



How Term Executives Deliver Results

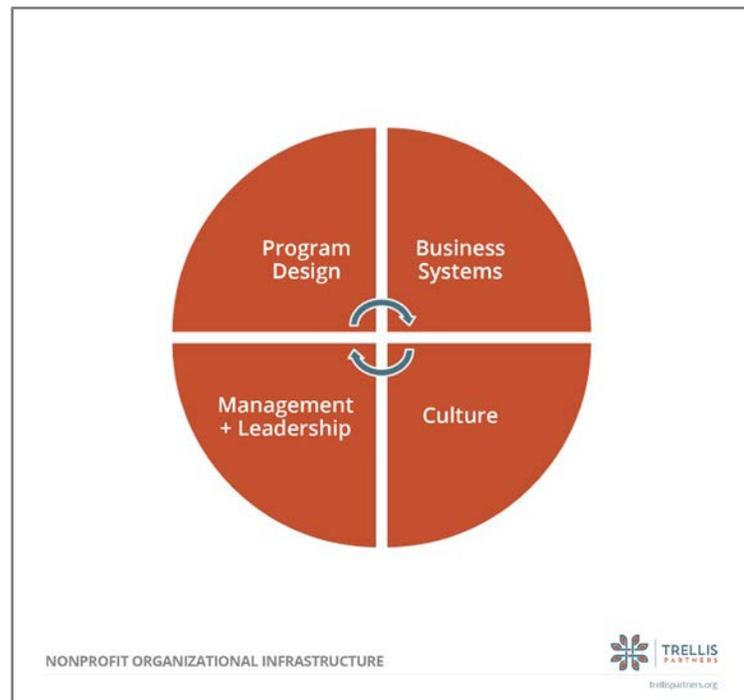
Trellis Partners' term executives treat components of a nonprofit enterprise as interconnected and interdependent, and that is evident in our methodology for results. As an embedded executive working throughout the organization on cross-cutting issues, term executives leverage everyday occurrences as opportunities for improvement, and they create conditions for staff and leadership to adopt and sustain best practices.

The term executive helps maximize operational performance by developing and improving organizational infrastructure. Trellis Partners helps teams understand that infrastructure is more than only business systems. In social enterprises, business systems must align with program design, culture, and management and leadership.

These are some of the results you can expect from a term executive:

1. Strengthen **program design**, planning, and evaluation.

- Engage and enable program leadership
- Promote and acculturate program planning; enable a results orientation; shift thinking from "What do we do?" to "What are we seeking to achieve?"
- Bring about the articulation of organizational mission, vision, values, and goals/strategic objectives
- Develop tools, templates, and timelines to practice program planning and assessment
- Drive the program planning process to produce short-, medium-, and long-term goals at organizational, team, and individual levels
- Develop and deploy effective project management tactics
- Create tools and promote internal collaboration to assess cost/benefit of new program opportunities
- Use budget process to create or improve alignment between programs and core functions



2. Improve and develop **business systems**.

- Assure facility, supplies, and equipment meet organizational needs and support scaling
- Improve, develop, and institutionalize business, financial, knowledge management, internal communication, and technology systems
- Assure core function (Human Resources, Operations, Communications, Development) capacity and functionality; manage, develop, and advocate for core function teams
- Engage and manage consultants and vendors toward organizational best interest



2. Improve and develop **business systems**, cont'd

- Drive hiring campaigns to engage diverse talent and capacity across all teams
- Develop or improve budget process and align with program planning; utilize budget process to target resources where needed
- Clarify, codify, and communicate internal policies and procedures
- Align resources for risk mitigation (insurance, safety/ security, cybersecurity, compliance, legal counsel, etc.)

3. Foster intentional **culture**.

- Enable shared understanding of organizational mission, vision, values, and goals
- Promote organizational learning through coaching and resource-sharing
- Facilitate appreciation of the role of culture in advancing organizational goals and sustaining business efficiency
- Develop and enforce fair systems and procedures to foster internal equity and accountability
- Dedicate resources to staff engagement and equity, diversity, inclusion, and justice

4. Enable **management + leadership**.

- Advise, apprise, and support chief executive and executive team
- Cohere, focus, and develop management team
- Improve/clarify decision-making processes
- Bake in equity, diversity, and inclusion as leadership mandate
- Strengthen, enable, and acculturate management practices
- Provide resources and development to managers and organizational leaders
- Assign financial management responsibility to empower and engage managers
- Utilize strengths-based feedback and performance management to enable "leaderships" at all levels
- Improve recruiting, hiring, and onboarding
- Clarify, codify, and communicate employment policies and procedures
- Confront and resolve employee relations challenges
- Clarify and align roles and responsibilities; produce org chart and job descriptions
- Facilitate board effectiveness

The Trellis term executive does all this while fostering candor and compassion. S/he takes seriously her role as intervener, leader, manager, and mentor in organizations that may be sensitive from a period of instability and/or struggling with the implications of change. She appreciates the parameters of organizational culture and seeks to make progress even while honoring norms and behaviors. And because s/he's invested in the intervention, s/he feels the effects of the change process alongside staff and other stakeholders.

Contact [Trellis Partners](http://trellispartners.org) to learn more about how a term executive can help your organization achieve and sustain next-level excellence!