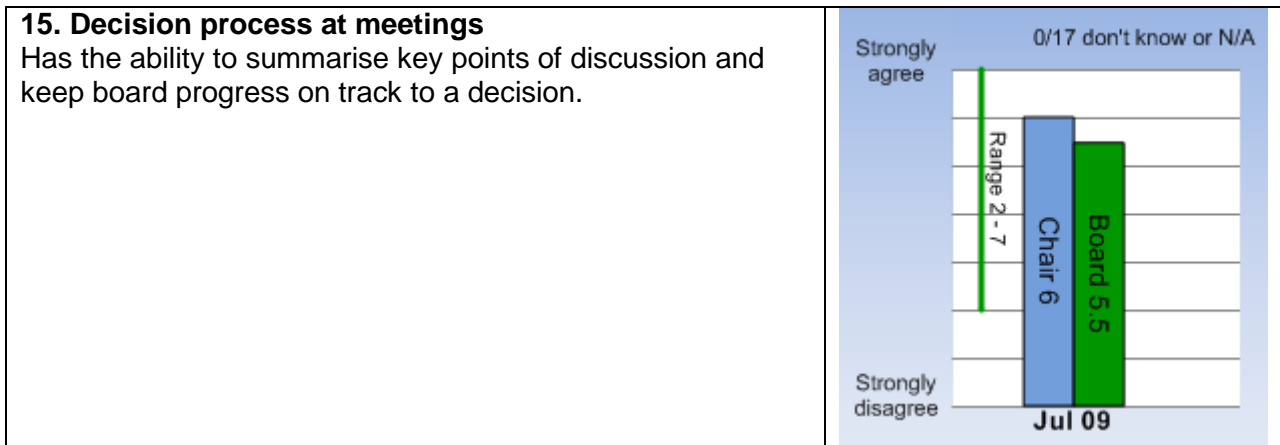
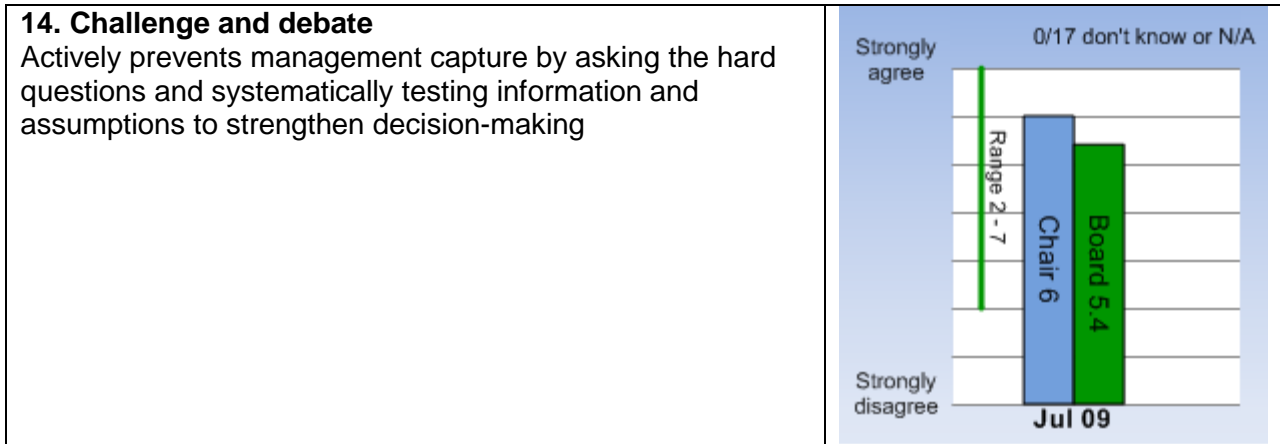
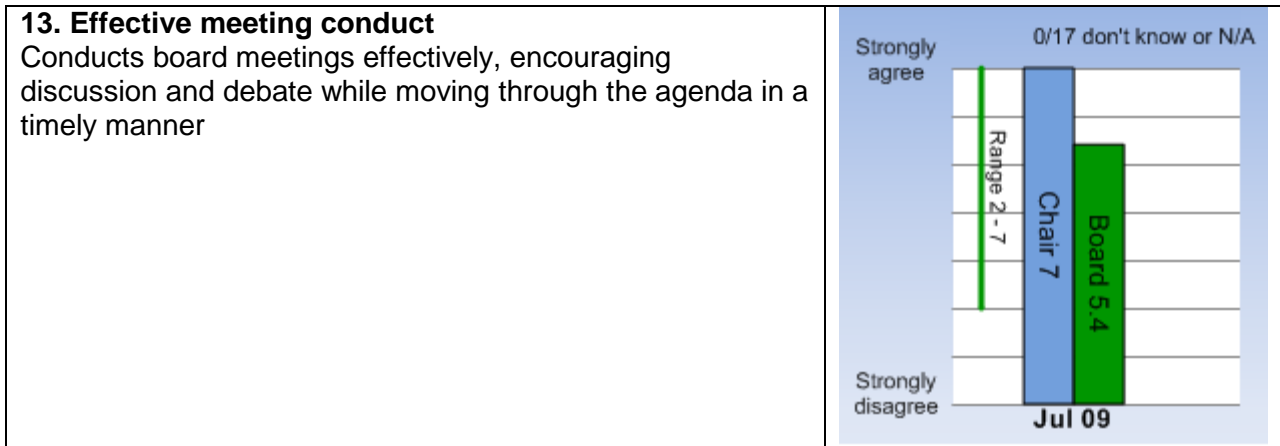
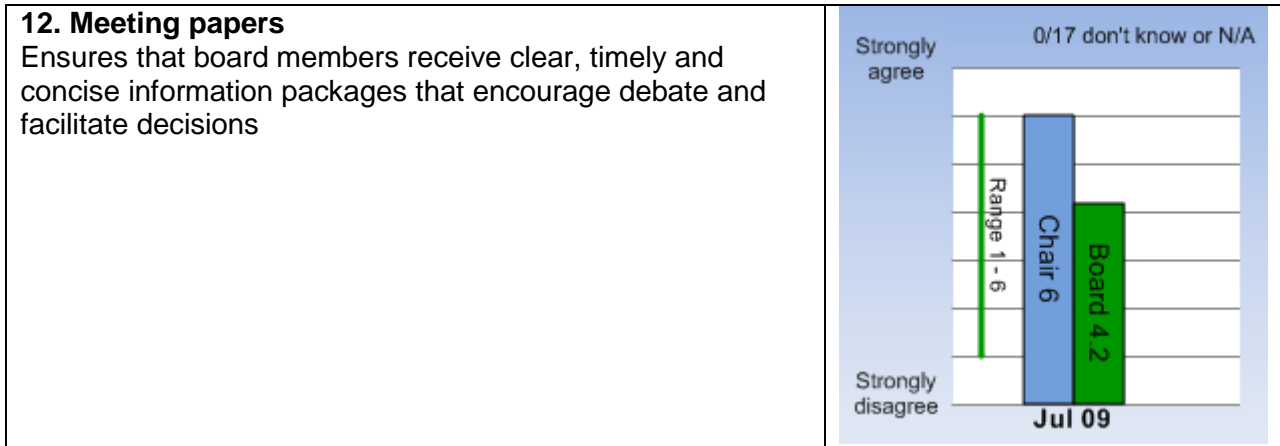
Sets annual meeting schedules that properly reflect board responsibilities and accommodate board and management workloads

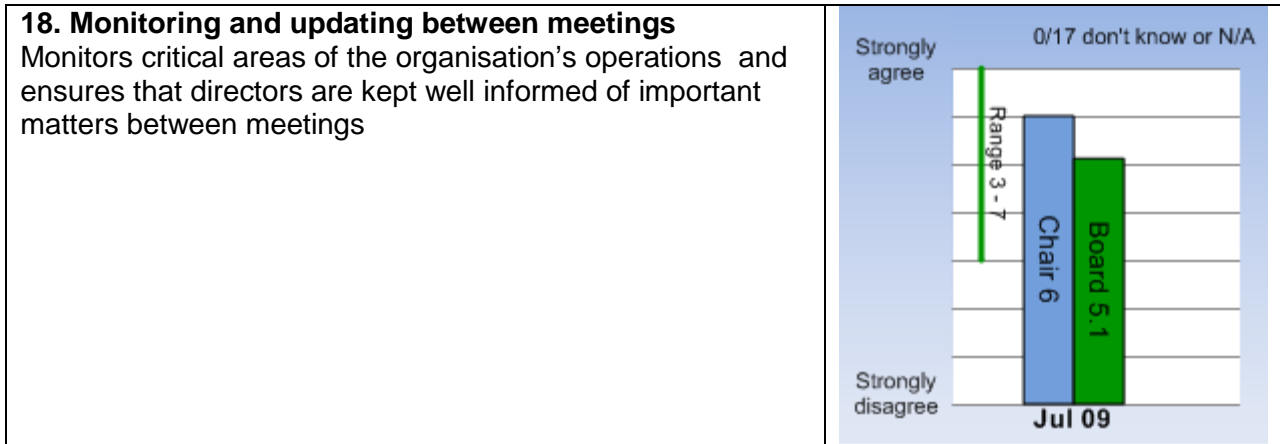
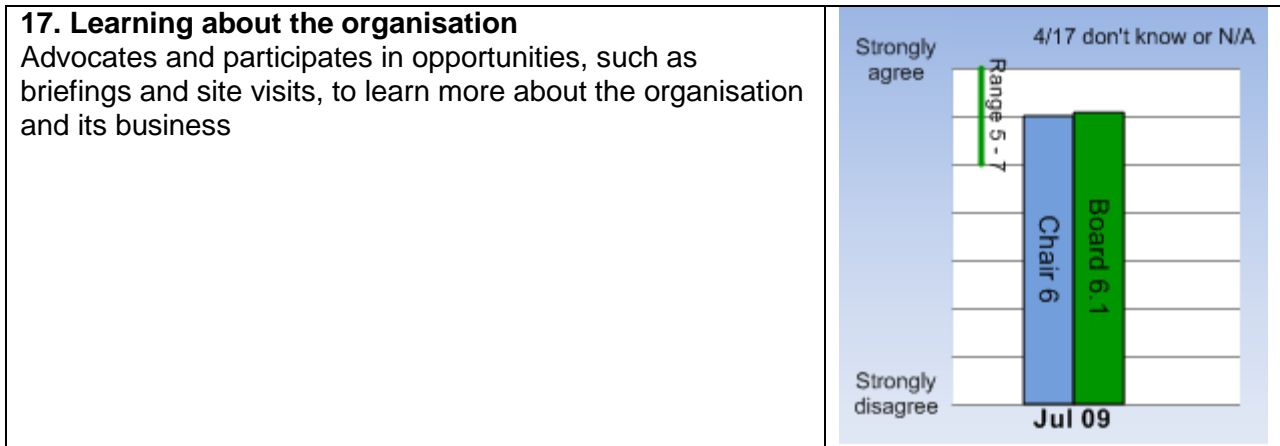
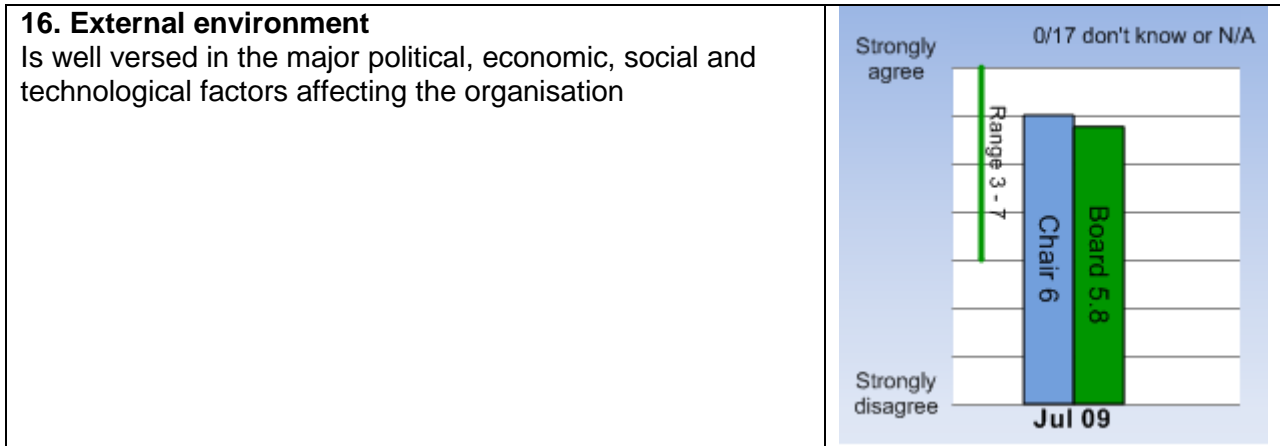


11. Agenda setting

Runs the agenda setting process effectively, ensuring adequate time for important matters and enabling all directors to raise agenda items



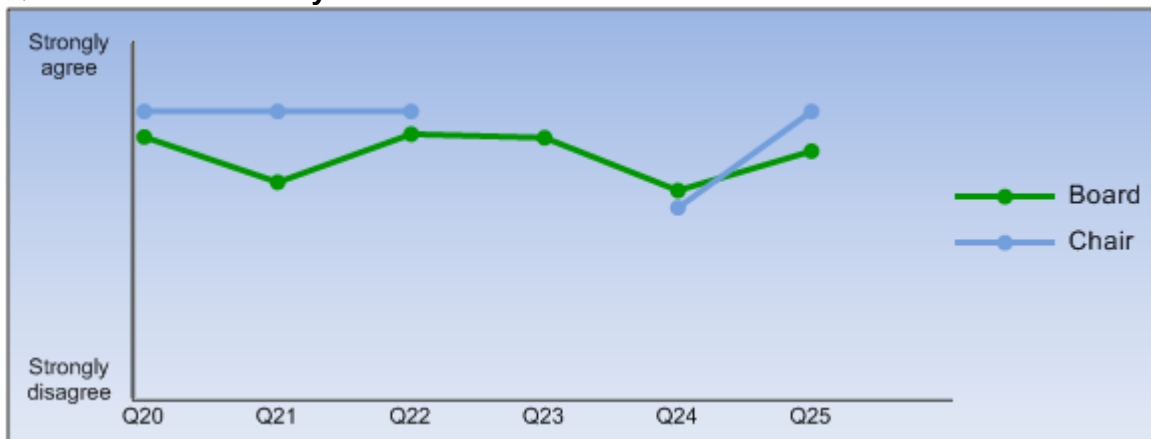




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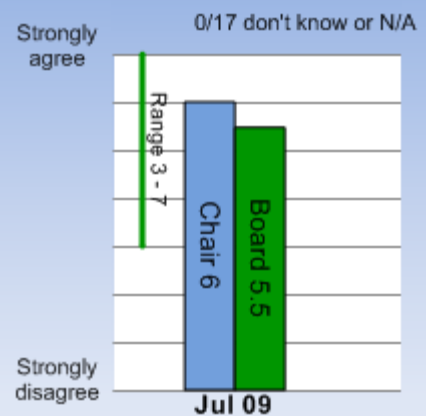
Purpose (Chair)

Question Set Summary



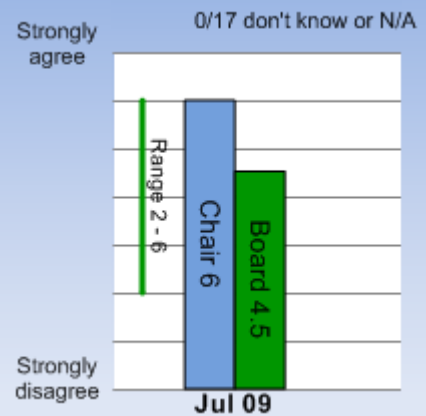
20. Change and development

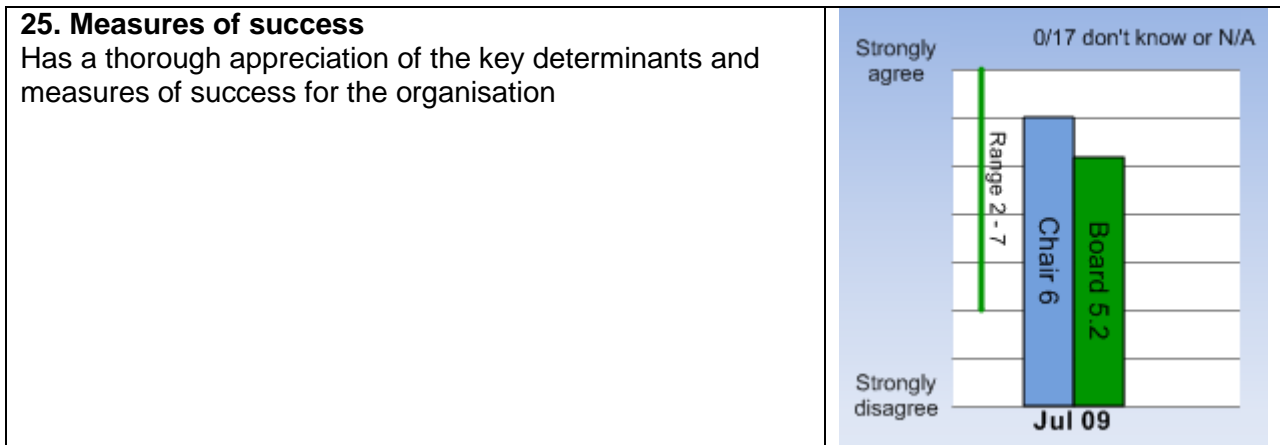
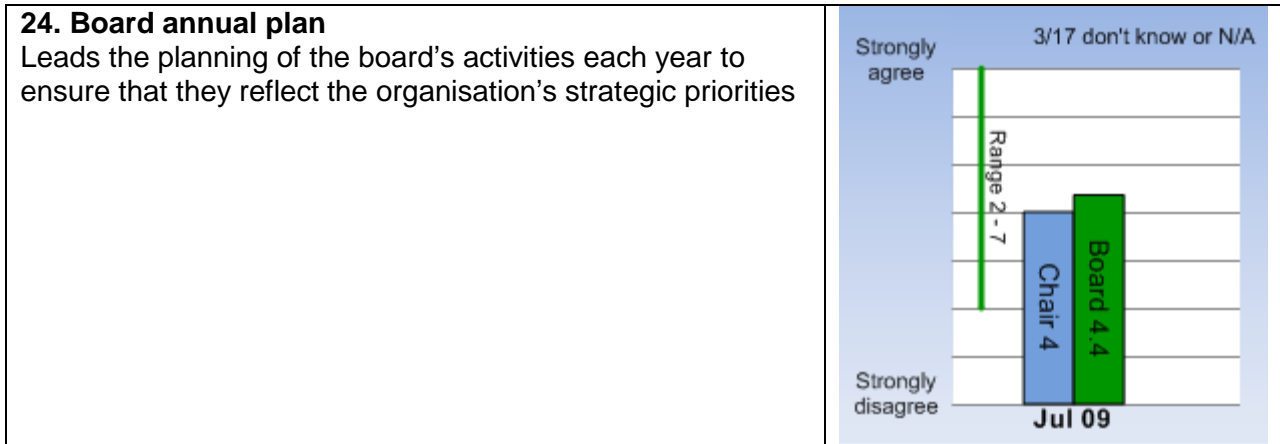
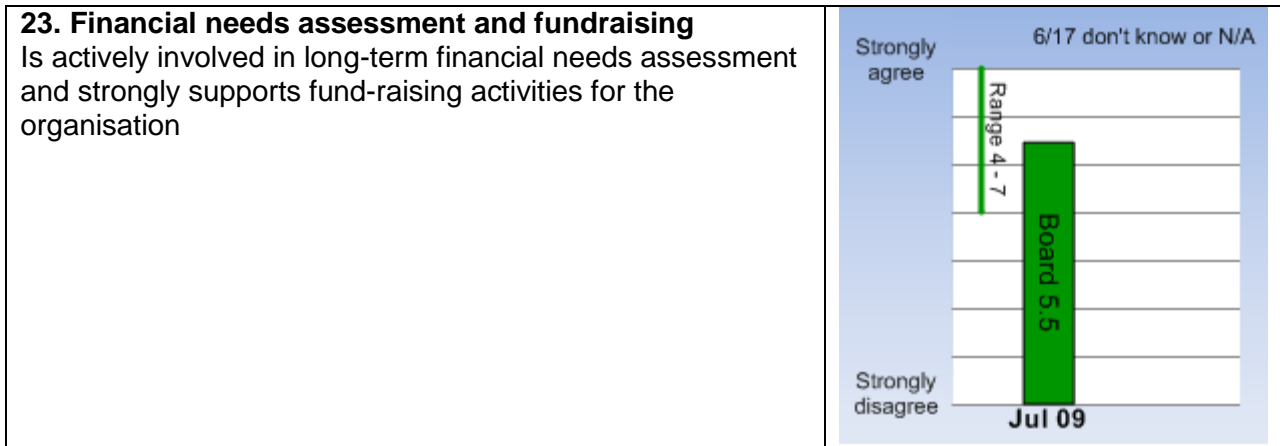
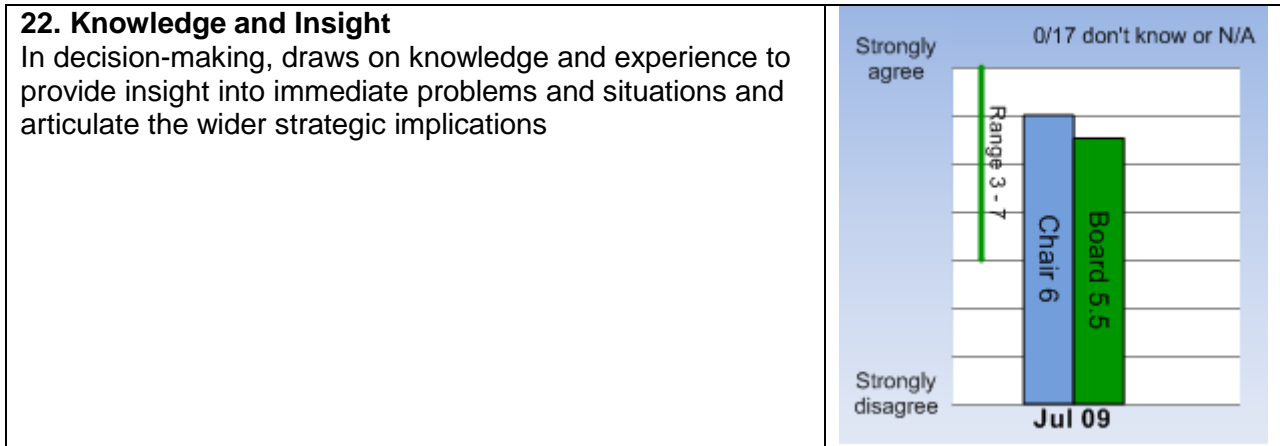
Can see the big picture, explore options for the future and act as a catalyst for change and development



21. Shared vision

With the board and management, explores the organisation's purpose and builds a shared vision of the future and of the changes needed to get there

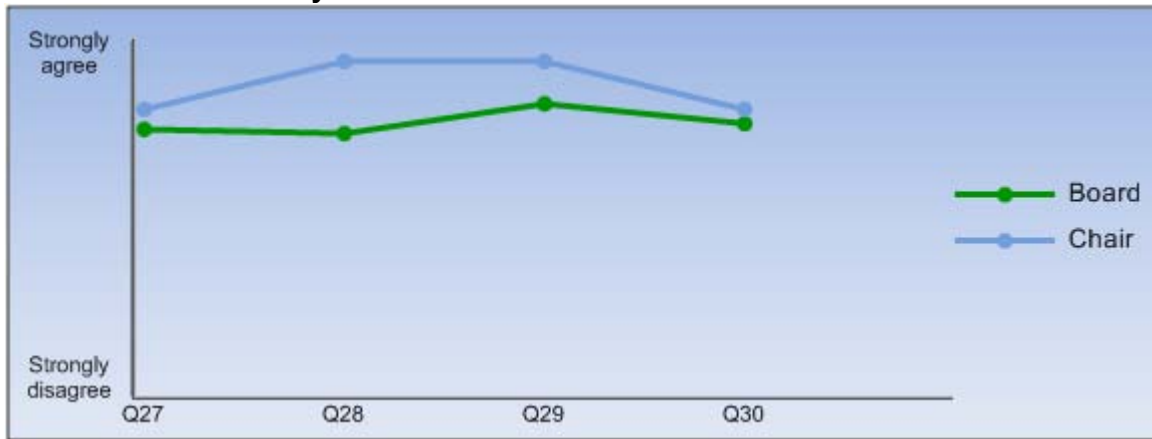




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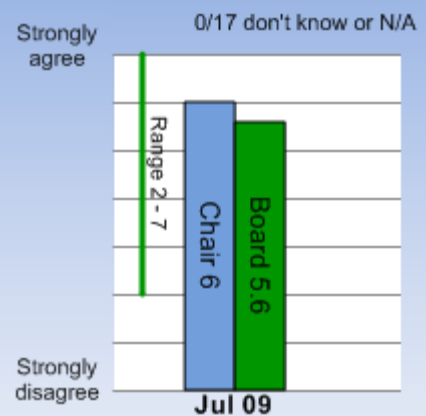
Stakeholders (Chair)

Question Set Summary



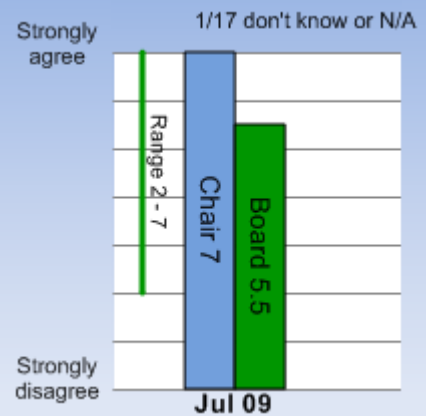
27. Obligations to stakeholders

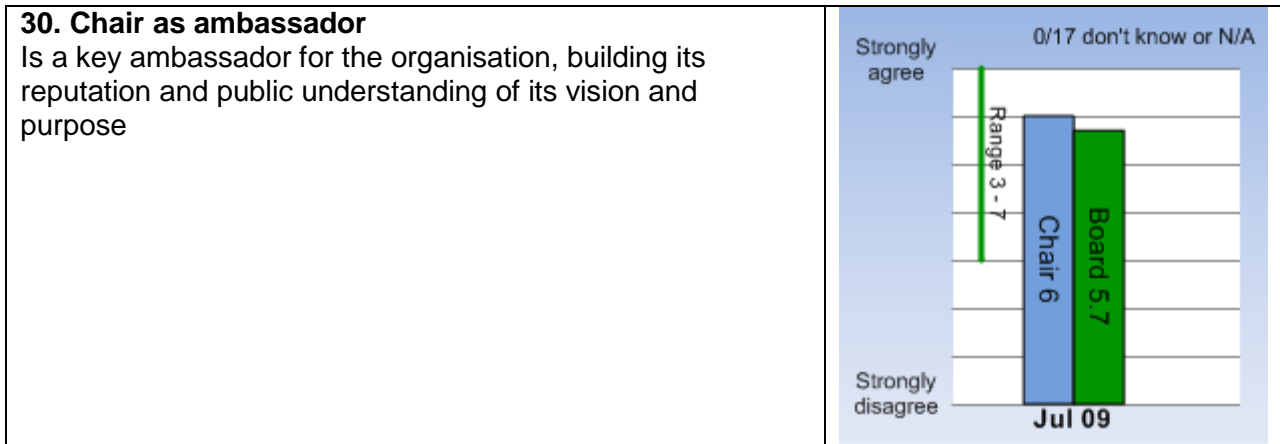
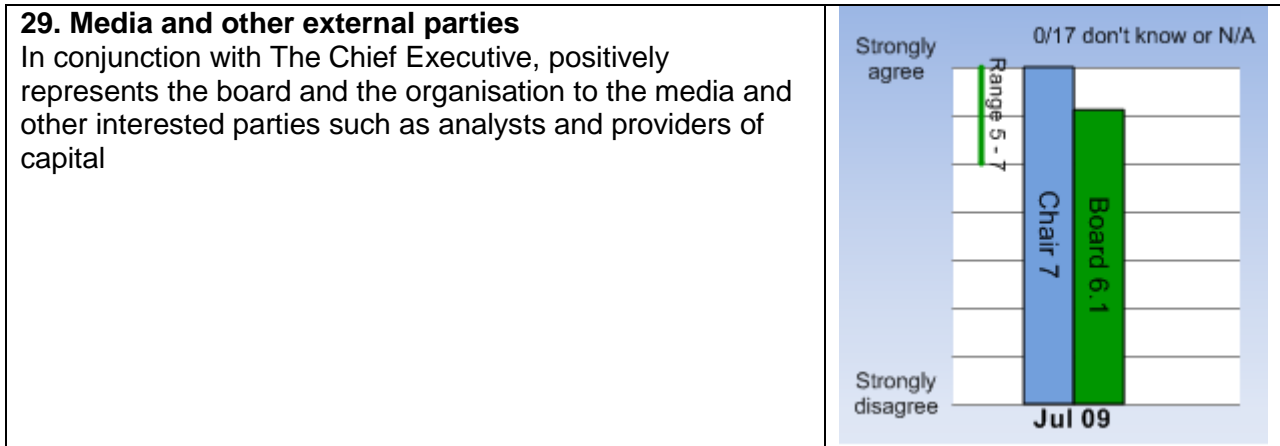
Has a thorough knowledge of the organisation's obligations to key stakeholders and ensures stakeholder expectations are being met



28. Stakeholder communications

In conjunction with the Chief Executive, positively represents the best interests of the organisation in proactive communication with stakeholders

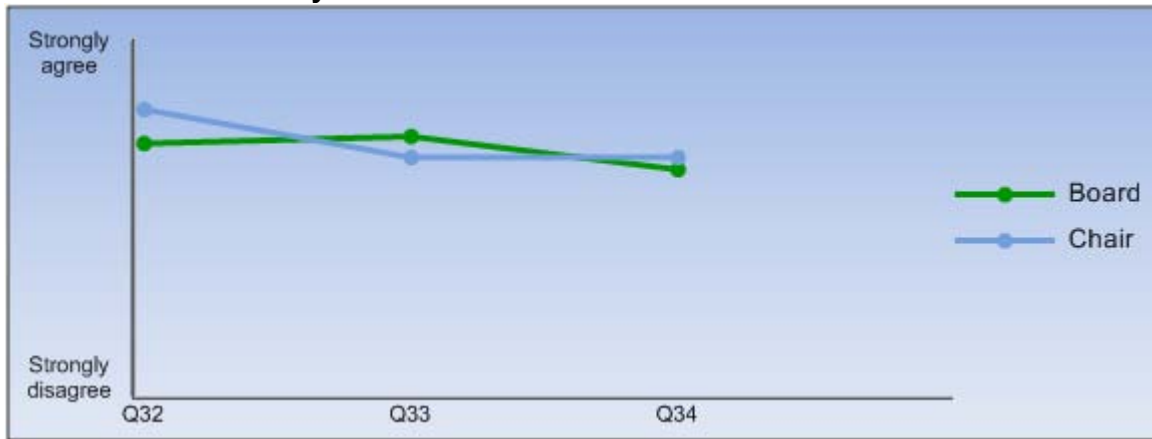




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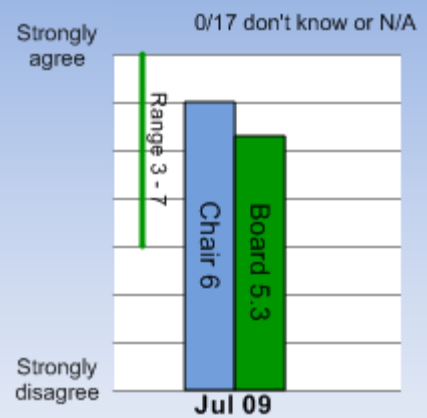
Conformance (Chair)

Question Set Summary



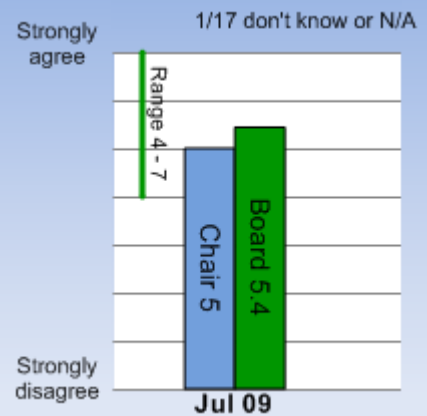
32. Risks facing the organisation

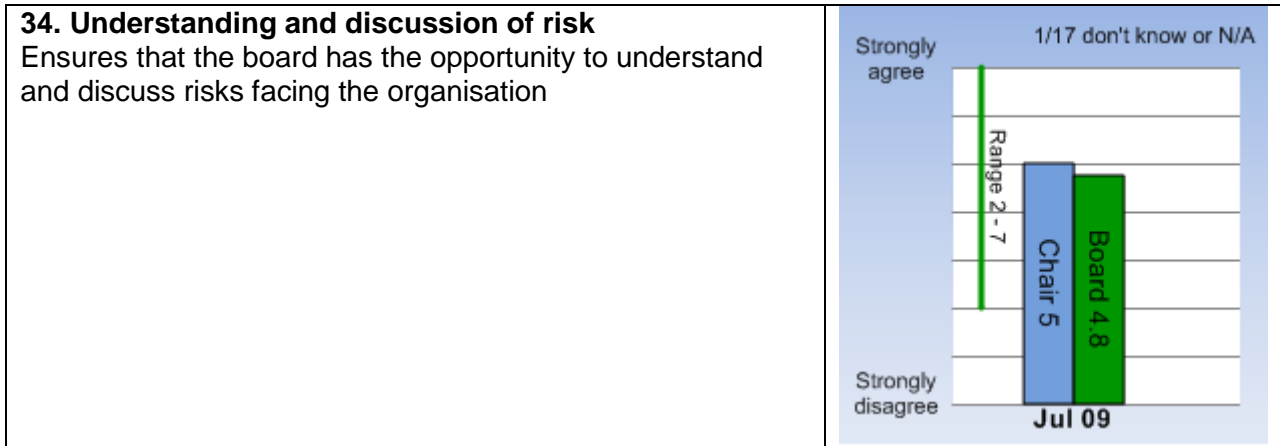
Is well-informed about the risks facing the organisation



33. Risk management and compliance

Advocates and contributes to good practice in the organisation's risk management and compliance activity

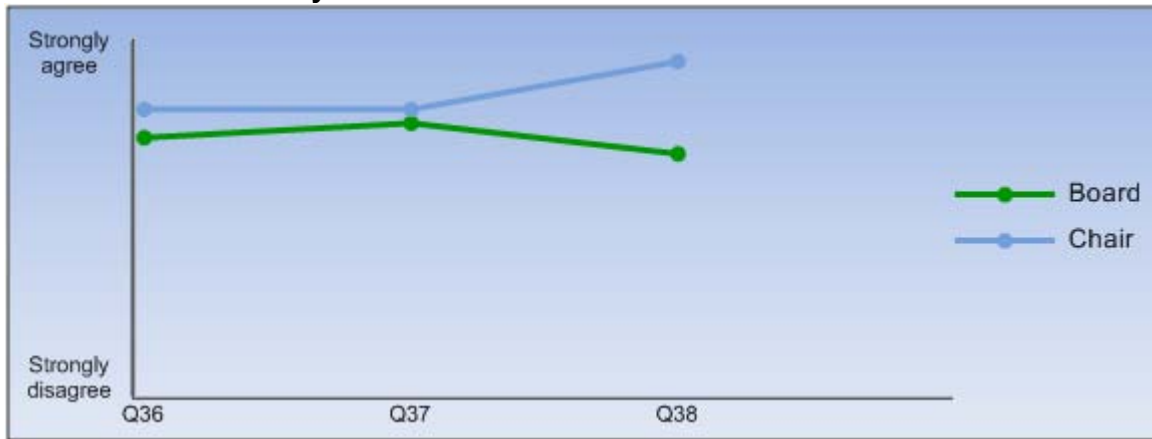




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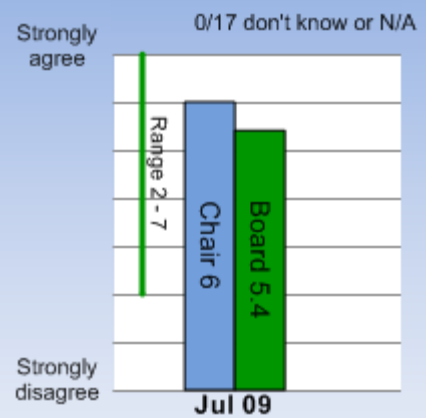
Performance (Chair)

Question Set Summary



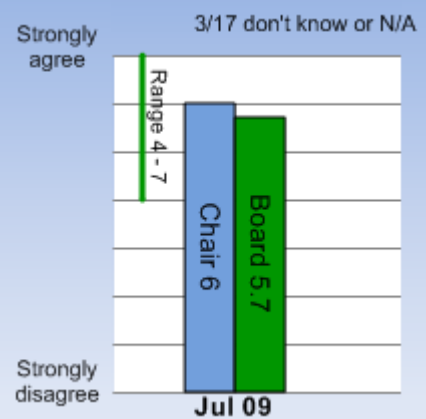
36. Organisational performance

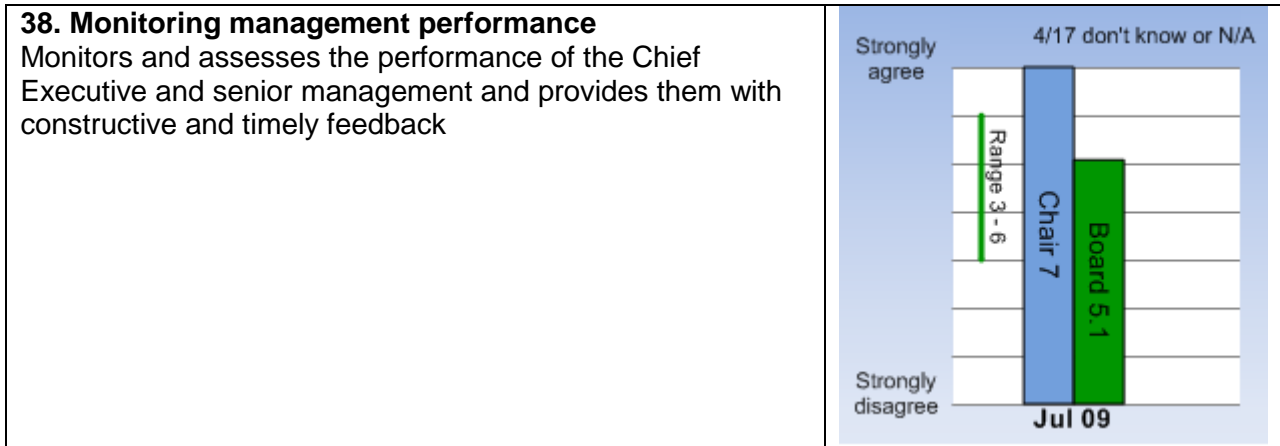
Advocates clear objectives, measures and accountabilities to bring about superior organisational performance



37. Financial performance and position

Has a sound understanding of and effectively monitors the organisation's financial performance and position

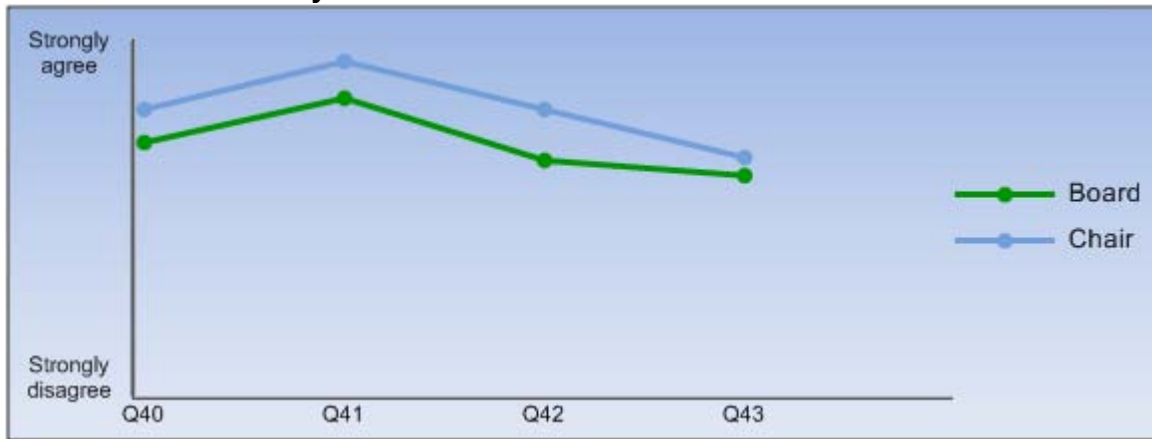




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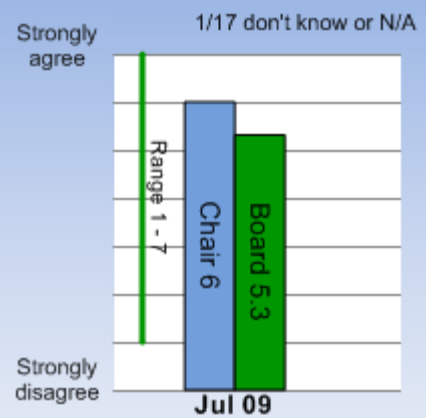
Management and board (Chair)

Question Set Summary



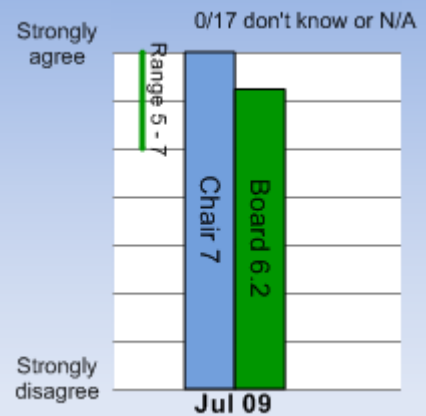
40. Directors' relationships with management

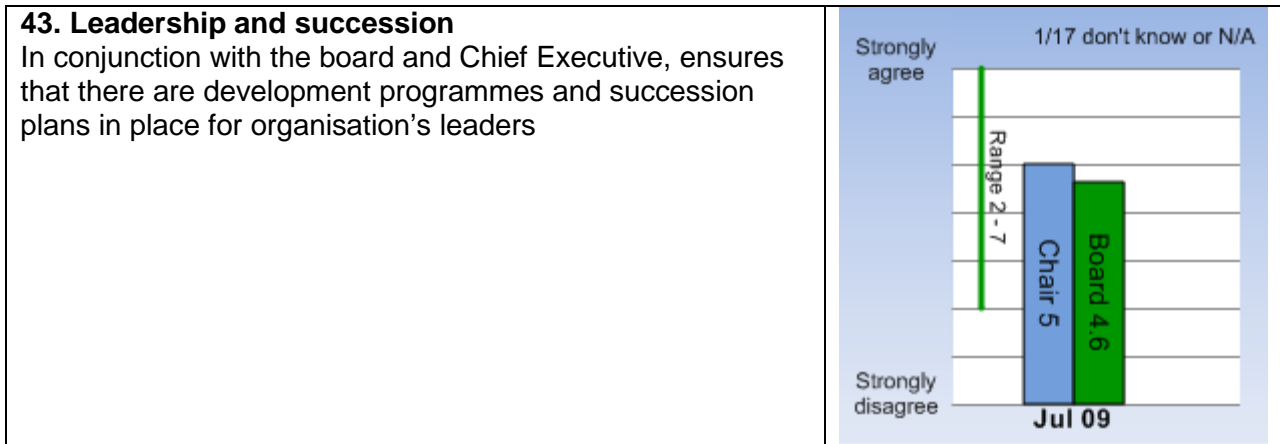
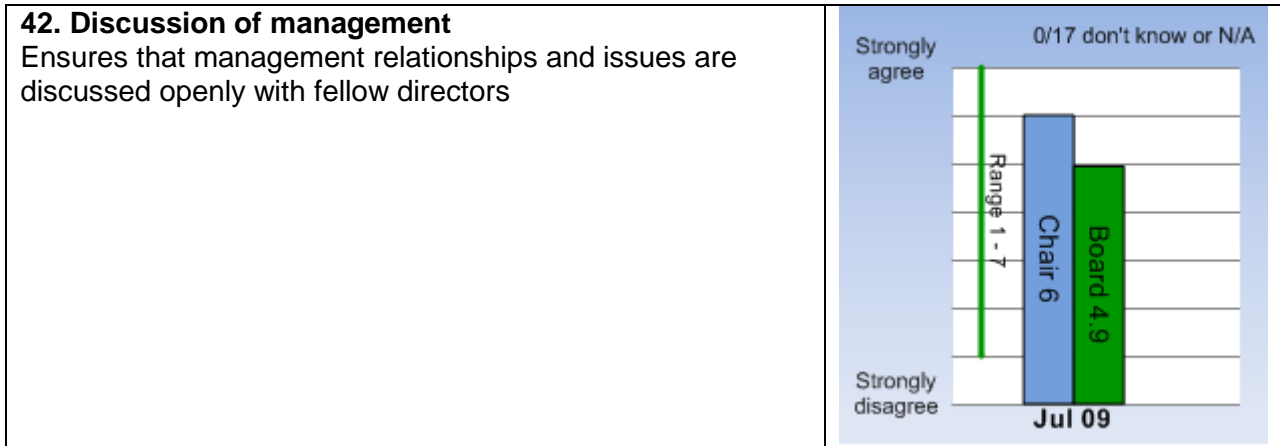
Is alert to the emergence of adversarial relationships between directors and management and encourages constructive engagement at all times



41. Relationship with management

Regularly interacts with the Chief Executive and has an effective working relationship with key staff

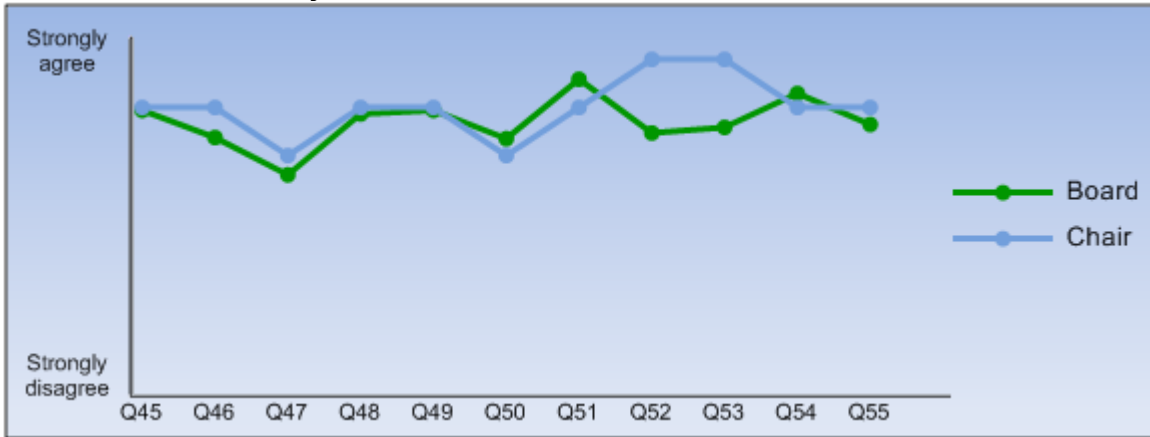




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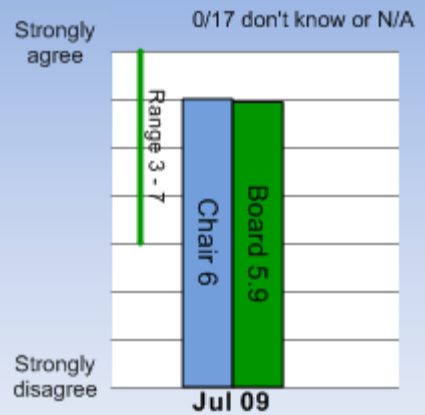
Culture (Chair)

Question Set Summary



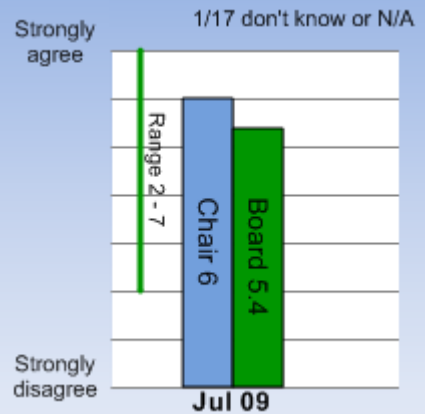
45. Engagement and participation

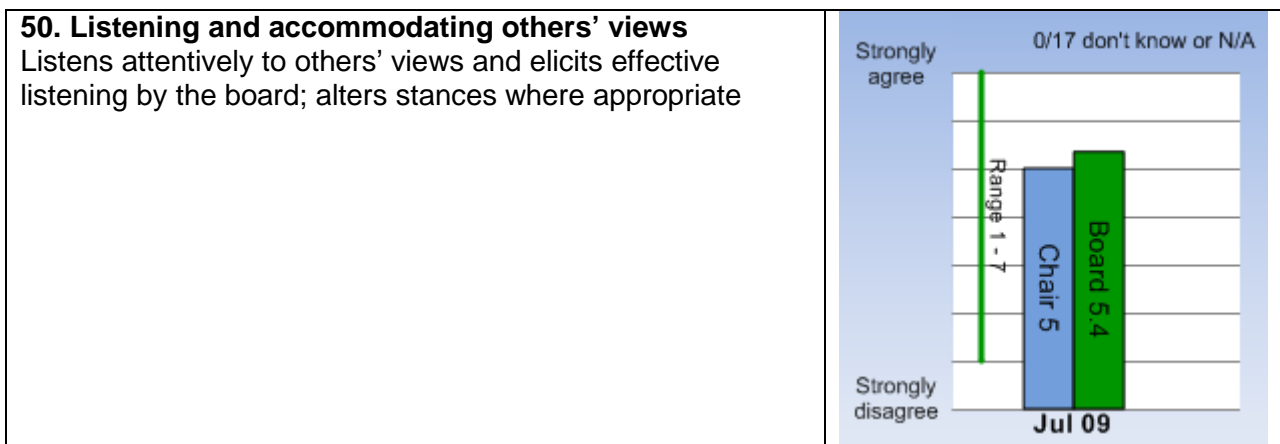
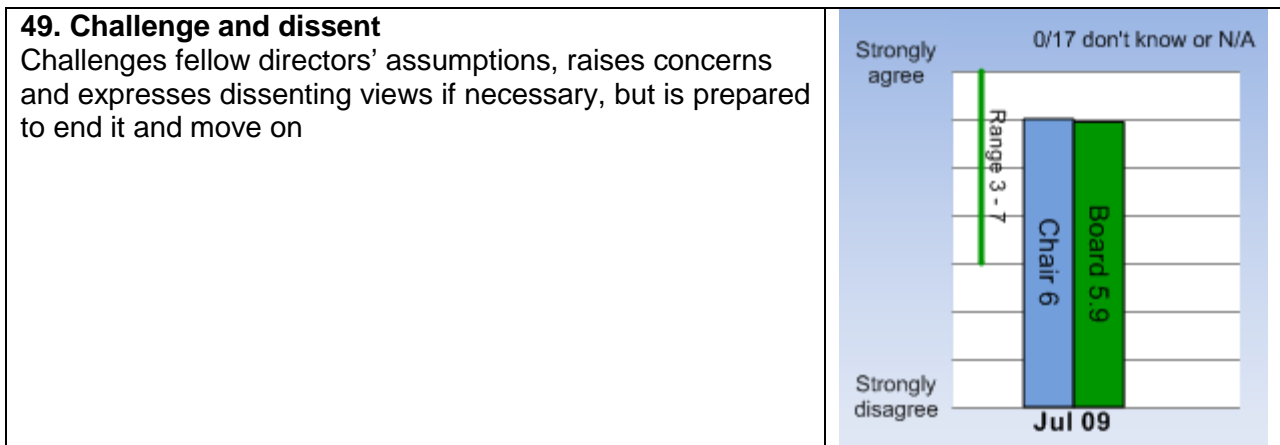
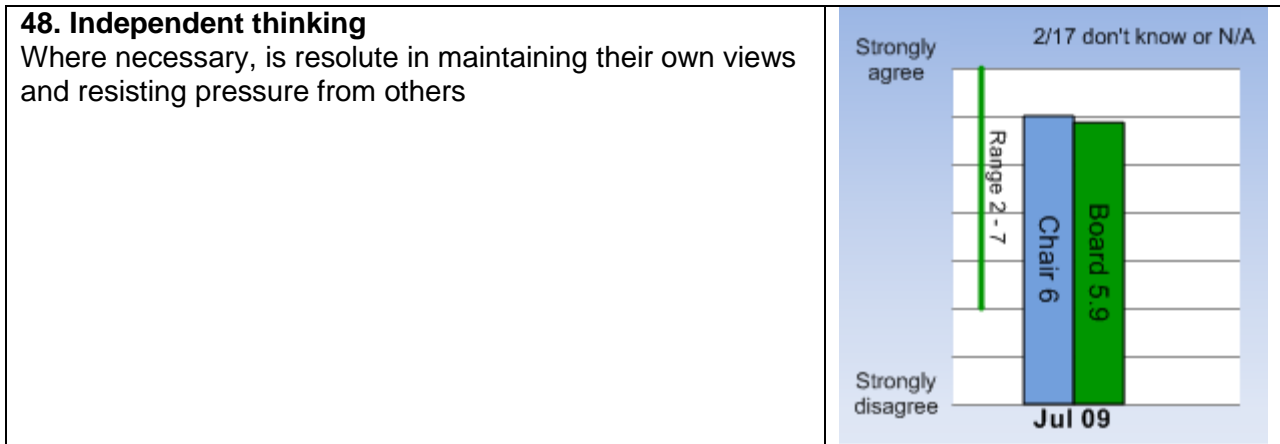
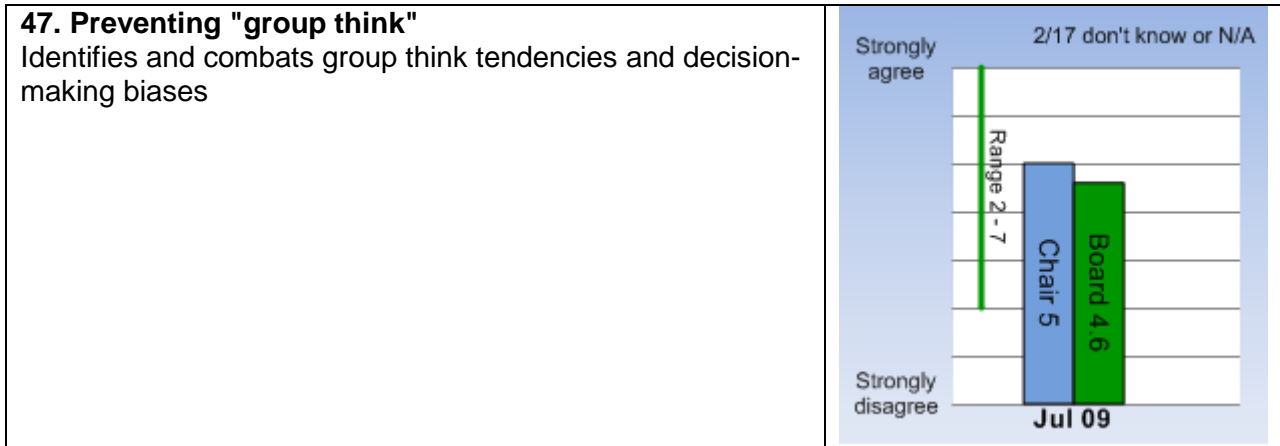
Is fully engaged on all matters before the board and actively encourages all board members to contribute to meeting discussions and decisions

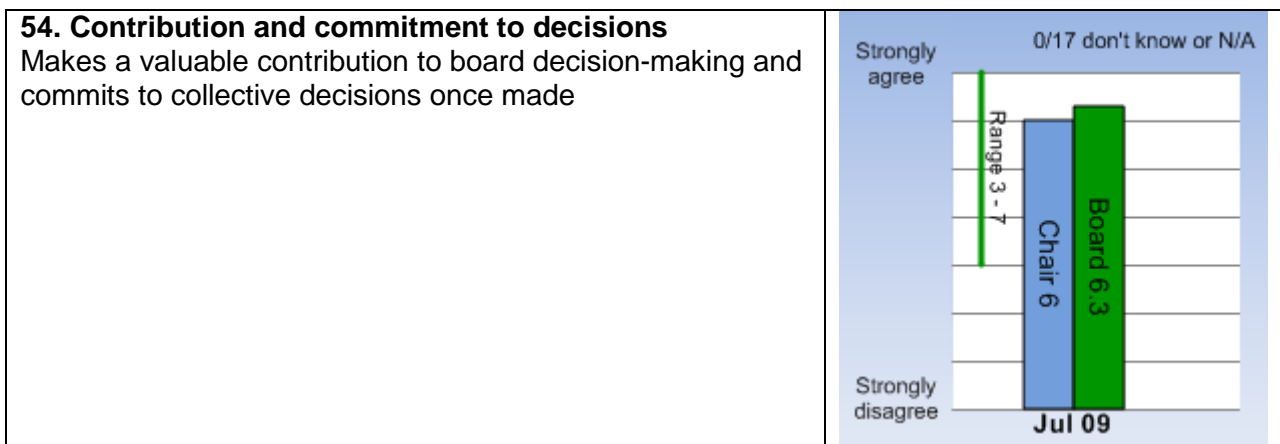
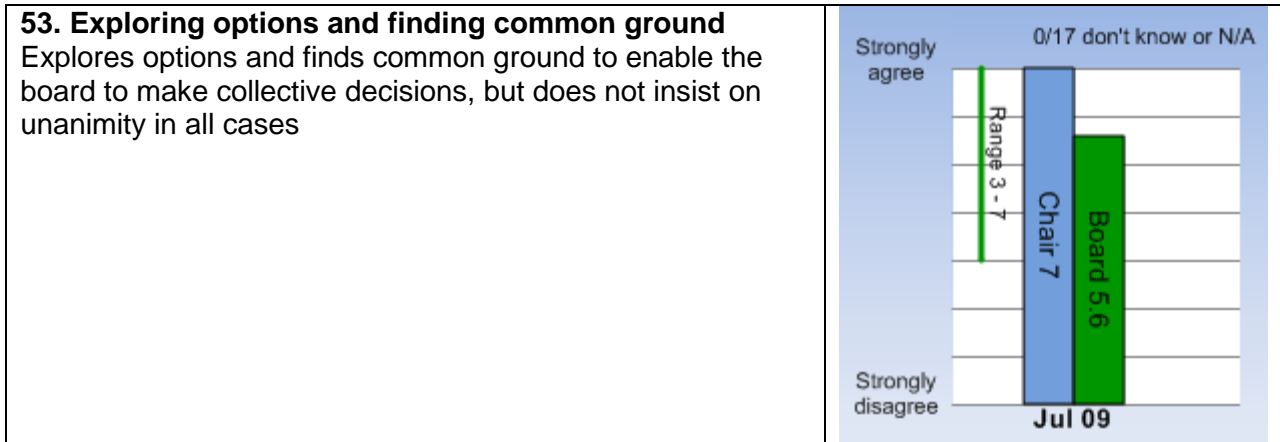
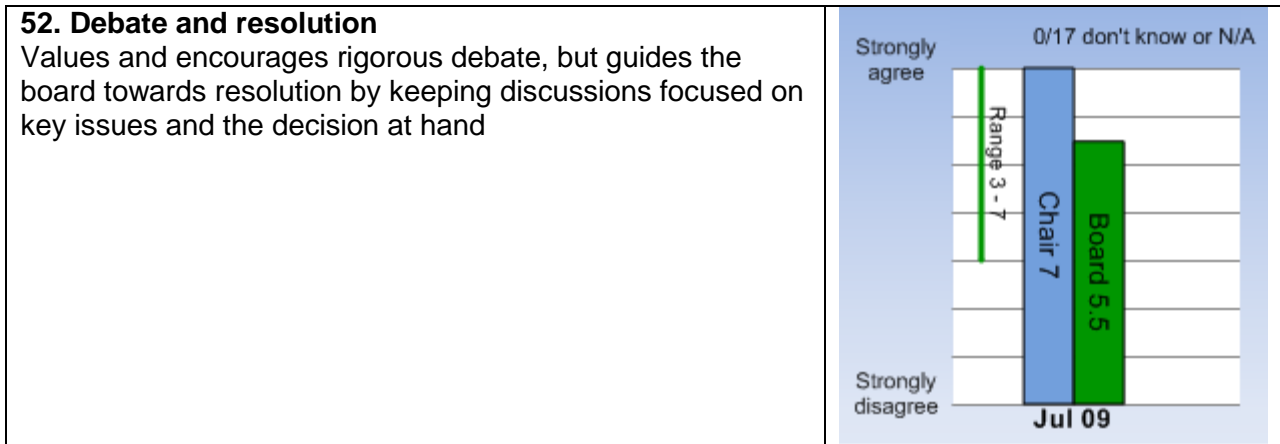
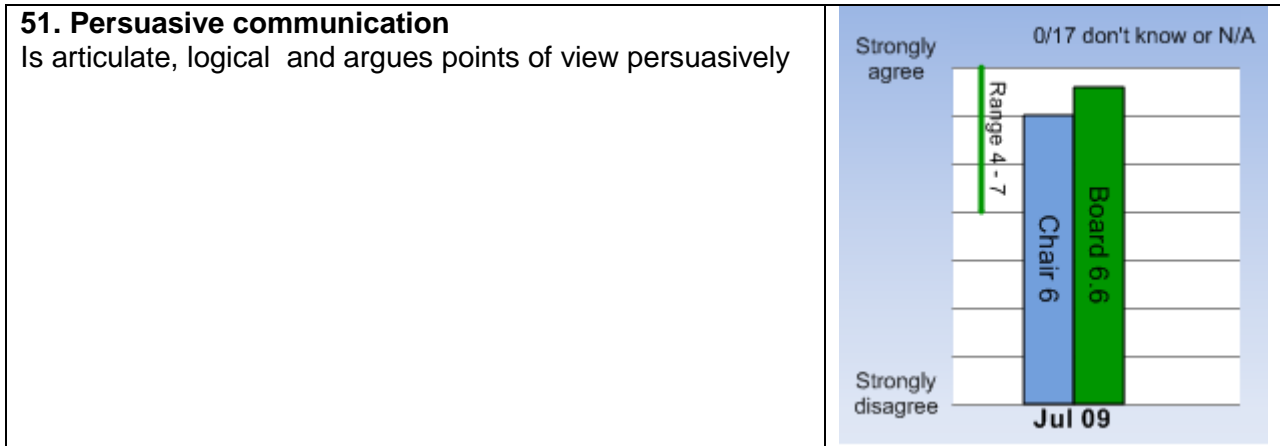


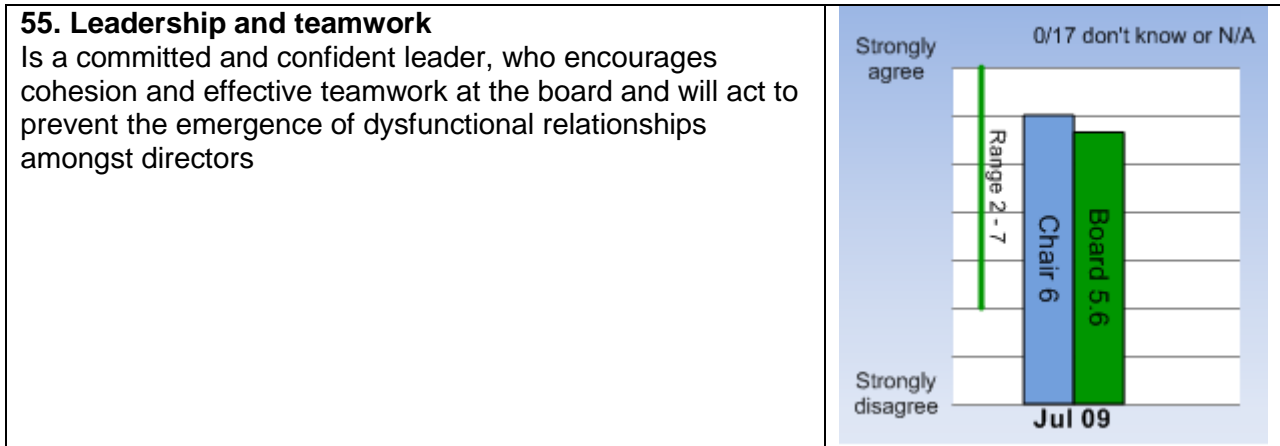
46. Robust board culture

Fosters a robust board culture and encourages fellow directors to explore and resolve differences of opinion





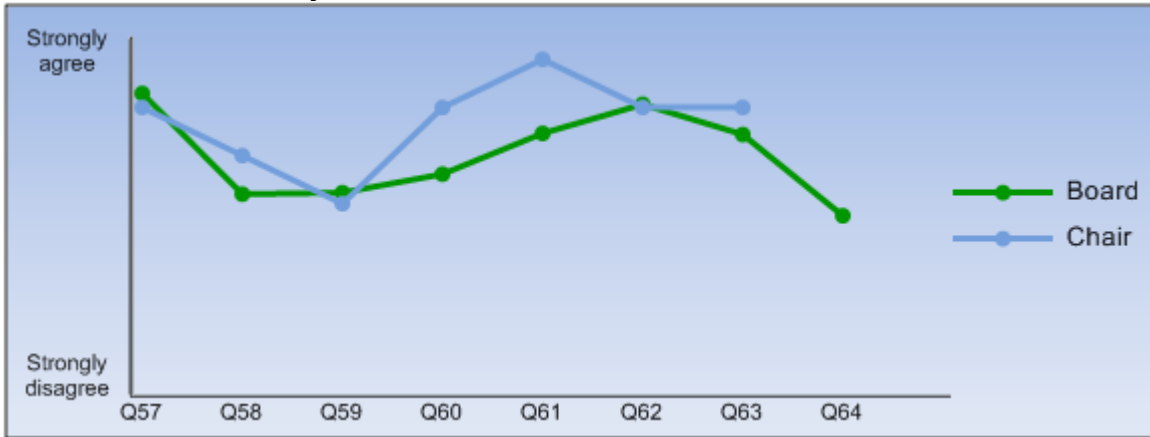




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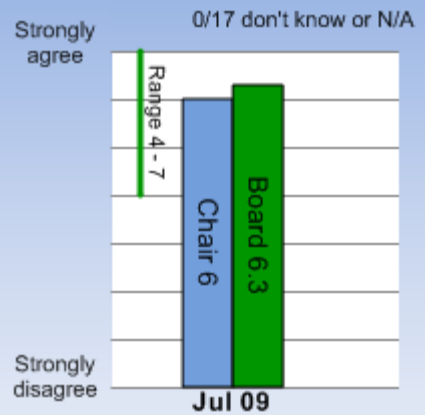
Capability (Chair)

Question Set Summary



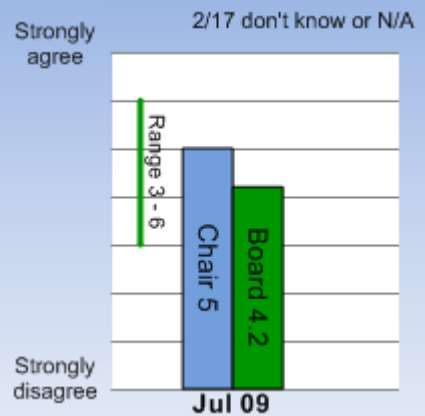
57. Skills and attributes

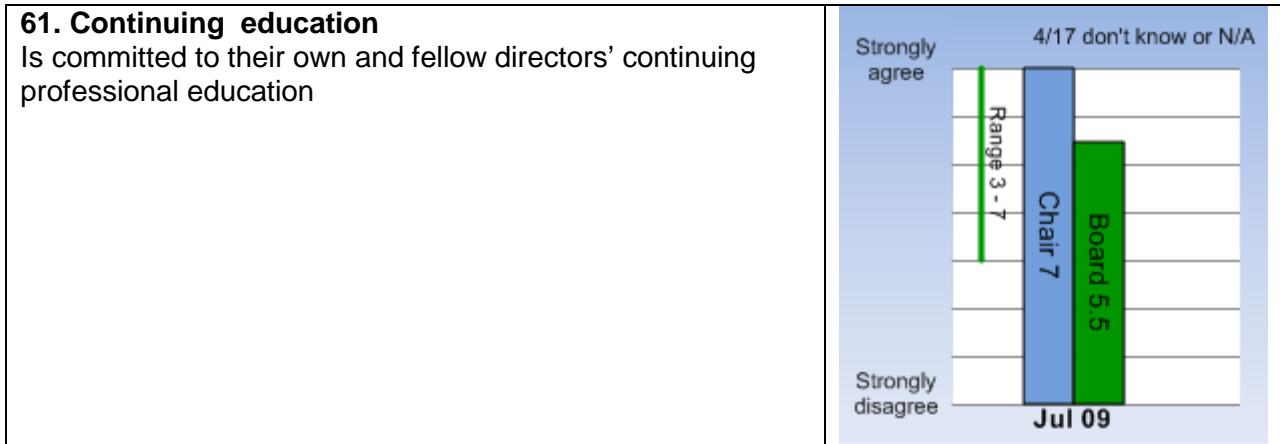
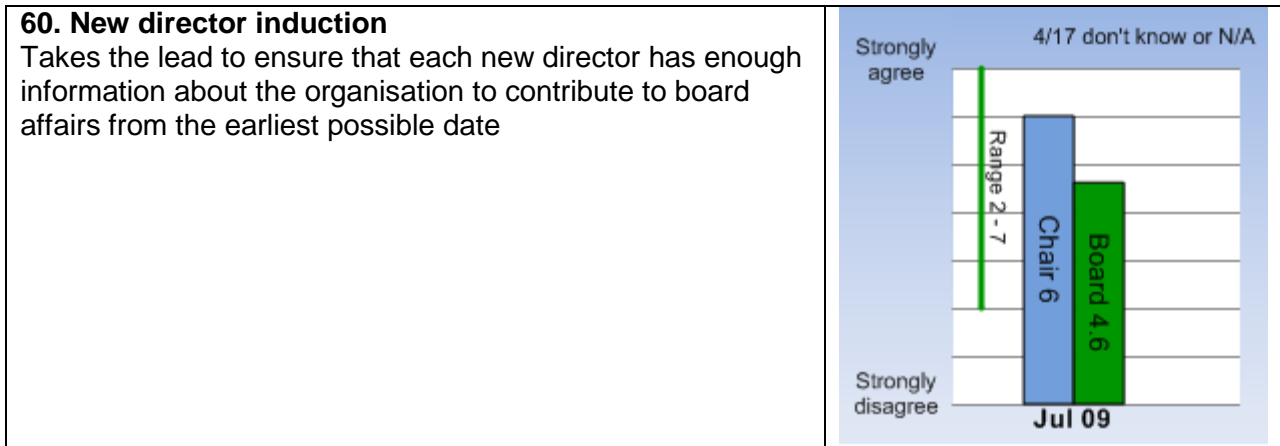
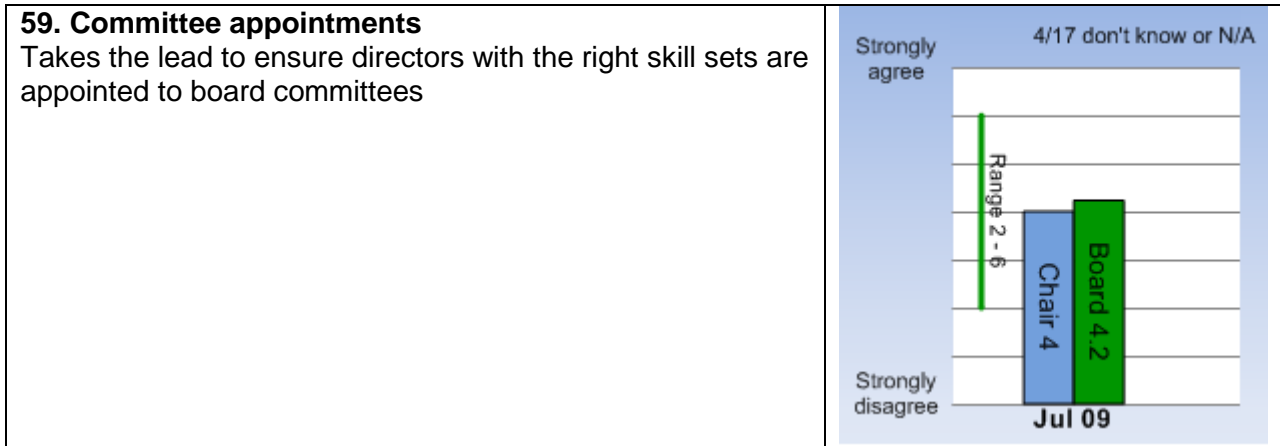
Brings skills and attributes that are important to the success of the organisation

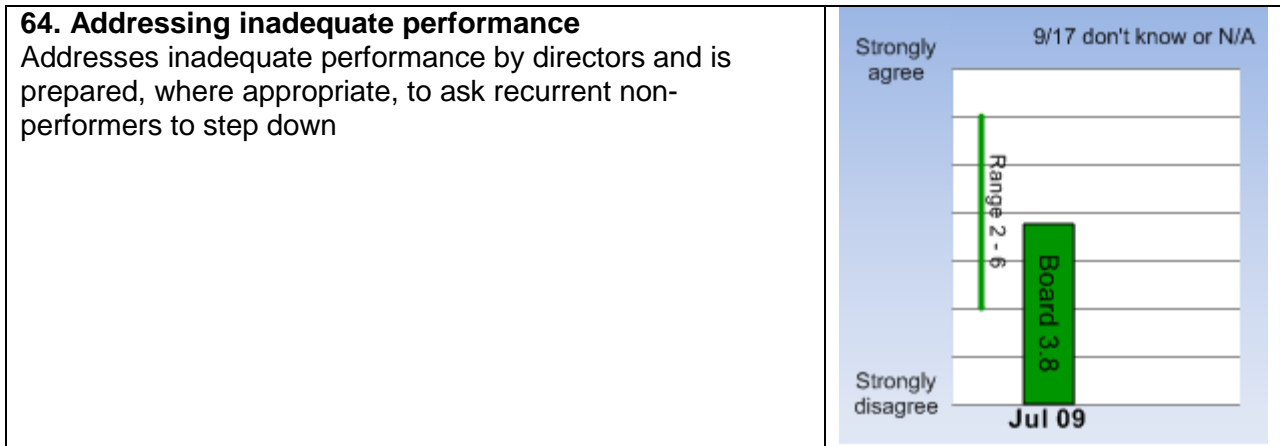
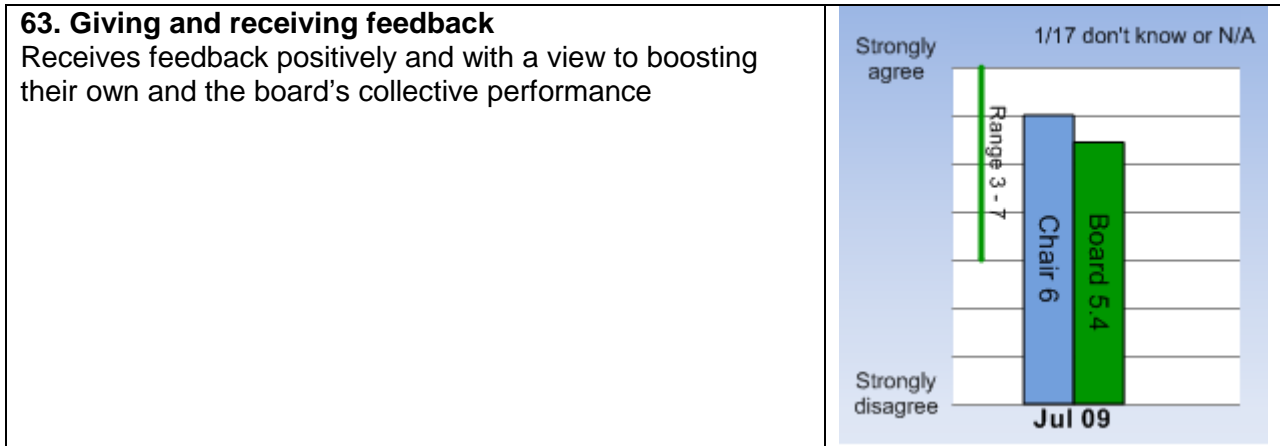


58. Board succession and development

Is effective in instigating and progressing discussions on board succession and creating development opportunities for board members







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