



## CHIEF OPERATING OFFICER

Greenfield, MA

### EXECUTIVE SUMMARY

As it enters an exciting phase of growth, the Full Frame Initiative (FFI) is seeking nominations and applications for the newly-created role of Chief Operating Officer (COO). FFI is a national social change organization that partners with pioneering organizations, systems, and communities across the country to understand the promise of a new approach: shifting attention from short-term fixes that leave new challenges to individuals and communities in their wake, to fostering wellbeing – the needs and experiences necessary for health and hope. FFI seeks to create possibilities for lasting change in people’s lives and spark a broader movement that replaces poverty, violence, trauma and oppression with wellbeing and justice. From catalyzing policy, practice, and culture change to generating field-challenging insights and mobilizing those ready for big change, FFI demonstrates how this shift in focus creates lasting transformation and opens the door for greater equity and success.

FFI’s transformative model is grounded in efforts to build awareness and understanding of the essential relationship between increased access to wellbeing and interrupted cycles of poverty, violence, trauma, and oppression in order to seed a social movement to affirm that everyone has a right to wellbeing. In pursuit of that, FFI is building partnerships and relationships across the country to make a national case for wellbeing. FFI is also currently partnering with five state agencies in Massachusetts, working on integrating housing and anti-violence services, as well as with the Missouri juvenile justice and child welfare systems, and the St. Louis family courts. More information can be found about these projects [here](#). With new funding in place and a new national board, FFI is garnering national attention (with recent features in *The New York Times* [here](#) and [here](#)) and dramatically accelerating growth across all strategic areas of the organization in preparation for its next stage of development and impact.

Reporting to the CEO, the COO will join the leadership team at an exciting moment in FFI’s history to help assess and build organizational systems to ensure FFI remains efficient, nimble, and adaptive through a period of rapid growth. As a member of the senior leadership team, the new COO will support the fulfillment of the organization’s strategic vision and a culture that promotes diversity, equity, and inclusion through its policies and practices. The COO will lead and oversee operational areas, including administration, human resources, information technology, and physical space and infrastructure as FFI grows both its organizational footprint and its impact.

The successful candidate will be passionate about systemic social change. They will have senior leadership experience and experience successfully designing, implementing, and evolving systems across a rapidly growing organization. They will be a strategic thinker grounded in design thinking and have the proven ability to enable efficient growth and scale and support a dynamic and adaptive culture. Experience inspiring and managing a high-performing team is necessary, and fostering a culture of curiosity, boldness, excellence, and purpose, where all staff can grow and thrive is desired. The new COO will also possess the ability to analyze data, trends, and evidence to inform decisions and drive continuous improvements and will be well-versed in the use of technology, including cloud-based computing, project management, and communications tools as a means of building movements. The successful candidate will be deeply animated by FFI's mission and commitment to equity and social justice and serve as a thoughtful and active advocate with experience effectively addressing equity issues within organizations and communities.

## **ORGANIZATIONAL OVERVIEW**

People who grapple with poverty, violence, trauma, and oppression are often forced to make difficult tradeoffs that may provide short-term gains at the expense of their long-term wellbeing. Instead of interrupting these cycles, well-intentioned interventions may have the opposite effect, solidifying inequities that not only hold back individuals, but society as a whole. The Full Frame Initiative (FFI), based in Greenfield, Massachusetts, partners with pioneering organizations, systems, and communities across the country to fundamentally shift their focus from fixing problems to fostering wellbeing—the needs and experiences essential for health and hope. FFI demonstrates how this shift in focus creates lasting change for people and opens the door for greater equity in society, replacing poverty, violence, trauma, and oppression with wellbeing and justice.

FFI uses a variety of tools—from policy, practice and culture change with partners; to thought-provoking insights that challenge the field; and mobilization of those who are ready for big change—to reveal how a new perspective can turn into new responses. From there, FFI amplifies systemic successes to spur broader action and seed a movement for wellbeing.

Founded in 2009 by Katya Fels Smyth, FFI is experiencing significant growth and increased national recognition. From an original staff of two, FFI has expanded to 12 staff members-- in Greenfield and around the country-- and will continue to grow in 2019 and over the next five years. Now at a pivotal juncture in its history, with new funding in place and a new national board of directors, FFI is dramatically accelerating growth across all strategic areas of the organization.

More information about FFI can be found at: <https://fullframeinitiative.org>

## **OPPORTUNITIES AND CHALLENGES FACING THE NEW COO**

Joining a deeply committed and talented team, the new COO can expect to bring a spirit of purpose, curiosity, adaptability, and creativity to engage in the following opportunities and challenges:

**Assess organizational assets and opportunities and collaboratively create internal systems that fit FFI's purpose and scale.** The new COO will step into a context of rapid growth and expansion. In an organization that is already highly systems-oriented, they will embrace ambiguity and continuous learning in assessing the organization's core needs and determining how and where to put additional structure and/or require conformity and where to nurture a culture of adaptive thinking. They will work with the team to identify and devise new or streamlined solutions and platforms, including technology and communications infrastructure to drive FFI's movement building purpose as well as internal communications across a geographically dispersed team.

**As a member of the executive leadership team, help craft and continually steer FFI's strategic growth and expansion.** The new COO will engage in high-level visioning and goal-setting for the organization, and in collaboration with the leadership team, create and implement annual and multi-year flexible and adaptable workplans that promote continuous learning and improvement as well as the systems to monitor progress. As a member of the leadership team, the new COO will help to create and sustain a work environment that balances rigor, inclusivity, and alignment with FFI's values of promoting equity and wellbeing so that all staff can grow and thrive.

**Lead, nurture, and grow a highly talented, geographically dispersed operational team and guide talent strategy.** The new COO will oversee staff members in human resources, IT, facilities, and support functions as the team grows and includes both co-located at headquarters and remote team members. The COO will lead the continued effort to build best practices into the organization so that day-to-day operations are efficiently organized and administered with a lens towards equity, collaboration, and excellence. Additionally, the COO will lead creative strategies for recruitment, onboarding, and development of a cohesive team, maintaining a clear focus on creating a diverse and inclusive workplace.

**Support the ongoing development of a culture centered around diversity, equity, and inclusion.** The COO will ensure equity is integrated into all aspects of their role in reflection of FFI's commitment to racial equity and social justice as necessary components of wellbeing. For example, the COO will help to guide the ongoing and iterative process of transforming internal systems and policies – including but not limited to compensation, benefits, performance management and professional development – to center racial and social equity.

## **QUALIFICATIONS OF THE SUCCESSFUL CANDIDATE**

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While no one candidate will possess all the qualifications listed below, the successful candidate will embody many of the following professional and personal abilities, attributes, and experiences:

- Demonstrated passion for and experience working for social justice and systems change to upend inequities;
- Keen understanding of and successful experience leading within the dynamics of rapid organizational growth and expansion; proven success developing new systems, policies, and tools to enable growth;
- A minimum of 15 years management experience in a social change organization, social impact venture, or campaign; developed skills in strategic planning and oversight, operational systems and policies, information systems, business processes, and human resources;

- Proven success supporting organizational growth in alignment with core values; ability to effectively leverage change and ambiguity – to shift tactic and strategy mid-stream and act decisively in the absence of certainty; comfort with measured risk;
- Experience with supervision, talent management, and team development, including hiring, coaching, and mentoring staff;
- Fluency in and passion for technology, including: cloud-based computing, Google Apps, CRM databases, project management, and communications tools;
- Demonstrated commitment to building a workplace culture that places a high value on diversity, equity and inclusion; record of engaging deeply and courageously in equity conversations with the capacity to be self-reflective and grow into new awareness;
- Ability to analyze data and evidence to inform decisions, navigate through setbacks, and drive continuous improvements; and
- Skilled at thinking, working, and making sound decisions independently and with confidence while also engaging, respecting, and remaining open to others’ contributions; a sense of humor that incorporates fun and camaraderie into the work.

## TO APPLY

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This search is being conducted with assistance from Allison Kupfer Poteet, Callie Carroll, and Yuniya Khan of NPAG. Due to the pace of this search, candidates are strongly encouraged to apply as soon as possible. Applications including a cover letter describing your interest and qualifications, your resume (in Word format), and where you learned of the position should be sent to: [FFI-COO@nonprofitprofessionals.com](mailto:FFI-COO@nonprofitprofessionals.com). In order to expedite the internal sorting and reviewing process, please type your name (Last, First) and “COO position” as the only contents in the subject line of your e-mail. A personalized cover letter and resume are required. In your cover letter, tell us about yourself, why you want to work at FFI, how the Chief Operating Officer position is a great fit for you, how you are a great fit for this position. Please include where you heard about this opportunity. This letter is important – your application will not be considered without a customized application to this posting.

***FFI is committed to diversity, equity, and inclusion. We strongly encourage people of color, people with disabilities, LGBTQ applicants and people from other underrepresented groups to apply, recognizing and respecting that diverse perspectives and experiences are valuable to our team and essential to achieving our purpose.***