



Bigger Goals • Bolder Strategies • Better Collaboration

## RAM CHARAN'S BOARD EVALUATION

### *"Boards That Deliver"*

*(Please evaluate each statement on a 0=low, 5=high scale, 95 points maximum)*

1)	The board consistently brings dialogue on critical topics to a clear closure, with consensus.
2)	All directors freely speak their minds on key points.
3)	Directors respond to each other during board meetings, particularly when they don't agree with each other.
4)	Board meetings focus on the most important issues (versus wandering into minutiae or tangents).
5)	The company is getting a return on the time the board is spending on corporate affairs.
6)	The directors feel they get something out of board meetings (versus being a chore and burden).
7)	The dynamic between the board and the CEO is constructive.
8)	Directors have acted on feedback that emerged from a real and constructive self-evaluation.
9)	Sufficient time is provided for discussion in the boardroom (versus presentations being scripted to the second with no time left for dialogue).
10)	Information is presented in a way that leads to useful insights that facilitate productive discussion.
11)	The board goes out of its way to learn about the company and the industry.
12)	The CEO feels comfortable discussing bad news and uncertainties with the board.
13)	The board has discussed succession in depth during recent meetings.
14)	All directors fully understand the philosophy underlying the CEO compensation plan.
15)	Each director is clear on the strategy going forward.
16)	The board has bought into the company's strategy.
17)	The board has discussed with management the potential risks inherent in its strategy.
18)	The board explicitly monitors the financial health and operating performance of the company relative to the competition, by focusing on causal factors.
19)	The board is familiar with the potential future leaders and efforts to develop up-and-coming managers.
	<b>TOTAL (95 point maximum)</b>