



# board excellence assessment

---

CONFIDENTIAL

Prepared For: **[DEMO] Corporate Board**  
Report Date: **May 30, 2026**  
Participants: **Demo Director 1, Demo Director 2, Demo Director 3,  
Demo Director 4, Demo Director 5, Demo Director 6**



[www.orghealthteam.com](http://www.orghealthteam.com)  
+1 226-455-9990

# In This Report

Introduction.....	1
The Governance Excellence Model.....	2
Insights.....	3
Governance Snapshot.....	5
Direct.....	6
Protect.....	9
Connect.....	12
Expect.....	15
Respect.....	18
Select.....	21
Reflect.....	24
Your Current Board Reflection.....	27
Next Steps & Action Planning.....	29



# Introduction

The purpose of the **Board Excellence Assessment** is to help boards identify where their strengths are, where efforts for improvement should be directed, and particularly which conversations need to be had to address dynamics that may be holding the organization back. This report provides a comprehensive overview of your board's governance effectiveness based on the **Governance Excellence Model (GEM)**, divided into the Seven Disciplines that contribute to board excellence.

*A note on our philosophy:* this report is not designed to produce a score to celebrate or defend. Numbers can create a false finish line—you'll notice we don't actually even show them most of the time! The true goal of this report is to provoke meaningful and rich discussion that results in clear action commitments. Through visually displayed data, insights can be gained with fewer psychological obstacles in the way.

A few things to keep in mind as you work through the findings:

- **Anonymity is protected in service of honesty.** No individual response can be identified, and comments appear in randomized order with no attribution. Board members were asked to be candid, and the report is designed to honour that. That said, we do encourage board members to own their responses during discussion, moving toward open and honest dialogue, and to cultivate psychological safety by listening with curiosity first.
- **Disagreement is a signal, not a problem.** Where board members hold divergent views on the same question, those gaps are surfaced intentionally. Wide disagreement often reveals the most important conversations a board needs to have.

## Getting the Most from Your Debrief

This report is designed to be discussed together and culminate in purposeful action commitments. We strongly encourage boards to review these findings as a group, with a skilled facilitator leading the conversation.

**OrgHealth offers in-person and virtual debrief facilitation.**

**Inquire at:**

[hello@orghealthteam.com](mailto:hello@orghealthteam.com)

*The Board Excellence Assessment is a product of OrgHealth (www.orghealthteam.com). The Governance Excellence Model (GEM) is the intellectual property of OrgHealth and Strive Consulting. All rights reserved.*



# The Governance Excellence Model (GEM)



Shown as a diamond (a GEM), the **Governance Excellence Model™** has six facets or areas of responsibility, representing the Seven Disciplines that excellent boards maintain.

Learn more at [www.orghealthteam.com/gem](http://www.orghealthteam.com/gem).

See your board's overall scores below.



## Respect

*... Owner Expectations*

Listen and invite input from owners, communicate actions and results



LOW



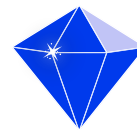
## Reflect

*... on Organizational Results*

Celebrate wins, understand failures or deviations from projections



LOW



## Select

*... Prominent Leadership*

Choose people with needed skills, values, credibility, remove if needed



LOW



## Connect

*... for Healthy Board Relationships*

Board communication, team dynamics, conflict norms, expectations



LOW



## Direct & Protect

*Direct Organizational Performance*

Vision, mission, key result areas, governing policies



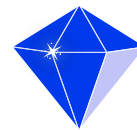
LOW

*Protect the Interests of the Owners*

Ensure KRAs being met, performance of board & CEO



LOW



## Expect

*... Great Board-Management Interaction*

Board-CEO team communication, expectations



LOW

# Insights

We want you to have rich conversations where it matters most. Below, we've pulled out your board's reported strong areas, weakest areas, and the questions that had significantly disparate responses.

Using these Insights, go through the rest of the report to gain context and clarity about which actions would make the biggest difference to your board's excellence.

Some of these results may surface uncomfortable topics or tensions. We encourage all board members to approach the findings with curiosity, without jumping to conclusions. A safe environment where board members can hear each perspective is what turns data into meaningful action.

Your board's scores are consistent across disciplines, suggesting there may be shared challenges or a common starting point across the board as a whole. This pattern is often seen in newer boards or those navigating significant change, and it points to a need to build governance strength broadly. As you continue through this report, discuss which 2-5 actions would make the biggest impact, and focus on those. Our team is standing by to help you navigate and clarify your path forward.

## Your Strongest Disciplines

*All disciplines are in need of significant improvement. This area is currently showing the most strength.*



### **Select** Prominent Leadership

Your board plans well for who is at the table. Leadership selection is intentional, onboarding is thoughtful, and succession is on the radar. This creates continuity and credibility. A next step might be to ensure these practices are formalized and not dependent on any one champion.

[Explore on page 21](#)

# Your Opportunities for Growth

Several disciplines scored in the low range. These two represent your most significant opportunities for growth.



## **Protect** the Interests of the Owners

This score suggests the board may be unclear on its oversight role, have outdated or bloated policies, or lack visibility into organizational risk. Boards that don't protect can expose the organization to liability, mission drift, or stakeholder distrust. A policy review is a great place to start.

[Explore on page 9](#)



## **Expect** Great Board-Management Interaction

When this score is low, the board-management relationship likely lacks clarity. CEO expectations may be undefined, performance evaluation inconsistent, or monitoring ad hoc. Without clear expectations, accountability suffers. So does organizational performance. Is there a lack of clarity here, or perhaps a lack of follow-through or courage?

[Explore on page 15](#)

## Areas of Key Difference

These questions had the most variation in responses among your board members, indicating significant differences of perspective. Why do these differences exist?

**The board plays an active role in shaping long-term strategic direction and constructively challenges management's assumptions and decisions.**

[Direct](#)



**The board treats CEO succession and board renewal as ongoing responsibilities.**

[Select](#)



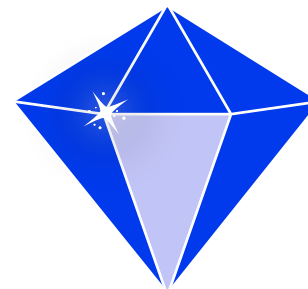
# Governance Snapshot

These questions help you take general inventory of some of the key pieces of good governance. Look for where there are “Not Sure” answers in particular. Consider if any “No” answers indicate an area for action.

#	Question	No	Not Sure	Yes
1	We have a current, board-approved strategic plan.	3	0	3
2	The board approves an annual budget.	2	1	3
3	The board conducts a formal performance review of the CEO at least annually.	3	1	2
4	The board has discussed and documented a succession plan for the CEO.	2	1	3
5	The board has clearly written governance policies that guide its work.	2	1	3
6	Expectations for board members (attendance, preparation, conduct) are clearly defined.	3	1	2
7	The board regularly reviews and improves its own effectiveness.	3	1	2
8	The board chair receives structured feedback from board members.	3	0	3
9	New board members receive a meaningful orientation to their governance role.	3	0	3
10	The board uses a skills and experience matrix to guide board recruitment and composition.	3	0	3

# Direct... Organizational Performance

Strategic direction is where boards add the most value—and where they should spend most of their time. Directing involves defining and refining the vision, mission, and values, identifying key result areas, and playing an active role in developing strategy. It's a proactive discipline, focused on the future, with the goal of unlocking strategies that ultimately fulfill the organization's purpose.



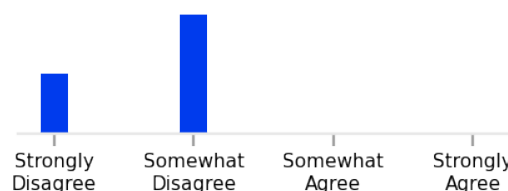
Your board's responses indicate this discipline is currently **LOW**.

## Questions and Responses

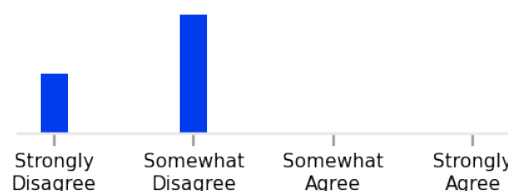
**1. The board plays an active role in shaping long-term strategic direction and constructively challenges management's assumptions and decisions.**



**2. The board, working with management, establishes clear strategic priorities and holds itself accountable for staying focused on them.**



**3. Board members understand the company's operating environment well enough to proactively address strategic opportunities and challenges.**



# Comments

## Which strategic discussions does the board handle well, and which would benefit from deeper focus?

*Our board struggles to maintain a strategic focus. Most meetings are consumed by operational issues that should not require board-level attention.*

---

*Strategic planning feels performative. We produce a plan but do not govern from it.*

---

*Strategy is not driving this board's agenda.*

---

*We lack a coherent long-term strategy. The board needs to take back ownership of strategic direction.*

---

*Our strategy is outdated and not driving governance decisions effectively.*

---

*Need a stronger strategic foundation.*

# Actionable Areas

Your board scored **low** in **directing organizational performance**. Consider the actions below you could take to become more effective.

- **Strategic Planning**

Develop a clear strategic plan grounded in the organization's vision, mission, and core values. Engage a third party to facilitate the process with your board and senior management. An outside perspective improves both the quality of the plan and the engagement of those in the room.

- **Annual Board Retreat**

Schedule at least eight hours annually to review your strategic plan and explore changes in the operating environment. Distribute relevant information in advance so the time is spent on quality discussion and decision-making rather than getting up to speed.

- **Purpose and Passion**

Have each board member articulate why they serve and what they envision for the organization. Passion for the purpose is contagious, and regularly surfacing it keeps commitment high and direction clear.

- **Strategic Meeting Discipline**

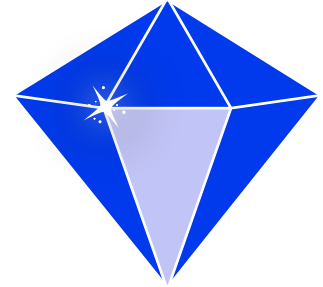
Review the minutes from your last four meetings and assess whether discussions focused on long-term direction or short-term issues. Assign board members to take turns redirecting conversation when it drifts from the strategic.

- **News Watch**

Ask every board member to monitor developments in the industry and broader environment. Agree on a near-term board meeting where each member contributes to a collated issues report, then discuss the most significant ones in depth.

# Protect... the Interests of the Owners

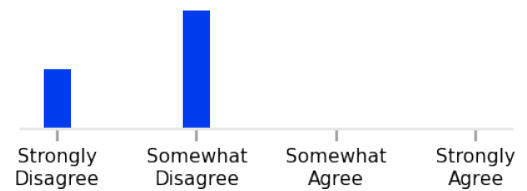
Boards are assembled to act as trustees on behalf of the owners they represent. Owners have expectations about what the organization will accomplish, and it's the board's job to ensure those expectations are met. By proactively assessing risks and establishing sound risk management policies, the board fulfills its fundamental duty of protection.



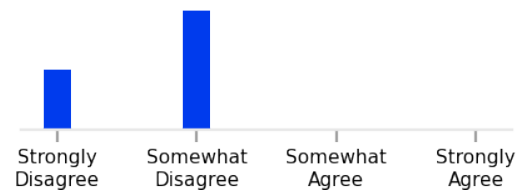
Your board's responses indicate this discipline is currently **LOW**.

## Questions and Responses

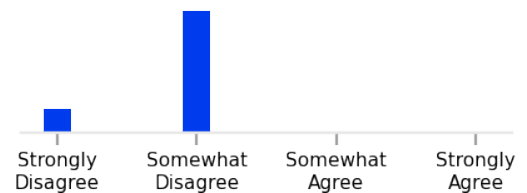
1. The board understands and oversees the company's most significant risks, including those that are emerging or uncomfortable to discuss.



2. The board understands its fiduciary responsibilities and ensures accountability to protect the company.



3. Board governing policies are reviewed annually and meaningfully guide decisions.



## Comments

Where is the board most confident in its oversight, and where might risks or controls deserve closer attention?

*Some compliance gaps exist that should have been addressed by now.*

---

*Compliance is managed at a minimum standard.*

---

*Risk oversight is reactive. We tend to address issues after they arise rather than managing them proactively.*

---

*There are real compliance risks we are not adequately addressing.*

---

*Policy framework needs updating.*

---

*Risk management processes are insufficient for our size and complexity.*

## Actionable Areas

Your board scored **low** in **protecting the interests of the owners**. Consider the actions below you could take to become more effective.

- **Governing Policies**

Establish a set of policies that provide ongoing direction to the organization. Start with a sample policy set and schedule dedicated board time to adapt them to your context. Bring in a governance consultant to facilitate so all members can engage fully rather than one or two driving the process.

- **Policy Training and Review**

Ensure all board members understand current governing policies and their intent. Annually review the full policy set and update as needed to reflect your current operating environment and regulatory requirements.

- **Financial Reports**

Define what financial information the board needs to monitor organizational performance effectively. Ensure reports deliver that information at least quarterly and in a format board members can actually use.



- **Financial Analysis**

Engage a financial expert to walk the board through reading key financial statements and identifying what to look for. Understanding how changes in key numbers affect the balance sheet and profit and loss statement is fundamental to sound oversight.

- **Monitoring System**

For each key result area in your strategic plan, establish how often and by what means progress will be measured. Develop a monitoring schedule, review it annually, and ensure the board receives consistent, timely updates.

- **Risk Assessment**

Periodically list potential risks and rate each by likelihood and impact. Develop a response strategy for each—starting with those most likely to affect the organization—rather than waiting for issues to surface on their own.

### NOTE:

This **sample report** shows you the kind of content you can expect from the final report. Sections for each discipline are included in the actual final report, but only Direct and Protect are shown here.



# Your Current Board Reflection

## Strength to Sustain

**What is this board doing particularly well that should be protected and sustained over time?**

*We do the basics. Meetings happen, compliance is met, financials are reviewed. It is not excellent governance, but it is functional at a minimum level.*

---

*Our board members are committed to the company and its success, even if our governance processes do not yet reflect best practice.*

---

*We are at least consistent in attending to compliance obligations, which is a foundation to build on even if our governance ceiling is not yet high.*

---

*We have maintained organizational continuity through a difficult period, and I credit the board for not creating additional instability during that time.*

---

*We have board members with strong individual expertise, and that is an asset we are not fully utilizing in how we currently govern.*

---

*Honestly, our strongest area may be financial discipline — we at least manage the numbers tightly, even if governance in other areas is not where it should be.*

## Priority for Improvement

**What is one high-priority change that would most improve the board's overall effectiveness in the next 12–18 months?**

*The board's most urgent improvement is developing a real strategic plan and governing from it. Without clear direction, all our other governance weaknesses compound.*

---

*Clearer CEO accountability structures would improve governance quality dramatically. That is where I would focus first.*

---

*Board cohesion and trust is the priority improvement. Without a functional board team, none of the structural improvements we could make will actually take hold.*

---

*We need to establish a proper CEO evaluation process. The CEO deserves clarity on expectations and a fair process to be assessed against them.*

---



*Rebuilding the board's culture of trust and open communication is the foundational change we need before we can meaningfully improve anything else.*

---

*We should prioritize redesigning the board's strategic oversight role — moving away from operational involvement and back to genuine strategy and policy.*

# Next Steps & Action Planning

As a result of your discussion, we recommend identifying 1-3 actions you all agree will make the biggest impact on your governance and your organization's success. For each one, use this simple framework:

- **Action:** What specifically will we do?
- **Owner:** Who is responsible for leading this initiative?
- **Timeline:** By when will this be completed?
- **Measure:** How will we know we've been successful?

## Record Your Commitments & Earn a Discount

Being intentional to make progress, celebrate it, and determine next steps is what excellent boards do. To encourage this, after your discussion, the BEA gives you a place to record your commitments. We'll send a follow-up email on your target completion date. **Completing your commitments earns a discount on your next Board Excellence Assessment.**

---

**Need help?** OrgHealth is here to support your board's governance journey.

Visit us at [orghealthteam.com](https://orghealthteam.com) or email [hello@orghealthteam.com](mailto:hello@orghealthteam.com).

