



# Position Specification

## **Chief Operations Officer Business and Professional Association**

### ***The Company***

Our client, a professional services industry association, is the largest global community in its industry niche. The organization comprises tens of thousands of members in chapters throughout over 80 countries. Founded nearly 40 years ago, the organization is committed to enriching the success of its members. It is based in the Southwest U.S., with several other offices in key global locations.

### ***The Position***

#### ***Location***

Major Southwest United States City

#### ***Responsibilities***

The Chief Operating Officer will activate and own the delivery and execution of the operational element of the Board-approved annual business plan and budget, providing executive leadership of the operations within the guidelines established by the president and chief executive officer.

#### ***Success Profile***

The successful COO will be a strident internal leader, driving execution of the business plan through consistent and accountable management communications that deliver business plan results. As the de facto number two in the organization, the COO will foster a thriving internal culture that is aligned with the organization's core values and committed to team-building and operational excellence. With a track record of success in horizontally diverse organizations, the COO will thrive on full accountability over operational activeness across all business lines, making decisions in collaboration with his or her direct reports. Key to the COO's success will be the creation and deployment of an integrated internal communication and management reporting structure.

The organization has made significant investments in its technology infrastructure and community engagement platform. The COO should be very comfortable and familiar with the business concepts (operational efficiencies, community engagement and monetization opportunities) that the organization's technology investment has created and champion its ongoing deployment.





Additional key attributes of the successful COO include:

- Demonstrated strong internal and external communicator
- Global perspective and experience, preferably in a high-growth chapter-based association environment
- Solid financial acumen and project management skills (going from A to B)
- Commitment to customer service

### **Business Mandate**

Thorough operational leadership, accountable for operational excellence and the delivery of community-wide member value and sustainable enterprise profit from the effective operation of the business of the association in accordance with the strategic direction and objectives of the business plan and annual budget and organization values.

- Drive operational prioritization, activation and accountability throughout the enterprise at all levels. Establish clear systems and vehicles for communication, prioritization and monitoring of results. (30%)
- Direct and participate in the preparation and communication of both short- and long-term plans (including the business plan process) and budgets based on broad organizational goals and growth objectives. (15%)
- Lead the operational performance of business units of Knowledge, Membership and Chapter Business, ensuring achievement of business results. (20%)
- Oversee Shared Services unit (Marketing, Communications, Creative, IT and Publishing), ensuring seamless support of business owner outcomes across the enterprise. (20%)
- Manage the operations team by determining accountability and decision-making; setting goals and objectives; and hiring and training team members. (15%)

### **Qualifications**

- Fifteen or more years' experience as a member of a senior leadership team.
- Experience in a successful, high-growth organization. Association and chapter experience a BIG plus.

### **Education**

Master's degree in business administration or equivalent; or fifteen years' related experience and/or training or equivalent combination of education and experience.

### **Competencies**

- Team leadership and collaboration
- People development
- Customer focus
- Strategic orientation and initiative
- Organizational effectiveness





- Achievement orientation

### **Knowledge and Skills**

- Written communication – skilled in writing concise and compelling reports and business summaries that are suitable for dissemination to the international leadership and the management team.
- Presentation skills – can command an audience with strong power of presence both in written communications and live presentations. Uses appropriate business language to communicate, influence or persuade others to accept a specific action.
- Conflict resolution skills – can resolve complex conflict situations.
- Knowledge sharing –ensures knowledge is shared appropriately throughout the organization.

### **Travel**

10%

### **Additional Duties and Responsibilities**

- Ensures constant and effective operational communication between all internal business owners
- Manages the preparation and reporting of monthly KPI's against the Board-approved performance scorecard
- Develops and communicates short- and long-term enterprise-wide strategic objectives to align with the organization's mission and vision
- Effectively divides time: 20% of time spent on individual goals and tasks and 80% of time spent on getting results through others

## ***The Candidate***

### ***Key Measures of Success***

Developed in accordance with the Board of Directors and the President/CEO as part of the business planning process, metrics could include, but are not limited to:

- Full paid members and/or revenue
- Conversion of WebConnect
- Member retention
- Member satisfaction
- Chapter satisfaction
- Overall member content satisfaction
- Overall profitability





- Cultural richness (as measured through the annual climate survey)

**Stakeholders / Customers**

- Team management
- Association members and chapters
- Business and content partners
- Board of directors and volunteer leadership
- Third party valued partners
- Client opportunities in primary or adjacent spaces

***To learn more about this opportunity or provide a confidential referral, please contact:***

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