



WATSON™

Step up your organization's game

Good leaders ask for feedback and want to get better. Evaluating directors' and CEO performance and board effectiveness are critical board exercises, but many directors report that they are rarely done well. WATSON's approach is the exception. Our intentional design of the evaluation process is the differentiating factor. We ensure that feedback is objective, valid, meaningful and, most importantly, actionable. WATSON benchmarks against leading practices and help clients recognize and understand how to address the key issues. Our facilitated feedback elevates the conversation. WATSON provides a clear path for higher board and CEO performance. Whether engaging in WATSON's Board, Director or CEO Evaluations, clients tell us the results change their organization for the better.

Board Evaluation

Every board needs regular evaluation, period. WATSON gathers honest feedback from multiple stakeholders, facilitates meaningful discussion and helps design a practical roadmap forward. We help take your board from good to great.

WHAT WE EVALUATE

The People

How does the performance of the board and management impact your organization's effectiveness? Do the dynamics in the boardroom create the space for the conversations you need to have?

The Work

How does your board engage in its work, and how do you monitor progress? How do your committees support the board? How effectively does the board oversee and monitor the work of management?

The Alignment

How well do the board and management team work together to navigate the tricky line between governance and operations? Does the relationship with management help or hinder your ability to do your job?

EVALUATION OUTCOMES

- A straightforward plan clarifying priorities and encouraging directors to reflect on the board's performance with honest feedback
- An unbiased perspective that elevates the conversation and strengthens relationships to help you get from good to great
- A customized and responsive process that adapts to your emerging issues
- A clear, succinct report that pinpoints strengths and challenges and outlines practical recommendations
- A meaningful, facilitated debrief that combines open dialogue, adult education and action planning

Your board will see its potential – and hold the roadmap to get there.



CEO Evaluation

Leaders need feedback too. It's the first step on the road to top performance. WATSON's CEO Evaluations help get a clear picture of your top executive's effectiveness and offer the developmental feedback your CEO is craving.

WATSON'S VALUE ADD

Robust Dialogue

We create a forum to have a real dialogue about the CEO's performance and how he or she can advance the organization.

Thoughtful Self-analysis

We help the CEO identify personal strengths, weaknesses and developmental goals.

Balanced Feedback

We share balanced, objective and fair feedback from all parties so the board discussion is informed, healthy and relevant.

Alignment

We foster greater alignment between the board and CEO on key issues.

3 TENETS OF AN EFFECTIVE CEO EVALUATION

CEO evaluations come in many shapes and sizes.

WATSON incorporates elements that are often over-looked and under-valued.

- 1. Organizational Leadership:** builds a strong team, a supportive culture and articulates priorities that move the business towards strategic goals
- 2. Governance Support:** supports and partners with the board to maximize the board's ability to govern the organization well
- 3. Stakeholder Relations:** identifies key stakeholders and engages these stakeholders appropriately to foster strong, trusted relationships

Who gets measured matters.

Director Evaluations

Great directors never stop growing. How do you fuel steady growth? Feedback – from the people who know how you operate. WATSON's Director Evaluations invite directors to be their best by giving them access to real feedback from their peers.

WATSON'S DIRECTOR EVALUATIONS DELIVER

1. Honest feedback from peers on each director's performance
2. A fair benchmark between how directors see their personal performance and how others perceive their performance
3. Information to set up meaningful conversations between the board Chair and each director about their board contribution and developmental goals
4. An opportunity for the board to collect intelligence on board competencies and gaps
5. Opportunities for the board to identify trends, education and recruitment needs

WHAT WE EVALUATE

- Skill sets and competencies critical for board success
- Alignment with organizational and board values
- Contribution and engagement
- What is working well and should continue
- Areas of improvement and development

Better board performance – one director at a time.

WATSON[™]
Evaluation

WATSON focuses exclusively on governance. Elizabeth Watson, QC founded WATSON on the belief that bringing an intentional approach to governance helps organizations perform better. Since 2005 WATSON has helped hundreds of organizations establish or improve their governance practices and processes; conduct board, director and CEO evaluations; educate their boards and management teams; plan for board and CEO succession; and connect with high performing directors and CEOs. WATSON's clients include private and public companies, public sector entities, major trade and professional associations and not-for-profit organizations.