

# Visual aids for board evaluation in sports organisations

**Guidance** note



### Visual aids for board evaluation in sports organisations

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If you have any feedback on the content of these resources, or additional questions that you'd like to discuss, please contact the SGA: **020 7612 7029 | info@sportsgovernanceacademy.org.uk** 

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### Visual aids for board evaluation in sports organisations

#### Introduction

A board evaluation is a process whereby the board is assessed to ascertain its capacity to deliver the long-term objectives of the organisation. Further details can be found in 'Board evaluations – things to consider' on the SGA website.

There are many factors to consider in planning for a board evaluation, including its scope and whether it is done in house or conducted by an external company. In all cases, it is worth understanding the process of evaluation and the following visual aids outline some of the factors a board will wish to consider when discussing the process. They can also be used to facilitate communication about the undertaking within your organisation.

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#### Single board evaluation flow chart

- Why are we evaluating?
- What do we want to achieve?

- Is it an evaluation of the board collectively?
- Are we evaluating individual board members?
- Will we assess the support to the board?

- Will we focus on the experiences of those in the boardroom?
- Do we include senior managers, middle managers and key stakeholders?

- Will we focus on the work of the board alone?
- Do we include the work of committees?
- What about the governance support provided to each?

- · What techniques are to be used?
- Questionnaires, interviews, 360° reviews, board observations

- Internal facilitator governance professional?
- External, independent facilitator?

- · Will results be shared with stakeholders?
- Will key findings be included in the annual report?

- · What will we do with the results?
- Who takes responsibility for implementing the action plan?

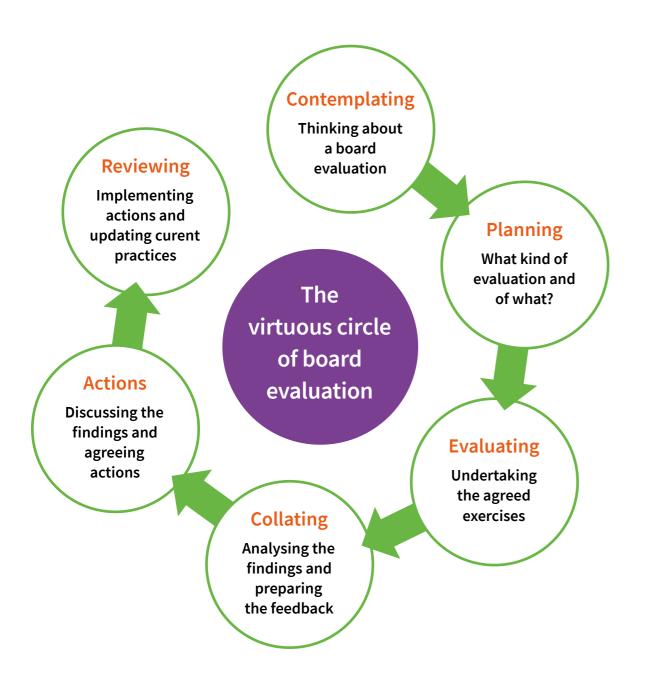
- How will findings be fed into board inductions, training and developments?
- What will change in order to better help the organisation achieve its objects?

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#### A circular approach to board reviews

Another approach to visualising the evaluation process is the circular model.



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Alternatively, you may consider the process of evaluation to be longer and broken down into a continuous cycle over a few years.

A typical four-year approach to the use of internal and external facilitators in a board evaluation exercise spreads the evaluation over a longer time period and gives more time for consideration and implementation.

\*The Code for Sports Governance recommends external evaluation every 4 years.

# Year 1 eline questio

- Baseline questionnaires
  - Internal facilitation by governance lead
- Anonymised, collated responses presented to the board
  - Board discusses and agrees action plan

#### Year 4

- External facilitator led
- Mix of questionnaire, one-to-one interviews, board observations and 360° reviews
  - Facilitator presents findings to board
- Board discusses and agrees
  action plan

#### Year 2-3

- Same or similar questionnaire questions
- Internal governance lead collates responses
- Developments against baseline presented to board
- Board discusses and agrees action plan
  - Implement action plan year 3

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