Computer Measurement Group (CMG) Managing Director

https://www.cmg.org/

***Interested candidates and candidate referrals should be submitted to: Eryn McHugh, Sr. Consultant, Georgia Center for Nonprofits at eryn.mchugh@footprinttalent.com (no telephone calls, please).***

Computer Measurement Group (CMG) is a professional association of IT experts in capacity planning and performance management across all functionality.

Job Purpose
The managing director (MD), reporting to CMG’s board of directors, will have overall strategic and operational responsibility for CMG staff, programs, expansion, and execution of its mission. The MD will guide in development and lead the implementation of the CMG Strategic Transformation Plan.

Key CMG Challenges
The selected candidate will have the opportunity to collaborate with the board of directors to complete its strategic plan and build on the success of CMG. The organization has a 40-year history, a loyal membership, and a board that has demonstrated a high level of engagement and commitment.

CMG’s annual conference is the most respected in the performance and capacity segment of the IT industry, offering education, industry information, and opportunities to meet colleagues in a format that is sponsored but neither captive to a single vendor, nor multi-vendor, marketing oriented.

CMG is also far more than its conference. There are other meetings throughout the year, and CMG has intellectual property and content that can be activated year-round for the benefit of members, and monetized to support CMG’s growth.

Despite its reputation within IT and the performance segment of the industry, CMG has lost money the last several years. With increasing competition among conferences,
limited conference and travel budgets for IT professionals, and corporate spotlights that currently shine on security over performance in the IT space, CMG recognizes that it cannot expect a rebound in revenues without developing a new strategic plan, rethinking its business model, and identifying other opportunities for year-round, as well as conference-related, revenue and profit.

The board’s timely recognition that change and professional leadership are needed offers the benefit of reserves that can be thoughtfully invested in new initiatives once they are tested for feasibility and vetted for cost and benefit. The board agrees that investment in the processes, systems, and people required to be successful is also necessary.

The board seeks a managing director who can make CMG responsive to market needs, build awareness among IT professionals of the importance of developing leaders in performance and capacity, and restore CMG to profitability.

CMG is in the process of reviewing and updating its strategic plan. The timing of hiring a managing director is intended to dovetail with the update, so that the new managing director can participate with the board in setting direction and goals. The board will look to the managing director for leadership in identifying initiatives that will result in meeting goals for education and service to members, as well as financial goals for sustainability.

The board looks forward to working with the selected candidate, who will bring focus to some specific aspects of building a successful association. During a period of volunteer-driven activities and management of the two staff members of CMG the board has observed that

1. Significant intellectual property and the ability to deliver year-round learning and content are opportunities for CMG. The managing director will approach content management, the conference, communications, and other member-support activities as an integrated set of offerings that serves members throughout the year.

2. CMG requires enhanced marketing to facilitate growth and new business ideas. The board will look to the managing director to design marketing and sales initiatives that will interact virtually and personally with members.

3. CMG has 18 regions are an important potential pipeline for CMG’s strategy, but there is low participation in most. The regions can be program delivery channels, demand-generation vehicles for CMG’s conference and other services, and they could be a proving ground for volunteers as they are groomed for future board service. Furthermore, there are geographic areas of the countries that have a heavy representation of performance and capacity professionals with no CMG regional presence.

4. CMG has a limited presence in India and Brazil, but both countries represent opportunities, with large numbers of potential members who could benefit from the educational and networking services of CMG.
5. CMG has two capable and talented staff members. Nevertheless, for the last three years most of the oversight and management work of the organization has been performed by volunteers from the board and membership. Involvement in CMG is valuable to these volunteers, yet they look forward to having a leader as managing director who will bring many activities under professional execution and management. Determining the appropriate division of responsibilities between volunteers and the managing director and staff will require analysis, observation, knowledge of how work is efficiently handled, interpersonal skills, and experience with change management.

6. Staff members of CMG have good ideas and show initiative, in addition to performing their responsibilities well, but they have not received the performance and leadership development focus all employees need in order to thrive and move a business forward. The managing director will develop a staffing plan based on the strategic plan and provide ongoing training, mentorship, and stretch opportunities for staff members’ growth.

7. CMG’s technology and related processes have not kept pace with member expectations, operations, and marketing needs, nor can it produce management information with sufficient ability to analyze financial and participation results. The result is often either missed information or lost productivity due to duplication and manual processes. The managing director will make a full assessment of needs and make recommendations to the board as a part of the strategic plan.

Required Competencies
The managing director should demonstrate competence in most of the following:

Relevant industry knowledge
The successful candidate will demonstrate knowledge and successful experience with

Associations or similar organizations
- Managing a national association or organization that serves an IT niche and/or provides the highest level of products and services to another type of membership, client, or customer.
- Conceptualizing and delivering a large meeting or event as a core offering of the business
- Managing an association or organization that looks to volunteers for a significant amount of its work and relies on, for its financial viability, voluntary involvement of customers in activities that require a significant budget commitment from them or their employers.
- Managing an association or organization with chapters, branches, or another type of local structure interacting with a national headquarters.
- Ideally, including international reach.

Technology
• A background in performance engineering or capacity planning is not required.
• While exposure to or work in some part of the IT industry is desirable, the ability to visualize and produce change then articulate the value of an organization to a crowded marketplace is far more important.

*Strategic Planning, Creativity & Innovation*

The managing director will have a track record of

• Working with a board of directors to lead an organization through strategic planning that resulted in a successfully executed plan: involved staff and key constituents as appropriate in the process; provided information needed to allow participants to participate in a fact-based process.
• Assessing options and actions based on trends and conditions in the environment, and the vision and values of CMG.
• Identifying new initiatives that will meet the goals of the strategic plan across all performance dimensions of the organization: product/service, processes, human capital, and financial.
• On an ongoing basis identifying opportunities aligned with the mission and strategic goals of the organization, presenting the best to the board for evaluation and approval as appropriate.
• Evaluating opportunities based on costs, benefits, and risks, recommending appropriate new ideas to the board as they arise.
• Monitoring progress against the strategic plan and making recommendations to the board to capitalize on successes, make course corrections, and mitigate unforeseen issues.

*Entrepreneurial Approach to Operational Management*

Qualified candidates will have a history of

• Analyzing and updating the business model of an organization to ensure it can meet the goals of the strategic plan.
• Developing and successfully implementing annual plans for execution of ongoing operations and implementation of current-year strategic initiatives.
• Developing new and efficient ways to improve operations of CMG
• Setting priorities, developing a work schedule, monitoring progress towards goals, and tracking details, data, information and activities.
• Demonstrating a willingness to be flexible, versatile and intuitive in adopting an acceptable pace of innovation in a changing work environment, at the same time improving effectiveness and efficiency.
• Assessing situations to determine the importance, urgency and risks, and make clear decisions which are timely and in the best interests of CMG.
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• Assessing problem situations to identify causes, gather and process relevant information, generate possible solutions, and make recommendations and/or resolve the problem.

Relationship Building & Communications
Candidates will demonstrate commitment to and success in:

• Developing strong working relationships with board members and volunteers.
• Demonstrating ethical behavior and business practices, and ensuring that his/her own behavior and the behavior of others are consistent with these standards and align with the values of CMG.
• Establishing and maintaining positive working relationships with others, both internally and externally, to achieve the goals of CMG.
• Speaking, listening, and writing in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
• Working cooperatively and effectively with others to set goals, resolve problems, and make decisions that enhance organizational effectiveness.
• Positively influencing others to achieve results that are in the best interest of CMG.
• Attracting, motivating, and managing volunteers in collaboration with the board.

Human Resources Management
The successful candidate will provide examples of:

• Developing a highly effective team through hiring, training, development, and motivation.
• Establishing a performance management system that includes accountability and appropriate rewards, as well as measures for corrective action.
• Developing decision-making and problem-solving skills in direct reports and fostering good judgement in situations where a supervisor is not available.
• Helping employees turn around performance as needed, as well as releasing employees when necessary.

Computer Skills
Proficiency in the use of computers for:

• Word processing and presentations
• Financial management and reporting
• Analyzing data
• Electronic communications, including web collaboration and virtual document management

Experience and Education
• Advanced degree, ideally an MBA, with at least 10 years of senior management experience
• Proven record of effectively leading and scaling nationally a performance- and outcomes-based organization and staff.
• Specific examples of having developed and operationalized strategies that took an organization to sustainable growth and profitability.
• Work with or service on a nonprofit board of directors resulting in an understanding of governance and the interaction between board and staff.

Working Conditions

• CMG is a virtual/mobile organization. The managing director will work and manage staff remotely, as well as interact with a national board.
• Managing director is an Exempt Position, having full general management responsibility for CMG. As such he/she works a standard work week, but additionally will occasionally work evenings, weekends, and additional hours to accommodate activities such as board meetings and representing the organization at public events.

Primary Functional Duties & Responsibilities

The managing director performs or oversees the following responsibilities, with other duties as assigned from time to time by the board of directors:

Leadership

• Participate with the board of directors in developing a strategic plan to guide the organization
• Identify, assess, and inform the board of directors of internal and external issues that affect the organization.
• Foster effective teamwork between the board and the managing director and between the managing director and staff
• Act as a spokesperson for the organization and whenever possible, activate the appropriate board member as spokesperson, primarily the President
• Deepen and refine all aspects of communications—from internal and board communications to web presence, and external relations with the goal of creating a stronger brand

Operational planning & management
• Develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the organization
• Oversee the efficient and effective day-to-day operation of the organization. Ensure effective systems to track scaling progress, and regularly evaluate offerings, so as to measure successes, and propose changes as needed, that can be effectively communicated to the board and other constituents.
• Draft policies for the approval of the board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the board as appropriate
• Provide or oversee support to the board and its committees.

Program planning & management

• Oversee the planning, implementation and evaluation of CMG's offerings. As part of the strategic and business plans, develop and implement CMG expansion into new areas.
• Ensure that CMG offerings contribute to the mission and reflect the priorities of the strategic plan.
• Monitor the day-to-day delivery of CMG’s offerings of the organization to maintain or improve quality.
• Oversee the planning, implementation, execution, and evaluation of special projects.
• Build partnerships and establish relationships in new markets.
• Establishing relationships with industry leaders to attract members, partners, speakers, and broaden awareness of CMG.
• Monitor strategic plan results with an emphasis on replicating successful programs.

Human resources planning & management

• Determine staffing requirements for CMG Headquarters, be responsible for recruitment, development, retention, and release when necessary, of all personnel with appropriate provision for replacement contingency.
• Update, implement, and maintain human resources policies, procedures and practices including job description for all staff, volunteers and contractors.
• Implement a performance management process for all staff which includes monitoring results of staff on an on-going basis, conducting an annual performance review, and ensuring development plans are in place for each staff member.
• Coach and mentor staff as appropriate to develop performance and leadership capabilities.
Financial planning & management

• Work with staff and the board (finance committee) to prepare a comprehensive budget.
• Take the lead role on revenue generation through conference attendance, sponsorships, and other activities and products of CMG. Facilitate collaboration with the board to develop new relationships that will enhance CMG’s revenues.
• Ensure that sound bookkeeping and accounting procedures are followed, administering the funds of the organization according to the approved budget and monitoring monthly cash flow.
• Provide the board with comprehensive, regular reports on the revenues and expenditure of the organization
• Provide the board with analysis of program and administrative revenues and costs, identifying trends and showing analysis of returns on mission and investment.

Technical community & industry advocacy

• Communicate with stakeholders to keep them informed of the work of the organization and to identify changes in the technical communities served by CMG.
• Establish good working relationships and collaborative arrangements with technical community to help achieve the goals of CMG
• Use external presence and relationships to garner new opportunities

Risk management & compliance

• Identify and evaluate risks to CMG’s people (members, directors, staff, management, volunteers, contractors and business partners), property, finances, goodwill, and image and implement measures to control risks.
• Ensure that the board of directors and the organization carries appropriate and adequate insurance coverage.
• Offer guidance to the board (governance committee) on governance practices and separation of management and board responsibilities ensuring compliance with law, regulations, and CMG’s Articles of Incorporation and Bylaws.
• Ensure that the organization complies with all legislation and regulation covering taxation, withholding payments, privacy, human resource management, conflict of interest, whistleblower, financial practices, and other applicable law, consulting with accountants and attorneys as necessary.

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