

SELF-ASSESSMENT

Our vision on self-assessment

Self-assessment brings discussions on both individual and joint functions to the board room. A common vision can clarify and strengthen the role of the group. This also applies to the Supervisory Board and Managing Board. Self-assessment increases the possibility of finding the less effective processes. Regular assessments are a good habit to maintain quality and translate new knowledge into best practices. Boards who already have a long tradition of self-assessment, continue to extract new energy and stimulate their own learning curve.

Role and added value of an external supporter

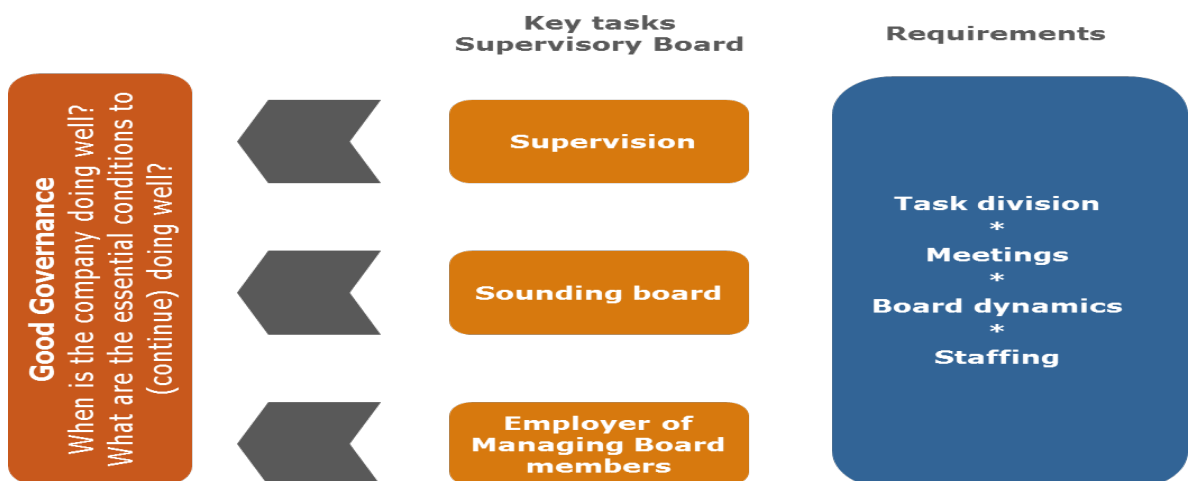
As an external facilitator, we ensure that the self-assessment is well prepared, provide expert guidance during discussions, and record the results in an appropriate manner.

The self-evaluation is based on a collection of contributions from those involved in advance. We also apply our range of experience with boards. We bring over 10 years of experience working with Supervisory Boards and Managing Boards in business and (semi-) public sectors. The core of the evaluation is the joint reflection. We facilitate a good conversation about the reflection points which is constructive and holds the necessary depth and concreteness. We challenge you as a critical sparring partner with consideration and respect given to the relations in the top. The findings from the joint evaluation session will be summarized.

Our approach

Over the years, we have developed a supportive and efficient approach which can be tailored to each board. We provide a brief outline of our approach.

- Before the joint reflection session, we speak (by telephone or face to face) with the members of the Supervisory Board and the Managing Board. If desired, we will also speak with the board secretary, the works council or the shareholder(s). The aim is to get an overall picture of the themes that will be explored in the joint session.
- To support participants, we send a list with points of interests in advance. The list is based on a model which covers the factors that determine the board's performance (see below). This approach ensures that we evaluate not only the current 'hot topics', but also items that haven't been top of mind initially.



THE SELF-ASSESSMENT

- Beforehand, we also become acquainted with the organization and how the Supervisory Board works based on documents, such as rules and regulations, strategic policy of the organization, and the annual agenda of the Supervisory Board and its committees.
- In a brief summary, we explain the most important outcomes and findings, make a proposal for the talking points for the joint evaluation session, and consult with the chairman.
- During a 3-hour joint session, we lead the conversation. To achieve the necessary depth and concreteness, we can make use of real life cases and best practices. If deemed necessary, adjustments and improvements are discussed and determined.
- We record the results of the evaluation session. This summary will mention amongst others the action points agreed upon. We also frequently support your feedback to the Managing Board, either by preparing a specific document for this purpose or by assisting in a joint meeting with both boards.

Investing in preparation

Our experience shows that investing in preparation has several advantages. Preparatory talks help Supervisory Board members to critically review the function of the board and to enter the evaluation session well prepared. We, as external supporter, are able to build a picture of your specific tasks and functions, find possible blind spots and act as your sparring partner. All this makes it possible for the joint session to move quickly to the core issues.

Alternative pathways

Depending on your specific questions and situation, our approach could be adapted and adjusted. Some examples are:

- Instead of discovering reflection points beforehand, we can present recent developments in good governance and good practices to start a fruitful reflection on the function of your Supervisory Board.
- A crisis situation can be reviewed to build on lessons for the future.
- Focus can be on board dynamics, for example, by using a questionnaire to determine the process of judgment and decision making on the team.
- For a newly staffed Supervisory Board, it can be necessary to discuss the desired future practice.

Find more information about our firm and our consultants on our website: www.governancesupport.nl

We welcome telephone or email exchange if you need more information or want to discuss specific questions and requests: e-mail: office.gs@governancesupport.nl or phone: +31 (0)6 30 13 16 63

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