



Sample report Supervisory Board

Self-evaluation of management and supervision

Selected pages from the reporting format

Reading the report: scores

The scores

The numerical score represents the average perspective of the directors. The blue line shows the standard deviation of individual composite scores. A shorter line indicates greater agreement.

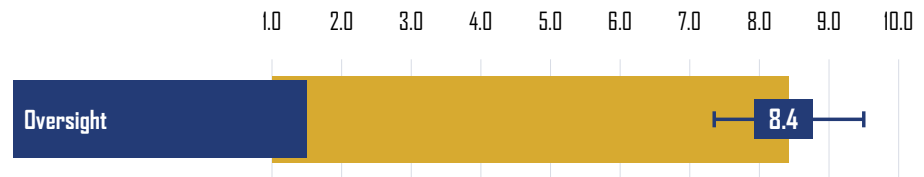


The same average can accompany different views. Consider both the score and its dispersion during the evaluation discussion.

Conversion to a 10-point scale

Answers on the original 1–7 scale are converted linearly to 1–10: 1 becomes 1, 4 becomes 5.5 and 7 becomes 10. The standard deviation is rescaled in the same way.

An illustration



The gold bar and the numerical score show the mean. The blue line extends one standard deviation below and above the mean, limited to the scale range.

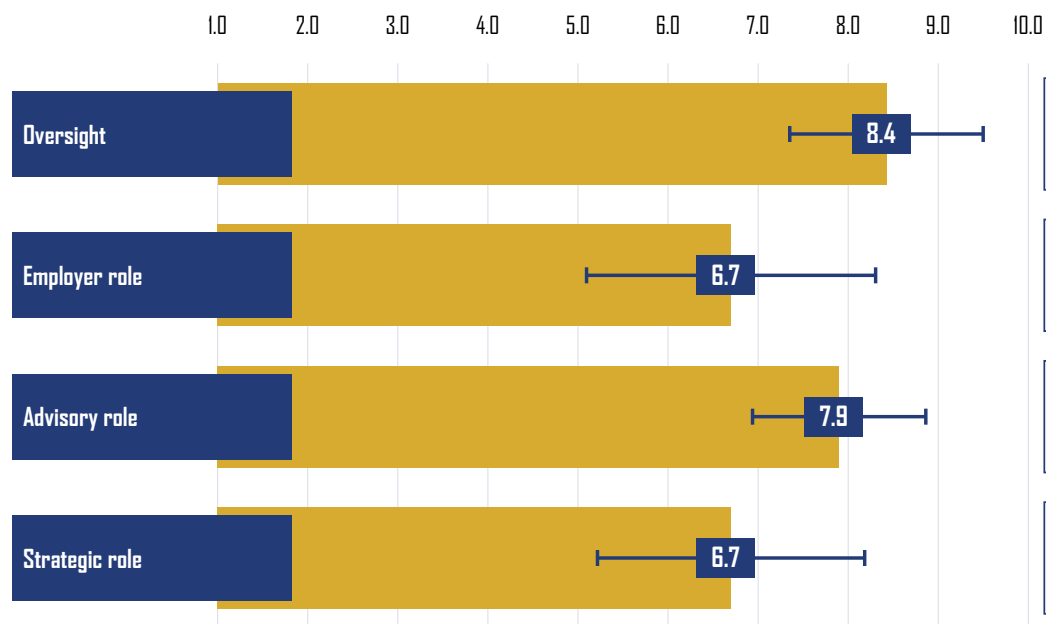
A starting point, not a verdict

Scores support reflection. For each theme, ask whether the picture fits your board. These charts include no benchmark or statistical test. A higher score does not mean better functioning on every theme.

All scores in this example are illustrative. No actual evaluation took place.

Roles of the Supervisory Board

Scores for your board



The Supervisory Board oversees management and ratifies important decisions.

The questions address executive succession and selection, and insight into talent and ambitions.

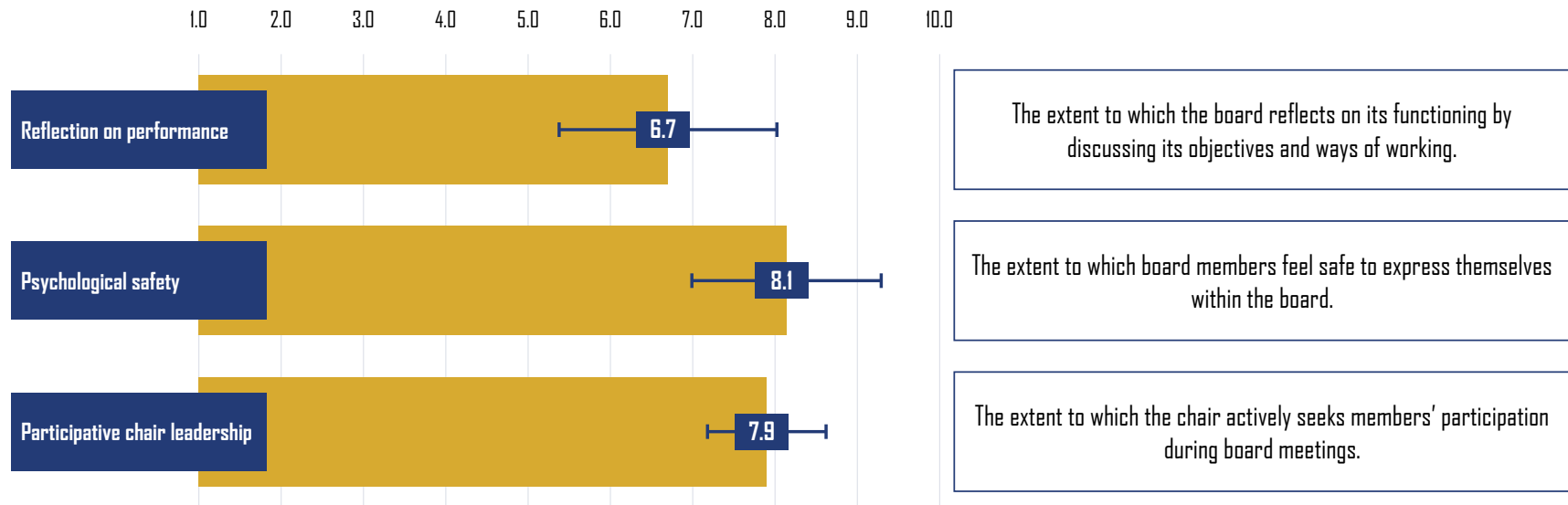
The Supervisory Board acts as a sounding board for management and provides valuable advice.

The Supervisory Board is involved in initiating and implementing strategic decisions.

Gold bar: mean on a 1–10 scale. Blue line: plus or minus one standard deviation.

Group processes within the board

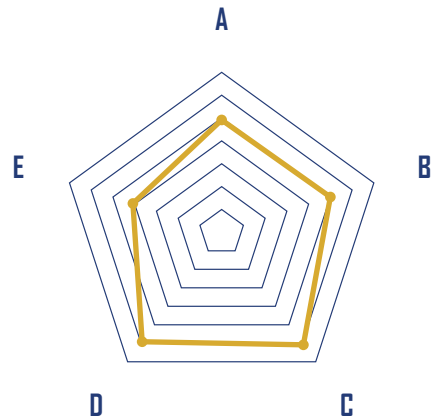
Scores for your board



Gold bar: mean on a 1–10 scale. Blue line: plus or minus one standard deviation.

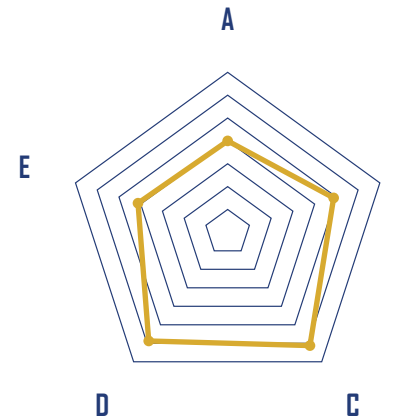
Hierarchy within the board

Status within the board



How competent, influential and respected individual directors are perceived to be by their peers.

Voice within the board



The extent to which individual directors speak up and express their views within the board.

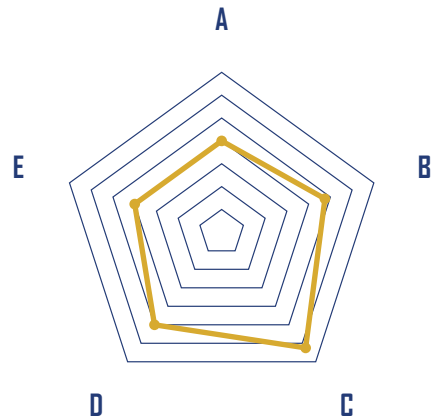
Patterns in individual scores

Each letter represents the same director across these four figures. Points show average ratings by other directors; self-ratings are excluded. Names and numerical scores are not displayed. A regular shape indicates similar ratings across members. The figures show differences between members, not a ranking of quality.

Letter codes cannot guarantee that a person is unrecognisable within a small board.

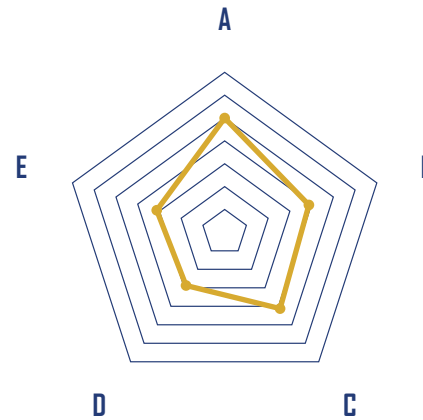
Interpersonal dynamics

Interpersonal influence



How much influence individual directors have on other members of the board.

Professional differences of view



The extent to which individual directors experience substantive differences of view within the board.

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An example discussion agenda

The illustrative findings suggest three topics for discussion: more room for collective reflection, a sharper strategic agenda and a longer-term approach to the board's employer role.

One possible agreement is to close each meeting with a brief reflection on the content and the way members worked together. For each action arising from the evaluation, agree who will follow its progress and when the board will revisit it.

This commentary illustrates how an adviser can connect scores and observations with the evaluation conversation. It does not assess a real organisation.

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Sample report — illustrative data