

LEADERSHIP



PITTSBURGH INC.

## Position Specification

**LEADERSHIP PITTSBURGH INC.**

**President & CEO**

February 2022

## CONFIDENTIAL POSITION SPECIFICATION

---

<b>Position</b>	President & CEO
<b>Location</b>	Pittsburgh, Pennsylvania
<b>Reporting Relationship</b>	Board of Directors
<b>Website</b>	<a href="https://LPIorg/">https://LPIorg/</a>

## POSITION OVERVIEW

---

Leadership Pittsburgh Inc. (LPI) is the premier multi-disciplinary community leadership organization in Southwestern Pennsylvania which is dedicated to identifying, engaging, developing, and strengthening a robust pipeline of diverse civic leaders to serve the region. The impact of LPI's programs is felt in all areas of the community and serves as a benchmark across the country. As a 501.c.3 nonprofit organization, LPI is committed to helping the broader Pittsburgh region embrace creativity and courage in its thinking and to building bridges of understanding across segments.

## HISTORY OF LEADERSHIP PITTSBURGH

---

Founded more than 38 years ago as an expression of faith in Pittsburgh and its promise, Leadership Pittsburgh, Inc. is now recognized as the premier resource for community leadership in Southwestern Pennsylvania. It boasts a graduate network of more than 3,000 influential civic leaders working to maximize the potential of the Southwestern Pennsylvania community.

Modeled after then-existing programs around the country, the *Leadership Pittsburgh* (LP) program was first incubated in 1983 within the Chamber of Commerce to enhance the quality of regional leadership through programming that is focused on awareness of community issues. The organization achieved an independent nonprofit status in 1996. As a result of its origins, it continues to have important connectivity with the business sector while linking to public and nonprofit sectors and their issues. The *Leadership Development Initiative* (LDI) program was added as a companion curriculum in 1994, and *Leadership OnBoard* was developed to facilitate board placements of young professionals in the fall of 1998.

In January 2005, LPI and the Allegheny Conference on Community Development entered into a partnership that has evolved in recent years to enable a variety of collaborative projects including *Executive Welcome*, which is geared at top executives who are new to the region or to their positions and the *The Pittsburgh Ten*, an initiative for the curation of a delegation to represent the region at Harvard Business School's Young American Leaders Program. In November 2009, LPI presented its first Regional Leadership Conference under the name of *TEDxPittsburgh*; soon thereafter, the LPI Board adopted a new plan which included this offering under a new brand on an occasional basis depending upon community need and demand for an innovative ideas retreat - Leadership Pittsburgh's *Unboxed*. In 2014, LPI's innovative abilities resulted in the first ever type of program for preparing high potential post 9/11 military veterans to serve the community in civic leadership roles - *Community Leadership Course for Veterans* (CLCV). In 2018, LPI again responded to the need for a transformational leadership program for civic sector leaders by creating a fellowship called *Lead Now Pittsburgh* which was implemented over a 3-year period. In 2019, LPI's innovative abilities were again highlighted when it launched a broad community engagement initiative: *The Big Table Pittsburgh*.

In addition to these many initiatives that engage its alumni and that partner with other stakeholders, LPI selective programs now represent a continuum of opportunities for targeting, fostering, and engaging leaders and military veterans in the Pittsburgh region through the following:

**Leadership Pittsburgh (LP)** - The flagship, highly-selective program that is geared to established leaders and is designed like a hands-on MBA in community leadership.

**Leadership Development Initiative (LDI)** - A program that is distinct from the flagship LP program, in that it is geared for top emerging talent within organizations.

**Community Leadership Course for Veterans (CLCV™)** - The Community Leadership Course for Veterans is designed to be a vehicle for the region to secure and leverage the immense strength that post 9/11 veterans bring for the betterment of the region while connecting them with each other and other civilian leadership/service opportunities.

## KEY RESPONSIBILITIES

---

Reporting to the Board of Directors and managing a small team of 5-7 employees, the President & CEO is an ideal role for a professional who is eager to advance the long-term strategy of a successful organization that is committed to the region through the

development and connection of professionals to each other and to the community's needs and opportunities.

The President & CEO will:

- Develop long-term and short-term plans with supporting objectives and metrics in conjunction with the Board of Directors.
- Oversee LPI budgeting and financial activities to fund operations and ensure efficiency.
- Analyze LPI's performance to plan and budget and initiate actions to ensure objectives are achieved.
- Lead the vision for programming, shape relevant curricula, and oversee programming execution, evaluation, and evolution. This includes setting the framework for each of the core sessions as well developing specific syllabuses for each session.
- Provide timely and accurate information to the Board of Directors.
- Execute the policies of the Board of Directors.
- Develop an annual funding plan and oversee implementation of key fundraising activities (grant proposals, corporate and direct public support) in conjunction with the Board of Directors.
- Build alliances and partnerships to drive LPI growth and program success.
- Promote LPI with businesses, clients, the media, and potential funders in conjunction with the Board of Directors.
- Actively guide and participate in the recruitment of class participants.
- Inclusively bring together people from all walks of life, with divergent viewpoints and beliefs, with a commitment to diversity, equity, and inclusion in every facet of the organization.
- Define LPI operational processes and policies.
- Define program policies and procedures.
- Establish organizational structure, functions and reporting relationships.
- Interview, hire, coach, develop, evaluate, reward and discharge staff.
- Oversee development and implementation of PR and marketing plans.
- Oversee establishment of effective communication vehicles to build awareness of and promote LPI.
- Handle escalated client, stakeholder, partner, etc., issues that may involve dissatisfaction.
- Be a visible ambassador for LPI in the community.

## **PROFESSIONAL EXPERIENCE /COMPETENCIES**

---

- ***Building Community Relations:*** Represents the organization to the community and the community's interests to the organization fairly, accurately and regularly; moves adeptly in complex political and social circles; builds rapport with key players; maintains an appropriate balance between cooperating and competing with other organizations; facilitates cooperation between private for-profit, not-for-profit and public sectors.
- ***Building Alliances:*** Seeks out and negotiates strategic, win-win partnerships; shares expertise with others and is willing to give as well as receive to build partnerships; encourages cooperation and collaboration with other organizations; cultivates future support by proactively developing personal relationships; seeks ways to improve services and/or reduce costs through cooperative efforts; is open to alternative ways to partner.
- ***Business Awareness:*** Demonstrates a clear understanding of how businesses work; possesses a current knowledge of existing and emerging competitors, demonstrates extensive knowledge of industry; keeps abreast of relevant business trends; understands how the organization functions, interfaces and adds value.
- ***Decision Making and Problem Solving:*** Spots issues, problems, or opportunities and recognizes when action is needed; actively gathers information to ensure complete understanding of issues, problems and opportunities; evaluates choices by considering implications and consequences and selects the best option; avoids over- or under-analysis; consistently follows-through on decisions, even unpopular or difficult ones.
- ***Delegation:*** Constantly looks for opportunities to appropriately delegate both routine and unique tasks and decisions; delegates both responsibility and authority to enable others to take action; establishes appropriate follow up mechanisms to ensure successful completion of delegated responsibilities; avoids micromanaging or abdicating; provides appropriate coaching when delegating to set employees up for success.
- ***Developing Others:*** Promotes the development of others' skills and abilities so they can fulfill current or future job responsibilities more effectively; helps others identify areas for development and set specific development goals; provides developmental

tasks and assignments; conducts regular development discussions; removes barriers to enable follow through on development plans.

- ***Drive for Results:*** Pushes self and others to achieve results; consistently meets and exceeds goals; demonstrates a sense of urgency in both routine and difficult situations; persists despite obstacles, challenges and resistance; focuses time and efforts of self and others on high payoff tasks.
- ***Ensuring Board Effectiveness:*** Clarifies governance issues versus management responsibilities; informs the Board with no hidden agendas or hiding of bad news; runs the business; involves the Board in setting direction; supports the Board in carrying out their roles.
- ***Evaluating Efforts and Results:*** Knows what to measure and how to measure it; defines both quantitative and qualitative measures of the organization's success; establishes effective processes for storing, retrieving and updating information to support the organization's functioning; documents and evaluates results and uses data for improvement if needed; communicates results effectively to internal and external audiences.
- ***Funding Procurement:*** Has a funding plan that sets realistic but aggressive goals supported with short-term and long-term strategies for obtaining the appropriate mix of needed resources; possesses good fundraising acumen, keeping abreast of current and emerging policies, practices and trends in fundraising; monitors and effectively manages fundraising costs; plans and tracks targeted donors, keeping them informed and involved with progress, and expresses appropriate gratitude and responsiveness; maintains an effective network of fundraising mentors and advisors to assist with resource development; engenders the trust and respect of donors and those heading key public and private sources of support.
- ***Initiative:*** Takes appropriate action without being told: takes immediate action when faced with a problem; implements new ideas and addresses problems without prompting; takes action that goes above and beyond job requirements in order to achieve objectives; anticipates potential problems or opportunities and makes contingency plans.
- ***Integrity:*** Accepts responsibility for own actions and events, even when mistakes have been made; avoids taking credit for others' work and shares credit with others when deserved; demonstrates concern for how personal values and beliefs are shown

through on the job behavior; does not compromise principles, even if detrimental to own goals; practices what he/she preaches with actions matching words.

- ***Leading Through Vision:*** Develops and vividly describes a compelling vision, inspiring others to follow their lead; talks about future states and possibilities in ways others can understand and believe in; champions radically different ideas and is viewed as a thought leader; uses the vision as a reference point for conducting day-to-day activities; helps others see the linkages between the organization's vision, values, systems and processes.
- ***Managerial Courage:*** Willing to take tough, unpopular stands, and take the heat in controversial situations; faces up to and addresses problems and mistakes quickly and directly; doesn't shy away from disagreement or conflict; is comfortable going it alone; provides timely, specific corrective feedback to others.
- ***Perspective:*** Looks toward the broadest possible view of an issue or challenge; looks beyond current functional area to understand how other functions operate and interface; takes a systems approach to problem solving and decision making, considering broadest implications; is aware of trends affecting his/her business and organization; understands how businesses work.
- ***Planning and Prioritizing:*** Creates and uses written plans with specific goals and target dates to complete tasks or projects in a timely way while maintaining quality and cost requirements; identifies most and least important assignments and adjusts priorities when needed; anticipates obstacles and plans for contingencies in getting work completed; makes effective choices when faced with competing priorities; keeps non-critical issues and distractions from interfering with work completion.
- ***Respecting Diversity:*** Accepts individual differences and is comfortable working with others who are different; attempts to understand others' behavior in the context of culture, values, and background; creates an inclusive work climate by actively involving others, expressing the value of differences, and providing specific examples of how individual differences add value to work; avoids stereotyping or making assumptions based on appearance or manner of communication; immediately addresses intolerant or offensive behaviors, jokes, or comments.
- ***Tolerance of Ambiguity:*** Sees change as an opportunity, looking for positives; remains calm and unflustered in new or unfamiliar situations; maintains focus and productivity in unstructured, changing environments; demonstrates patience when information is not forthcoming; postpones decisions until sufficient information is

known, seeks out reliable information and avoids making assumptions or embracing rumors.

- ***Understanding Public Policy:*** Understands the public policy making processes; builds coalitions and articulates opinions to shape public policies that are beneficial to the organization and those it serves; engenders the trust and respect of policy makers; forges and cultivates relationships with major government entities, legislative representatives and special interest groups.

## EDUCATION

---

Bachelor's Degree in a related field - required; Master's Degree - highly preferred. Minimum 7+ years of experience in leadership positions and a track record of civic engagement.

## PERSONAL ATTRIBUTES

---

- Smart, sophisticated, engaged, caring, energetic, driven for success – must personify the LPI brand.
- Vision to identify future opportunities and needs in order to further the organization's impact on the community.
- Have presence of mind and quick decision-making abilities.
- Have an innovative and entrepreneurial spirit.
- Ability to promote a positive atmosphere.
- Strong results orientation, i.e., on time with quality including appropriate sense of urgency and proactive approach.
- Understand the difference between governance and management.
- Strong management and team-building skills to motivate top talent and to generate confidence and respect from all levels of the organization.
- Comfortable in a hands-on as well as in a strategic role.
- Strong organizational, operational, and financial skills.
- Comfortable speaking in public and with diverse audiences.

- Successful at networking and asking for financial commitments to maintain an organization’s financial viability.
- Ability to engage and align a multitude of partners from varying backgrounds with different perspectives and objectives in order to advance a common vision.
- Ability to switch between environments and activities without losing speed.
- Ability to adapt to a dynamic, fast-paced environment.
- Long-term strategic view without losing the ability to act tactically.
- A bridge-builder who understands the importance of “team” as foundational to leadership.
- A passion for the region and a commitment to helping others grow and become leaders in the community.
- Sense of humor.

## K&A CONTACTS

---

### Gregg Moser

7101 Wisconsin Avenue  
Suite 1210  
Bethesda, MD 20814

**Tel** 301 654 7533  
**Mobile** 301 775 6401  
**Email** [gmoser@kapartners.com](mailto:gmoser@kapartners.com)

### Neal Lieberman

7101 Wisconsin Avenue  
Suite 1210  
Bethesda, MD 20814

**Tel** 301 654 7533  
**Mobile** 301 257 6464  
**Email** [nlieberman@kapartners.com](mailto:nlieberman@kapartners.com)