



Position Specification

Points of Light
Chief Executive Officer

Our Client

Points of Light is a global non-profit that inspires, equips, and mobilizes millions of people to take action that changes the world. Through their Global Network of 177 affiliates across more than 38 countries, and partnerships with thousands of non-profits and corporations, Points of Light engages 5 million volunteers in 16 million hours of service each year.

Cast from the vision of one thousand points of light shared by its founder President George H.W. Bush in his 1989 inaugural address, Points of Light was founded in 1990 as an independent, nonpartisan, non-profit organization to encourage and empower the spirit of service. The organization extends President Bush's vision that "any definition of a successful life must include serving others". Today, Points of Light continues to transcend politics and borders to inspire millions of individuals worldwide to take action.



The challenges facing the world today are far-reaching and complex, and the solutions often feel out of reach. To tackle society's greatest challenges and build a better future, we must engage a wide range of people to make a positive difference in the world.

This landscape presents Points of Light with an extraordinary opportunity to help see their power and create a world where no one sits on the sidelines of change.

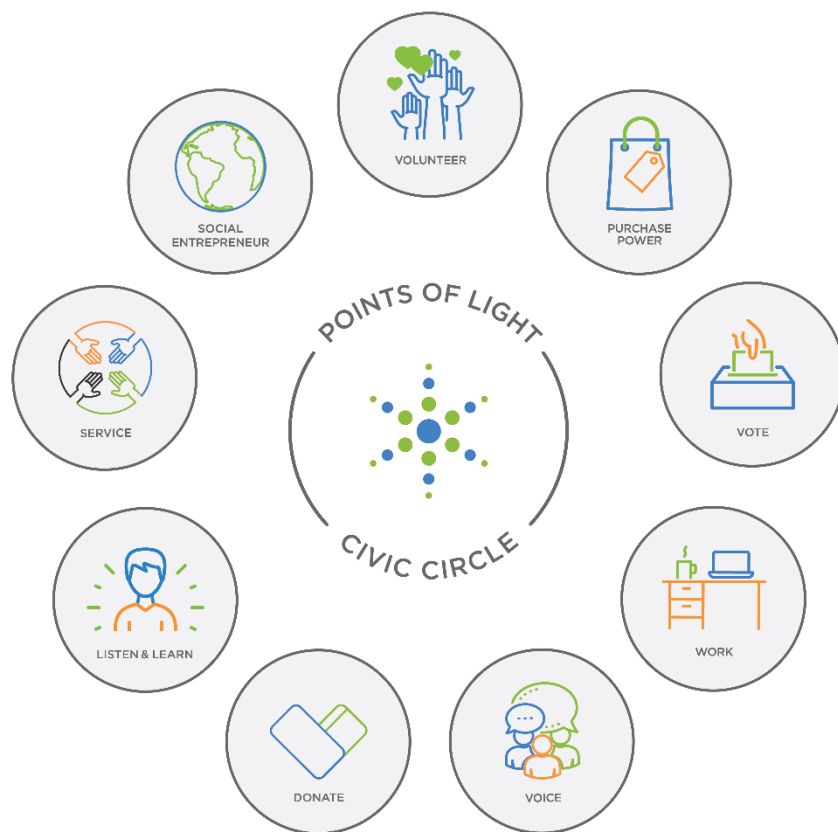
Points of Light aims to increase civic engagement and provide best practices, ideas, and solutions to companies and non-profits. They do this through:

- *Corporate Solutions and Consulting* – providing tools and solutions for corporate partners and their employees
- *Recognition Programs* – honoring individuals and companies for being changemakers, both through the Daily Point of Light Awards and The George H.W. Bush Points of Light Awards
- *Global Convenings* – bringing together global service leaders for learning and collaboration
- *Civic Engagement Research* – providing new research findings that help inform action and advance the social sector

- *Signature Events & Days of Service* – advancing the profile of volunteer service and giving tens of thousands of individuals opportunities to serve
- *Digital Solutions* – helping non-profits mobilize and manage volunteers more effectively

Points of Light believes that we are at the dawn of a Civic Century, an age when people become the driving force that transforms our world. They believe when future generations look back on this time, they will see it was an era of sustained, meaningful civic engagement. To do this, they need a system for changing systems. Points of Light's Civic Circle® is a framework to accelerate change and advance causes. The Civic Circle® helps individuals connect to opportunities and understand that doing good comes in many forms. It is a framework that represents your power to lead, lend support and take action for causes you care about and to lead a civic life.

For more information: <https://www.pointsoflight.org/civic-circle/>



Current strategic goals are to:

- Study how people engage in order to learn what increases effectiveness, through conducting original research, sharing thought leadership with partners, and more.
- Collaborate with partners to help people engage more effectively, by building and integrating products, resources, and experiences to more fully integrate the Civic Circle® in their work. This also includes increasing the value and expanding the Points of Light Global Network.
- Invest in enterprise health, including growth and sustainability, growing, and reimagining revenue sources, and optimizing people, processes, and technology of the enterprise.

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Ref: Chief Executive Officer
Points of Light

Points of Light is a fully remote organization, headquartered in Atlanta, with a staff of 62 employees that is spread across 16 states in the U.S. With an operating budget of over \$25 million, Points of Light occupies a critical leadership role in driving civic engagement globally. The organization benefits from the support and guidance of an influential Board of Directors led by Neil Bush and composed of prominent individuals from the public and private sectors with a passionate commitment to service.

Points of Light is seeking a CEO to propel the organization forward and lead in pursuit of its vision of a world in which no one sits on the sidelines of change.

The Role

Reporting to the Board, the CEO is ultimately responsible for the strategic, programmatic, and financial operations of the organization, including fundraising.

The CEO will work with the Board, staff and affiliates to activate the Civic Circle®, drive the long-term strategy and achieve ambitious goals to drive civic engagement through an array of cross-sector partnerships and programmatic areas. They will manage the strategy and long-term viability of the business model that drives innovative programs and services, and cutting-edge delivery of partnerships to build increased brand awareness, amplified global community impact, a strengthened affiliate network, and expanded funding.

As the public face, the CEO will represent the organization's mission and programs among a wide array of stakeholders, will be the driving force to articulate a succinct and powerful brand, and will build awareness of the organization's valuable role in engaging millions to take action through the framework of the Civic Circle®. The CEO will have strong charisma and eloquence in delivering key mission-oriented messages at the world leadership level and have presence and gravitas in dealings with partners from a variety of backgrounds.

The CEO will lead, inspire, and motivate the team and, through compelling influence, manage the extensive network of affiliates and partners. They will steward and nurture an organizational culture that embraces collaboration, accountability, transparency, diversity, creativity, inclusion, and equity.

The CEO will grow and diversify Points of Light's funding with the support of and commitment from the Board and staff.

Candidate Profile

Points of Light is seeking a leader of unquestioned passion for good and bias towards action. They will bring to the role a recognized degree of operational excellence, fundraising ability, intellectual breadth, convening power, and practical experience with the non-profit, government, and/or business sectors.

The successful candidate will have a demonstrated track record of creating impact across a large, decentralized, and global organization. They will have experience working closely with a board, staff and partners to achieve ambitious goals in a fiscally responsible manner. They will bring a sophisticated understanding of policy above the partisan debate and display a level of political savvy which will attract the best talent to the organization and infer confidence from all stakeholders.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Relationships and Influence

- An ability to be both galvanizing and connective:
 - Rallies, inspires, and influences others with magnetic appeal, passion in their beliefs, charisma, and a strong social presence.
 - Deliberately builds strategic networks for the organization's benefit, leveraging interpersonal capability and political savvy.
 - Develops intentional, deep relationships and connects people, adapting style according to the audience. Drives a collaborative culture that maximizes people engagement. Demonstrates strong emotional intelligence, is genuine, follows through on promises and steps out of the spotlight to recognize others.
- The ability to create a sense of purpose/meaning that generates followership beyond their own personality and engages others (staff, volunteers, corporate partners, and affiliates) across a complex and decentralized model to the greater purpose for the organization as a whole.
- The ability to generate and grow revenue, as well as cultivate new and innovative revenue streams. Experienced in building and scaling sustainable partnerships.

Setting Strategy

- The ability to create and articulate an inspiring and cohesive vision for Points of Light and its affiliate network.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the sector.
- The ability to capitalize on and further amplify the organization's powerful brand.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- The ability to effectively balance the desire/need for change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results and stays the course in the face of setbacks or push-back from short-term oriented stakeholders.
- The ability to deliver breakthrough innovations and business models that create value for all stakeholders across the global network, continually challenging traditional approaches.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner, while always considering what is best for the organization and its mission.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Commitment to Diversity, Equity, and Inclusion

- Demonstrated personal and professional commitment to diversity, equity, and inclusion, displaying cultural competence while operating in an environment with a wide range of constituents and communities.
- Ability to and track record of translating an organization's diversity and inclusion commitments into specific strategies and actions, including advancing and sustaining an organizational culture of diversity, inclusion, and equity.

Commitment to Mission and Shared Values

- A passion for and unwavering commitment to Points of Light's core values and mission to inspire, equip and mobilize people to take action that changes the world.
- Unquestioned personal and professional integrity, humility, and honesty.
- A commitment to work that transcends politics and borders to inspire millions worldwide.

Nominations and Applications

Inquiries, nominations, and applications are invited. Interested candidates should submit confidentially, a resume and letter of interest to PointsofLight@RussellReynolds.com.