



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

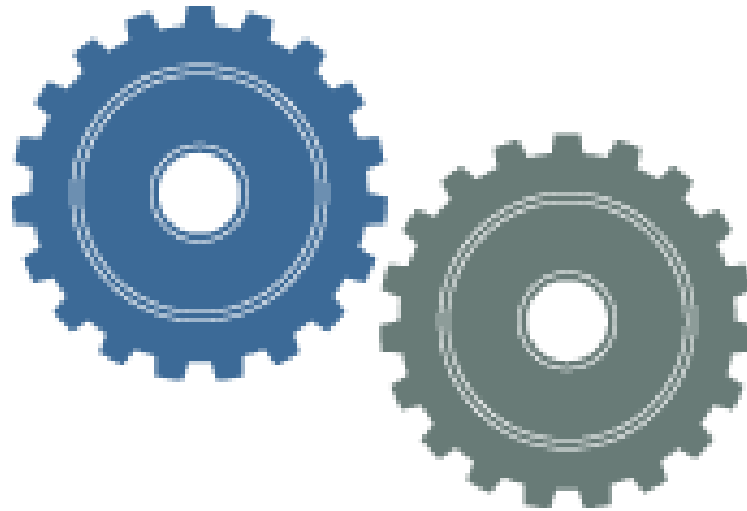
- Executive Director

- 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?

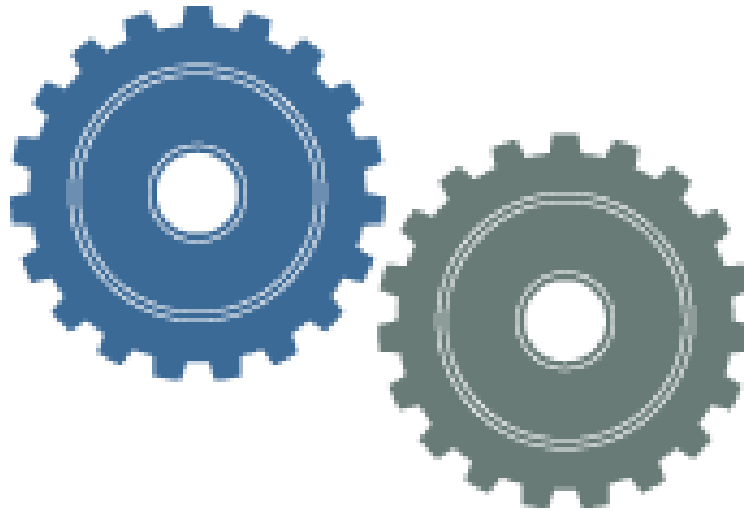


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# What's wrong with this picture?

Board

Executive Team



# The Question(s)

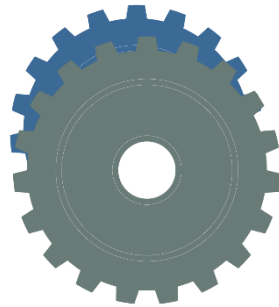
- How can I be successful with my current Board of Directors?
- How can we work more successfully with our current Executive Director?
- How can we (Board and Executive Team) be more effective together?



# The Old Answers

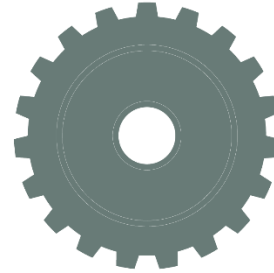
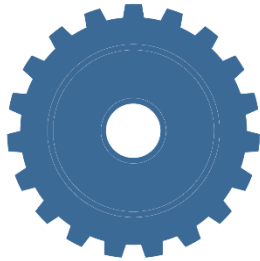
- It's all about managing the personalities on your Board.
- It's all about controlling who is on your Board.
- It's all about my Board understanding their role.
- It's all about getting the right Executive Director.

# 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?

# New Answer

## Aligned Influencers



Define and Align the Unique Influences of Both the Board and the Executive Team.

# Aligned Roles



# 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



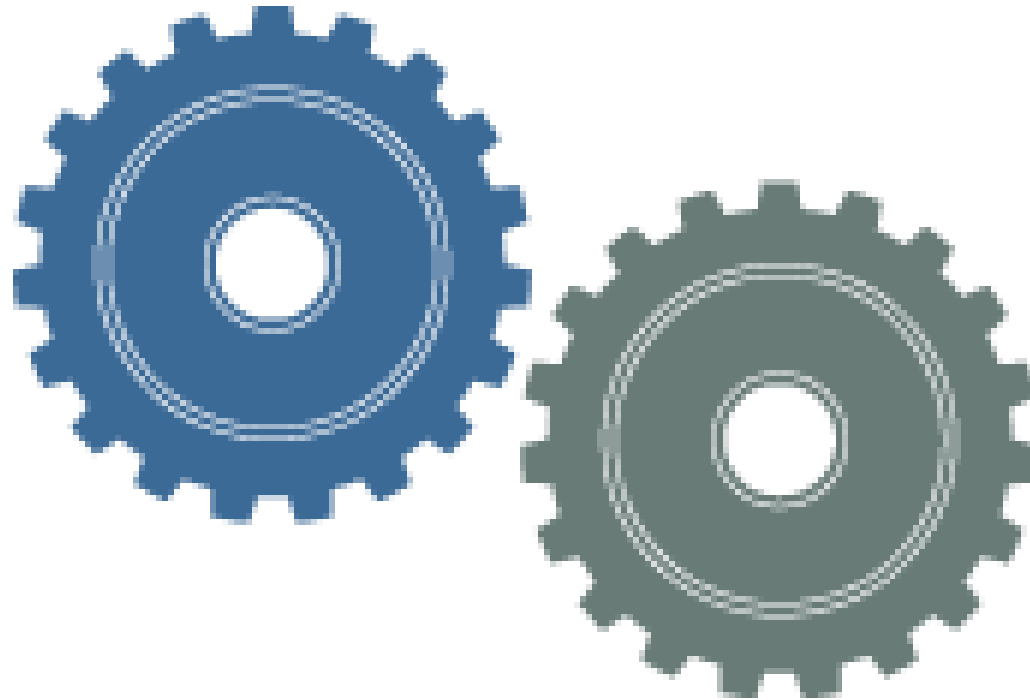
# Habitat Affiliate Insights

- 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?

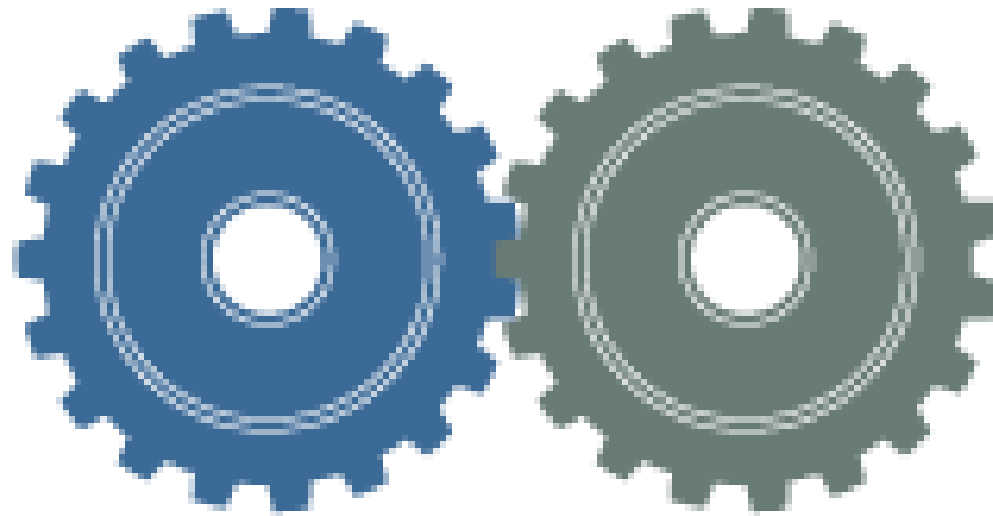
# Important Alignment Steps

## Check Your Alignment



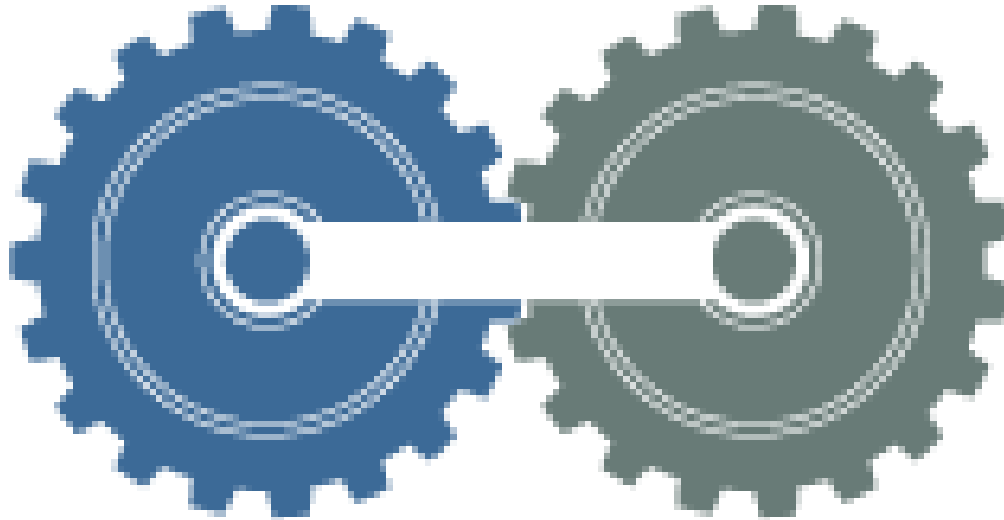
# Important Alignment Steps

## Get Aligned



# Important Alignment Steps

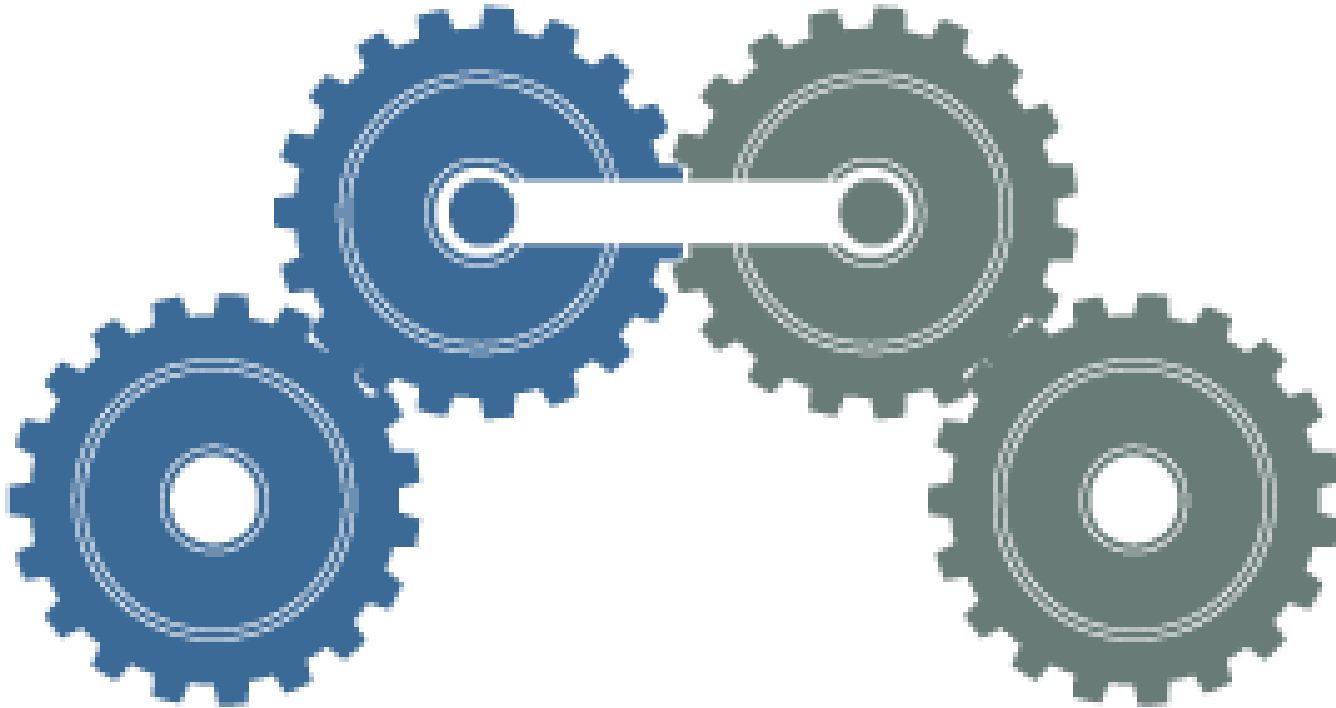
## Stay Aligned





# 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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