

# Individual Director Self-Evaluation

## Using this Self-Evaluation Tool

This tool gives you an opportunity to assess your performance as a board director and reflect on your contribution to your board and your organization. Since the tool is general in nature, it might not reflect all the specific circumstances of your particular board. In using this tool, focus exclusively on yourself as a director on this board. Conduct an honest, candid self-assessment. Remember, all directors excel in some areas and not in others. You are no different.

## Completing your assessment

The questions in the first six segments of this evaluation are modelled after The Savvy Director™ framework. Based on research and observation, DirectorPrep has identified these as the six key habits of a savvy director. These six segments are followed by a seventh segment on compatibility. Work your way through the seven segments, circling one response – low, medium or high – for each question.

## Calculating your scores

Determine your score for each segment by adding up each column and then calculating the sum of the three columns. Then move on to the Overall Score section and calculate your overall score by adding up the seven individual segment scores.

## Interpreting your scores

Segment Score	
6 - 9	Basic competence. Focus on this area.
10 - 14	Developing competence.
15 - 18	Well-developed competence.



Overall Score	
42 - 65	New and learning.
66 - 100	Making good progress.
101 - 125	Well-rounded board director.

## Reflecting on your results

The Reflection Guide on the last page allows you to take stock of your evaluation and decide where you want to focus your improvement efforts. Pay particular attention to the last question in the guide, which asks you to identify the two most important things you should do to enhance your performance on the board. Make sure that your response to this question is specific, concrete and actionable.

## Next Steps

Once you have decided on the two things you want to do, contact your board chair, the chair of the Governance Committee, or an experienced fellow director with whom you are comfortable, and ask for some time with them. You don't need to share the full evaluation, but do go ahead and summarize your findings. Let them know where you have chosen to focus your efforts and seek out validation and guidance. In particular, look for advice on professional development and ask if they would be willing to provide feedback in those particular areas as you work on improving your performance.

# Individual Director Self-Evaluation

Building Governance Skills	Low	Medium	High
1. I understand and fulfill the legal requirements and obligations of a board director.	1	2	3
2. I maintain confidentiality about board discussions and information that is shared with the board.	1	2	3
3. I identify and declare potential conflict areas – real or perceived – and ensure they are appropriately identified and reviewed.	1	2	3
4. I am comfortable dealing with issues coming before the board about the organization and its goals and strategy.	1	2	3
5. I am able to read and understand the organization’s financial statements.	1	2	3
6. I appreciate the different yet complementary roles of the CEO and the board.	1	2	3

## Governance Skills Score

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Preparing for Meetings	Low	Medium	High
7. I devote the necessary time and energy to fulfilling my commitments as a board director.	1	2	3
8. I carefully review meeting materials ahead of time, noting concerns and questions about the matters on the agenda.	1	2	3
9. I advise the CEO and/or board chair when introducing significant or previously unknown information at a board meeting.	1	2	3
10. I maintain a good attendance record for board and committee meetings.	1	2	3
11. I arrive well prepared and ready for board and committee meetings.	1	2	3
12. I arrive on time and do not leave early.	1	2	3

## Preparation Score

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# Individual Director Self-Evaluation

Asking Great Questions	Low	Medium	High
13. My questions and participation in discussions add value to the board.	1	2	3
14. I communicate my questions, ideas and comments clearly, effectively, and at an appropriate time.	1	2	3
15. I am comfortable asking questions about the organization's finances or about other issues when I need to.	1	2	3
16. I focus my questions and comments on strategic issues that are key to the organization.	1	2	3
17. I raise questions, voice concerns and seek clarification before making decisions.	1	2	3
18. I listen carefully and consider others' comments and viewpoints even when I disagree.	1	2	3

## Questioning Score

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Collaborating with Others	Low	Medium	High
19. I accept challenges from others without becoming defensive.	1	2	3
20. I have collaborative and productive working relationships with other board directors.	1	2	3
21. I help other directors understand and focus on key issues.	1	2	3
22. I encourage other directors to express their opinion.	1	2	3
23. I have a collegial working relationship with the CEO.	1	2	3
24. I contribute to the CEO's perspective and wisdom by sharing my knowledge and experience without trying to run the operation.	1	2	3

## Collaboration Score

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# Individual Director Self-Evaluation

Thinking Independently	Low	Medium	High
25. I consciously exercise independent judgment.	1	2	3
26. I recognize my own cognitive biases and make efforts to overcome them.	1	2	3
27. I engage in critical thinking by looking for and analyzing evidence, data and facts.	1	2	3
28. I am willing to change my opinion when presented with convincing arguments and facts.	1	2	3
29. I am curious and open to new ideas and ways of thinking.	1	2	3
30. I bring new thinking and new ideas to the board.	1	2	3

## Independent Thinking Score

Demonstrating Courage	Low	Medium	High
31. I respectfully remind directors to stay focused on the issue at hand if they sidetrack discussions or dwell on minutiae.	1	2	3
32. I push the group to confront reality and abandon wishful thinking.	1	2	3
33. I watch for <i>Groupthink</i> and call it out when I see it.	1	2	3
34. I have the courage to say what is on my mind.	1	2	3
35. I am comfortable expressing a dissenting opinion or asking a difficult question in a non-confrontational way.	1	2	3
36. I am willing to vote <i>No</i> on a motion that I cannot support.	1	2	3

## Courage Score

# Individual Director Self-Evaluation

Compatibility	Low	Medium	High
37. I am interested in and committed to the organization and its mission.	1	2	3
38. I appreciate the importance of effective governance to the organization's success and I take my role seriously.	1	2	3
39. I use my skills, experience, business wisdom and perspective to make a valuable contribution to the board.	1	2	3
40. I follow through on my commitments to the organization and the board.	1	2	3
41. I enjoy serving on this board.	1	2	3
42. If asked, I would agree to serve another term on this board.	1	2	3

## Compatibility Score

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## Overall Summary

Building Governance Skills

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Preparing for Meetings

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Asking Great Questions

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Collaborating with Others

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Thinking Independently

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Demonstrating Courage

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Compatibility

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## Overall Score

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# Individual Director Self-Evaluation

## Reflection Guide

Based on my responses, I could improve my contribution to the board in the following areas:

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During the past year, my most significant contributions to the work of this board have been ...

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My greatest strengths as a director on this board are ...

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My opportunities for improvement as a director on this board are ...

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The two most important things I should do to enhance my performance on this board are ...

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2.

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