

# STRIVE!® GOVERNANCE EXCELLENCE MODEL



## GEM ASSESSMENT REPORT



## COMPANY1

Annual Assessment 2088 - August 6, 2012

## Introduction

We trust that this assessment will help your board define actionable items as it pursues organizational excellence.

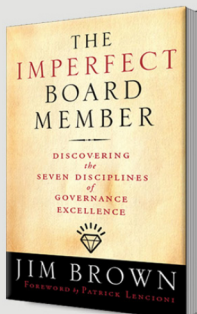
This diagnostic tool was developed to provide your board members with a mechanism to size-up your board's performance in a safe way.

However, completing the survey is just the first step. We hope you'll take the next, **more important step** to a healthy board reflecting on the results and developing an action plan to enhance your board. We're excited to help you with this next step! Call 519-766-9033 (or email [team@strive.com](mailto:team@strive.com)) to hear the great news.

If, after reading this report, you have any questions, please contact us.

Best wishes as you utilize this report as *your next step to a healthy board*.

**This report is best viewed in colour.**

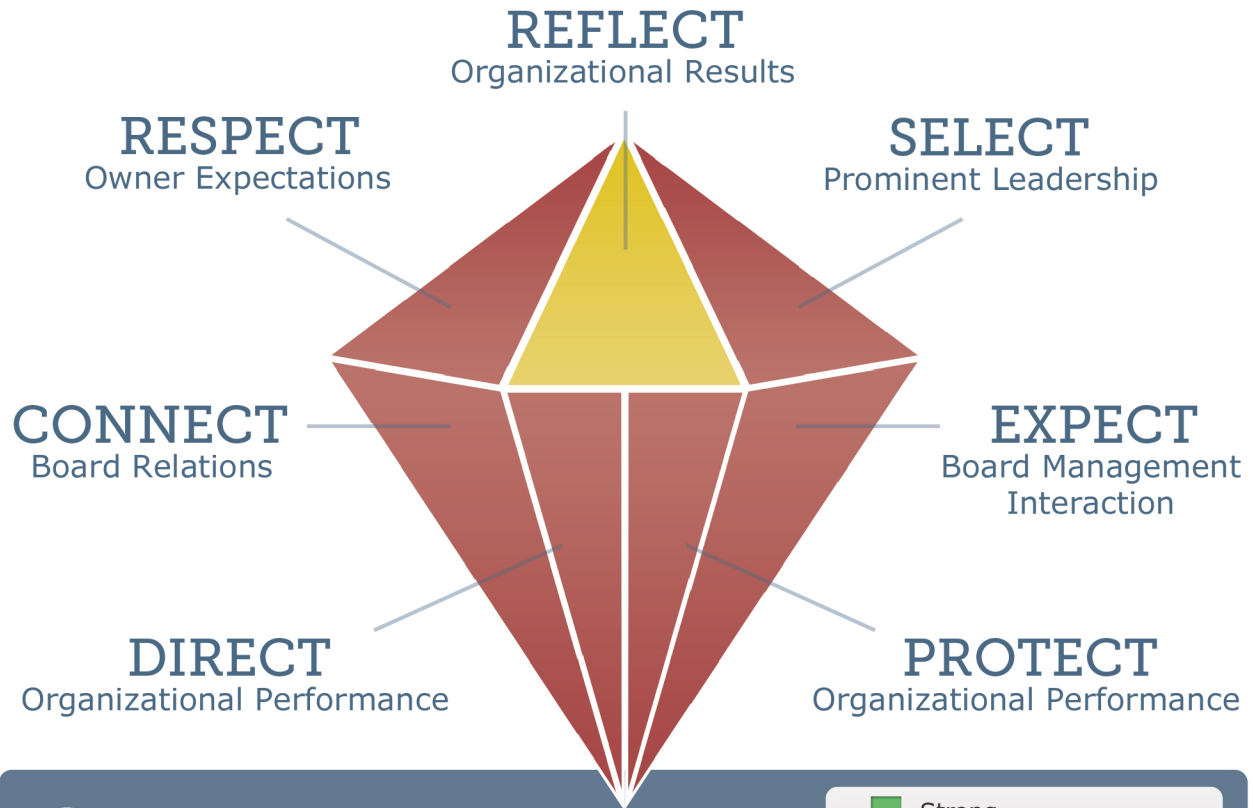


### The Imperfect Board Member

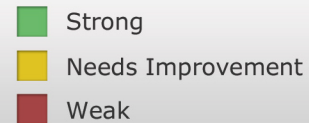
**STRIVE! has many resources and services to help your board and your executive team.**

STRIVE!'s team of consultants provides a level of expertise that will bring an exceptional level of depth to the board's debrief conversation. As the creators of the GEM Assessment, our consultants have an incomparable ability to facilitate transformational change within your board. For more information on our team, go to [www.strive.com](http://www.strive.com) and click on "Meet the Team"

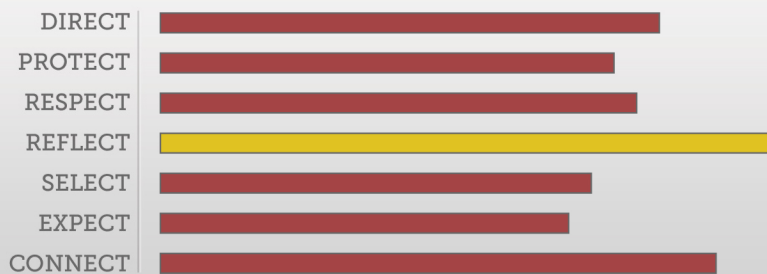
Visit [www.strive.com](http://www.strive.com) for articles, services, and resources.  
To learn specifically about STRIVE!'s work with executive teams, go to [www.strive.com/ttg](http://www.strive.com/ttg).



## GEM Diagnostic Summary



For an interactive look at the model, go to [www.strive.com/models/gem.aspx](http://www.strive.com/models/gem.aspx)



Your assessment scores indicated that **Reflect** is potentially an area for improvement and **Direct**, **Protect**, **Respect**, **Select**, **Expect**, **Connect** are likely areas of concern.

## GEM Disciplines

### DIRECT...ORGANIZATIONAL PERFORMANCE

Your score in this area was **4.4** out of 8.0 which indicates that your board needs to be fully engaged in the development of a comprehensive strategic plan to focus the organization for the future.

### PROTECT...IN THE INTERESTS OF THE OWNERS

Your score in this area was **4.0** out of 8.0 which indicates that your board needs to protect the interests of the owners by developing policies and ensuring compliance with them.

### RESPECT...OWNERS EXPECTATIONS

Your score in this area was **4.2** out of 8.0 which indicates that your board needs to engage in meaningful two-way communication with owners.

### REFLECT...ON ORGANIZATIONAL RESULTS

Your score in this area was **5.4** out of 8.0 which indicates that your board may need to pay greater attention to understanding the reasons for the results of the organization's operations and the rationale for deviations from projections.

### SELECT...YOUR PROMINENT LEADERSHIP

Your score in this area was **3.8** out of 8.0 which indicates that your board needs to create processes to build a competent team and hold prominent leaders (directors, officers, and CEO) accountable for their actions.

### EXPECT...GREAT BOARD-MANAGEMENT INTERACTION

Your score in this area was **3.6** out of 8.0 which indicates that your board needs to relate more effectively with the CEO, ask probing questions, and hold him/her more accountable for organizational results.

### CONNECT...FOR HEALTHY BOARD RELATIONS

Your score in this area was **4.9** out of 8.0 which indicates that your board members need to state and fulfill expectations, examine board processes, and build relationships with each other.



## RESPECT... Owners Expectations

Your board scores on individual questions are as follows:

QUESTIONS	NEVER		SOMETIMES				ALWAYS	
	1	2	3	4	5	6	7	8
11. The council communicates effectively with the association's members by gathering and inviting input from them so their interests can be well-represented in council decisions.	4.0							
12. The persons serve as active ambassadors, stimulating greater understanding of the association's purpose and opportunities for its future.	2.0							
13. Persons are independent from management and declare potential conflicts of interest that may be real or perceived.	7.0							
14. The council is appropriately transparent and respectfully accountable to the members, explaining significant council actions and deviations from expected results.	6.0							
15. Decisions are made, after vigorous discussion as necessary, in the best interests of the members as a whole, not the interests of a subset of members.	2.0							

**Your Team's Overall Average: LOW**



## RESPECT... Owners Expectations

Your board scored **low** in **respecting owner expectations**. Consider the following activities to increase your board's effectiveness.

### Tips for Governance Excellence

**Board commitment** - Discuss the importance of owner communication and the objectives of undertaking a structured outreach. Annually review the action plan for proactive two-way communication with owners and periodically devote board meeting time to reviewing insights, trends, and significant points from the input received.

**Board member connection** - Ask every board member to contact two diverse owners. To increase the odds of making an informative connection, you may want to narrow down your list to people who have expressed an interest in the organization through attendance at annual general meetings, activity as a volunteer, or making some other significant investment. You might provide board members with two or three questions to start the conversation. Be sure to focus on owner interest rather than customer interests. (See Jim Brown's "The Imperfect Board Member", pages 30 to 40, for a discussion on the difference between owner and customer interests.)

**Proactive communication** - Regularly publish, in a print newsletter and/or email, a message from the board chair that explains significant board decisions and solicits opinions. Owners tend to be less suspicious and tend not to make incorrect assumptions when they are kept informed. The owner confidence that results usually builds invaluable goodwill towards the organization.

**Annual Meetings** - At the annual meeting obtain input from the owners for at least one question in which the board could use some further perspective and suggestions. Involvement leads to commitment.

**Organizational Direction** - Annually share the strategic priorities from your strategic plan with the owners.