



THE EXECUTIVE LEADERSHIP COUNCIL
The Power of Inclusive Leadership

Position Specification

The Executive Leadership Council

President and Chief Executive Officer

2020



POSITION SPECIFICATION

Position	President and Chief Executive Officer
Organization	The Executive Leadership Council
Location	Washington, D.C.
Reporting Relationship	Reports to the Chair/Board of Directors, The Executive Leadership Council
Website	www.elcinfo.com/

THE OPPORTUNITY

The Executive Leadership Council (ELC) is the pre-eminent membership organization committed to increasing the number of global Black executives in C-Suites, on corporate boards and in global enterprises. The ELC opens channels of opportunity for the development of Black executives to positively impact business and our communities. With over 30 years of impact, the ELC Board celebrates a great legacy and looks forward to identifying a stellar leader to guide the next chapter of this important organization.

The ELC is a member-centric organization, and the Chief Executive Officer engages closely with corporate CEOs and other senior leaders to cultivate strong relationships in support of the network and the ELC's goals and objectives.

The ELC believes in the business proposition that when diversity leads, corporate America and global enterprises succeed. As we face a critical moment in history with deep attention across sectors on racial injustice, the ELC embraces the ability to use a collective voice and power to effect change. The ELC stands in support of members, companies and the business community in making this necessary change.

This is a pivotal time and a very exciting moment to identify the ELC's next Chief Executive Officer. This is a remarkable role for a passionate and innovative leader who brings credible business knowledge and a drive to advance a powerful mission and vision.

ORGANIZATION BACKGROUND

Founded in 1986, The Executive Leadership Council (ELC) is a national organization comprised of more than 800 members who are current and former Black CEOs; senior executives at Fortune 1000 and Global 500 companies; as well as entrepreneurs at top-tier firms and global thought leaders. For more than three decades, the ELC and the membership have worked to build an inclusive business leadership pipeline that empowers Black corporate leaders to make impactful contributions to the global marketplace and their communities.

The ELC is as an independent non-profit 501(c)(3) and provides specialized programs for executives, mid-level managers, for students, and for Black Women. The organization has highly regarded events such as the annual Recognition Gala, the C-Suite Academy, the GameChanger



Conference, Women's Leadership Forum, and a host of other education and networking opportunities.

The ELC is an invaluable networking resource and support mechanism for today's globally diverse leaders. By offering programs to support all levels of leadership development and engagement, the ELC is strengthening individual leaders, companies and communities. Some of the stellar programs, events, and critical activities of the ELC include:

For Executives: The ELC designs targeted programming to engage, support and further develop current corporate executives to include leadership, research, coaching and development. Some of the most popular offerings include corporate board development and preparation for the C-suite. Executives also receive: Access to The ELC's strategic thinking, research, network and transformational activities, Ability to leverage The ELC brand to spotlight corporate diversity, corporate social responsibility, and philanthropic initiatives which aligned with ELC mission and advocacy platform, Opportunity to attend The ELC's CEO peer-to-peer events, and a Safe environment for CEOs and senior leaders to learn about diversity best practices.

Corporate Board Initiative (CBI): The Corporate Board Initiative enhances the preparedness of Black executives for service on corporate boards.

Mid-Level Managers' Symposium (MLMS): This annual Symposium is a two-day, professional-development experience for nearly 1,000 high-potential, high-performing corporate managers and leaders. Participants learn from and network with ELC members who represent the most senior global executives in Fortune 1000 and Global 500 companies. The MLMS experience is further enhanced by in-depth workshops, segmented by experiential level, as well as functional areas.

Leadership Development Week (LDW): is a premier leadership development experience for Black mid-career executives. Be among the most progressive and powerful Black executives experiencing a week of innovative insights, meaningful networking, and the celebration of their success.

Women's Leadership Forum (WLF): WLF is an annual one-day event organized by women members of The ELC featuring panel discussions and networking opportunities for Black women executives. Proceeds from the WLF benefit the Ann Fudge Scholarship Program offering scholarships to high-achieving undergraduate Black female students attending one of the nation's top Historically Black Colleges and Universities.

Students: The ELC offers a number of programs and initiatives designed to assist, support and empower students as well as educational institutions and organizations that are addressing the challenges of producing a pipeline of successful future leaders. The ELC provide financial contributions in the form of scholarships and grants, and partners with organizations to improve educational outcomes of Black students, champion professional development for mid-level Black professionals and prepare the next generation of leaders.

The ELC Institute for Leadership Development & Research aims to strengthen the talent pipeline of Black leaders, providing top-rate leadership programs that focus on individual growth at different career levels. The Institute creates a well-researched and documented understanding of the corporate experiences of Black managers and executives, which can be used to develop organizations and the people they employ. As a place that gathers, analyzes, and distributes



information in multiple ways, the Institute becomes the primary source for data on blacks in business.

The ELC's Government Affairs initiative is designed to position the organization as a champion for full inclusion on public policy issues that impact Black constituents and other minority groups on a national level. In alignment with the member engagement efforts, the ELC is also committed to becoming the most reputable and primary “go to” source for the advocacy of Black executives and leaders in advancing Black representation on corporate boards and in C-Suites. Another focus area is education, with a special emphasis on strengthening HBCUs at the leadership and governance levels. The ELC expanded efforts recently to engage government officials on relevant public policy issues such as economic development and criminal justice reform.

The ELC's Philanthropic and Fundraising Efforts focus on improving the Black business community and the Black community overall through external outreach and strategic partnerships; and the organization is expanding this work. The ELC has launched a series of new philanthropic programmatic pillars created to help ensure increased opportunities for young Black women and men to succeed as business executives. The new pillars are increasing collaboration among ELC members and other organizations as they seek to address the problems of communities with intentionality, action, impact and positive outcomes.

POSITION OVERVIEW

The ELC's next President & CEO will inspire and energize the membership, Board, staff, CEOs and Corporate/Business stakeholders, focusing efforts on a strategic vision of excellence. The individual must be a competent and prudent steward of the ELC's resources, guiding the organization through what will be uncharted territories of change for professional societies who must create new value and ways of engagement in service to members.

Despite increased attention on diversity across the corporate sector, there is still critical need to increase the numbers and support of Black leadership in the C-Suite and Boardroom. In the short term, the ELC hopes to grow its membership, increase the number of Black leaders in the F1000 C-suite, and launch new products and thought leadership to engage business leaders.

Importantly, the President & CEO must be viewed by all stakeholders as a visionary and inspiring leader, a strong advocate and as a thought leader on global business leadership. The executive will have the opportunity to further increase the visibility of the ELC, promoting and leveraging an extraordinary network. It will be important for this leader to raise the profile and relevance of ELC with Black corporate leaders.

The ELC is presently structured with the following Direct Reports:

- Executive Vice President & Chief Operating Officer
- Vice President & Chief Communications Officer
- Vice President & Chief Corporate Partnerships Officer
- Vice President & Chief Learning Officer, Institute for Leadership Development and
- Vice President & Chief Member Officer
- Vice President & Chief Philanthropy Officer
- Vice President & Executive Director, Finance & Accounting



- Chief of Staff
- Director of InfoTech
- Management Consultants (long-term) and external legal counsel

KEY RESPONSIBILITIES

The President & CEO must ensure that the following responsibilities are carried out in a quality and timely manner.

- **Drive the ELC's Short- and Long-term Growth Strategy:** Differentiate and transform the organization through innovation and operational excellence, positioning it for success by attracting and developing influential business leaders and corporate partners and further driving the member-centric culture. Key areas of responsibility include:

Member Services

- Ensure that programs are in place to meet member needs and expectations of all ELC member cohorts including across all career life cycles and for both US and globally based members.
- Develop procedures and systems designed to increase retention of existing ELC members by ensuring that each member receives all promised benefits and grow membership per organization's strategic goals
- Ensure the expeditious distribution of all membership correspondence (e.g. letters, membership packets, meeting materials, general mailings, etc.) in a quality and timely manner

Marketing & Communications

- Implement communications strategies to build the ELC brand with all constituencies including members, member corporations, other strategic partners, minority entrepreneurs, colleges and universities, civic leaders and government officials
- Coordinate the preparation and publishing of the ELC's annual report
- Oversee the distribution of news releases regarding the ELC to media reporting on ELC membership achievements, philanthropic, and other ELC leadership issues

Fundraising

- Develop innovative programs to support the Board's programmatic efforts and to attract funding in support of the organization's goals
- Ensure a formalized development function that helps foster positive long-term relationships and keeps ELC donors involved and informed
- Provide overall leadership and coordination to the development of fundraising efforts

Learning & Development

- Implement excellent programming with the Institute for Leadership Development
- Provide excellence in execution of all ELC programs
- Monitor and evaluate all services provided by research staff (Institute) and



report progress to the Board and committees; make recommendations for change as needed

- Ensure programs provide value add to members and key stakeholders
- Ensure programs and experiences lead to increased revenue and return on program investment and encompass a global experience

Finance & Accounting

- Oversee the development of a strategic plan, annual operating plan and budgets for submission to the Board
- Promote programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality
- Ensure compliance with approved budgets by working with the Board to ensure financing to support short- and long-term goals
- Propose revisions to budget as necessary
- Conduct organizational risk assessments and take the appropriate actions to reduce risk

Quality Management

- Ensure compliance with all relevant legislative and regulatory rules and requirements established by state and federal agencies and, when necessary, initiate changes and improvements to ensure continued compliance
- Develop integrated systems that support and continuously improve the achievement of high levels of quality and services to the ELC stakeholders

Information Technology

- Leverage technology to help deliver innovative solutions for staff, members and partner companies
- Ensure that technical priorities, standards, and procedures are in order to ensure sufficient systems capacity for ELC's organizational needs
- Conduct periodic IT risk assessment to ensure protocol for organizational and member data

- **Collaborate and Influence Throughout the Organization:** Work seamlessly across the organization with staff and in concert with the Board of Directors to drive ELC's growth agenda by:
 - Breaking down functional silos to continually improve execution and deliver an end-to-end member experience that exceeds expectations across all touch points
 - Interacting at all levels of the organization with a genuine give-and-take approach, where all stakeholders act as true peers and decisions are shared
 - Mobilizing resources across the organization, irrespective of reporting relationships
 - Identifying opportunities to build relationships that will help the organization reach its objectives
 - Providing leadership and participating with the Board in developing and



- annually updating the strategic, financial, and human resources plans in response to the needs of the members and other stakeholders
- Developing and recommending to the Board operational, business and tactical plans to fulfill the strategic goals and objectives of the organization
- **Lead and Inspire a Winning Team:** Lead a best-in-class, member- and partner-focused team with the right balance of skills and perspectives to simultaneously drive results and transform the organization for the future by:
 - Ensuring systems are in place to promote staff engagement and innovation in support of the organization's strategy
 - Establishing needed performance metrics and staff development initiatives
 - Attracting and retaining top talent who will contribute to the sustained success of the ELC
 - Creating a positive work environment and culture for employees, that helps unlock the potential of all people
 - Maintaining open, honest, and timely communications to the many and varied stakeholders including the members, community, employees, Board of Directors, etc.
 - Working with Human Resources team to develop a Performance Planning and Evaluation process, including annual performance objectives and professional development plans for the staff

PROFESSIONAL EXPERIENCE/QUALIFICATIONS

- At least 15 years of professional experience overall, with a minimum of seven years of senior-leadership experience supervising seasoned staff in all areas of operations
- Knowledge of fundraising and investment resources, research, communications, risk management, information technology, and member services and demonstrated management skill in these areas.
- Demonstrated business and financial acumen, including familiarity with budgeting and financial reports, and working with key stakeholders to manage fiscal and fiduciary accountability.
- Strategic, results-oriented problem solver
- Intelligent decision maker, with a flair for innovation and ability to manage strategically with knowledge of cutting-edge principles and best practices
- A high tolerance for ambiguity and complexity with awareness of global issues that impact educational, economic and public policy
- Transparent and high integrity leadership
- Accomplished leader and energetic implementer of services, programs, and strategic partnerships.
- Proven record of managerial success with corporate and/or foundation expertise
- Ability to earn respect, trust, and confidence among ELC members and corporate executives



- Diplomatic, tactful, politically sophisticated, and participative problem solver (collaborative)
- Excellent public speaker with exceptional verbal, written and interpersonal communication skills
- Strong philosophical commitment to the goals and purposes of the organization and committed to expanding the ELC vision, mission, goals and objectives

EDUCATION

Bachelor's degree required/advanced degree preferred.

KORN FERRY CONTACTS

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