

Actionable summary: NBD's self-assessment as a generative space

June 16, 2026

Key Messages from the Webinar

Self-assessment is NOT an exam; it is a “strategic mirror” “What matters is not measuring, but what we do with what we see.”	✓ It enables the Board to see itself collectively (not individually). ✓ The value lies not in the results, but in the interpretation and dialogue they generate. ✓ It should lead to concrete decisions about the future.
Effective governance = balance among three modes “A mature board integrates all three modes; being strong in just one is not enough.”	The core governance-as-leadership model includes: • Fiduciary → control, compliance, oversight • Strategic → setting direction • Generative → deep reflection, questioning, innovation
Self-assessment sparks conversations that otherwise would not happen “Differences in perception are an opportunity, not a problem.”	✓ It reveals internal dissonances (differences in perception). ✓ It uncovers information gaps (some members know more than others). ✓ It forces discussion of strategic issues that were previously unaddressed.
Without intentionality, boards drift into operational matters “Strategic thinking does not happen by accident—it must be designed into the agenda.”	✓ Many boards spend excessive time on reports and information-sharing. ✓ There is insufficient space for deliberative and generative discussion.
Self-assessment must become a continuous cycle “Without the voice of the executive leadership, self-assessment remains incomplete.”	✓ Many boards lose time in reporting and information-sharing. ✓ There is a lack of deliberative and generative space.
Executive leadership is a key actor in the evaluation “Without the voice of executive leadership, the self-assessment is incomplete.”	✓ Their perspective tends to be more critical (due to their operational role). ✓ They should actively participate in the process.

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Lessons Learned

Brazil Improving the quality of governance	Paraguay Transition and mindset shift
Before: • Meetings focused on presenting information • No committees After: • Creation of committees • Materials prepared in advance • Meetings focused on strategic debate • Greater “constructive challenge” from the board toward executive leadership • Reuniones centradas en presentación de información. • Sin comités. 👉 Lesson: Preparation + structure = better conversations	Before: • Operational board (approving day-to-day matters) • Lack of clarity about the strategic role After: • Identification of concrete weaknesses • Creation of a governance committee • Definition of profiles for new board members • Greater clarity on responsibilities 👉 Lesson: Self-assessment helps the board “step up” to a higher level
Self-assessment as a process enabled a shift from: ○ Reaction → Intention ○ Operations → Strategy ○ Opinion → Shared evidence	

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Participant and Speaker Questions That Deepened Understanding

1. How can self-assessment avoid losing momentum over time? • Establish permanent structures (Governance Committee) • Link results to formal plans • Integrate follow-up into the Board's agenda
2. What role does the Governance Committee play in prioritizing findings? • Translates results into actionable agendas • Defines priorities • Ensures continuous follow-up
3. Which areas tend to receive lower evaluations? • Generative dimension (strategic reflection) • Quality of strategic debate • Level of board engagement
4. How should board succession be managed? • Start early • Define desired profiles • Use committees and assemblies for renewal
5. How can operational and strategic roles be balanced? • Use committees to address operational matters • Keep the board focused on strategy