

Leadership Profile



Vice President, Organizational Learning

The Organization. Habitat for Humanity International (HFHI) is the world's foremost ecumenical Christian housing ministry. HFHI's ultimate goal is to eliminate poverty housing and homelessness from the face of the earth by building adequate and basic housing. As affirmed by its mission statement:

Habitat for Humanity works in partnership with God and people everywhere, from all walks of life, to develop communities with people in need by building and renovating houses so that there are decent houses in decent communities in which every person can experience God's love and can live and grow into all that God intends.

Founded in 1976 by Millard and Linda Fuller, HFHI has built more than 200,000 houses worldwide, providing more than 1,000,000 men, women and children in over 3,000 communities with safe, decent, affordable shelter. Now at work in nearly 100 countries, Habitat invites people of all backgrounds, races and religions to build houses together in partnership with families in need. Every 26 minutes, somewhere on the planet, Habitat is building a home for a family.

Through volunteer labor and donations of money and materials, Habitat builds and rehabilitates simple, decent houses with the help of the homeowner (partner) families. Habitat houses are sold to the families at no profit, financed with affordable, no-interest loans. The homeowners' monthly mortgage payments are used to build still more Habitat houses. Habitat is not a giveaway program. In addition to a down payment and the monthly mortgage payments, homeowners invest hundreds of hours of their own labor -- sweat equity -- into building their Habitat house and the houses of others.

Throughout the world, the cost of houses varies from as little as \$800 in some developing countries to an average of \$59,324 in the United States.

Habitat is a global, grass-roots movement with its work being accomplished at the community level by affiliates -- independent, locally run, nonprofit organizations. Each affiliate coordinates all aspects of Habitat home building in its local area -- fund raising, building site selection, partner family selection and support, house construction and mortgage servicing.

All Habitat affiliates are asked to "tithe" -- to give 10 percent of their contributions to fund house-building work in other nations. Tithing provides much-needed funds for international building, and it also gives affiliates the opportunity to demonstrate the spirit of Christian partnership. In 2004, U.S. affiliates tithed \$10.2 million to support Habitat's work overseas. Some affiliates in developing countries also receive funding grants from Habitat for Humanity International.

There are more than 3,000 active affiliates around the globe, including 1,700 in all 50 states of the United States, the District of Columbia, Guam and Puerto Rico and 63 in Canada. HFHI has over 600 direct employees worldwide, 100 of who will be based in Atlanta. Each affiliate employs its own staff which range in size from none to over 30, plus the thousands of volunteers who work with affiliates across the U.S. and around the world.

An ecumenical, international board of directors (IBOD) determines policy and oversees and guides the mission of Habitat for Humanity International. Board members are dedicated volunteers deeply concerned about the problems of poverty housing around the world. Up to 10 members of the 32-member board are elected from the five geographic areas of the world in which HFHI works. Planning and policy development for HFHI's affiliates in the United States and Canada is accomplished through the 17-member US Council, established by the IBOD in 2000 to increase the affiliates' voice in the governance of Habitat's work in the United States and Canada.

Further information is available on Habitat for Humanity's website at www.habitat.org.

The Opportunity. Reporting to the Senior Vice President for the U.S. & Canada, the Vice President, Organizational Learning will develop, institute, and manage HFHI's professional development programs and strategies to achieve the organization's strategic initiatives.

The current CEO joined HFHI in August 2005 succeeding the organization's founding President and CEO of almost 30 years. This change in leadership, coupled with the adoption of a five-year strategic plan, affords HFHI the opportunity to expand upon and strengthen the core competencies of its world-renowned ministry to ensure the organization achieves the bold initiatives and goals it has adopted.

Accordingly, the VP, Organizational Learning will:

- ♦ Collaborate with HFHI's leadership team to identify the core competencies necessary to achieve the goals and objectives outlined in HFHI's strategic plan at the optimum pace.
- ♦ Guide the CEO and other members of HFHI's leadership team through strategic and operational planning and developing the systems to ensure strategic initiatives can be supported and achieved.
- ♦ Develop, implement and manage the programs and services, including HFHU, that facilitate professional development and continuous learning among HFHI's leaders and workforce.
- ♦ Create the infrastructure and culture necessary to embed the core competencies throughout the HFHI network and to ensure they are self sustaining.
- ♦ Design and establish the development and training programs and annual global training plan to ensure that HFHI's strategies, goals and objectives create systemic change.
- ♦ Develop and employ strategies and programs to measure and evaluate the effectiveness of HFHI's training and professional development programs.
- ♦ Establish processes to determine how current or new competencies can strengthen HFHI.
- ♦ Keep up to date on issues and topics affecting affordable housing and develop strategies and education programs to ensure HFHI's workforce is prepared to excel and creatively respond to emerging trends.
- ♦ Assist in developing and maintaining an active management succession plan and career development program for HFHI's workforce.
- ♦ Create an environment that encourages and promotes innovation, knowledge management, leadership development, skill enhancement and quality standards.
- ♦ Identify and employ professional development research and theory to create and improve HFHI's continuous education and leadership development programs and services.
- ♦ Establish a virtual "Center for Excellence" that provides HFHI's workforce with the tools, training and resources necessary to enhance their capabilities and improves the quality of the services provided.

- ♦ Establish a systematic program to learn from HFHI staff about the factors that make HFHI's work environment spiritually and professionally rewarding in an effort to continually improve HFHI's work environment.
- ♦ Build, motivate and nurture a high performing, diverse team.
- ♦ Achieve the organization's strategic initiatives with creativity, transparency, accountability and consistency.

Relationships. The VP, Organizational Learning will be a member of the SVP, U.S. and Canada's management team:

Reports to: ♦ SVP U.S. & Canada

Peer Relationships: ♦ VP, Programs
♦ Director, US Field Operations
♦ Director, Urban Programs
♦ Director, HUD Funds

Direct Reports: ♦ Director, Habitat for Humanity University (HFHU)
♦ Director, Training
♦ Director, Strategic Planning

The Location. Atlanta, Georgia. Habitat for Humanity International's headquarters has historically been located in Americus, Georgia. The organization recently announced its decision to open an administrative center in Atlanta in early 2006. Approximately 100 staff members, including the Vice President for Organizational Learning, will be based in the Atlanta office, and approximately 300 staff members will remain in Americus.

The Responsibilities.

1. **Leadership and Change Management.** The new VP for Organizational Learning is responsible for preparing the organization for transformational change and development. Designs the professional development and training infrastructure and accountability measures necessary for the advancement of HFHI's strategic vision and to embed HFHI's core competencies throughout the organization's leadership and workforce. Ensures HFHI's goals and objectives are clearly understood by all stakeholders and that the organization is achieving its strategic goals at the optimum pace.

2. *Internal Relations.* Acknowledging HFHI's historically federated, grassroots structure, while simultaneously leading the organization's transformational change, the new VP for Organizational Learning must establish an environment that creates new ways of thinking and opportunities for learning that permeate throughout the entire organization. The VP will build an infrastructure and culture to embed HFHI's core competencies throughout the ministry's leadership and workforce. With the support of HFHI's leadership team, the VP for Organizational Learning will establish a culture that fosters continuous learning and skills development. The organization's leadership development and training programs and services will encourage all HFHI staff, affiliates and volunteers to actively participate in the continued transformation, growth and development of the organization and realization of its vision.
3. *Training.* The VP for Organizational Learning will lead the development and implementation of HFHI's professional advancement and training initiatives necessary for the organization's restructuring, growth and advancement. Leads the design, development and implementation of strategies, programs and policies to meet both HFHI's organizational development and staff training needs and appropriately evaluates the strategies and programs to measure achievement of established goals and objectives.

The Candidate. Habitat for Humanity International is quite clearly an equal opportunity employer, and a diverse slate of compelling candidates is being sought for formal consideration.

The ideal candidate may come from a variety of backgrounds, including foundation or nonprofit management as well as the corporate, academic and professional sectors. Among the assets and attributes being sought are the following:

Critical Competencies

- ♦ Demonstrated success with large scale initiatives, change management and culture shifts.
- ♦ Proven leadership in strategic and operational planning guidance.
- ♦ Keen ability to identify and implement current organizational strategies while designing for the future.
- ♦ Demonstrated experience building and deploying the infrastructure and resources necessary to reinforce new skills and leadership development

throughout an organization and creating an environment rich with the opportunity for learning.

- ♦ A strategic thinker who can develop and contextualize many sources of information and align organizational strategies with work plans and training initiatives.
- ♦ Demonstrated ability to build and deploy the systemic approaches and processes to embed core competencies in all levels of an organization.
- ♦ Deep-seated passion for HFHI's mission, balanced with personal humility in pursuit of its vision.
- ♦ An innovative and strategic thinker who successfully leads and motivates groups and individuals.
- ♦ An exceptional communicator, with persuasive speaking and writing skills; ability to effectively communicate and transfer HFHI's strategic vision.
- ♦ A collaborator who will partner with the senior management team to establish and implement organizational change initiatives.

Culture

- ♦ An active Christian who possesses the personal faith and ability to articulate and instill the mission of HFHI.
- ♦ A team builder and team player who can quickly forge and maintain collaborative relationships.
- ♦ A problem-solver as well as a problem-diagnoser.
- ♦ A *servant leader* who can provide HFHI's leadership and workforce with the infrastructure, guidance and systems necessary to transform the organization and to attain organizational success.
- ♦ Working appreciation and respect for the organization's heritage and culture and yet ambitious for its transformational and sustainable growth and impact.
- ♦ Motivating coach who promotes individual and team commitment and excellence.

Context

- ♦ Genuine comfort in working closely with people of diverse backgrounds, interests, education levels and sophistication.
- ♦ A collaborative work style and consensus builder however decisive and goal oriented.
- ♦ Creative thinker
- ♦ Enthusiastic; High energy

For potential consideration or to suggest a prospect,
please send an e-mail to hfhorg@boardwalkconsulting.com
or
call Sam Pettway or Kim Anderson at
404-BoardWalk (404-262-7392).
