Together Towards TOMORROW
A New Answer to an Old Question

Why can’t the Board of Directors and the Executive Director work together more effectively?
Your Perspective

• What boards are you on or have you been on or reported to and what have you learned from those experiences?
• What factors contributed to those boards functioning effectively?
• What factors contributed to those boards not functioning effectively?
A Perspective From the Front Lines

• Executive Director
  - Frustrated with how to best engage board members - they were either disengaged or micro-managers
  - Reaction – blame yourself, but how does the ED create an enduring affiliate.
  - Burnout/Liberation
  - Reality – it’s a systems and structure issue.
  - Need to make alignment part of affiliate’s muscle memory
Your Perspective

• Board Chairperson
  – Board members were all capable and well-intentioned people
  – Board agendas were set the afternoon before the board meeting
  – No difference between board, staff and volunteers around the table
  – Board was involved in all aspects of operating the organization
  – No one felt successful
What’s wrong with this picture?
What’s wrong with this picture?

Board

Executive Team
The Question(s)

• How can I be successful with my current Board of Directors?
• How can we work more successfully with our current Executive Director?
• How can we (Board and Executive Team) be more effective together?
The Old Answers

• It’s all about managing the personalities on your Board.
• It’s all about controlling who is on your Board.
• It’s all about my Board understanding their role.
• It’s all about getting the right Executive Director.
Old Models

Boards should replicate the functions of the Executive Team
Old Models

Boards Should…
  Define the Ends
  Limit the Means
  Stay OUT of Everything Else
Updated Questions

• Why does your affiliate have a board of directors?
• Who leads your affiliate? Your Executive Director or your Board?
• What is your Board’s and your Executive Director’s role?
• Who does your Board protect?
• Is your affiliate sustainable?
Define and Align the Unique Influences of Both the Board and the Executive Team.
Aligned Roles

BOARDS
DIRECT
PROTECT
ENABLE

EXECUTIVES
LEAD
MANAGE
ACOMPLISH

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Aligned Roles

In “Aligned” affiliates…

• Boards
  – **Direct** through definition of the service, product or value to be delivered
  – **Protect** through establishment of operational boundaries to be respected by executive and monitored by the board.
  – **Enable** through advocacy, resource development and role discipline.
Aligned Roles

In “Aligned” affiliates…

• Executives
  – Lead through future-focused planning.
  – Manage through now-focused procedural and policy development.
  – Accomplish through clear understanding of the strategic “what” defined by the board.
Ordered Pairs of Influence

• Boards **direct**.
  – Defining what is to be accomplished.

  AND

• Executive Directors **lead**.
  – Establishing short and long term plans for accomplishing the work defined by the board.
Ordered Pairs of Influence

• **Boards protect.**
  – Defining and monitoring operational boundaries in key operational areas.

  **AND**

• **Executive Directors manage.**
  – Establishing operational policies and procedures to ensure compliance within operational boundaries defined by the board.
Ordered Pairs of Influence

• Boards enable.
  – Creating and utilizing relationships to advocate for and develop resources for the organization.

AND

• Executive Directors accomplish.
  – Creating products, services or value in alignment with the direction of the board.
Aligned Leadership Roles

• Chairperson of the Board
  – Ensures the discipline of the Board
  – Facilitates the work of the Board
  – Acts as the key contact between the Board and the Executive Director

• Executive Director
  – Ensures work of the organization is accomplished
  – Organizes and assigns work of the staff
  – Acts as the key contact between the staff and the Chairperson of the Board
Aligned Committees

• Aligned Committees are defined as either board or staff committees

• Board Committees
  – Assist the Board in doing its work
  – Report to the Board

• Staff Committees
  – Assist the Staff in doing their work
  – Report to the Executive Director or Staff
Aligned Policy Sets

In “Aligned” affiliates…

• **Bylaws/Charters** are created by an attorney to establish the affiliate.

• **Governing policies** are created by the board of directors to direct, protect and enable the affiliate.

• **Operating policies** are created by the executive to lead, manage and accomplish the work of the affiliate.
Aligned Policy Sets

Establish

Govern

Operate
Aligned Policy Sets

Establish
- Bylaws
- HFHI Covenant

Govern
- Direction
- Protection
- Enablement

Operate
- Operating Polices
Aligned Policy Sets

Establish - Created by Attorney

Govern - Created by the Board of Directors

Operate - Created by the Executive Director
Mis-Aligned Policy Sets

Establishing Documents are sometimes perceived as Governing Documents.

Establish And Govern
- Bylaws
- HFHI Covenant

Operate
- Operating Polices
Mis-Aligned Policy Sets

Or worse!

Establish, Govern and Operate
  - Bylaws
  - HFHI Covenant
Habitat Affiliate Insights

• Habitat affiliates are complex.
  – Construction, Family Selection/Mortgage Management and Retail
• Board members have often begun their work at the affiliate as volunteers.
  – Makes the transition to the Board Room difficult.
• Affiliate Board’s have access to reference material about boards.
• There has been few transformational processes offered that address alignment of the ED and the Board.
• Comprehensive organizational development is seen as not urgent by many affiliates.
Your Insights?
Important Alignment Steps

Check Your Alignment
Important Alignment Steps

Get Aligned
Important Alignment Steps

Stay Aligned
Important Alignment Steps

Drive Effectiveness
All of which allows…

– The Executive Director to operate the affiliate with clear goals and boundaries.

– The Board to govern the affiliate in a structured manner and to have time to be more outward focused.
Your Perspective

• What did you hear today that might help your affiliate function more effectively?
• What questions do you need to get answered?
• What needs to happen next to increase alignment in your affiliate?
Follow-Up

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