



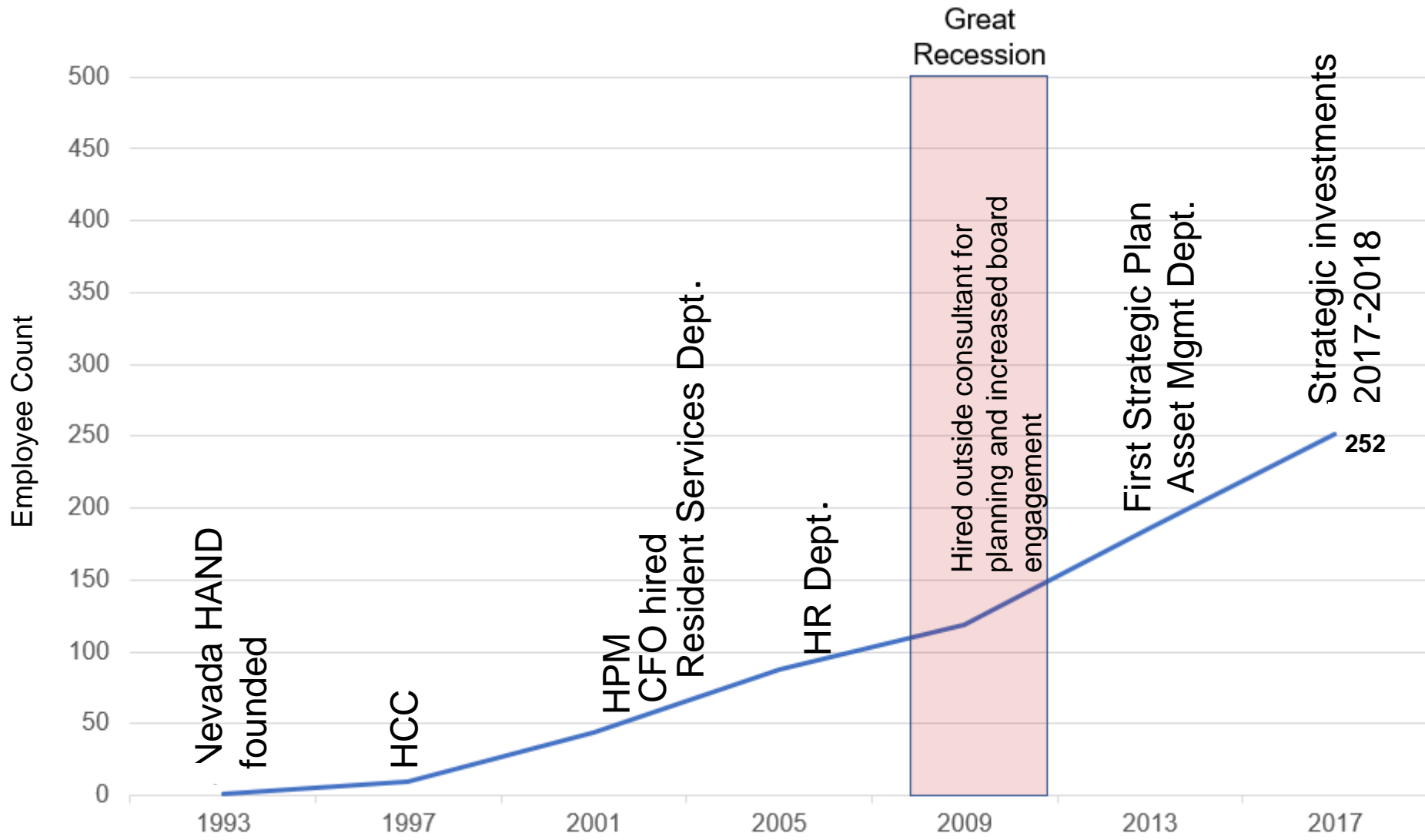
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Organizational Health

“Culture eats strategy for breakfast.”
- Peter Drucker

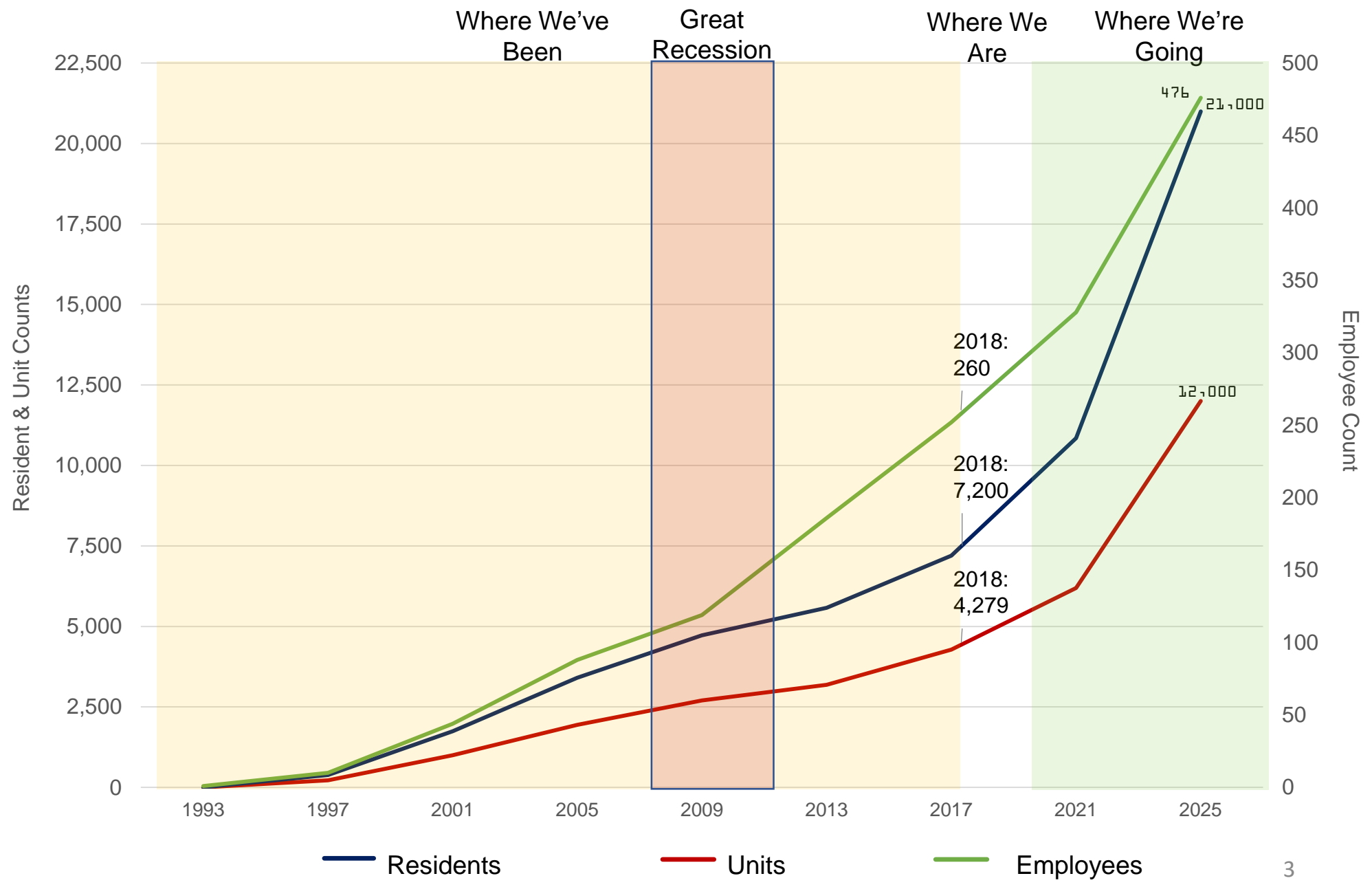
Key Milestones





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Units, Residents & Employees



Strategic Investments: 2017-2018



New Systems

- Efforts to Outcomes
- Investment Central
- Raiser's Edge
- Yardi upgrades



Purchased Our Corporate Office Building



Resource Development Department

Strategic Investments: 2017



Rebranding



Organizational Health:
The Advantage



Organizational Health



Traits of a Cohesive Leadership Team



Organizational Clarity



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ORGANIZATIONAL CLARITY

Why do we exist?
We create opportunities to live well.

What do we do?
We provide affordable housing solutions with supportive services.

How will we succeed?
We are fiscally responsible, trusted leaders who provide high quality homes & services, because we care.

How do we behave?
(Core Values)

CURIOSITY
We seek to understand.

RESPECT
We display consideration for the inherent dignity of every individual.

RESOURCEFULNESS
We skillfully respond to situations with creative, effective solutions.

INTEGRITY
We maintain high moral and ethical standards, demonstrating honesty and sincerity in all we do.

The Schedule



- Daily Administrative Huddle 10 minutes
- Weekly Strategic Team Meeting 1 hour
- Bi-Weekly Executive Leadership Tactical Meeting 90 minutes
- Monthly Strategic Meeting 3 – 4 hours
- Quarterly Off-Sites 1.5 – 2 days

Decision-Making Tools

- **Silence = Disagreement**
There is an obligation to let the team know where you are: agree, disagree, processing?
- **Roman Council (thumbs)**
Quick check-in on readiness by asking, “How ready are you to commit to ‘X’?”
- **Make a Suggestion**
Go ahead and put an idea out there and see where it goes.
- **I’ve Changed My Mind**
If you’ve communicated an opinion but it has changed in the light of the conversation, say so!
- **No Poker Face**
If you agree with someone’s comment, say/show so. That way the team knows where you are.

Strategic Investments: 2018



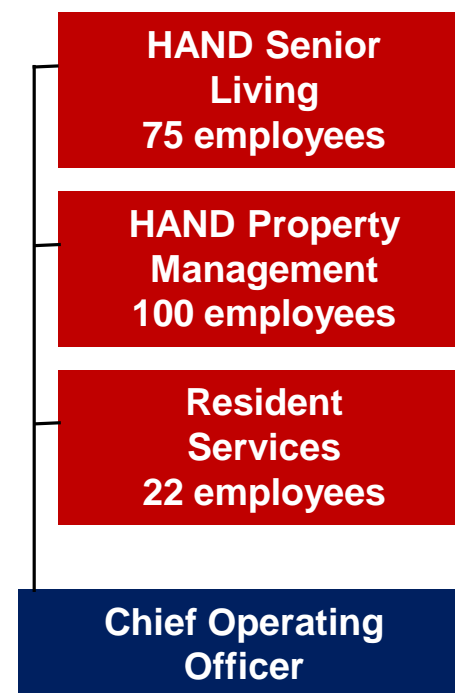
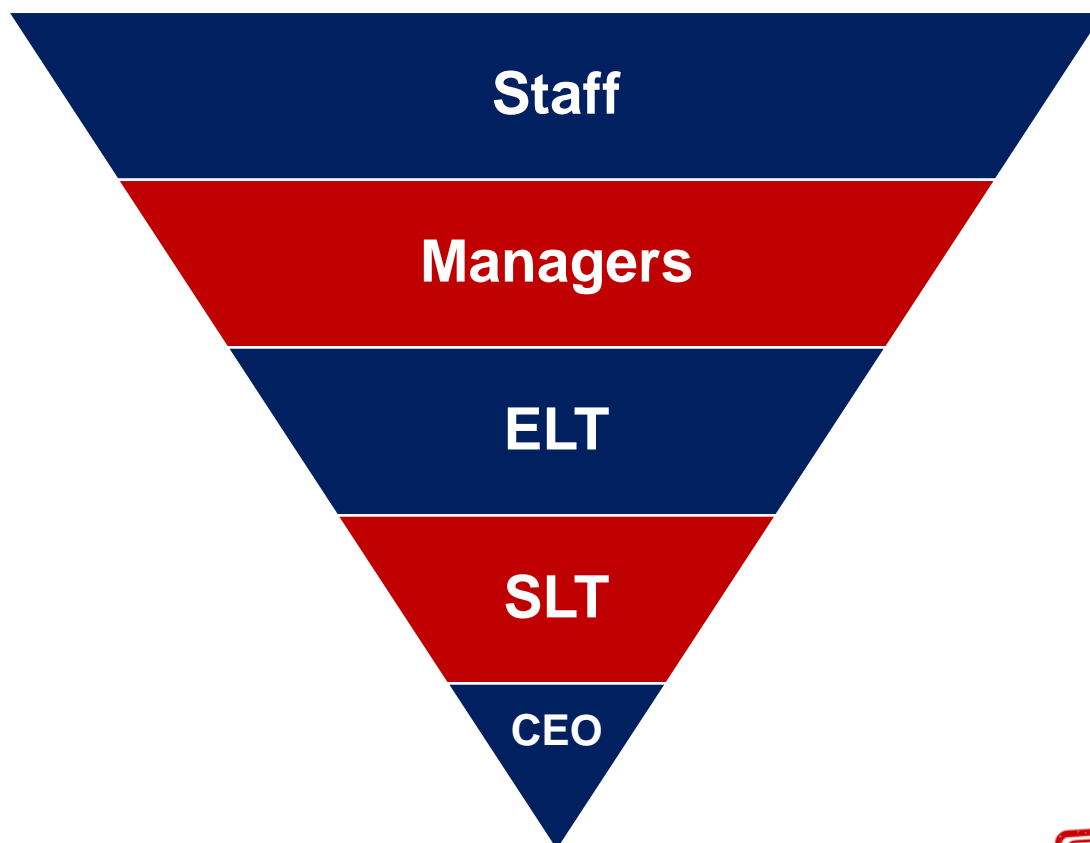
Strategic Leadership Team

- Chief Executive Officer
- Chief Real Estate Dev. Officer
- Chief Financial Officer
- Chief Strategic Initiatives Officer
- Chief Operating Officer



CEO Listening Tour

Turning the Pyramid Upside-Down

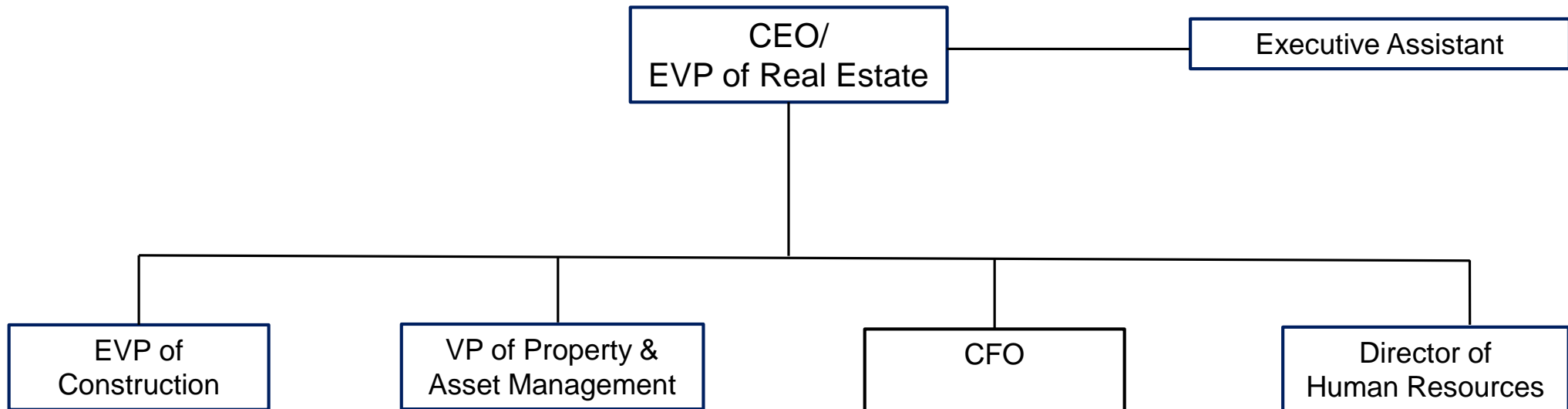


NOW HIRING

Executive Team Org Chart – 2009



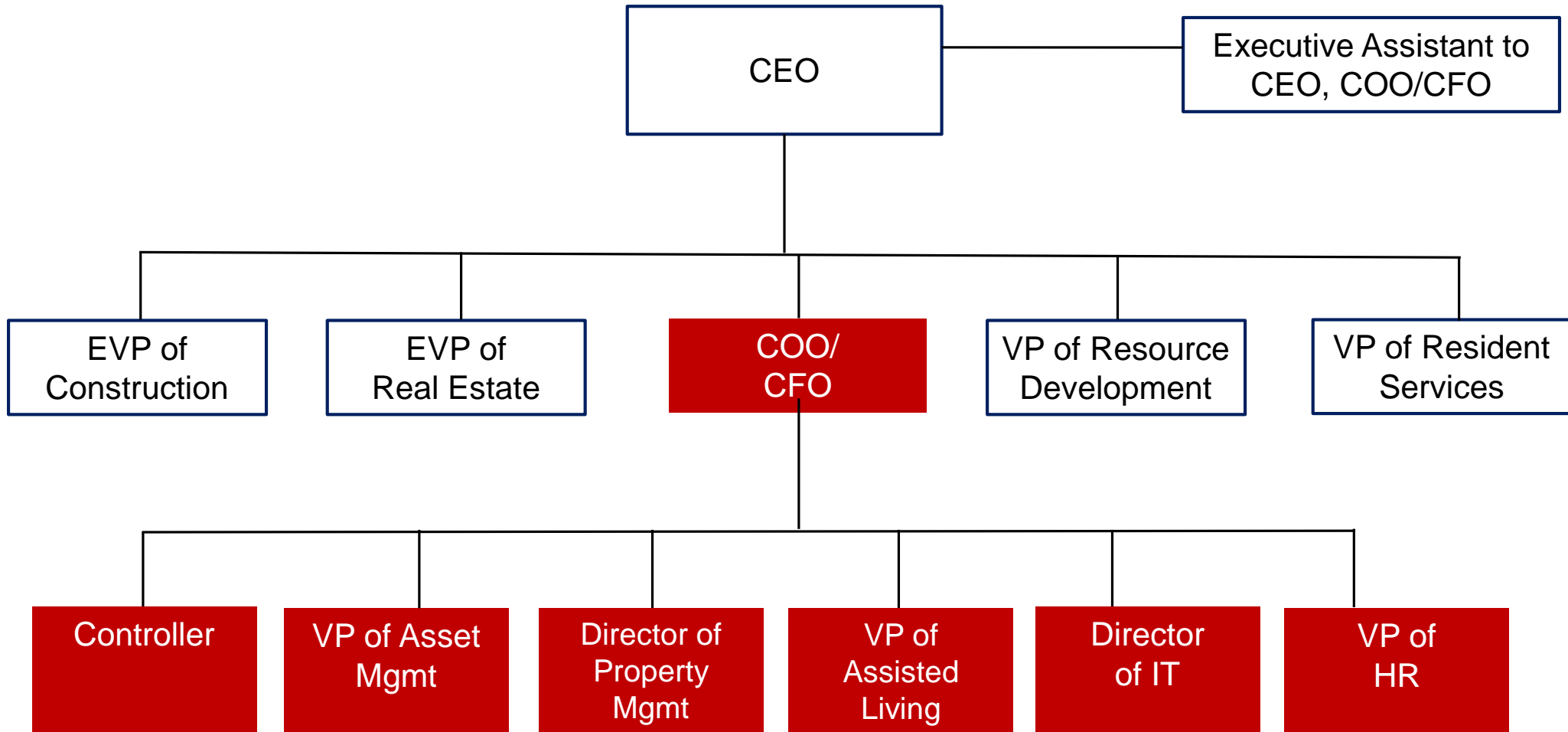
Rallying Cry: “Make a Decision and We’ll Live With It!”



What We Learned: The need for more middle management

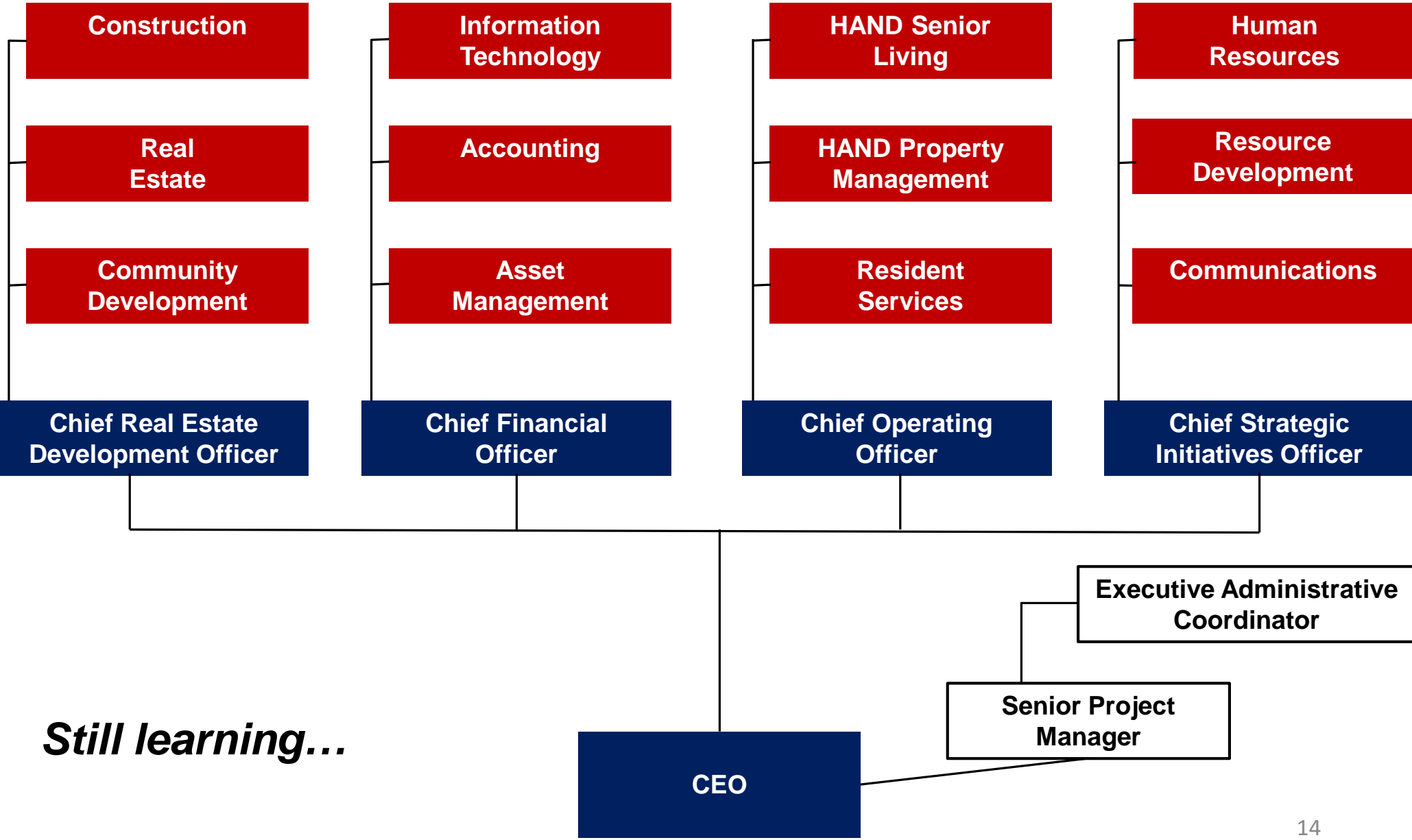
Executive Team Org Chart – 2016

Rallying Cry: “You Did WHAT?”



What We Learned: Too many direct reports for the COO/CFO

Executive Team Org Chart – Present & Onward



Still learning...

Executive Team Testimonials



“We have substantially improved our inter-departmental communications through this new structure. There are more opportunities to bring multiple voices and perspectives to the decision-making table.”

“The group has gotten progressively better at being open and candid with each other, sharing opinions, and challenging each other with healthy conflict. It has clearly provided a place for decision-making which was a bit ambiguous in the past.”

“The first allegiance is to the team - not a department. It is revolutionary.”



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