

OUTLIERS BOARD EXCELLENCE CENTRE™

Board Excellence Toolkit™

Build an excellent board end to end

Chairs / Directors / Company Secretaries · Flagship Edition 2026

Outliers Professionals Ltd — Board Excellence Centre Resource Library

1. Executive Overview

This toolkit helps the board build excellence across leadership, effectiveness, performance, committees, oversight, succession, development and culture — the whole board as a high-performing body.

This toolkit is part of the Outliers Board Excellence Centre™ and is anchored to NCCG 2018, the OECD Principles, King IV and ISO 37000 (by name). It develops the board itself, giving chairs, directors, committees and company secretaries an applied, end-to-end kit to build, run, evaluate and improve board effectiveness in this domain.

2. Objectives

The outcomes this toolkit helps the board achieve:

- Diagnose board maturity and set priorities
- Build effective board practices and charters
- Embed an effective operating rhythm
- Develop board capability and culture
- Evaluate, improve and renew the board

3. Governance

Board excellence is led by the chair, owned by the board and enabled by the company secretary:

Layer	Role
Board chair	Leads the board and this area of practice
Board	Owns its own effectiveness
Board committees	Discharge delegated oversight
Company secretary	Enables information, process and evaluation
Management	Supports the board and implements decisions

4. Framework

The framework develops the board itself across leadership, effectiveness, performance, committees, oversight, succession, development and culture — integrating recognised board-effectiveness practice and aligned to NCCG 2018 and the OECD Principles by name.

Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Informal / compliance-driven	Basic, inconsistent	Structured & governed	Measured & evaluated	High-performing & renewing

5. Roles & Responsibilities

Role	Responsibility
Board chair	Leads board excellence and culture
Board	Owns its own effectiveness
Company secretary	Enables effectiveness, information and evaluation
Committee chairs	Lead effective committees
CEO / executives	Support a constructive board relationship

6. Practice / Effectiveness Matrix (sample)

Illustrative matrix of board practices and how they are operated and evidenced. Full working versions ship as editable XLSX with owners, scores and RAG.

Ref	Practice / Focus	How it is operated	Owner	Cadence	Evidence
BE-01	Board operating rhythm	Annual workplan and calendar	Company secretary	Annually	Workplan
BE-02	Board effectiveness	Effectiveness review and actions	Chair	Annually	Evaluation
BE-03	Board KPIs	Board scorecard reviewed	Chair	Quarterly	Scorecard
BE-04	Board culture	Culture diagnostic and dialogue	Chair	Annually	Diagnostic

7. Sample Practices / Actions

- An annual board workplan and calendar operating
- A board effectiveness review completed and actioned
- A board KPI scorecard reviewed regularly
- Director development and induction operating
- A board culture diagnostic informing dialogue

8. Assessment & Evaluation Approach

Assess maturity first, then evaluate effectiveness in practice. Use the scale: Effective / Partially effective / Ineffective, and the 0–100 maturity index where a scored workbook is provided.

Area	Method	Basis	Cadence
Board maturity	Score the board maturity workbook	Full board	Annually
Effectiveness	Run the board evaluation questionnaire	Full board	Annually
Follow-through	Review the board action tracker	Sample	Quarterly

Record results in the relevant workbook (e.g. Board Evaluation Questionnaire, Board Maturity Assessment Workbook) and track actions to closure.

9. Implementation Roadmap

Phase	Focus	Outcome
Phase 1	Diagnose board maturity	Baseline and priorities
Phase 2	Build charters, practices and packs	Operating board practices
Phase 3	Embed cadence, capability and culture	Effective board
Phase 4	Evaluate, improve and renew	High-performing board

10. Templates

This toolkit is supported by the following editable templates and working files in the Resource Library:

- Board Excellence Charter
- Board Excellence Self-Assessment
- Board Maturity Assessment Workbook (XLSX)
- Board KPI Scorecard (XLSX)
- Board Action Tracker (XLSX)

11. Checklists

- Board maturity diagnosed and priorities set
- Board charter and operating rhythm in place

- Board KPI scorecard operating
- Effectiveness review completed and actioned
- Director development operating
- Succession planning in place
- Board culture surfaced and discussed
- Improvement tracked to closure

12. Board Reporting Examples

Standard board report: executive summary · effectiveness vs target (RAG) · key metrics · actions · decisions sought.

Metric	Current	Target	RAG	Action
Board excellence index	68	80	Amber	Advance to Managed
Evaluation actions closed	75%	≥90%	Amber	Accelerate closure
Meeting effectiveness	3.8	≥4.5	Amber	Improve meetings
Board culture index	72	≥80	Amber	Strengthen culture

13. Committee / Board Reporting

Illustrative one-page summary for the board or committee (replace with live data):

Item	Status	Commentary
Board excellence	Amber	Defined; advancing to Managed
Effectiveness	Amber	Improving; actions in train
Culture	Amber	Healthy; being strengthened
Decisions sought	—	Approve improvement plan

14. RAG Examples

How to read the RAG status used across this toolkit and its workbooks:

RAG	Meaning	Board interpretation	Action
Green	On track	Practice effective; at or above expectation	Maintain and monitor
Amber	Watch	Practice partially effective or below target	Improve and re-evaluate
Red	Off track	Practice ineffective or materially below target	Escalate and act

Notes & Disclaimer

This resource is a professional board-effectiveness template, not legal, governance or investment advice. It is anchored to the Nigerian Code of Corporate Governance (NCCG 2018), FRCN, SEC Nigeria, CBN, NAICOM, CAMA, the OECD Principles of Corporate Governance, the IFC Corporate Governance Methodology, King IV, ISO 37000, the IoD Global Governance Principles and WEF board-governance publications — referenced by name only, with no copyrighted content reproduced and no legal provisions, regulatory requirements, statistics or case studies fabricated. Calibrate roles, criteria, thresholds and practices to your board and confirm requirements against the current instruments. Bracketed fields [like this] and sample entries are editable, illustrative placeholders.