

Position brief for the position of Chief Executive Officer Positive Coaching Alliance

April 2019



Contents

Opportunity Overview	3
About Positive Coaching Alliance	5
The Position	9
The Candidate	12
How to Apply	14
Candidate Charter	15

Contact Information

Greg Santore | Head, U.S. Sports Practice
646-758-0099
Gregory.Santore@odgersberndtson.com

Jennifer Biehn | Partner
303-309-0360
Jennifer.Biehn@odgersberndtson.com

Fatima Benitez-Zablah | Executive Assistant
646-838-1955
Fatima.Benitez@odgersberndtson.com

Odgers Berndtson
750 Lexington Avenue, 10th Floor
New York, NY 10022



Opportunity Overview

Youth sports as a platform to create “Better Athletes, Better People” was the vision of founder and retiring CEO, Jim Thompson, to create Positive Coaching Alliance (PCA) 20 years ago. Building important life skills such as teamwork, leadership, integrity, resilience and perseverance through a positive athletics platform is the foundation for the organization’s mission. The PCA approach is based on an ecosystem that includes parents, players, coaches and leaders to build a positive coaching environment, with the ultimate goal of improving the culture to retain youth participation in sports.

Headquartered in Mountain View, California, PCA has expanded to 18 chapters across the country, each responsible for fundraising, partnership sales, training workshops and events; each has its own paid executive director. The national office provides administrative support, content creation, development resources, digital reach while creating a platform for national brand awareness.

Currently there are 70 full-time employees, 200 (contracted) trainers throughout the country, 225 local chapter board members,

and a national advisory board. This is a major group of people committed to change. PCA had enjoyed significant growth over its first 20 years and has impacted nearly 9 million young athletes.



PCA is seeking a charismatic and visionary CEO to continue the mission and momentum built by its founder. As the voice for the organization, they must be passionate about the mission, have exceptional communication skills and be a visionary for PCA. As the organization looks to the future and continues to be a positive voice for youth sports, the CEO will, with help from the Board and the team, lead the development and implementation of the strategic plan for the future.



The CEO will be expected to effectively and efficiently manage and grow PCA's human and financial resources, and will recruit, develop and mentor a mission-driven staff.



They will be expected to relate closely with the members of the Board to ensure a well-informed, successful, coordinated and consensus-driven organization.

The new leader will be a talented and experienced executive leader with a

successful background in fundraising, business operations and marketing with the ability to manage the inevitable tradeoffs among these functions.

The successful candidate must be an external facing leader who has the energy to move the organization forward and tackle the challenges of the ever-changing world of youth sports.

They will possess excellent communication and relationship-building skills as is required to inspire a mission-driven organization that promotes positivity. Experience at the leadership level of a complex organization is absolutely necessary. The CEO will have the opportunity to lead an already respected organization that has enjoyed success and has significant influence on youth sports.



About Positive Coaching Alliance

The Mission & History of PCA

Positive Coaching Alliance (PCA) develops Better Athletes, Better People through resources for youth, high school and collegiate sports coaches, parents, administrators and student-athletes. In addition to 1,500+ free audio-video and printable tips and tools at www.PCDevZone.org, PCA has partnered with roughly 3,500 schools and youth sports organizations nationwide to deliver live group workshops, online courses and books by PCA Founder Jim Thompson that help those involved in youth and high school sports create a positive, character-building youth sports culture.

PCA resources and training strive to transform high school and youth sports into a Development Zone® culture, where the goal is to develop Better Athletes, Better People and the following become the prevailing models in youth and high school sports:

- The Double-Goal Coach®, who strives to win while also pursuing the more important goal of teaching life lessons through sports
- The Second-Goal Parent®, who concentrates on life lessons, while letting coaches and athletes focus on competing
- The Triple-Impact Competitor®, who strives to impact sport on three levels by improving oneself, teammates and the game as a whole.

PCA gains support from a National Advisory Board, including National Spokesperson and 11-time NBA Champion Coach Phil Jackson, and many other top coaches, athletes, community and organization leaders and academics who share PCA's mission.



PCA's Mission Statement

The Positive Coaching Alliance mission is to transform the youth sports culture into a Development Zone® where all youth and high school athletes have a positive, character-building experience that results in Better Athletes, Better People.

What a Positive Culture Looks Like

Bottom line, PCA wants to create a culture where kids love to play the game. A culture where they look forward to practices and games and they know they'll have fun. This excitement and joy they find in playing will last a lifetime.

At every level, players are proud to have their families and friends see them play. Knowing that they are an important part of the team contributes to this proud feeling; their coaches are supportive and do not embarrass them in front of those watching; they are confident that their parents are supportive and will not confront the officials over questionable calls; and ultimately, they know that those watching are proud of them whether or not they win the game.

All involved in youth sports (players, coaches, parents, officials, and fans) realize what a special time this is. They look at their involvement as a privilege that they never want to dishonor. They realize that sports provide a time when they get to interact with people they do not see on a regular basis, and they come to cherish this time. Players know that this is a time when they can learn from each other (as well as from the coach), and the coach sees how much can be learned from the players. Players look forward to playing challenging opponents because they push them to perform to their highest potential.



Coaches feel the responsibility not only to teach their players the skills and strategy behind the game, but also a respect for the tradition of the game and for all who are involved (teammates, opponents, officials, and fans). Learning to honor the game contributes to a growing sense of responsibility and maturing moral reasoning that helps athletes prepare to become contributing citizens of the larger community.



Coaches realize that what they are teaching their players carries far beyond the field into the classroom, the home, and even into future jobs. Coaches have their players (and team as a whole) focus on their effort and personal improvement, rather than simply on the results of the game. They help players recognize that mistakes are an inevitable and important part of the learning process and that a key to success is being able to rebound from mistakes with renewed determination. This way, players gain a sense of control over their own development and confidence in their ability to succeed, in life as well as in sports.

Players have an important voice in creating this positive culture, and there are multiple and ongoing opportunities for them to shape their own environment. During team discussions players speak and contribute. When decisions are being made that affect the entire team/league, coaches and league organizers make a concerted effort to be approachable and players' ideas are sought out and considered. Having this voice increases players' sense of internal motivation, and they feel a stronger sense of control over their surroundings.

This positive culture encourages athletes to play multiple sports and never pressures players to specialize in one sport too early in their careers. Coaches resist the urge to pressure their players to give up other sports besides their own, realizing that what might



give them the best winning percentage is not always the same as what is in their players' best interest.

The Challenge

When a game is on the line, can we really live up to this description of a positive culture? Can we really expect coaches, parents, players and fans to uphold this positive culture, if it might result in losing the game? The answer has to be, "Yes!" All involved must realize that winning cannot be the only goal. Maintaining a positive culture where positive character traits are developed in the players must come first. When the game is on the line and tensions are running high, it can take a high level of moral courage to keep focus on what is really important, but if we can do that, we will teach children an invaluable lesson. We believe that maintaining this positive culture is so vital that we are willing to stand up to others that are putting it in danger. Their vision stretches far beyond winning a specific game to making a lasting impact on the lives of our players.

Governance and Support

Positive Coaching Alliance has a strong support network of staff, volunteers, trainers and partners throughout the US. The CEO will report to the Board of Directors and have support from the Leadership Council, the National Advisory Board and other Chapter Board members. A detailed description of the organization, a list of partners and other information can be found at www.positivecoach.org.



The Position

Reporting to the Board of Directors, the CEO will champion PCA's mission and articulate a clear vision for the organization. The CEO will create, along with the Board and others, a vision and strategy for PCA that is highly focused. Key initiatives include fundraising, program content and delivery, partnership sales, grants, and corporate and sports sponsorships. The new leader will



drive innovation in the organization to ensure PCA is connecting with the constituency it serves in a relevant and contemporary way and remains the leading voice for a positive experience in youth sports.

Strategic vision and leadership

- Collaborate with board and other stakeholders to create, refine and implement a strategic plan while ensuring that the budget, staff, and priorities are aligned with PCA's core mission;
- Provide inspirational leadership and direction to all staff, volunteers, trainers, and all the constituency, and ensure the continued development and management of a professional and efficient organization; establish effective decision-making processes that will enable PCA National HQ and Chapters to achieve their long- and short-term goals and objectives;
- Cultivate a strong and transparent working relationship with the Board and ensure open communication about the measurement of financial, programmatic, and impact performance against stated milestones and goals;



- In partnership with the other members and chapters, help build a diverse and inclusive Board representative of the community that is highly engaged and willing to leverage and secure resources;
- Evaluate and support PCA's Chapters and field operations to insure the success of the organization and continue to build nationwide reach;
- Build partnerships in new markets, establishing relationships with potential board members, professional sports teams and youth community leaders at each chapter;
- Be an external local and national presence that publishes and communicates PCA program results with an emphasis on the successes of the local youth sports program as a model for regional and national replication;
- Articulate and redevelop PCA value proposition for partnerships.

Fundraising/Development

- Help to formulate and execute comprehensive fundraising strategies and development strategies that will ensure consistency throughout the organization and enhance revenue from major donors, foundations, and corporations;
- Ensure that the flow of funds permits PCA to make continuous progress towards the achievement of its mission of Better Athletes, Better People and that those funds are allocated properly to reflect present needs and future potential;
- Work closely with Chapter Executive Directors to develop a regional development effort that ensures ongoing success of the programs;
- Use relationships with Board Members, Chapter Boards, National Advisory Board and others to garner new opportunities;
- Actively engage and energize PCA volunteers, board members, event committees, alumni, partnering organizations, and donors.



Strengthening infrastructure and operations

- Ensure the delivery of high-quality services while managing for current and future growth;
- Support and motivate the organization's staff and volunteers;
- Facilitate cross-departmental collaboration and strengthen internal communications with staff throughout the organization; create and promote a positive, multicultural work environment that supports consistency throughout the organization's strategy, operational methods, and data collection needs;
- Oversee the financial status of the organization including developing long and short-range financial plans, monitoring the budget and ensuring sound financial controls are in place; set financial priorities accurately to ensure the organization is operating in a manner that supports the needs of the program and staff.

Program Development

- Help to enhance, innovate and strategically deliver new programs and workshops;
- Work closely with field operations, marketing, partnership managers, executive directors, trainers and partners to develop best in class workshops, products and services to enhance the growth of PCA;
- Find new, innovative and ground-breaking delivery systems for coaches, trainers and student-athletes to increase participation in the PCA programs.



The Candidate

Competencies & Areas of Expertise

- Effectively articulating and communicating the organization's vision, mission and goals across a broad spectrum of stakeholders;
- Tangible evidence of managing a successful and high-achieving organization;
- A team orientation as a leader, with a track record for team building, accessibility, and the empowerment of staff;
- Strategic planning experience and demonstrated analytical skills and expertise in the execution of strategic and operational plans;
- Experience as a builder of programs, as an innovator, and as a talented assessor and risk taker;
- Exceptional people skills;
- High energy and serving as a positive example to staff;
- Proven fundraising success and experience working effectively at the Board Level and in building long-term relationships;
- Leading by example and be willing to get in the trenches with the staff to solve problems;
- Exhibiting high emotional awareness;
- An entrepreneurial thinker who has a strong track record of growth, innovation and translating creative ideas into concrete processes and goals.

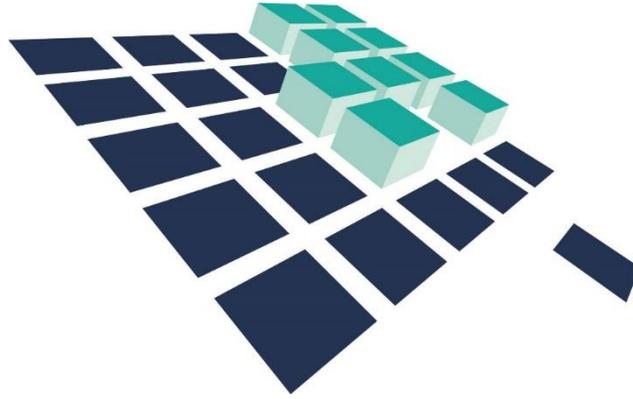


Essential Qualifications

- A Bachelor's degree, with a Master's or other graduate degree preferred;
- Politically savvy, external facing executive with a track record of building strong, productive partnerships with a wide range of key stakeholders/funders and corporate partners;
- Strong connection with PCA's mission, values and shared agenda with a strong working knowledge of youth sports;
- Exemplifies PCA by walking the talk in professional demeanor and personal activities;
- An outstanding C-suite portfolio of skills with exceptional strengths in strategy and execution; proven results and accomplishments in building backbone organizational capabilities and a high performing work culture;
- High emotional intelligence with change management expertise;
- Outstanding communication skills with an ability to engage in critical conversations with all key stakeholders;
- A charismatic leader that has the ability to authentically relate to and develop trust with the communities PCA serves and the chapter leaders who drive the mission.



How to Apply



In order to apply, please submit a comprehensive resume along with a cover letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include the names and addresses of three references. References will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is by email at:

PCA@odgersberndtson.com

Contact Details

For a conversation in confidence, please contact:

Greg Santore | Head, U.S. Sports Practice
646-758-0099
Gregory.Santore@odgersberndtson.com

Jennifer Biehn | Partner
303-309-0360
Jennifer.Biehn@odgersberndtson.com



Candidate Charter

Talented people are our lifeblood

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
 - Work to make your candidacy as strong as it can be.
 - Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
 - Be inclusive, open and fair-minded.
- We recognize that we have a commitment to you as well as to our client, and we:
- Undertake that our dealings with you will be professional, courteous, rigorous and honest.
 - Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
 - Celebrate your success in the event of a successful outcome and share any lessons in the event of disappointment.
 - Take a long-term view, recognizing that you have a multi-year view of your own career.
 - Where possible, we will help you fulfil your ambitions.
 - Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.



About Odgers Berndtson



Odgers Berndtson Executive Search is a leading global executive search firm, assisting private and public sector organizations find the highest caliber people for senior management appointments across North America and internationally.

Our reputation at the top of the executive search profession is over 50 years old. With offices in over 60 cities worldwide, our experienced executive search specialists operate with absolute discretion, integrity and care, and are expert in finding exceptional individuals for challenging roles.

WE ARE GLOBAL

We have the support of an excellent international network of offices on the ground.

Contact Information

Greg Santore | Head, U.S. Sports Practice
646-758-0099
Gregory.Santore@odgersberndtson.com

Jennifer Biehn | Partner
303-309-0360
Jennifer.Biehn@odgersberndtson.com

Fatima Benitez-Zablah | Executive Assistant
646-838-1955
Fatima.Benitez@odgersberndtson.com





ODGERS BERNDTSON

Odgers Berndtson
750 Lexington Avenue, 10th Floor
New York, NY 10022

<https://www.odgersberndtson.com/en-us>