Opportunity: Managing/Executive Director, Leadership & Succession
Organization: Russell Reynolds Associates
Location: Toronto, ON, Canada

About Russell Reynolds Associates:

Russell Reynolds Associates (RRA) is a premier provider of senior executive and board governance search and leadership and culture advisory services. The firm has an extensive global network of wholly-owned offices – including three in Canada – and a 50+ year track record of business growth and service excellence for clients across all economic and social sectors. RRA’s purpose, mission, and vision is to improve the way the world is led. It seeks to be the firm that public and private corporations, family-owned enterprises and non-profit organizations turn to for advice on leadership issues.

RRA operates 46 offices in 23 countries located in North and South America, UK/Europe, and Asia/Pacific, covering all major business regions including Africa, Eastern Europe and Russia, the Middle East, and the South Pacific. RRA completes more than 4000 assignments each year.

The firm comprises of more than 500 consultants, organized by seven global Sectors and 40+ specialized Practices. The consultant base includes leadership experts with prior experience as a management consultant or corporate executive. Through highly effective matrix management, the collective expertise of these consultants is leveraged to identify, assess and develop leaders who can advance a client’s strategic goals.

As a private firm, RRA is owned by the 170+ Managing Directors. The firm has deliberately chosen to remain private to focus exclusively on solving clients’ leadership challenges, without the distraction or pressure of short-term earnings.

The firm’s success is attributable to the outstanding quality of our people, and a culture and business strategy focused on excellence in client service.

• We invest in long-term relationships, taking the time to gain a thorough understanding of each client’s business strategy, culture and approach to talent management, competitive market environment, and endogenous and exogenous trends impacting its business.
• We assemble the best team to serve on each engagement, matching client needs with consultants with specialized leadership, industry, and geographic expertise.
• We research and share unique market insights that inform clients in making important talent decisions.
• We maintain an open dialogue with our clients and candidates throughout an engagement, ensuring expectations are met on both sides.
• We identify, thoroughly assess and help develop the most experienced and proven executives, as well as those with the highest potential: leaders who can make an immediate, significant or sustainable impact.

Range for Leadership Advisory Services
• Beyond its original core business of senior executive and board governance search, RRA is strategically focused on a suite of integrated and complementary leadership advisory services.
• Board Advisory Services: CEO succession planning, board effectiveness, board composition and diversity, director succession, activist investor defense, and catastrophic event planning.
• Succession Planning: Benchmarked and context-driven services for identifying, selecting and developing C-suite successors to mitigate the risk of vacancies, accelerate the development of high potential executives, and position the organization for resiliency and long-term sustainable performance.
• Executive Assessment: Predictive insights on executive capacity to succeed in future business contexts, along with development recommendations to close capability gaps – leveraging industry benchmarking, personality analysis and performance data.
• Executive and Team Effectiveness: Bespoke and cutting-edge leadership development, executive coaching, and transition and onboarding programs for CEOs and C-suite executives and their teams.
• Culture Advisory: Data-driven recommendations on business optimization-driven transformation involving organizational culture, diversity, inclusion and equality, and ESG.

Leadership & Succession Practice
Established almost 20 years ago, the Leadership & Succession practice is one of RRA’s fastest growing businesses and operates in a seamless manner with our industry consultants who have specialized expertise by industry, corporate function, and geography. The practice provides leadership solutions that drive long-term shareholder value for clients:
• Prepare the C-suite to lead transformation and growth.
• Optimize performance of senior leaders and executive teams.
• Predict and develop the next-generation of C-suite leadership.

In conjunction with senior consultants in the firm’s dedicated Board and CEO Advisory Partners division and the broader consultant base, L&S consultants provide insight and recommendations on talent deemed critical by boards of directors, CEOs, CHROs and other C-suite executives. RRA supports a business leader in defining a strategic vision for her/his executive team and ensuring that team members have the experience and leadership and behavioral competencies demanded by that vision. Using our broad and deep industry and functional knowledge, RRA benchmarks internal talent against the external market. Our team of experts, which includes organizational/industrial psychologists and C-suite tested management consultants, employ rigorous techniques and methods that enable clients to better identify and understand the competencies and behaviors that enhance or impede executive performance. With decades of experience, our insights offer a deep understanding of what truly differentiates the best leaders, teams and organizational cultures.

Leadership and Culture Frameworks
The breadth and complexity of executive roles requires an effective assessment process that is C-suite specific and addresses the increasing levels of uncertainty and volatility in today’s business environment. In partnership with Hogan Assessments, RRA developed a scientific, evidence-based senior leadership assessment framework called Leadership Span™, which helps predict executive performance. This is the first development stemming from our exclusive partnership with Hogan, a global leader in personality assessment and leadership development. The partnership combines RRA’s depth of expertise in advising senior executives and boards on executive search and succession with Hogan’s market-leading suite of assessment tools, data assets, and scientific acumen to allow us to increase the success rate of executive appointments and accelerate the development of rising leaders.
As a further expansion of our leadership advisory capabilities, RRA recently acquired the Cultural Analytics business of Workplace Analytics, a cutting-edge provider of data-driven insights into corporate culture. The tools and methodologies will enable our clients to diagnose deep-rooted cultural issues and prioritize opportunities to solve them more accurately. This groundbreaking IP joins an existing suite of analytic and advisory capabilities that enables RRA to assist CEOs, boards of directors and CHROs in creating cultures that drive performance, spur innovation, foster collaboration and mitigate risk.

The Role
Based in Toronto and reporting to the Regional Head of Leadership & Succession and working closely with other members of the Canadian and global teams, the Managing/Executive Director will lead and deliver L&S services to existing and new clients. S/he will ensure the on-time and on-budget delivery of key client programs and projects, ensuring high quality outcomes and continued strong client relationships.

RRA places a significant focus on executive assessment engagements, including CEO and C-suite succession as well as executive transition and onboarding. S/he will participate in or lead practice development initiatives, with the client service objective of providing an expanded and more integrated advisory services offering, including organizational design, culture analysis, succession planning, onboarding support, executive coaching, and talent requirements advisory.

Working with a range of team members, s/he will be responsible for winning new business. RRA’s business development emphasizes board chairs, board directors, CEOs and CHROs, while reinforcing and enhancing the RRA brand as a firm of choice in leadership advisory services.

Candidate Profile
The Managing/Executive Director will be a highly contemporary leadership expert with a solid strategy and advisory skill set. S/he will have unquestionable integrity, a commitment to the highest ethical standards, intellectual curiosity, a passion for leadership consulting, and a proactive nature. S/he will have a track record of successfully leading executive assessments and multi-faceted leadership advisory projects, from strategy to execution. S/he will speak with credibility to the intricacies of leadership within large and complex organizations as a driver of business results optimization and enterprise-level change. This experience and expertise will have been gained as a partner or senior manager in an industry-leading professional services firm or niche leadership consulting firm, or as the head of a change management group at a large corporation recognized for its leadership in talent management. S/he will have demonstrated the ability to raise her/his profile as a thought leader, and to win new business and grow existing client accounts. In addition, s/he will have the following domain and expertise and leadership competence.

Expertise
- Graduate or post-graduate degree in organizational/industrial psychology or related organizational sciences field, or MBA.
- 10+ years of experience in leadership consulting or with related responsibilities, such as talent management, executive assessment, executive development, and organizational development and change.
Deep expertise in leadership consulting, with ability to sell, design and deliver advisory projects such as: C-suite succession, executive team development and effectiveness, executive assessment, and leadership transformation.

Experience preferred in the following types of organizations: firms comprising psychologists, boutique business consulting firms, large international strategy firms, consulting entities found in large accounting firms, large international human resources consulting firms, and executive search firms. Consideration will also be given to those in corporate positions in talent management.

History of fast career advancement, ranking at top of the peer group.

Global experience and an ability to lead consulting teams on a cross-border basis.

**Business Acumen and Executive Presence**

- Impact and gravitas to build a brand internally and externally. S/he will have a team-oriented and collaborative working style, both with clients and internally.
- Interpersonally, s/he will have cultural astuteness, ethical rigor, and a healthy ego. S/he will evidence the finesse and sophistication to work in environments with high calibre executives and professionals.
- Critical thinker with strategic and commercial acumen. A practical approach to client development and delivery of leadership services. Nimble and adaptable while also possessing initiative and assertiveness.
- Superb oral and written communication skills, capable of discussing and debating complex issues in a clear and concise manner appropriate to the audience.
- History of establishing credibility with sophisticated and knowledgeable board members, with the ability to educate senior leaders and boards of directors on matters of C-suite talent assessment, succession planning, leadership development, and diversity and inclusion.
- Persuasive yet able to compromise. An active listener.

**Executing for Results**

- Strongly oriented toward the quality of her/his output with the capacity to handle a high workload and manage results of junior team members.
- Delivers quality client engagements on time and with a mindset of ensuring the business impact is delivered to and acknowledged by the client.
- Sense of urgency and discipline in executing against an ambitious internal growth plan.
- Competitive. Enjoys fast-growth environments and has the energy and endurance to succeed.

**Relationships and Influence**

- Recognition as a trusted advisor to clients and internal stakeholders, and a degree of commercial affinity (e.g., business development, account development).
- Exceptional ability to build relationships and drive consensus with multiple constituents, including senior leadership teams, board members and colleagues more broadly.
- Affinity for a highly collegial, close-knit, open, and collaborative culture. Approachable and sensitive to the needs of others, displaying a high degree of EQ.
- Mature and self-aware with a good balance of self-confidence and humility.
- Finesse and sophistication of working within an environment where the caliber of teammates, client representatives and executive assessment targets is very high.
Russell Reynolds has retained Lock Search Group to lead the search for a Managing/Executive Director, Leadership & Succession. To apply, please submit a copy of your CV to Glenn Lesko via email at glesko@locksearchgroup.com