

BOARD EFFECTIVENESS CASE

Aligning a board with competing mandates

Board of an insurer serving affordable and public housing

TAP helped the board see what prevented leaders with different constituencies from aligning around shared decisions and action.

Creating alignment when individual expertise didn't produce collective action

CLIENT CONTEXT

In 2023, the board of an insurance company serving the affordable and public housing sector retained us to improve its decision-making. The board comprised senior leaders from member organizations. Each director balanced responsibilities to the company, their own organization, and the broader membership.

THE PROBLEM AND STAKES

The board had considerable information and leadership experience, but members struggled to align around conclusions, decisions, and action. Different constituencies brought different priorities into the room. Tenure-based groups and decisions shaped outside the full board weakened engagement and collective ownership.

THE UNDERLYING INSIGHT

The board had no shortage of leadership experience or information. Members were balancing three legitimate responsibilities: their role as directors, their leadership of their own organizations, and the interests of the broader membership. Without a shared way to reconcile those interests, tenure and informal power shaped whose perspectives carried weight, and conflict remained largely implicit.

HOW WE MADE THE PROBLEM OBSERVABLE

TAP combined interviews with every director, a team assessment, and observation of board meetings to identify where alignment was breaking down. A second round of interviews surfaced the recurring tensions members faced across their board, organizational, and membership responsibilities.

WHAT WE DID

We used facilitated dialogue and training in team decision-making, conflict management, and communication styles to help the board work with the patterns TAP revealed. A customized model of effective board membership made the competing responsibilities visible. We also recommended a facilitated strategic-planning process to align priorities and action.

IMMEDIATE RESULT

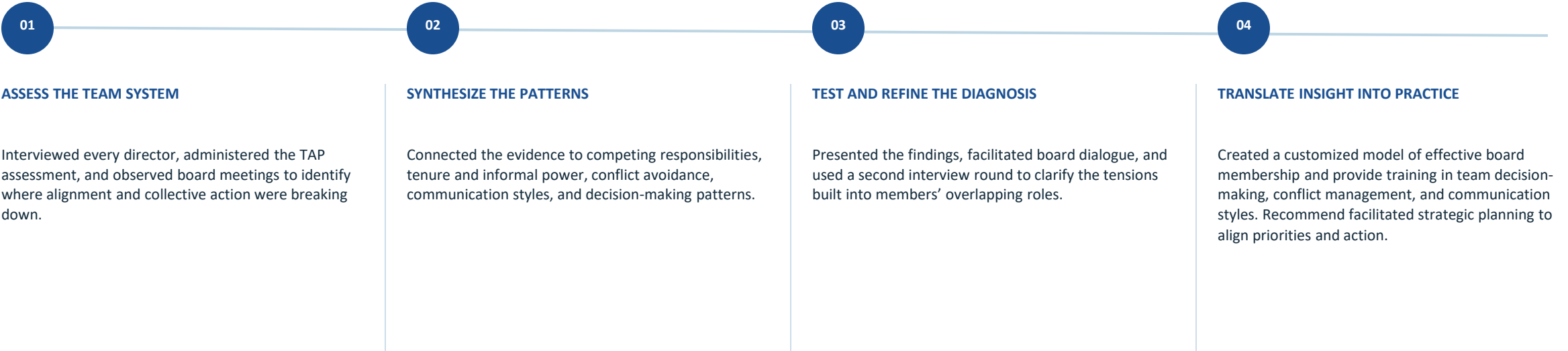
The board gained shared language for its decision patterns, sources of conflict, and competing responsibilities. The model reframed tensions that had appeared personal or tenure-based as predictable features of the board's structure and roles.

A more productive basis for alignment

The diagnosis and TAP intervention process

THE METHOD

Experienced leaders can have ample information and still struggle to act collectively. TAP examines six dimensions of team effectiveness to identify whether the barrier lies in shared purpose, working processes, people dynamics, value, operating constraints, or recurring patterns of behavior.



WHAT CHANGED

The board gained shared language for its decision patterns, sources of conflict, and competing responsibilities. Structural tensions became visible and discussable.

WHY THE METHOD MATTERED

The challenge was embedded in roles, informal power, and decision patterns. The diagnosis guided the combination of a customized model, facilitated dialogue, and skill building.

EXTENDING THE CHANGE FOR LASTING IMPACT

The work pointed to related issues in the broader leadership system. TAP was extended to the C-suite and leadership team to support change beyond the board.