



Bvalco

Boards fit for the future



Board Evaluations

Helping boards and directors to be the best they can be.

Foreword

You put time and effort into your external board review, so you want it to add value.

An external board review can go a long way towards enhancing board effectiveness when the insights are both pertinent and actionable.

Bvalco helps boards and directors to be the best they can be through board evaluations,

advice and training. Our board reviews are different. By combining commercial experience with behavioural psychology and governance expertise, we can provide a deeper understanding of board psychology and therefore clearer insights to achieve greater effectiveness.

Bvalco is concerned not with how well a board has performed, but on how well it could perform; we work with boards to create a clear plan of action to meet their evolving challenges and to be fit for the future. Furthermore, our board services don't just help you to stretch the strategic thinking, but also create the right culture, roles and development to get you there.

The **Bvalco** team will always be engaging, intelligent, straight-talking and when necessary, challenging.



"We used Bvalco to carry out our board review for three years in a row. The recommendations were very insightful. Overall it made the board process more efficient and improved understanding of the respective roles of the executives and non-executives."

Douglas Flint, Former Chairman, HSBC Group

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Often when you go in for a board review everyone sits around the table agreeing but then the report gets put away and nothing happens. Bvalco's recommendations were very good - substantial but not too long. It made the board more reflective and creative.

Clarissa Farr, Trustee, Winchester College.

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Our methodology

Our unique blend of business, governance and human behavioural expertise enables us to provide deep - yet actionable - insights.

It is tempting to think of a board as being governed by charters, mandates and codes, however the reality is that a board is a social entity whose decisions are as much influenced by the informal culture, values and beliefs at play as they are by the formal roles, processes and structures in place.

Which is why our methodology considers both:-

Bvalco's Board Evaluation Methodology



FORMAL Culture is both informal and formal as how the board conducts itself is governed by the official charter and the values driving behaviour.

INFORMAL Roles are both formal and informal as individual directors will influence how things get done as much as formal role descriptions.

Source: Bvalco

We consider all of these elements throughout each of the following board functions:-

Decision-making

When the board is engaged in deciding on key strategic issues.

Oversight

When the directors are concerned with performance, risk & compliance.

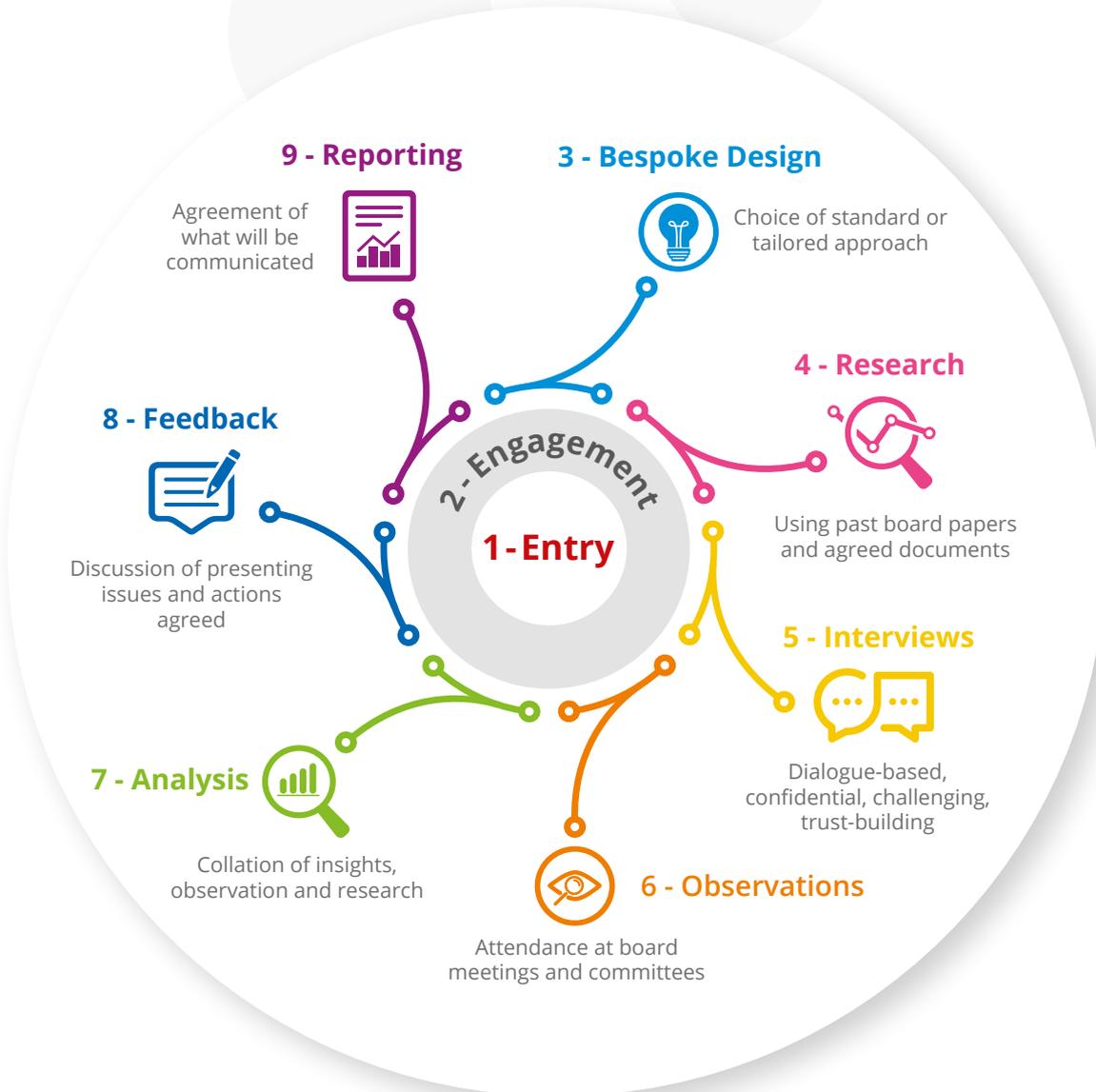
Board administration

When the board manages itself, and director contribution.

Our process

We engage with you throughout the following stages, working collaboratively with directors, the company secretary and chair to generate the deep insights needed to drive useful debate.

We present our final recommendations to the chair and CEO and follow this up with a dynamic discussion with the board as a whole that reflects what's already working and what could be improved.



One or Three Year Engagement?

We can carry out your external board review once every three years, or carry out an independent board review every year for three years in a row. This allows the board to really focus in on any issues raised in the first or second year, so that the benefits of an external board review can be fully realised. Clients have found this approach particularly beneficial when it comes to making the board process more efficient and improving the impact of the board.

About Bvalco

Bvalco exists to help boards be the best they can be, with future-focused board performance reviews and services.

Our unique blend of business, governance and human behavioural expertise enables us to provide deep – yet actionable – insights into any issues limiting the ability of your board to thrive.



Alison Gill, CEO

Alison Gill is a founding director and CEO of Bvalco. She designs and delivers external board performance reviews, with a particular emphasis on the human behaviour and dynamics elements that can contribute to, or undermine, board effectiveness.



James Bagge, Executive Chairman

James Bagge is a founding director and executive chairman of Bvalco. He is one of the leading practitioners on corporate governance issues, having spent more than twenty years advising clients on managing complicated and sensitive regulatory issues at the highest level.



Peter Snowdon, Associate

Peter Snowdon is a legal and corporate governance expert, with a particular interest in issues affecting financial services firms, banks and investment firms. A former partner at Norton Rose LLP, he has also worked for the Financial Services Authority (FSA).



Eleanor Evans, Associate

Eleanor Evans is a corporate governance expert with 20 years experience working at the top level of global corporate business as a former FTSE100 general counsel and company secretary, with extensive experience of overseeing legal, ethics, regulatory compliance, international trade, health & safety, environment, security and risk functions.

Our clients

Since Sir David Walker brought our founders together 10 years ago, Bvalco has become the reviewer of choice for many FTSE companies.

Primarily used by the FTSE 100, we also work with Aim listed, subsidiary, large family and privately owned, sporting and charity boards.



Other board services

Whether you need an external facilitator to carry out your board evaluation, help resolve a conflict, set the strategy or change the culture, Bvalco's board services can help.

We are particularly experienced at understanding the corporate governance and human behavioural issues that can have the biggest impact on a board's ability to perform and prepare for the future.



Strategy Facilitation

Strategy development is a key role of the board, it is the deliverable that definitely galvanises the collective effort of the non-executives and the executives. We have considerable expertise in board behaviour and dynamics and use this to design engaging strategy sessions that coalesce the board around key issues and opportunities and prevent directors from falling into 'group think' or limiting their ideas in other ways.



Governance Reviews

Good governance should be designed to support your strategy, vision and values in a straightforward and unbureaucratic way. We can look objectively at how your company operates (or how you would like to operate) its governance, make recommendations for improvement and prepare required documentation.



Succession Planning

We can help you to consider the skills your board needs and its approach to boardroom succession planning.



Culture Change

The board has a vital role to play in setting the culture, and therefore the behaviours, of the whole organisation. As human behaviour and boardroom experts, we can help you consider the culture of the board; identify the role of the board in the culture of the organisation; identify the right tools to measure the culture of your board and your organisation, identify the values needed to drive the right behaviours and facilitate the development of programmes of cultural change.



Director Coaching

Boost the effectiveness of your board when you give directors the opportunity to develop themselves and their ability to interact with one another.



Boardroom Mediation

Rather than letting conflicts dwell unresolved, boardroom mediation can help conflicting parties to find and agree on an appropriate solution. Our CEDR (Centre for Effective Dispute Resolution) mediators take the time to work out the emotional drivers of what may appear to be irrational behaviour, talking to both parties to understand the background to the dispute, bringing the parties together to arrive at a resolution and help define the agreement that will resolve the issues.



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To find out more about our services and set up a **free video consultation** to discuss your needs:-



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