

HVLA - History of Dysfunctional Management & Governance Patterns

The following list was derived from an intensive review of every issue of the HVLA Compass & Views Magazines from 1998-2014. Although the primary purpose of these magazines seems to be the promotion of Board and Association "accomplishments", they actually reveal much, much more about the functioning of the Board and Administration: decision-making patterns, management-style, fiscal reporting and overall results.

There are **distinct patterns**. These patterns are **repetitive**, year after year. Is it any wonder HVLA has developed the problems it currently has?

1. Amenities allowed to exist without regular, routine, scheduled maintenance, **except for the golf course**, e.g., frequent deferral of maintenance to the next year, next year, etc.
2. A disconnection or fragmentation from year-to-year and Board-to-Board regarding priorities and plans, e.g. focus one year may or may not carry over; lack of consistency and display of information in Compass/Views.
3. Long-term planning given only cursory attention.
4. Frequent lack of anticipation of problems and ongoing lack of preparation; frequent comments re "unexpected", "unanticipated" expenses/events. Many involved substantial sums, e.g., income taxes not paid for 3 years on take-out menu items from Greenview = \$25K (2000-03); repeatedly deferred replacement of critical valve in Dam = \$140K
5. Definitive and even extensive plans made without any follow-up, e.g., remodel of the Community Center in 2001 (architectural plans drawn) not done.
6. Problems frequently noted without follow-up, e.g., repairs needed to Hartmann Bldg., Community Ctr., stables, teen center inadequacy (noted as far back as 2003).
7. Repeated efforts to solve same problems using the same previously unsuccessful solutions, e.g., F/B Survey in 2001 with goal to improve quality & service at Greenview (repeated twice since).
8. Reactionary style of governance & management vs. proactive.
9. Emphasis in official fiscal reports on simplistic and misleading concepts like "variances" and "cash", vs. more in-depth disclosure/analysis.
10. Yearly plans often containing lofty, vague goals, then little or no follow-up or mention of disposition in that year or the next.
11. Complete absence of honest critique of anything.
12. Continuous & ongoing positive comments and praises about "improvements", "changes", "progress", etc., in various troubled areas of HVLA functioning despite no actual change in long-term performance, e.g., assessment delinquencies, Golf Ops. & Restaurant losses. "Improvement efforts" were short-term "efforts" with no long-term results or minimal results.

13. Continuous pattern of scorning & rejecting alternative problem solutions from members (non-Directors, non-Committee members).
14. When challenged by members, Boards typically became defensive and reverted to quoting laws and invoking attorney.
15. Intense resistance to any management ideas coming from sources viewed as "outside" or as divergent from traditional thinking within HVLA, e.g., one GM tried to introduce Strategic Planning processes met with some initial success but was terminated.
16. Excessive and unproductive use of emphasize-the-positive, praise-no-matter-what and minimization-of-problems, despite continuation or worsening of problems. This problem-denial also involved open and active suppression of dissent, e.g., dissenters were publically scorned and discredited in Compass/Views articles written by Directors.
17. Continuous pattern of acknowledging Committee recommendations, sometimes with great fanfare and promises of implementation, then either doing nothing, or providing minimal support, e.g., Lake Committee recommendations re sediment removal (nothing done for 14 years), Equestrian Center Plan to refurbish riding trails (nothing done), Commons Committee Recreation Plan of 2012 (only a few out of 66 recommendations implemented).
18. A very clear and pronounced favoritism toward the Golf Ops., e.g., regular, routine and meticulous maintenance of Golf Course (GC) vs. any other amenity; implementation of GC improvements/repairs quickly and before any other amenity; GC improvements/repairs required minimal justification while improvements/repairs to other amenities typically required months of Committee work to develop "acceptable" justifications.
19. Director's, GM's photos and other staff photos and/or names appear in one issue, then are absent in later issues without any notation or explanation, e.g., June 2001, GM Bill Stewart gone; July 2007, GM Rick Archbold gone.
20. Frequent lists of Board "accomplishments" containing very vague descriptions and minutiae items.
21. Repeated references to problems in communication between Board and Membership.
22. Repeated references to problems with staff morale and professionalism.
23. Repeated references to problems with ambience and food quality in Greenview.
24. Repeated references to problems with "Board stability."

These **Patterns** are not hidden or hard-to-see. Almost anyone with a good analytical mind and an ability-to-see-the-big-picture can spot them. Additionally, conversations with **many** seasoned HVLA members (e.g., several x-Directors and x-Committee members) have confirmed the existence of these patterns. Perhaps most disheartening of all, many of these long-time members noted these patterns as either the reason for their struggle-to-make-change or for their eventual apathy - "why bother".

These Patterns are also well known within the field of "organizational management science" to be ones that seriously damage an organization's ability to function and become more successful. Is it really any wonder HVLA has the difficulties it has today?