Position Specification

GlobalGiving
Chief Operating Officer

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Our Client

GlobalGiving is the first and largest global community connecting nonprofits, donors and companies in nearly every country in the world. It is the only platform that integrates vetted nonprofits, donors, and companies in a robust, high-impact, circle of giving that drives social change globally. GlobalGiving's mission is to transform aid and philanthropy to accelerate community-led change. The organization is built on the conviction that positive change will happen faster and in a more sustained way if local people and organizations have the power to make decisions and deliver solutions for their own communities.

Founded in 2002 by Mari Kuraishi and Dennis Whittle, World Bank employees who were convinced that community-level innovations in global development weren't getting the support they deserved, GlobalGiving became the first global crowdfunding community. Now, 22 years later, over 1.8 million donors and 363 companies have contributed $900+ million to over 35,000 projects in over 175 countries. Over the years, GlobalGiving has honed the efficiency of its transaction flows, but it delivers impact by creating a powerful community that allows partners to access tens of thousands of hours of workshops, webinars, and online tools and resources that help them maximize the impact of donated funds. GlobalGiving has a proven and sustainable business model alongside healthy cash reserves which enables them to focus entirely on driving support to community partners.

At the heart of GlobalGiving's organizational culture is a set of core values that embody its theory of change: Always open. Listen, Act, Learn, Repeat. Never Settle. Committed to WOW. These core values are lived every day by the passionate and mission-driven team members who love to experiment with big ideas, question the status quo, and never stop learning. The culture and values of GlobalGiving mirror its commitment to community-led change.

The Role

GlobalGiving is at a key inflection point, as its rapid growth and complexity requires an evolution of strategy, systems, and processes. It is in this context that GlobalGiving is seeking a hands-on, strategic, data-driven and results-oriented executive to drive this organizational transformation, and to serve as a strong operating partner to the CEO, Victoria Vrana. The Chief Operating Officer (COO) will be responsible for the overall operations and will have responsibility for ensuring that GlobalGiving has the relevant underlying policies, processes, systems, and practices effectively aligned to drive the organization to scale and continue expanding their reach and impact. The COO will lead a team of 16 which includes operations, HR, strategy, customer service, and finance. They will also be a strategic thought partner to the CEO and the rest of the Executive team, specifically around building organizational structure and a business model that will support continued growth. The COO will serve as the link between strategy and execution, working with division leads to translate strategic goals into actionable plans and helping to refine the business model and the organizational structure and strategy to deliver against it. They will bring a P&L mindset and a strategic understanding of the cost of delivering various programs and operations to enable financial sustainability. The COO will serve as a connector, fostering collaboration and productivity among teams across GlobalGiving. This is an unrivaled opportunity to help scale an innovative social enterprise that is transforming the field of international development through community-led giving.

Specific priorities include:
- Drive the implementation of the organization's 2030 strategy, ensuring alignment with the overall vision and goals.
- Evaluate and evolve the business model, operations, and systems to ensure long-term success and growth.
- Lead space and facilities management, ensuring effective utilization and alignment with strategic objectives.
- Collaborate closely with the CEO and other senior leaders to drive organizational excellence and effectively implement the strategic agenda.

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- Identify opportunities to improve processes and operational infrastructure.
- Develop a positive and inclusive organizational culture, in line with the REDI future state goals of GlobalGiving, which emphasizes accountability and clarity around operational success and deepens a sense of belonging and connection to the mission.
- Oversee talent strategy, including remote-first workplace initiatives; change management; organizational structure; strengthening a culture of inclusivity and belonging; and talent development, retention, and acquisition.

Candidate Profile

The COO will be an accomplished, growth-oriented executive with an entrepreneurial spirit and a strong general management orientation. The successful candidate will have a deep commitment to the mission of GlobalGiving and a passion for driving positive social impact and creating meaningful change. They will have a proven track record of driving growth through operational excellence, rigor and discipline, collaborative leadership, and crisp execution. The COO should bring well-rounded functional skills with strong working knowledge of operations, business strategy, finance, and talent/HR. The successful candidate will be able to connect operational processes with the organization's vision, mission, and strategy with a collaborative spirit. A strategic mindset is critical, as are strong analytical and problem-solving abilities.

The ideal candidate could come from a myriad of backgrounds including tech-enabled social enterprise or a high-growth start-up, but above all should have the agility, passion, and problem-solving skills to lead GlobalGiving's operations as it continues to scale.

Critically, this leader must be a top-notch leader of people with the ability to inspire and motivate teams and work cross-functionally. They will be an effective communicator, with the ability to influence and build relationships at all levels of the organization. Experience managing relationships with global entities or working in a global context is a major plus.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Knowledge and Experience
- Proven experience in a senior operational leadership role, preferably as a COO or similar
- Experience in a growth-stage company or organization
- Prior experience at a tech-enabled business or social enterprise
- Experience successfully transforming teams/departments through new and ongoing operations/process design
- Global experience
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations
- Ability to evolve talent strategy and processes to achieve organizational goals in a mission-driven environment

Setting Strategy
- Balances the day-to-day operations and overall strategy; ability to connect the dots between strategy and execution and organizational needs
- Productive problem-solver
- Translates data, analysis, insight and instinct into an actionable roadmap for short- and long-term success
- Effectively balances the desire/need for broad change with an understanding of how much change the organization is capable of handling to create realistic goals and implementation plans that are achievable and successful
- A risk-taker who seeks data and input from others to foresee possible challenges or unintended consequences from decisions; someone who takes smart risks and can see around corners

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Executing for Results

- Highly organized with a systematic focus on execution
- Attention to detail, commitment, and ownership
- Action-oriented leader with a high sense of urgency, a hands-on, roll-up-your-sleeves approach with the ability to maintain and stay on track with strategic objectives

Relationships and Influence

- Mission-driven; committed
- Eager to work as the close partner and #2 to the CEO, a willing collaborator across the Executive team, and the entirety of the organization
- Ability to motivate, inspire, and engender trust across the organization
- Acts in a transparent and consistent manner while always considering what is best for the organization
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions
- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive
- Encourages others to share the spotlight and celebrates and supports the success of the team
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole

Leading Teams

- Strong leader and manager of people; builds teams
- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to higher standards
- A strong commitment to REDI principles and orientation

Contact

Russell Reynolds Associates has been exclusively retained for this search. Given the need for confidentiality throughout this process, prospective candidates are invited to reach out directly to our search consultants at GlobalGiving.COO@russellreynolds.com with a resume and brief explanation of interest.

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