



**TRELLIS**  
PARTNERS

nonprofit  
term executive

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## How Term Executives Deliver Results

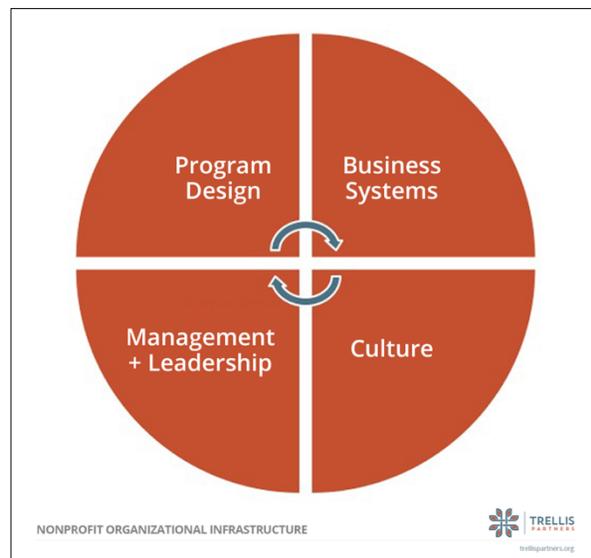
A term executive joins your team for long enough to help you right-size your organization and overcome sticky challenges, leaving you with readiness and resilience for ongoing impact.

Trellis Partners' term executives see the programs, systems, management, and culture of a nonprofit enterprise as interconnected and interdependent, and that is evident in our methodology for results. As embedded leaders working throughout the organization on cross-cutting issues, term executives leverage everyday activities as opportunities for intentionality and improvement. Term executives create conditions for staff and leadership to adopt and sustain the practices they need for success.

Within up to 30 months, a term executive works to leave you with the following:

### 1. Strong **program design**, planning, and evaluation with:

- Clarity of organizational mission, vision, values, and goals/strategic objectives
- Program planning practices focused on outcomes
- Tools, templates, and timelines for program planning and evaluation
- Program plans with short-, medium-, and long-term goals at organizational, team, and individual levels
- Effective project management tactics
- Tools and collaboration to assess costs/benefits of new program opportunities
- Organizational and program alignment through budget development



### 2. Efficient **business systems** and:

- Facilities, supplies, and equipment that meet organizational needs and can scale
- Best-fit business, financial, knowledge management, internal communication, and technology systems and practices
- Strong, collaborative core functions (Human Resources, IT, Operations, Communications, Development)
- Due diligence and justification processes

## 2. Efficient **business systems**, cont'd

- Consultants and vendors accountable to organizational best interest
- A budget and budget-building process that aligns with program planning
- Clear internal policies and procedures
- Risk mitigation resources (insurance, safety/ security, cybersecurity, compliance, legal counsel, travel practices, etc.)

## 3. An intentional **culture**, meaning:

- Shared understanding of organizational mission, vision, values, and goals
- Organizational learning through coaching and resource-sharing
- Appreciation of the role of culture in advancing organizational goals and sustaining business efficiency
- Systems thinking and awareness of complexity
- Clear expectations around psychological safety and failure
- Practices and procedures fostering internal equity and accountability
- Dedicated resources and practices for staff engagement and inclusion, diversity, and justice

## 4. Effective **management + leadership**, with:

- Aligned and purposeful senior/executive team
- Clear expectations of managers and directors; improved management practices
- Effective decision-making processes
- Equity, diversity, and inclusion baked in as leadership mandate
- Organization development resources for managers and organizational leaders
- Articulated financial management responsibility to empower and engage managers
- Strengths-based feedback, capacity-building, and performance management practices to enable leadership at all levels
- Improved recruiting, hiring, and onboarding processes
- Pathways and tactics to confront and resolve employee relations challenges
- A staffing strategy for the future, updated organization chart, and relevant job descriptions
- Accessible, relevant board effectiveness resources

The Trellis Partners term executive guides an organization toward these outcomes while fostering candor and compassion. S/he takes seriously her role as intervener, leader, manager, and mentor in organizations that may be in start-up mode, 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.

Visit our website, [trellispartners.org](https://trellispartners.org), or contact our team, at [info@trellispartners.org](mailto:info@trellispartners.org), to learn more about how a term executive can help your organization maximize its impact.