



# Moving From What Is To What Should Be

**11th Annual Tribal Land Staff Conference**  
**April 5-7, 2022**



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# Moving From What Is to What Should Be

## BUILDING ON THE CONFERENCE THEME





## Moving From What Is to What Should Be **LEARNING OBJECTIVES**

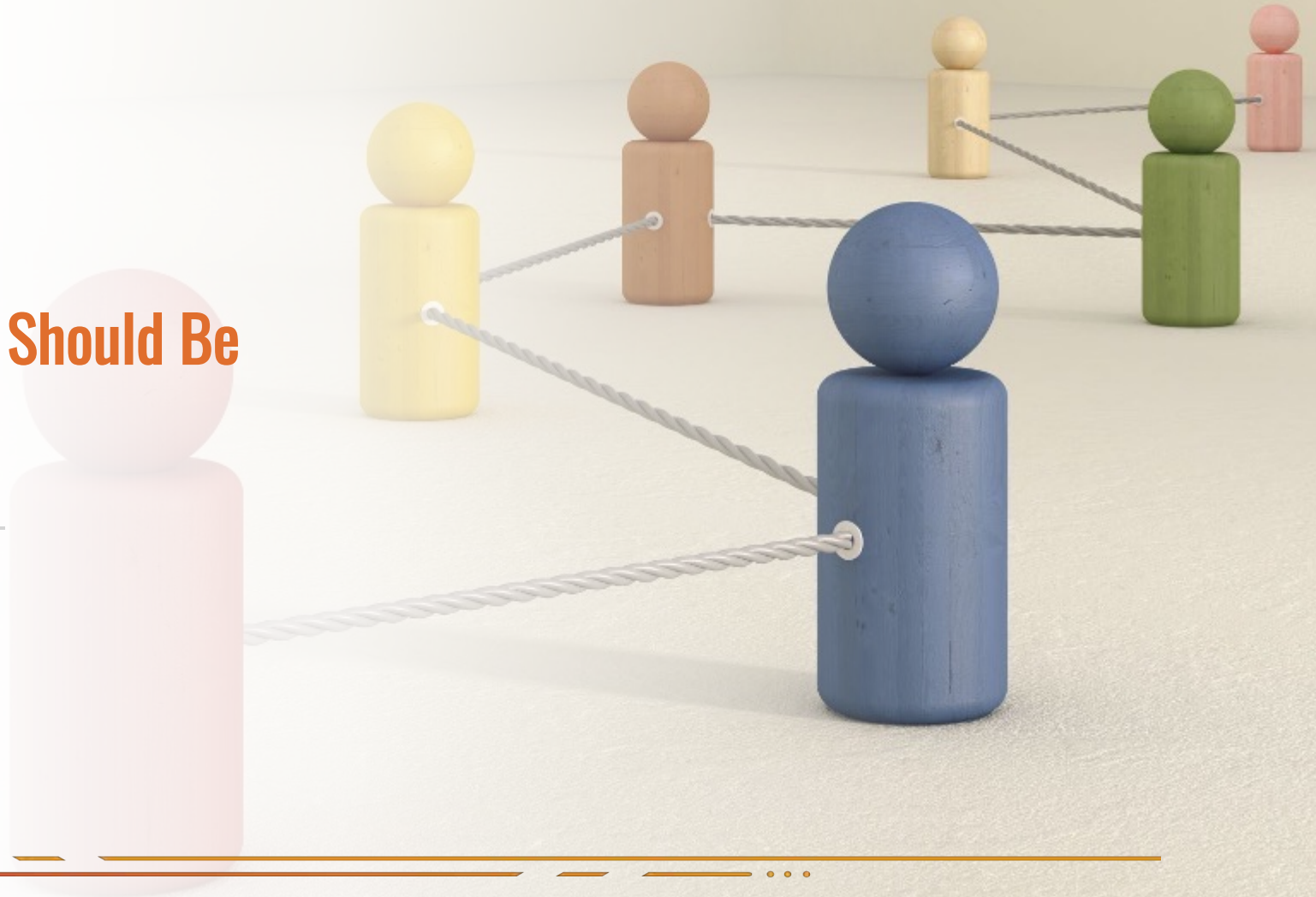
1. Understand the “Moving From What Is to What Should Be” model.
2. Identify key characteristics of alignment.
3. Apply learned knowledge to create greater alignment.





# Moving From What Is to What Should Be

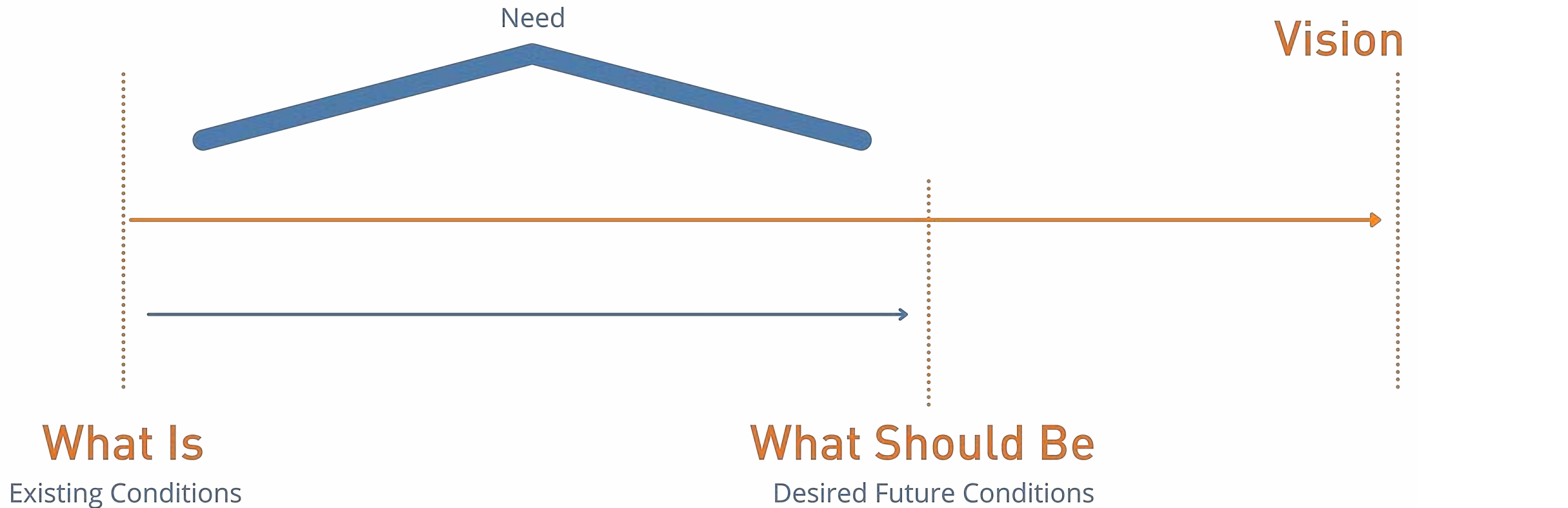
## MODEL FRAMEWORK





# Moving From What Is to What Should Be

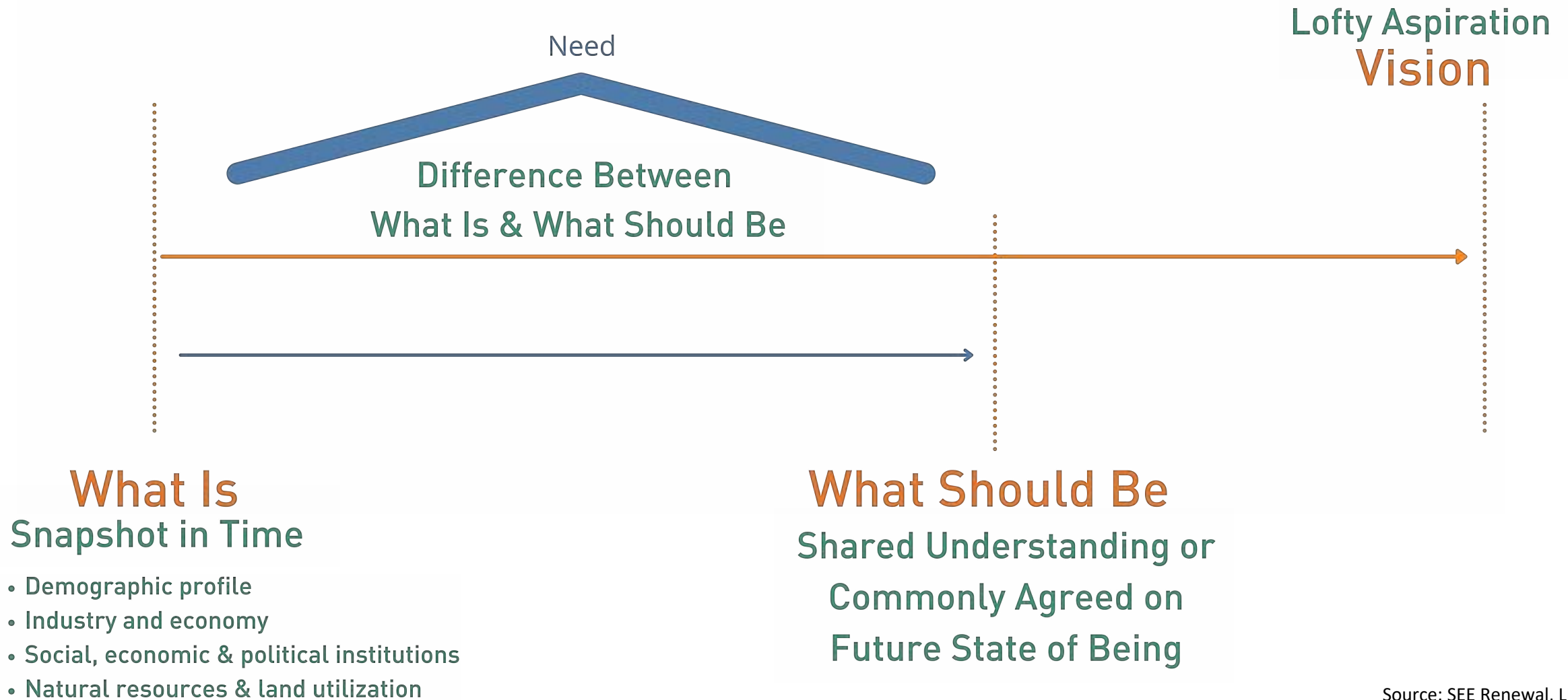
## MODEL FRAMEWORK: WHAT IT IS



Source: SEE Renewal, LLC

# Moving From What Is to What Should Be

## MODEL FRAMEWORK: HOW IT WORKS

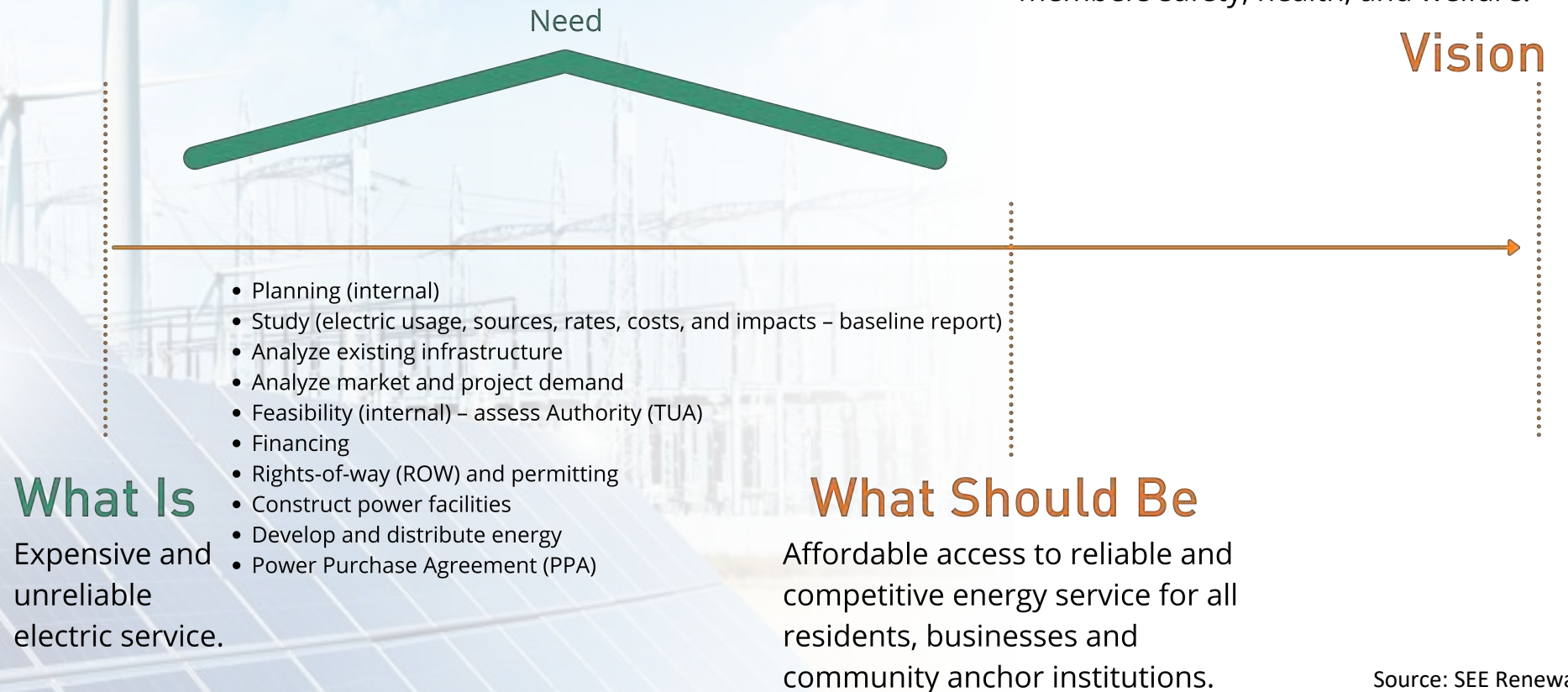


Source: SEE Renewal, LLC

# Moving From What Is to What Should Be

## MODEL FRAMEWORK: EXAMPLE #1

"Improve the life of our members...through effective self-governance, a commitment to self-sufficiency, and the exercise and strengthening of Tribal sovereignty...developing economic and social opportunities for our members and implementing efficient and effective systems of governance to enhance our members safety, health, and welfare."

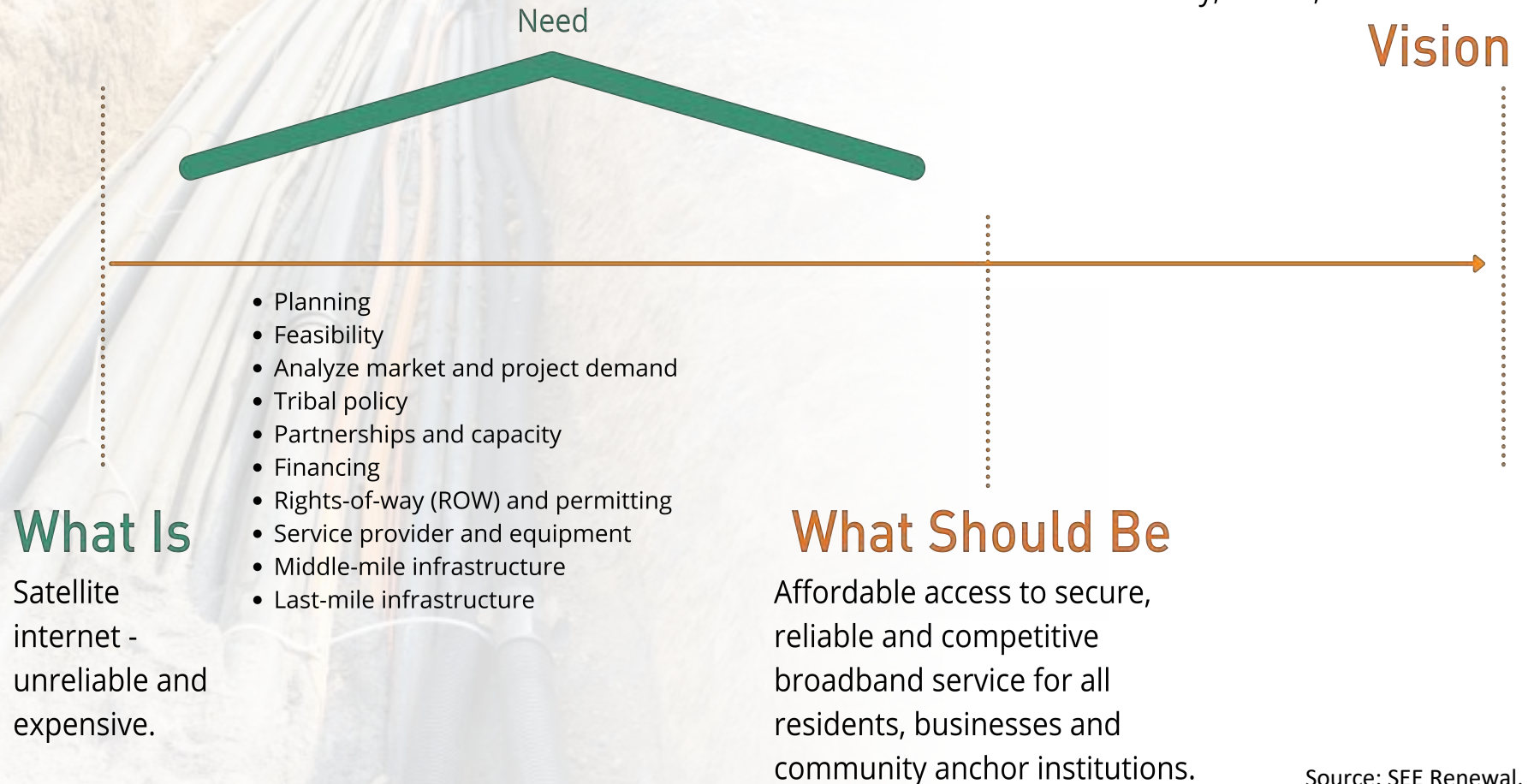




# Moving From What Is to What Should Be

## MODEL FRAMEWORK: EXAMPLE #2

"Improve the life of our members...through effective self-governance, a commitment to self-sufficiency, and the exercise and strengthening of Tribal sovereignty...developing economic and social opportunities for our members and implementing efficient and effective systems of governance to enhance our members safety, health, and welfare."



Source: SEE Renewal, LLC

# Moving From What Is to What Should Be

## WHAT IS ORGANIZATIONAL ALIGNMENT?



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## Moving From What Is To What Should Be

# WHAT IS ORGANIZATIONAL ALIGNMENT?

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- A state of agreement or cooperation among persons or groups with a common cause or viewpoint (The Thought Exchange).
- The process of creating unity between [the organization's] ultimate vision of success and the way leaders and individual contributors drive [organizational] results (CMOE).
- The process of implementing strategies and philosophies to ensure that each member of the organization, from entry-level positions to executive managers, shares a common goal and vision for the success of a vision (Indeed).



Moving From What Is To What Should Be

# WHAT DO WE KNOW ABOUT ORGANIZATIONAL ALIGNMENT?

Internal and external factors

Traditional and contemporary perspectives

Key features

Key Characteristics

Benefits

Managers play a central role





## Moving From What Is To What Should Be

# **ALIGNMENT: INTERNAL AND EXTERNAL FACTORS**

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Internal factors refer to those factors that the organization has control over, whereas external factors are those outside forces the organization is unable to control.

# Moving From What Is To What Should Be

## ALIGNMENT: INTERNAL FACTORS



ORGANIZATIONAL  
PURPOSE



LAWS AND  
POLICIES



PLANS



DEPARTMENTS



PROGRAMS AND  
SERVICES



PROCESSES



ORGANIZATIONAL  
CULTURE



# Moving From What Is To What Should Be

## ALIGNMENT: EXTERNAL FACTORS



COMMUNITY



OVERLAPPING  
AUTHORITIES



MARKET  
CONDITIONS



FUNDING  
OPPORTUNITIES

# Moving From What Is To What Should Be

## ALIGNMENT: TRADITIONAL PERSPECTIVES

### Process Perspective

Alignment as a continuous and dynamic process.

### Relational Perspective

Alignment as the extent to which the organization can experience congruence between different components of the organization's internal or external environment.

### Strategic Perspective

Emphasizes the importance of linking strategic planning and overall strategy to the alignment processes.

Source: Journal of Organizational Learning and Leadership (Spring 2015)  
Alagaraja, Meera et. al.

# Moving From What Is To What Should Be

## ALIGNMENT: CONTEMPORARY PERSPECTIVES



FOCUS ON MULTIPLE  
PERSPECTIVES  
SIMULTANEOUSLY



EMPHASIZE THE  
MANAGERS ROLE IN  
IMPROVING  
ALIGNMENT

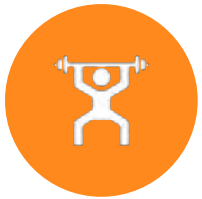


ALIGNMENT REQUIRES A  
COLLECTIVE  
UNDERSTANDING WITHIN  
THE ORGANIZATION



# Moving From What Is To What Should Be

## ALIGNMENT: KEY FEATURES



FIT



INTEGRATION



BRIDGE



HARMONY



FUSION



LINKAGE



# Moving From What Is To What Should Be

## **ALIGNMENT: KEY CHARACTERISTICS**

Strong leadership

Full participation

Collaboration

Communication

Transparency

Well-formulated  
strategy

Realistic and  
achievable goals

Fit in the  
organization

Celebrate  
accomplishments



# Moving From What Is To What Should Be

## **ALIGNMENT: BENEFITS**



Emphasizes interdepartmental relationships

Promotes creativity and innovation

Supports faster decision-making

Optimized roles

Maximizes internal and external resources

Improved employee satisfaction

Engaged community

Increased credibility



## Moving From What Is To What Should Be LEADING THE WAY IN LAND MANAGEMENT

Management practices function as an alignment mechanism that deals with transplanting strategic choices into administrative practices and operational decision-making.





# Moving From What Is To What Should Be **APPLICATION**

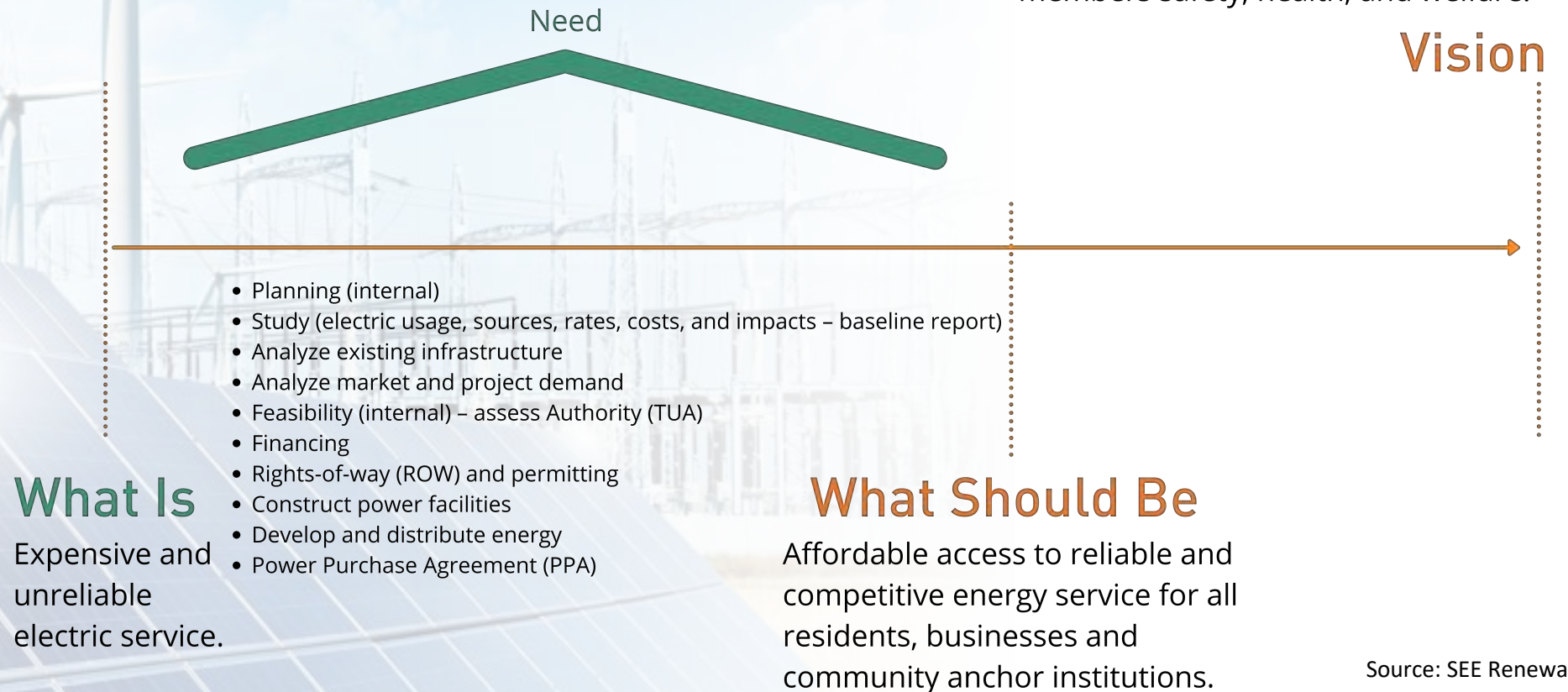
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# Moving From What Is to What Should Be

## APPLICATION: EXAMPLE #1 (ENERGY)

"Improve the life of our members...through effective self-governance, a commitment to self-sufficiency, and the exercise and strengthening of Tribal sovereignty...developing economic and social opportunities for our members and implementing efficient and effective systems of governance to enhance our members safety, health, and welfare."



Source: SEE Renewal, LLC

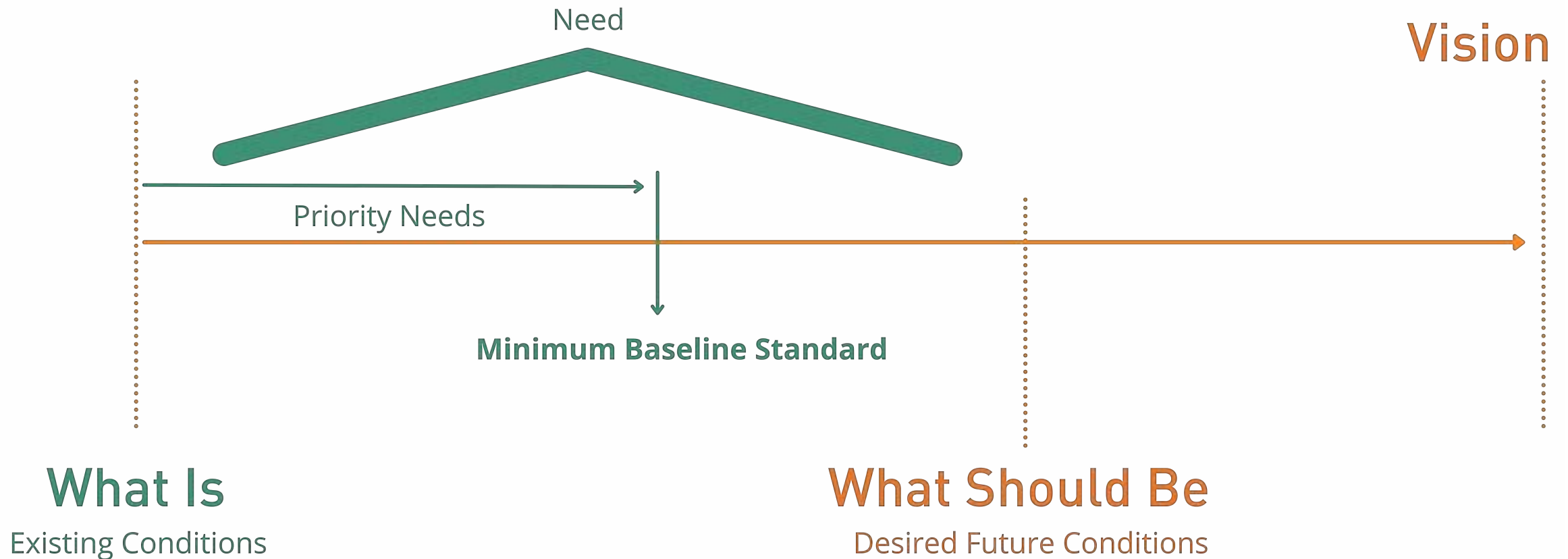
# Moving From What Is to What Should Be

## APPLICATION: EXAMPLE #1 (ENERGY)

What Is	Internal Factors	External Factors	Features & Characteristics
<ul style="list-style-type: none"> <li>• No proper TUA</li> <li>• Currently purchasing electricity from off-Reservation</li> <li>• Leasing land used for solar and biomass to a developer/operator</li> </ul>	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Established energy related goals/documentated in an energy plan</li> <li>• Have an environmental department and energy department</li> <li>• Obtained a technical assistance grant for the energy plan</li> <li>• Have a portion of non-contiguous off-reservation lands held in trust that may be desirable for a Tribal complex</li> </ul>	<ul style="list-style-type: none"> <li>• The community is not engaged other than occasional complaints about rates and reliability</li> <li>• Checkerboard land base (overlapping authorities)</li> <li>• Regional transmission owners/developers interested in renewing land lease</li> <li>• Standard funding, infrastructure funds, ARPA funds, and other traditional and non-traditional funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• Very few people were involved in the development of the energy plan</li> <li>• Energy Dept. mostly focuses on oil and gas and coal (historically)</li> <li>• The Realty Department manages rights-of-way and land/lot leases</li> <li>• The energy director is a strong leader and has respect from Council and staff</li> <li>• Little to no communication between Tribal departments</li> </ul>

# Moving From What Is to What Should Be

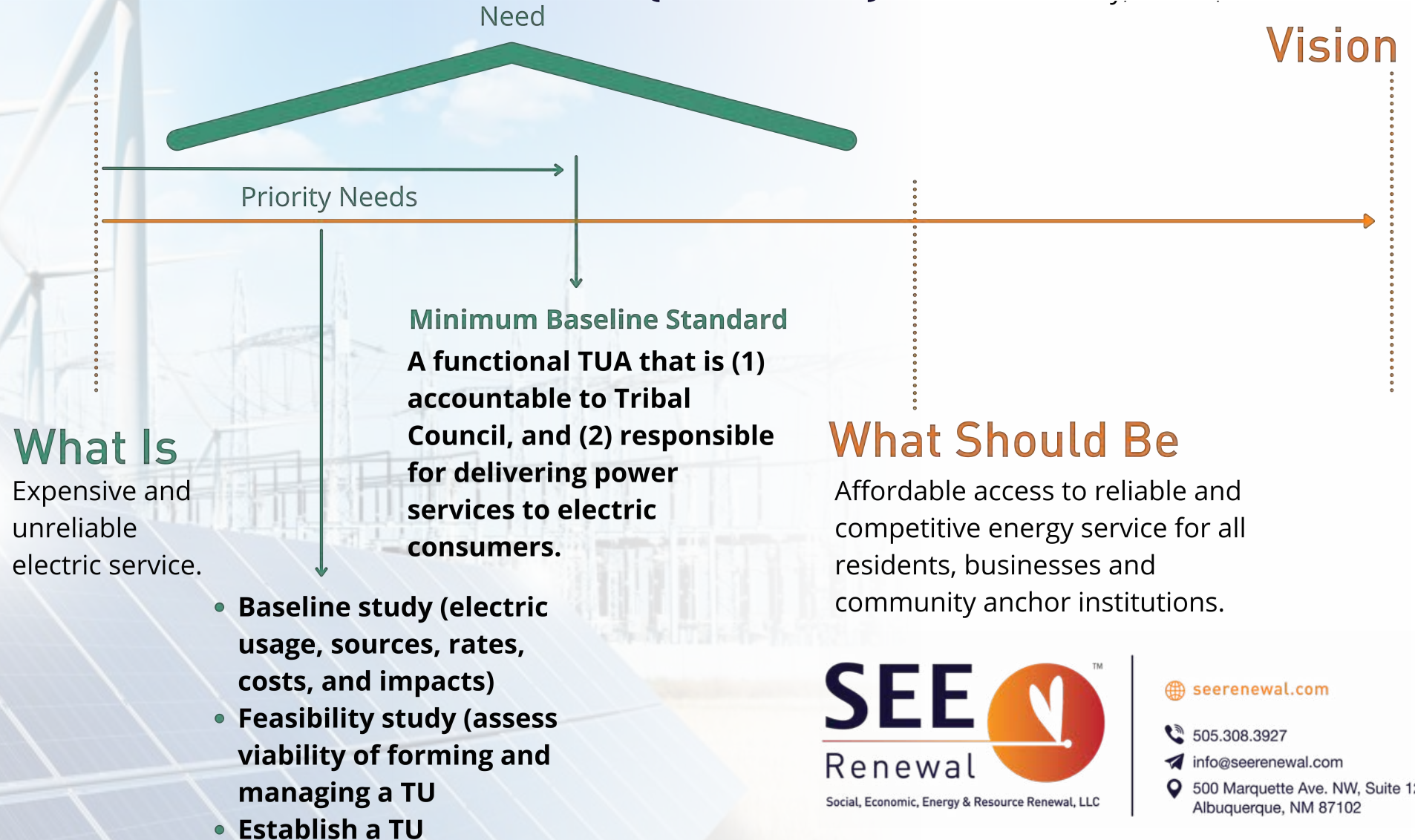
## MODEL FRAMEWORK: INCORPORATING MINIMUM STANDARDS





# Moving From What Is to What Should Be

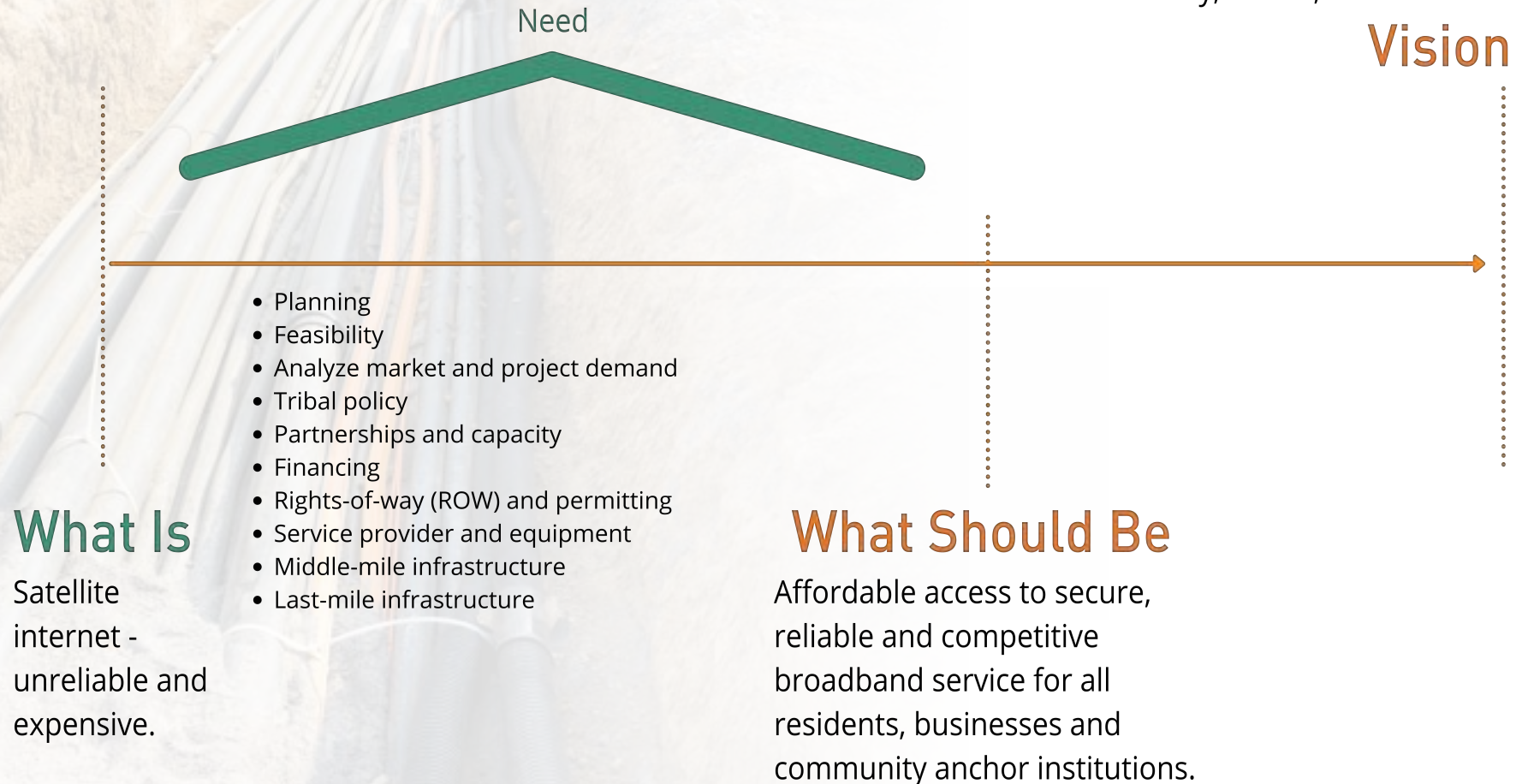
## MINIMUM STANDARDS: EXAMPLE #1 (ENERGY)



# Moving From What Is to What Should Be

## APPLICATION: EXAMPLE #2 (BROADBAND)

"Improve the life of our members...through effective self-governance, a commitment to self-sufficiency, and the exercise and strengthening of Tribal sovereignty...developing economic and social opportunities for our members and implementing efficient and effective systems of governance to enhance our members safety, health, and welfare."



# Moving From What Is to What Should Be

## APPLICATION: EXAMPLE #2 (BROADBAND)

What Is	Internal Factors	External Factors	Features & Characteristics
<ul style="list-style-type: none"> <li>• Satellite internet</li> <li>• Community demand for affordable and reliable internet service</li> </ul>	<ul style="list-style-type: none"> <li>• Tribal constitution</li> <li>• Vision</li> <li>• Broadband goal has not been formalized through policy or planning</li> <li>• Current energy plan</li> <li>• Out of date housing plan</li> <li>• Land use code but no zoning map</li> <li>• TUA has been discussed for energy but not other services</li> <li>• Have an environmental department, energy department, and grants department</li> </ul>	<ul style="list-style-type: none"> <li>• The community is somewhat engaged</li> <li>• Tribal, allotted, and fee lands</li> <li>• Tribal offices and community buildings are 20 miles from middle-mile infrastructure</li> <li>• Residences and businesses are 20-65 miles from middle-mile infrastructure</li> <li>• Service providers have expressed interest</li> <li>• Infrastructure funds, ARPA funds, and other traditional and non-traditional funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• The Realty Department manages rights-of-way and land/lot leases</li> <li>• The energy director is a strong leader and has respect from Council and staff</li> <li>• Grant manager with strong aptitude for planning</li> <li>• Good communication between Tribal departments</li> </ul>



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## MINIMUM STANDARDS: EXAMPLE #2 (BROADBAND)







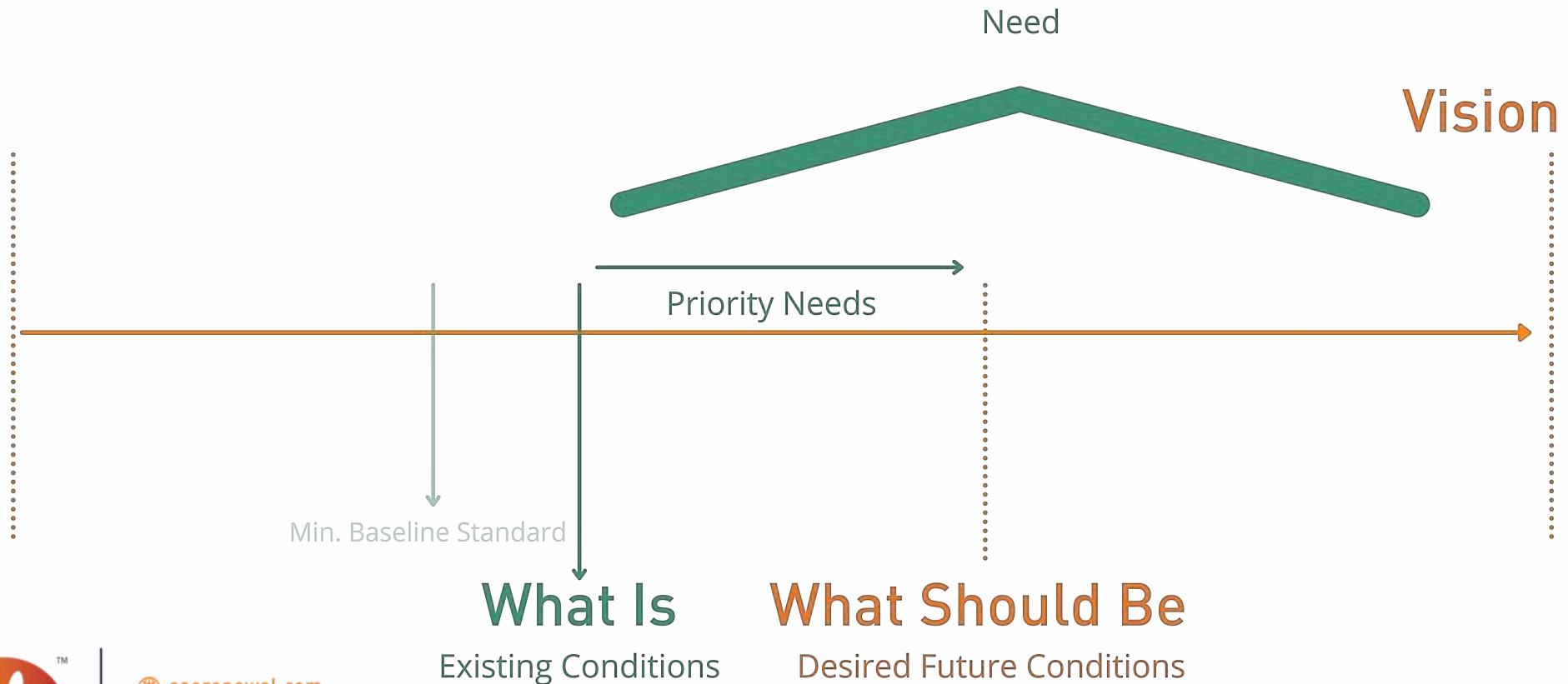
Moving From What Is To What Should Be

**WHAT HAPPENS WHEN YOU MEET YOUR  
BASELINE STANDARD OR GET NEAR IT?**

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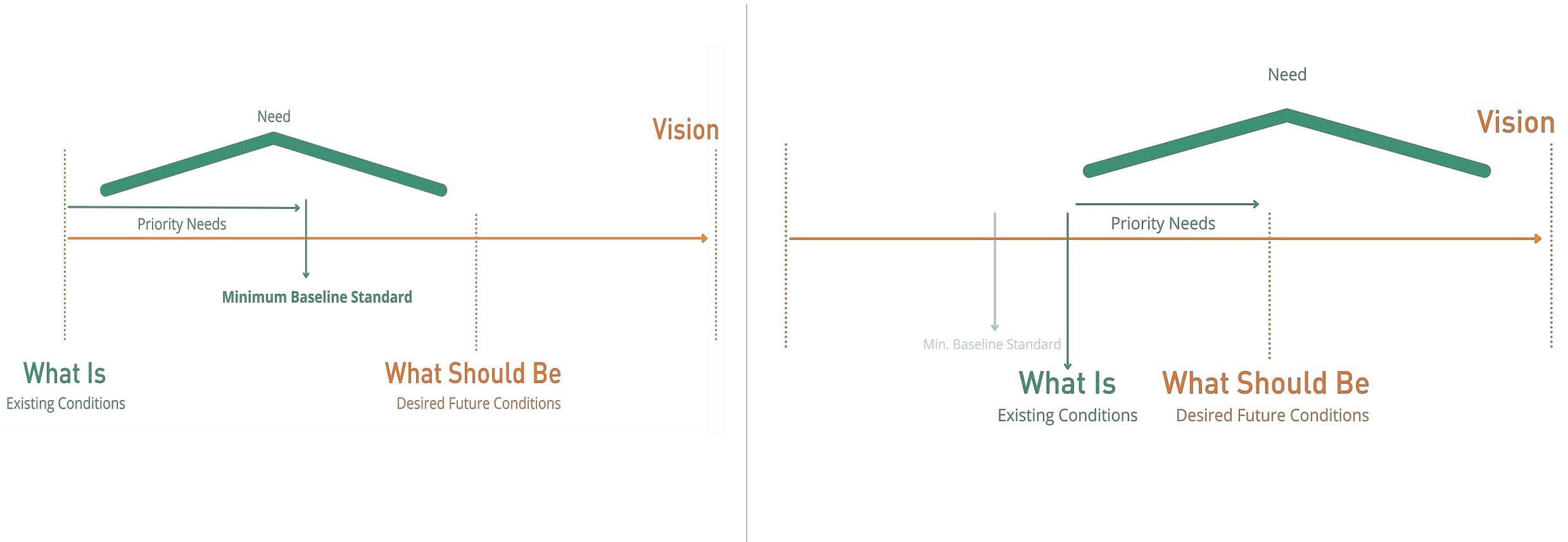
# Moving From What Is to What Should Be

## MODEL FRAMEWORK: ADJUSTING NEEDS



# Moving From What Is to What Should Be

## MODEL FRAMEWORK: ADJUSTING NEEDS





Moving From What Is To What Should Be

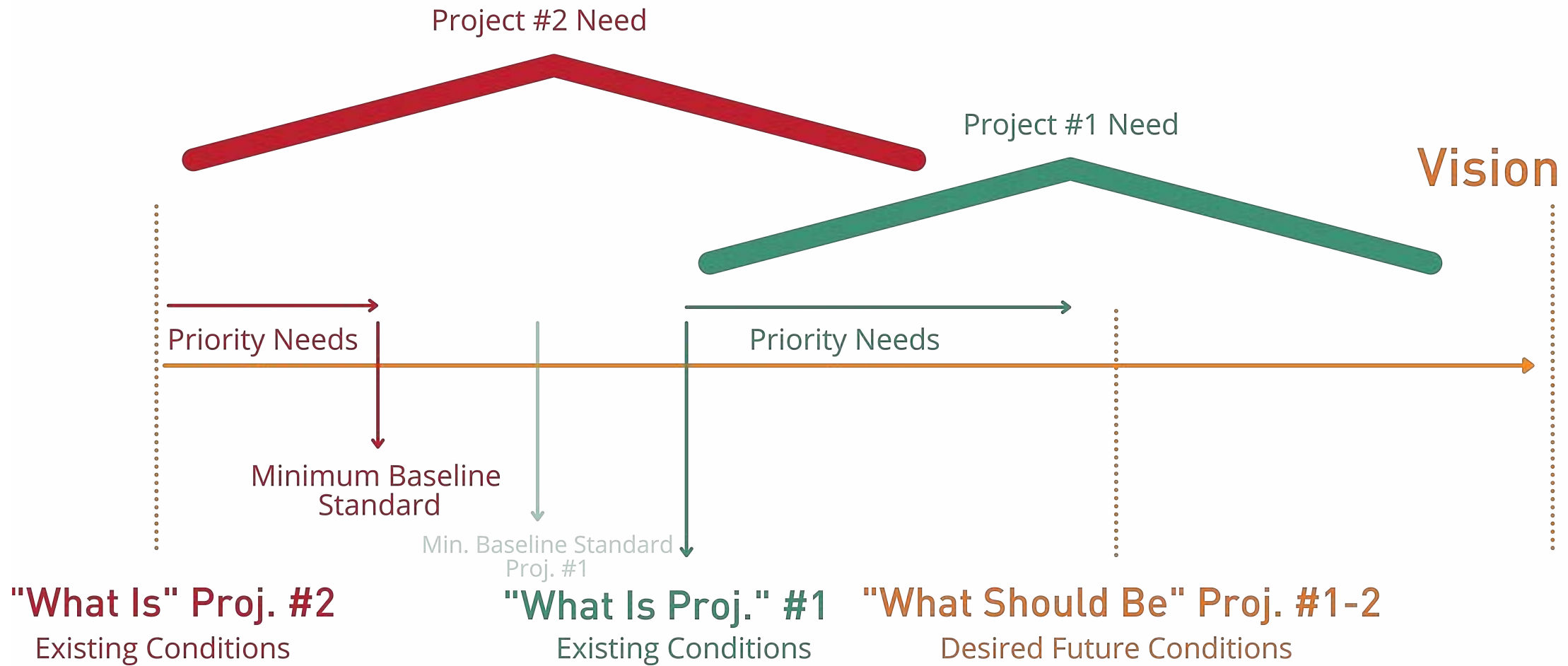
# CAN THE MODEL BE USED TO PRIORITIZE PROJECTS?

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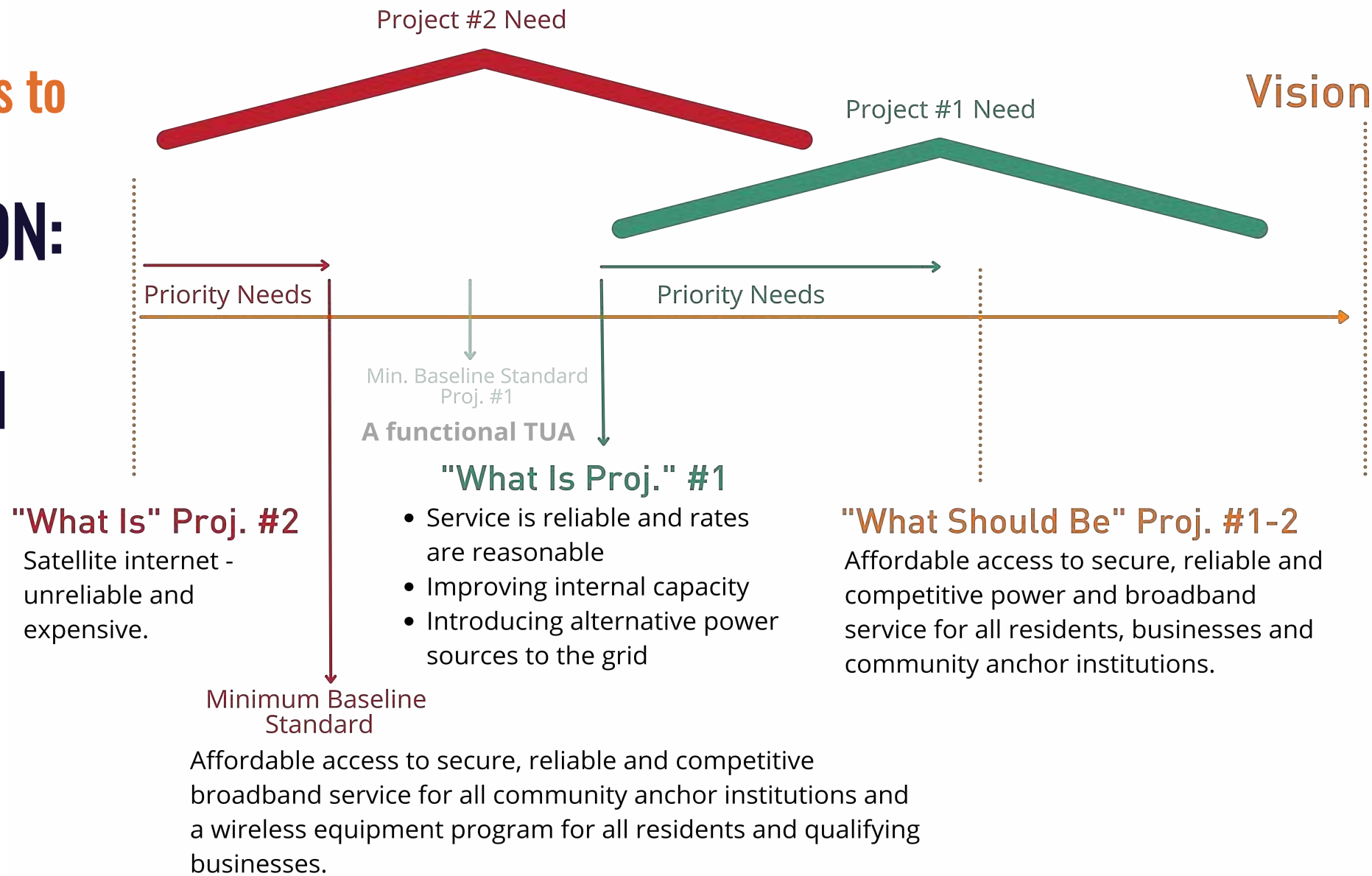
# Moving From What Is to What Should Be

## MODEL FRAMEWORK: PROJECT PRIORITIZATION



Moving From What Is to  
What Should Be

IMPLEMENTATION:  
PROJECT  
PRIORITIZATION





## Moving From What Is to What Should Be **TOOLBOX**

1. Take inventory of existing conditions.
2. Set realistic and achievable goals to reach desired future conditions.
3. Optimize internal factors.
4. Develop an alignment plan to better align internal and external factors to community vision.
5. Set minimum baseline standards to more easily meet long-term goals.

# Moving From What Is to What Should Be

## QUESTIONS AND COMMENTS





A top-down view of a group of people sitting around a dark table. The word 'Activity' is written in large, white, cursive letters on the table surface. Several hands are visible, some holding markers or pens, and some are resting on the table. There are also some small white circles and a few scattered markers on the table. The background is a light, neutral color.

Moving From What Is to  
What Should Be  
**GROUP ACTIVITY**

Activity



# THANK YOU!

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