

## Director 360 Survey

*“Those organisations that do invest in appraising and developing their directors testify to the importance of such action and the significant return they achieve on that investment.”*

### Why conduct a Director 360 survey?

Organisations spend a significant amount of time, money and effort appraising the performance of and developing their CEO and the senior management team.

Very few organisations, however, make much of an investment in appraising the performance of and developing their directors.

Those organisations that do invest in appraising and developing their directors testify to the importance of such action and the significant return they achieve on that investment.

Our Director 360 Survey is also known as a director-peer survey. It is an invaluable tool in the learning, development and improvement program for individual directors and an important part of a board's corporate governance toolkit.

In the well designed online survey, directors are taken through a comprehensive range of issues relevant to their effectiveness as directors in a structured way.

A director self assessment can be done by using the Director 360 Survey, either separately or in conjunction with director and management interviews, review of the board and its committees in session and the like by experienced board and 360 degree feedback specialists.





Once the survey phase is completed, a personalised Director Effectiveness Report is produced for each director that can be easily understood, promotes self-awareness and provides guidance for improvement.

A consolidated report is also provided to the board showing the mean of all individual director self-assessments, the mean of the assessment by directors of others and the related gap. This report helps to identify any issues that can be addressed by the board as a whole.

“  
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## Main benefits of the Director 360 Survey

The purpose of the Director 360 Survey is to improve the self awareness of each director and to identify actions that each director can take to improve their own effectiveness.

The benefits of using our online Director 360 Survey include:

- many issues that may not otherwise be included as part of an individual director effectiveness review are considered
- directors can balance consideration of their own director attributes against those of other directors all in one well designed survey that takes less than 30 minutes
- directors consider the issues in a consistent way by responding to the same survey statements in the same order and using the same response scale
- the self and other response rating system and a corresponding gap analysis enables the prioritisation of issues
- director views are equally weighted and aren't biased or impacted by the views or emotions of other directors or consultants
- the survey is independently carried out by Boards Insync, which offers anonymity to respondents and encourages candid responses.

This Director 360 Survey is a very useful, cost effective and unobtrusive way to quickly highlight possible areas for improvement and issues that may need further attention. The survey doesn't replace the need to take appropriate action in relation to issues highlighted, nor does it override the need to take other steps to review and improve the effectiveness of individual directors.

## Limitations of internal self administered surveys

Many boards that conduct a Director 360 Survey use their own internally self administrated survey to assess director effectiveness. Some of the limitations of using such surveys, however, include:

- they do not promote candour as respondent anonymity isn't protected
- they often involves a paper survey that is prone to bias and often lacks statistical rigour
- the survey statements are often inappropriately worded and untested
- the reporting process is often sub-standard.
- they are rarely comprehensive in the issues they address

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## Comprehensive survey framework

The Director 360 Survey is based on a comprehensive survey framework of four areas that impact the effectiveness of individual directors in the context of their role on a board: personal attributes, teamwork, leadership and oversight.

The survey statements in the Director 360 Survey cover 24 distinct matters. The survey statements are penetrating and encompass ideal individual director attributes and behaviours. Director written responses to two questions in relation to the strengths and areas for improvement of each director, add context and improve the usability of each director's personal report.

The Director 360 Survey has been designed to complement and work well with each of Boards Insync's other board surveys. Significant extra insights are gained by organisations that carry out more than one of Boards Insync's board surveys during the same period.

The survey framework and the relevant survey statements can be tailored to meet the requirements and specific circumstances of each client.

The four survey framework areas and the main matters addressed in each area are shown below:

### 1. Personal attributes

*Integrity and ethics  
Independence of mind  
Commercial judgement  
Rigorous  
Reliability  
Resilience*

### 2. Teamwork

*Constructive in a team  
New perspectives  
Problem solving  
Presentation of views  
Conflict resolution  
Backs board decisions*

### 3. Leadership

*Good example  
Sets a high tone  
Strategic thinking  
Decisive  
Gets best from people  
Recognition and gratitude*

### 4. Oversight

*Financial literacy  
Legal responsibilities  
Risk oversight  
Oversight versus management  
Key drivers of business  
Implications of decisions*



## About Boards Insync

Boards Insync is the specialist board survey division of Insync Surveys. It has one of the largest suites of integrated board surveys in the world, including Board Effectiveness Surveys, Board Risk Surveys, Audit Committee and Risk Committee Surveys and Director 360 Surveys.

Its world class board surveys are available globally and have been carried out for numerous large public, private, government and not-for-profit organisations.

Visit: [www.boardsinsync.com](http://www.boardsinsync.com)  
Contact us: [info@boardsinsync.com](mailto:info@boardsinsync.com)

## About Insync Surveys

Insync Surveys has one of the largest suites of leading edge integrated benchmarked stakeholder surveys in the world. Its surveys are distributed in over 30 countries and in over 15 languages and include surveys for employees, customers, boards, community groups and many other organisation stakeholders.

Insync Surveys has carried out surveys for some of the largest public, private, government and not-for-profit organisations in Asia Pacific. It is based in Australia and has representatives in New Zealand, Asia, UK and North America. Insync Surveys' technology also powers the surveys of Board Benchmarking.

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