Chief of Organizational Effectiveness and Culture
Location Flexible - Washington, DC Preferred

EXECUTIVE SUMMARY

The National Center for Family Philanthropy (NCFP) invites nominations and applications for a Chief of Organizational Effectiveness and Culture (COEC). In partnership with visionary philanthropic families, NCFP activates and equips a diverse community of philanthropic families to embrace a bold vision and realize their greatest potential. Over the last two years, NCFP has refreshed its strategic direction to support families to be more intentional, effective, and values-based in their philanthropy. As the third member of its executive leadership team, the Chief of Organizational Effectiveness and Culture will build out systems, practices, and policies that will promote the health and success of the organization and nurture an innovative, inclusive culture of learning and improvement.

NCFP is in the second year of implementing a new internal staffing structure and shifting operations to support implementation of its strategic plan. As part of this shift, the new role of Chief of Organizational Effectiveness and Culture will take the lead in creating and implementing an overall strategy to help teams, managers, and individuals become more aligned and effective in their roles. NCFP seeks a dynamic leader to oversee NCFP performance management, planning and learning, financial management, and operations. They will manage information flow, integrate and connect teams, support effective governance, and implement organizational best practices using an equity lens. The successful candidate will bring a broad toolkit of skills and experience in organizational design, systems and data/information management, change management, performance management, and human-centered policies and practices that support organizational effectiveness and agility in highly dynamic times.

They will be a strong listener, communicator, and bridger who can integrate NCFP values, including an equity lens, into NCFP operations to help bring about meaningful change. Reporting to the CEO, Nick Tedesco, the COEC will act as an internal consultant and thought partner, holding staff and teams accountable and aligned with overall organization-wide vision and goals. They will nurture a culture of continuous learning at all levels. They will maintain a holistic view of teams’ work while building relationships to gain insight into opportunities for staff and Board development, and potential barriers to success.

The National Center for Family Philanthropy is an Equal Opportunity Employer. It is the policy of NCFP to ensure equal employment opportunity without discrimination or harassment on the basis of race, color, religion, sex, sexual orientation, gender identity or expression, age, disability, status, citizenship, genetic information, or any other characteristic protected by law. NCFP prohibits any such discrimination or harassment.

The salary range for this position is $150,000 – 180,000 plus benefits, which include paid vacation; 10 holidays; new parent leave; 100% employee premium paid for medical/dental/vision insurance; 5% retirement contribution; short and long-term disability and life insurance; and professional development.
**FOUNDING HISTORY**

NCFP was founded in 1997 to meet the needs of philanthropic families, their staff, and advisors. It was a nascent time for the field. Organizations serving philanthropists were not common. Donor advised funds were not ubiquitous. NCFP was instrumental in organizing and building a base of knowledge to support the development of a now recognized field of family philanthropy.

Today, the field of philanthropy is crowded with consultants, financial advisors, membership organizations, formal geography or issue-based giving vehicles, and academic centers. Over the past few years, the pace of change in external context has rapidly accelerated as the field reckons with national disruption, the effects of climate change, health crises and long-standing structural inequities. Family philanthropy is confronted with a world where justice-minded and effective social impact investment requires proximity to communities that philanthropists aim to serve and learn from. Younger generations are more frequently contemplating the intersections of critical societal problems, like the effect climate change has on communities of color and their range of economic mobility.

Under these conditions, NCFP is called to respond to its community of family philanthropists with support that is agile, evolving, and increasingly co-created by stakeholders and partners in the field.

**NCFP’S WORK TODAY**

NCFP is committed to a future where philanthropic families have clarity of purpose and achieve meaning and impact in their giving. To achieve this, NCFP has adopted a [new strategic plan](#), with a theory of change linked to a clear business model, that calls for both an expansion in the number of families served as well as a deepening of their engagement toward more effective practices. The program model shifts accordingly to prioritize relationship cultivation and management and more tailored content so that more community members and deeper engagement result in stronger outcomes for family giving and increased support for NCFP’s business model.

NCFP, guided by its refreshed theory of impact, works to:

- **Elevate** a vision for family philanthropy, including the potential and practices of impactful and intentional giving.
- **Activate** and connect a diverse and engaged peer community of philanthropic families and partners.
- **Equip** families and their partners to achieve purposeful outcomes with curated and relevant tools, resources, and skills.

In preparation for growth, NCFP is elevating, activating, and equipping itself. Over the next few years, NCFP will be building an organization ready to scale its impact, by investing in systems and staffing for growth, testing the program model, and establishing strong performance management and improvement capacity. NCFP will make foundational investments in staffing, culture, capacity, and systems. As this work continues, NCFP has added important roles to its diverse [board and staff team](#), including a Chief Impact Officer, Director of Development and Community, Director of Finance and Operations, and additional programmatic staff. The Chief of Organizational Effectiveness will be joining a dynamic team focused on strengthening the internal organization to best serve and support external partners and the broader philanthropy sector.
OPPORTUNITIES AND CHALLENGES FACING THE NEW COEC

The Chief of Organizational Effectiveness and Culture will join an extraordinary team of individuals and a thriving community of family philanthropists committed to advancing the capacity of mission-driven organizations to drive positive change in our communities. The COEC will bring a thoughtful and strategic approach to leading change and strengthening effectiveness across the organization. They will apply a strong equity lens to all the work across their portfolio. Opportunities and challenges will include:

**Build and implement systems, policies, and best practices across the organization.** The COEC will lead teams to adopt effective, more efficient models of working together. They will operate as a leader, an internal consultant, and a technical support partner. In partnership with the CEO and Chief Impact Officer, The COEC will foster innovation and drive change and continuous improvement through strengthened knowledge management tools and building a culture of curiosity, planning and learning. The COEC will oversee and ensure an equity lens and other best practices are applied to planning, performance management, meeting culture and structure, workflow systems and processes, talent and HR, financial management and general operations.

**Manage teams and individuals through trusting, collaborative, and mutually accountable relationships.** The COEC will work closely with employees across NCFP. They will oversee the existing operations and finance team, and the emerging knowledge management function. They will support the success of these teams by empowering them to identify challenges, opportunities, and solutions and by fostering positive team dynamics. In partnership with NCFP leadership, the COEC will help establish the principles of equity and culture as pieces held by all staff in every aspect of the work.

**Creatively build and implement strong knowledge management systems and a culture of learning.** The COEC will help NCFP build capacity to consistently use data and information to improve programs, operations, and sustainability. The COEC will lead teams to gather stakeholder feedback, track engagement data, and identify opportunities to increase effectiveness and efficiency. They will engage with staff to share data across the organization, driving more consistent use of information and data to make decisions. The COEC will build and maintain best practices for data management and foster a culture of data integrity, ensuring NCFP can better serve its partners and strengthen its impact in the sector.

**Partner effectively across and within teams to foster collaboration.** The COEC will work closely with the CEO and Chief Impact Officer, as well as the foundation’s Board, to support effective communication and project management across the organization, identifying opportunities for and barriers to effective collaboration. They will help define and build a culture and shared norms that support collaboration. The COEC will empower individuals across the organization to realize their potential and will identify supports to facilitate professional development.

**Support effective governance.** In partnership with the CEO, the COEC will help support effective governance at NCFP. They will play an active role in NCFP Board meetings and work closely with the CEO to support and nurture the Board and its committees. They will develop effective performance reporting and planning processes at the Board level and play a lead role in helping the Board strengthen its governance through continuous learning.
QUALIFICATIONS OF THE IDEAL CANDIDATE

The ideal candidate will be committed to NCFP’s mission and the visionary evolution of the organization, taking it to the next level of effectiveness. They will be experienced in motivating and supporting organizational change and a successful people-developer grounded in an asset-based approach.

While no one person will embody all the qualities below, the ideal candidate will possess many of the following professional and personal abilities, attributes, and experiences:

- Broad knowledge of evolving best practices and emerging trends in organizational effectiveness in value-centered, nonprofit environments.
- Commitment to improving the field of philanthropy, with an emphasis on supporting philanthropic families at all stages of their giving cycle, leadership, and strategy; familiarity with philanthropy support organizations.
- The ability to approach work with deep attention to, and consideration of, intersectional racial equity.
- Minimum 5 years’ experience in change management or organizational development, either in-house or as a consultant, including a range of project size and scale.
- Demonstrated ability to assess a team or organizational environment and identify challenges and opportunities, particularly in a rapidly changing organization, and effectively propose and implement change.
- Efficient and effective project and performance manager; utilizes a variety of tools and approaches to drive individual and team results, set and meet internal benchmarks for success, and manage multiple stakeholders to achieve desired outcomes.
- Demonstrated experience successfully implementing and managing significant operational change across an organization; ability to effectively capture, analyze, and utilize data and information to measure success, identify areas for growth, and drive improvement and implementation.
- Entrepreneurial-minded, results-driven self-starter who also works well in cross-functional, collaborative teams; a curious, well-rounded, and highly dependable individual who thinks creatively, approaches work with humility, and is committed to delivering quality results on both large projects and daily tasks.
- The ability to actively participate in problem resolution; strong trouble-shooting capabilities with a skill for remaining flexible and open to internal workflow changes; work well under pressure with tight timelines; demonstrated ability to use interpersonal skills with tact and diplomacy.
- Experience that promotes knowledge of and sensitivity to the challenges marginalized communities face including appreciation for historical context, discernment of relationship nuances and power dynamics, and understanding of social, racial, and ethnic realities.
- Strong relationship building and communication skills with the ability to have genuine dialogue around sensitive issues; highly developed emotional intelligence and active listening skills, and the ability to use interpersonal skills in collaborative ways.
- Excellent writing, editing, analytical and oral communication skills including the ability to collect, review, synthesize and present information and findings.
- An optimistic outlook and the humor, integrity, kindness, and patience necessary to work within a transformative environment.

TO APPLY

For more about the National Center for Family Philanthropy, please visit: www.ncfp.org

This search is being led by Katherine Jacobs and Sarah Hecklau of the talent strategy firm, NPAG. Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Candidates may submit their cover letter, outlining their interest and qualifications, along with their resume via NPAG’s website.

If you would like to submit a nomination for this role, please email Sarah at: shecklau@npag.com