



Position Specification

Tides

Chief Executive Officer

Private and Confidential

Our Client

Headquartered in San Francisco, California, Tides is a philanthropic partner and nonprofit accelerator dedicated to building a world of shared prosperity and social justice.

The mission of Tides is to accelerate the pace of social change, working with innovative partners to solve today's toughest problems. It sits at the nexus of funders and changemakers, with an unparalleled view across the social change ecosystem that allows Tides to take smart risks and drive impact at scale.

Tides envisions a world of shared prosperity and social justice founded on:

- Equity and human rights
- Sustainable environment
- Quality education
- Healthy individuals and communities

Founded in 1976, Tides is comprised of five separate legal entities – Tides Network, Tides Center, Tides Foundation, Tides Two Rivers Fund and Tides Inc., Tides Network is the parent organization and employs the majority of the Tides staff and provides service to their various partners. Tides Two Rivers Fund and Tides Inc. operate the two Tides Converge Centers in San Francisco and New York. In 2018, Tides' consolidated revenue totaled \$548 million. The Tides organization has over \$438 million in assets under management and a commitment to a 100% Impact Investment Portfolio.

Tides Network supports its partners by providing executive leadership, staffing resources, financial management, legal and risk compliance, communications, and administrative services. Tides' impact solutions include philanthropic giving and grantmaking, impact investing, fiscal sponsorship and acceleration services for social ventures, collaborative workspaces, collective initiatives, and advocacy services for policy change.

Tides is dedicated to fostering diversity and inclusion within its workplace. Tides seeks team members who represent a wide range of backgrounds and beliefs; furthermore, it welcomes diversity of thought and experiences. Tides is committed to assembling a diverse and inclusive staff and Board of Directors, with a commitment to excellence in client service and social impact. Tides is an organization that builds bridges between communities, networks, and concepts.

Tides seeks a leader that will speak truth to power structures and actively work towards solutions in addressing racial tension and the COVID-19 pandemic. At Tides, they work with those whose lives are most affected, and they operate at scale, lifting up — and finding common ground — between different sectors, communities, and cultures. As COVID-19 continues to touch almost every corner of the globe, Tides has already processed over \$38 million in rapid response grants directly related to the pandemic.

The Role

The new Chief Executive Officer (CEO) will bring strategic, visionary and inspiring thought leadership to Tides. As a champion of social justice, philanthropy, inclusion, and innovation this individual must maximize the impact of Tides. The CEO reports to the thirteen Board of Directors and has the overall responsibility for managing Tides' strategic, programmatic, financial, revenue, client and management operations. The Board Committees are structured with a Financial Capital Committee, Audit Committee, Human Capital Committee, External Relations Committee, and Executive Committee.

Tides is a large, diverse, and highly motivated organization with activities occurring simultaneously in many locations and on a variety of platforms. The successful candidate will provide both vision and focus to this dynamic organization. The CEO must be able to inspire, motivate, coordinate, and honor these multiple constituents in ways that advance the mission of Tides.

The CEO must be skilled at navigating the dynamics of a unionized staff and be sensitive to workers' rights. Tides Network includes 119 total staff; 70 of which are unionized (and Tides' clients total an additional 946 individuals). The leader of Tides must be accomplished in coalition-building and it will be critical that the new CEO be able to attract new supporters, allies, strategic partners, advocates, donors, and clients. Tides continues to grow and diversify its base of support, which has helped to fulfill its mission and expand its impact. The next CEO must continue this growth by effectively leading constituents, collaborations, and communities across the intersection of broad progressive interests and market trends.

Broadly speaking, the CEO will bring strong leadership skills, an implicit service orientation, and will:

- Attract and retain outstanding talent in key roles, while driving an effective people and culture strategy for a recently unionized workforce.
- Serve as a champion and role model for Tide's mission and organizational culture, with a strong emphasis on continuous learning, feedback from internal and external partners, and streamlining of programs.
- In partnership with the CFO and in collaboration with other senior management team members, the CEO provides oversight and direction on overall budget, pay-out strategies, grant management/impact assessment, and effective balance sheet management.
- Ensure Tides' mission is consistently presented and understood by critical stakeholders including staff, independent sector, governments, community and corporate partners, media and the public.
- Engage and contribute to emergent and innovative solutions in the social impact ecosystem.
- Grow and bridge Tides' network of changemakers, thinkers, funders, and politicians by influencing key constituents and representing Tides at forums, convenings and other public relations/media opportunities.

- In collaboration with the senior management team, provide guidance and set priorities for overall program strategies and implementation; ensure appropriate metrics are in place to measure and report on Tides' effectiveness.
- Minimize risk to Tides' reputation by ensuring that all activities and programs meet the highest standards of ethics and transparency and are aligned with the organization's values.

Candidate Profile

The CEO will demonstrate capacity for leadership through vision, communication, inspiration, and action. The ideal candidate will be an experienced professional in the non-profit, business, and/or public sector who has a track record of accomplishments, credibility, and recognition in multi-faceted leadership roles, with exceptional strategic, advocacy, political, fundraising, organizational, and people skills. The ideal candidate will have experience managing a diverse and complex organization of similar scope and scale, where they have grown revenue and managed complex budgets. They will have the ability to assess challenges of a changing world and, in partnership with the staff and Board of Directors, develop and implement a vision for how Tides can have continued impact that matters.

The CEO will be someone who can connect head and heart, inspire others, and articulate deep passion for Tides' mission. The successful candidate will be a confident and energetic leader who can guide the organization during a time of considerable shift and will be able to differentiate Tides in the market. The next leader of Tides will be a relentless, effective advocate for constructive dialogue and empowerment in pursuit of social justice and equity. It is important that the CEO actively foster a culture of collegiality, fun, collaboration and transparency throughout Tides, in addition to articulating a unifying message around how the various program areas complement and support each other.

Highlights of the performance and personal competencies required for the position are:

Commitment to Diversity, Equity, and Inclusion

- Committed to pursuing a comprehensive equity agenda, one that centers the experiences of those most marginalized in our community.
- Responsible for translating the organization's diversity and inclusion commitments into specific strategies and actions.
- Demonstrated personal and professional commitment to DEI; displaying cultural competence while operating in an environment with a wide range of constituents and communities.

Proven Leadership and Managerial Skills

- Demonstrated ownership and accountability for an organization's financial and business objective and has grown an organization to a scale similar to or ideally beyond where Tides is.
- Significant leadership experiences that enable the individual to direct a complex organization spanning an array of disciplines and domains in a manner that respects the intent of the mission.
- Capacity to be both compassionate and decisive with program staff, grantees, clients, partners, and other stakeholders, while holding them accountable for results.

- Knowledge of worker’s rights and creating effective partnership with a recently unionized staff; demonstrable and genuine concern for the welfare of employees at all levels.
- Enthusiasm for developing talent and motivating performance throughout the workplace.
- Show a proven ability to build a cohesive and high functioning executive team.
- Communication and inspirational skills to cultivate relationships with partners and stakeholders, generate support for goals, and motivate teams of professionals to achieve Tide’s objectives.

Culture Carrier and Authentic Relationship Builder

- A respectful and consultative leader who will continue to foster and build upon the organization’s community and culture.
- A confident and flexible leader who possesses a capacity to be a good listener, to give and receive feedback graciously and candidly, and to operate with high integrity and transparency.
- Comfort working in a social justice organization that emphasizes asset-based cooperation and progressive use of philanthropic tools.
- An engaging presence, possessing savvy social skills and a demonstrated track record of success communicating effectively with people from different sectors of society.
- Unquestionable personal, professional integrity, unflinching commitment to ethical standards and genuine passion for the mission.

External Representation and Credibility

- Credibility to represent Tides as a philanthropic leader in social justice, as well as in each of Tides’ strategic areas of interest.
- Capacity for rigorous analysis of internal and external trends and thoughtful judgment in all phases of activities, ranging from setting research and programmatic priorities to assessing performance.
- Highly networked, with a demonstrated record of success initiating and fostering strategic partnerships with key external audiences.

Strategic Vision

- Peripheral and long-range acuity to develop strategies that will ensure Tide’s impact across programs and partnerships.
- Ability to lead the execution and coordination of the overall grant strategies of Tides and recommend strategic and tactical changes and new/innovative approaches as needed to achieve overall goals.
- Capacity to demonstrate leadership within particular funding geographies and issue areas, facilitating strategic collaboration between other funders in order to leverage shared strategies and grants where appropriate.
- Entrepreneurial vigor in designing a sustainable business model, evaluating financial investment, and optimizing impact.
- Ability to provide best in class service to clients and partners, with an emphasis on thought partnership alongside transactional support.

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Contact

Trevor Hooper
Russell Reynolds Associates
101 California Street | Suite 4200
San Francisco, CA 94111-5867
Phone: +1-415-352-3300
trevor.hooper@russellreynolds.com

Jamie Hechinger
Russell Reynolds Associates
1700 New York Avenue, NW, Suite 400
Washington, DC 20006-5208
Phone: +1-202-654-7800
jamie.hechinger@russellreynolds.com