

# Chief Operating Officer: Tomorrow's Company

Briefing pack  
With job description and person specification

June 2010

*Dear Candidate*

*Thank you for expressing an interest in the new post we are creating of Chief Operating Officer*

*We hope that this briefing pack together with the draft Annual Report for 2009/10 provides you with the information you need*

*You will find other information about Tomorrow's Company at [www.tomorrowcompany.com](http://www.tomorrowcompany.com) - and more about the issues which are central to our work on [www.forceforgood.com](http://www.forceforgood.com)*

*Please send your application with a letter/statement - setting out why you want to work at Tomorrow's Company as Chief Operating Officer and why you believe you would be good at the job - together with your CV to arrive no later than 5pm, Monday 21<sup>st</sup> June 2010*

*Send your application to [coo@tomorrowcompany.com](mailto:coo@tomorrowcompany.com)*

*If you want to discuss any detailed aspect of the role with me to inform your application, do get in touch with me [tony@tomorrowcompany.com](mailto:tony@tomorrowcompany.com)*

*Good luck!*

*Tony Manwaring  
Chief Executive*

## Rationale for creating the post of Chief Operating Officer

*The following is drawn from the Chief Executive's Report for the meeting of Trustees held during May 2010 which approved the proposal to create the post of COO, and is shared to inform candidates applying for the post. We would ask that candidates respect the confidentiality of the information provided.*

1. The following proposal arises from discussions with the Chairman, the Founder Director, senior and other staff. *The key proposal is the appointment of a Chief Operating Officer - linked to the re-designation of the Head of Operations as the Head of Finance and Administration.*
2. The proposal seeks to address the absence of management capability and capacity within the team to track and manage performance in the implementation of agreed activities, programmes and projects, and therefore effectively implement our strategy and business plan. This role cannot be reasonably carried out by the CEO, given the externally facing requirements of the CEO's role. The absence of this capability and capacity imposes significant pressure on the CEO, whilst substantially holding back the effective development and delivery of the organisation.
3. In addition the proposal lays the foundations for the likely and emerging outcomes of the strategy review, and in particular the development of new business models which provide for ongoing revenues leveraging our 'IP' through a combination of products and offers - from paid events, to a subscription based e-newsletter, to enhanced advice and support (such as workshops on topics such as corporate reporting). To put this into practice, we need to enhance our operational effectiveness, with a clear understanding of what we are doing and why, but translating that on a day to day basis into different outcomes and activities.

### Identifying key pressure points

4. We need to ensure the ongoing sustainability of Tomorrow's Company, as an organisation - and to provide appropriate support for key individuals, given:

*Some of this relates to the external and internal demands on the CEO:*

- for some time, almost all of the new income generated has been raised by the Chief Executive: for a number of reasons, the Founder Director and the Director of Development have brought in little new money, and the Development Officer (Neil) has been focussed on delivering the low carbon guide for much of this time. (Ivor, the Membership Manager, has had notable 'lower value' successes)

- at the same time, the CEO has an important external role in relation to intellectual positioning, research and delivery, and in providing significant internal support and focus;

- holding the feet to the fire in terms of tough performance management, ensuring that the whole is greater than the sum of the parts, following through to provide a clear line of sight between governance/strategy decisions and actions and outcomes: the simplest test of this 'gap' is that when the CEO returns from being away, the organisation must

be reset, agreed actions all too often having been forgotten;

- these two roles are not proving sustainable for one person; it may well be that others start to raise significant funds, but, for now, we have to recognise that the CEO needs to spend a lot of time externally facing to generate essential funds, together with his external facing roles, compromising what is done internally;

-the CEO must of course remain responsible for and active in internal matters, but to effectively carry out this responsibility, needs to be able to effectively delegate and to be sure that agreed actions will be followed through

*Linked to this we need to ensure that financial management and administration is fully linked to strategy and to performance management*

- the above is compounded by not having the capability and capacity within the team to ensure a high level of strategic financial management: whilst recognising that we have made excellent, essential and welcome progress in cash management, reporting, invoicing etc (led by the Head of Finance and Administration)

- it is also compounded by the need to follow through to ensure that quite basic administrative tasks are done to standard; without the CEO having to step in to ensure that things are done right

*We need the capacity to fully leverage the contribution of our Board*

- Governance makes reasonable demands but because others do not pick things up as might be expected there is a disproportionate impact on the CEO who has to step in; as a result our governance is not serviced as effectively as possible and the full benefits of our Board are not fully secured

*Inspiring interns and others*

- critically, we need to ensure an ongoing understanding about who we are and what we are doing is alive and real within the TC office at all times: the nature of our work and who is attracted to do it makes it essential that our purpose is understood, and the passion/commitment which informs it, kept to the fore. (Interns for example are very bright, and need to be better connected to our work)

*The capability and capacity to implement new business models and increase revenue*

- looking ahead we need to ensure we have the capability and capacity to implement new business models, leveraging and securing growing value from what we think and applying this in a number of ways from which we secure funding: from paid events, to briefings, to a subscription based information service. This will further expose the limitations already summarised, and emphasises the need for a different kind of capability to ensure that the whole is greater than the sum of the parts in terms of organisational delivery.

### **The role of the Chief Operating Officer**

5. The Chief Operating Officer would provide a step change in the capacity of the current team to deliver against our future plans: the job and person specification are attached, see [Appendix](#).
6. The core responsibility will be to provide the internal discipline to ensure that the team stays on track in following through on agreed strategies and plans; they would be responsible for the day to day delivery of performance against the business plan - the 'keeper of the business plan' once signed off - working on behalf of the CEO and with the management team to develop and renew the plan each year; they ensure that what we are seeking to achieve externally is followed through internally, and that there is an ongoing understanding of what our programmes mean and are seeking to achieve.
7. It is anticipated that this new role would directly contribute to higher levels of income being achieved, after some initial settling in period - for example in the delivery of a paid events programme including workshops, and the management of systems and promotion of a subscription based newsletter.
8. In addition, they would have over-arching responsibility for:-
  - effective governance, on behalf of the Board
  - financial management and reporting, carried out through the Head of Finance and Administration
  - the implementation of the interns programme
  - our events programme (linked to testing and developing paid events)
9. It is important to emphasise that the nature of the COO role is integrative and collaborative - ensuring that the contributions and indeed quality of working life of the Founder Director; Director of Research, Strategy and Policy; and Director of Development, are all significantly enhanced: the COO would not be taking over, but facilitating, integrating and supporting. The same very much applies in relation to the work of other members of the team
10. That said it is important to emphasise that the COO will have full delegated authority acting for the CEO in relation to the areas of accountability for which the COO is responsible.

### **Building on our strengths**

11. We talk increasingly about organisations needing to be nimble, flexible and to align internal resources with external opportunities. There is no doubt that we have got better at increasingly intelligent conversations within the team to review how best to focus our efforts; what kind of projects will succeed, with whom and why; and how best to achieve a collective effort engaging increasing numbers of the team. We are committed to building on this, but it is this, as much as anything, which explains how we have survived in very difficult circumstances, and given us the leeway to implement

what is proposed in this paper.

12. In a paper which will be honest about our limitations, it is important to recognise what, against the odds, we have done so well. These include
  - a series of high quality thought leadership reports which have received favourable comment;
  - delivery of high quality events;
  - management of cash, invoices, financial reporting;
  - periodic media coverage;
  - outstanding intern team;
  - moving to far better premises;
  - supporting a step change in the quality of our governance
13. I would not want to lose any members of the team that we have. I am certain that the delivery of the future strategy which is emerging from discussions with trustees, requires that we do all that we can to retain the excellent team that we have. That individuals may not be able to do all that is required of them does not mean that they are necessarily performing poorly, although with more support, people may achieve more. All have the skills and capacities to deliver against our emerging strategies and plans and are committed to the TC mission in a way that is often inspiring and moving.
14. The task that is in front of us is to ensure that the skills and capacities of the current team are ever more effectively employed in service to our collective mission and strategy. Some of this involves continuing to build the capacity of the team to work together, some of it is about applying the outputs of the work we are doing with trustees on purpose and strategy and the way we organise ourselves and some of it is about being able to implement the day to day administrative, organisational and personnel disciplines that underpin any team's performance.
15. In many ways these proposals are about honouring the commitment of the current team members, the degree to which they have committed whole-heartedly to keeping TC going in the most difficult of times, and the experience and skills that they bring to the collective; in honouring these things we need to ensure that we are doing everything we can to build the capacity of the organisation to deliver ever more efficiently and effectively through this team and others that may join it ahead.
16. *To be Tomorrow's Company in practice, we need to develop and implement a strategy and structure which enables individuals to achieve their full potential, recognising both that this may take time and will need to be done in a phased approach; but also recognising that we will need to ensure appropriate judgements are reached to honestly assess who can do what, on what basis followed through by effective performance management. The Chief Operating Officer will play a vital role in enabling this potential to be achieved, both for individuals and for the team as a whole.*

<b>Appendix CHIEF OPERATING OFFICER</b>
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*This will either be a full-time post but given the right candidate we would consider a part-time/4 days per week arrangement.*

**JOB DESCRIPTION**

**Responsible To:** CEO

**Line Manager of:** Head of Finance and Administration; Marketing Manager; interns

*TBC:* Membership Manager (linked to development of sales operation)

**Other Key Relationships:** Trustee Board, particularly the Chairman and Honorary Treasurer; Founder Director; Director of Research, Strategy and Policy; Director of Development; Membership Manager; Development Manager; external professional advisers and suppliers, TC members and supporters; Senior Fellow and Fellows

**Purpose of the Role:**

**Primary** - Responsible for ensuring that the day to day operations of the business are delivered in line with policy, procedure and agreed practice - to achieve high standards of operational efficiency in the sense of 'doing things right' (The CEO is responsible for the delivery of the business plan and targets - 'doing the right things')

Therefore responsible for oversight of the efficient and effective management of all programmes, operations and resources; to provide best in class operations infrastructure and processes.

To increase funding by delivery of new revenue model through necessary internal disciplines and systems

**Secondary** (depending on who is recruited) - to play a key role in aspects of delivery of the new business model, eg, paid events and workshops, subscription based newsletter.

## **Main Responsibilities:**

Work closely with CEO and management team on Tomorrow's Company's development and delivery of strategy, business plans and budget

## **Strategy and Finance**

1. Develop and implement strategy for operational management, in order to ensure collective achievement of revenue targets and delivery of programmes, projects and events in line with agreed budgets and timescales and making best use of scarce resources.
2. Establish and maintain systems for measuring and reporting progress and financial achievement; provide appropriate level of reporting for managers, CEO and Board; be 'guardian' of the Business Plan.
3. Advise CEO and Board on financial, business and operational performance.
4. Manage and control expenditure within agreed budgets. Assist colleagues to interpret and use management information.

## **Governance**

5. Secretariat to the Board - working with the CEO to service the Board.

## **Operational Management**

6. Monitor, measure and report on operational issues and infrastructure.
7. Accountable for external relationships with suppliers and advisers.
8. Ensure activities meet with and integrate with organisational requirements for risk and quality management, health and safety, insurance, legal and regulatory compliance, environmental policies, data protection and general duty of care.
9. Ensure best practice and constantly search for improvement.
10. Maintain HR policies and staff manual. Provide oversight of HR activities and administration.
11. Be accountable for property and facilities management. Ensure that day to day services and facilities matters are attended to efficiently and promptly and to high quality standards.
12. Manage and develop information technology strategy and oversee its implementation, taking account of requirements for business continuity and data security.

## **Marketing and communications**

13. Events management.
14. Websites
15. Brand/Publications/Communications - ensuring that TC develops a coherent public relations strategy and consistent branding across all strands of its activities. Responsible for publications, press releases, website etc.

## **Team and line management**

16. Help resolve resource conflicts and priorities.
17. Facilitate communication and collaboration across the management team.
18. Manage and develop direct reporting staff.

## Person specification

The jobholder will be required to gain a thorough knowledge of the organisation's Vision, Values and Purpose and its commercial imperatives.

### Qualifications and Training

#### Essential

Educated to degree level or equivalent having acquired experience from previous roles

### Knowledge/Skills

#### *Essential*

Ability to think strategically and see the big picture, combined with a relentless focus on performance and an eye for detail.

Knowledge of systems implementation and operations management, ideally within a large member organisation

Evidence of programme and project management within a professional services or research environment

#### *Desirable*

Across the board events management within a member organisation both user pays and member entitlement

Programme development at International board level

### Experience

#### *Essential*

Relevant operational management experience within a performance driven organisation

Experience of supporting technical output in a commercial environment

Delivering complex academic/intellectual messages in a multitude of media to a lay membership

Senior project management experience, getting results through multi-disciplinary teams, designing and delivering performance management systems and practices

Understanding of business plans and financial management

#### *Desirable*

A member based organisation or regulatory body

Experience of event delivery at a senior international level with a proven profit track record

### Personal Qualities

Capacity to work closely with and for CEO, and fully 'hold' delegated authority together with:-

Ability to multi task, high level of commitment

Role model; sets clear standards of performance and holds people to account

Able to motivate people, build teams and inspire performance

Facilitative style of management

Proven ability to deliver difficult and complex projects to specific deadlines and outcomes

A proven can do attitude and delivery track record, focused on results

Ability to assess issues swiftly and deliver low cost, innovative solutions