



LEADERSHIP PROFILE



Chief Executive Officer
Goodwill of North Georgia
Atlanta, GA

“We are privileged to support the dignity of work.”

--Member of the board of directors, Goodwill of North Georgia

THE OPPORTUNITY

From its modest beginnings in Atlanta in 1925, the nonprofit now known as Goodwill of North Georgia, together with its sister organization, Goodwill Industries of North Georgia, has been at the forefront of a pervasive commitment to the dignity of work.

Over 90 years later, that commitment remains a central tenet of Goodwill’s mission, but the organization is larger (consolidated 2016 operating revenues of \$146 million, derived mainly from the sale of donated goods), more pervasive (over 100 retail stores and career centers across north Georgia) and more impactful (securing employment for some 21,000 people in our region last year alone) than its founders could have ever dreamed.



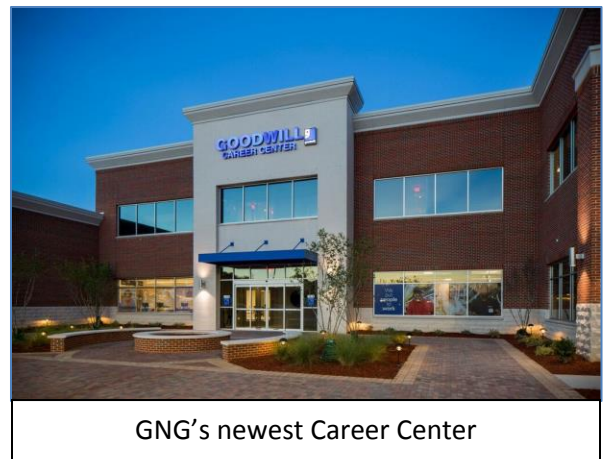
Finding leaders that matter for missions that matter®

84 Peachtree Street NW • Fourth Floor, FlatironCity • Atlanta, GA 30303
Tel 404-262-7392 • www.BoardWalkConsulting.com

Goodwill of North Georgia (GNG) has built its reputation and momentum through a balanced combination of mission focus, operational excellence and financial acumen, all geared to ensure the sustainability of a thriving enterprise.¹ As a result, Goodwill has been able to help hundreds of thousands of north Georgians improve their circumstances, strengthen their skills, support their families, and contribute to the betterment of their communities.

GNG has been led for nearly 27 years by CEO Raymond Bishop, a career-long servant leader who recently announced his intention to step down in October 2017. The volunteer board of directors has therefore launched a search for his successor, a CEO who will have both the opportunity and the responsibility to guide a mature, multi-dimensional nonprofit to a new chapter of impact and innovation in service of Goodwill's core mission, putting people to work.

The challenge facing the next CEO is as large, complex and exciting as the organization itself: How do we build upon an enviably solid foundation while exploring new ways to ensure long-term relevance in a rapidly changing environment?



GNG's newest Career Center

THE ORGANIZATION

Goodwill of North Georgia has a relentless focus on its core mission, a mission funded largely through the processing and sale of donated goods. A consistent commitment to business processes and decision-making, combined with the extensive network of facilities across the region, leads some to see GNG more as a successful business rather than a progressive social enterprise. The business accolades are well-earned and a source of pride to the nearly 3000 area employees, not to mention the donors whose brand loyalty will spark some three *million* individual donations of goods for sale this year.

GNG's model is self-sustaining, efficient and impactful, and it has become both beacon and magnet for Goodwills across the country. Whereas many nonprofits may view the mission/margin continuum as a source of tension, at Goodwill of North Georgia it is a strategic asset.

¹ In 2007, Goodwill was split into two nonprofits: Goodwill of North Georgia operates stores, donation centers, career centers and a variety of job training and employment services for individuals. Goodwill Industries of North Georgia specializes in facilities management and custodial services, generally provided under contract to government and institutional clients. Except where noted, references to "Goodwill" throughout this document are meant to include both entities.

GNG has been one of the fastest growing and most successful Goodwills in the United States. For at least two decades, the exceptionally stable leadership team has delivered compounded annual growth rates—in donated goods, revenues and jobseekers served—north of 10%. The organization’s vision is grounded in mission, framed by a thoughtful strategy and backed by an experienced, collaborative leadership team steeped in executional excellence and financial rigor.

GNG is deeply committed to both process and quality management. Unique in the donated goods sector, it has earned three separate ISO certifications—9001 for Quality Management, 14001 for Environmental Management and 18001 for Occupational Health and Safety Management—which together represent standards of service delivery few similar organizations even attempt. Goodwill of North Georgia is an organization emboldened by accountability and evaluation.

GNG’s strength is driven by success in three primary business areas:

- 1. Donor goods and services** – GNG generates the bulk of its revenue through 58 stores and 60 donation centers across the region, complemented by various service contracts.
- 2. Career services and job training** – GNG programs across the region and in 13 career centers provided job training and placement services to over 49,000 people in 2016, nearly 21,000 of whom found full-time employment through this Goodwill in fiscal 2016. Services such as [CareerConnector](https://www.careerconnector.org/)² contribute to GNG’s national reputation for innovation in workforce development.
- 3. Facility Services** – Through Goodwill Industries of North Georgia, one of the region’s largest facility service providers, contracts for janitorial and maintenance services support employment mainly of people with significant disabilities.

**GNG’s Growth at a glance
1995-2016***

	1995	2016
Stores	9	58
Attended Donation Centers	6	58
Employees (FTE)	498	2814
People served	635	49,691
People put to work	141	20,903
Consolidated operating revenues	\$10.5mm	\$146mm
Area population	~4.3 million	~6.6 million

*Additional performance metrics available from annual reports [here](#)

²<https://www.careerconnector.org/>

The executive team is highly experienced, goal-oriented and focused. Collectively, their professional backgrounds include successful tenures at Fortune 500 companies; leading manufacturing, retail and public sector corporations; professional service organizations; workforce development nonprofits; and other Goodwills.³

The culture is open, inviting and inclusive. (As an example, every Goodwill employee gets a copy of the same strategic plan the board members receive, and many of those employees make a direct contribution to the plan.) Goodwill's leaders describe themselves and their teams as committed, outcome-driven and supportive. The scale and pace of the business and the power of the mission attract compelling individuals to the organization who want to help grow a multifaceted business while making a difference in their communities.

Goodwill is governed by a volunteer board drawn from a cross-section of community leaders. The board is a governing board, not a management board, but the pending leadership change has necessarily sparked greater engagement by its members in recent weeks. Development of the next generation of board members is a key priority.



Further information on Goodwill of North Georgia and its programs and resources is available on its extensive [website](#).⁴ Information on Goodwill International, the umbrella organization for 185 domestic and international operating entities, is available [here](#).⁵

THE MANDATE

Goodwill of North Georgia has enjoyed exceptional growth and programmatic success, supported by a culture that treasures personal autonomy and operational consistency in support of a well-thought-out strategic plan. While the current approach has driven the success of the organization, the transition from an iconic CEO and the rapidly evolving marketplace for consumers and workers present opportunities for healthy change and innovation.

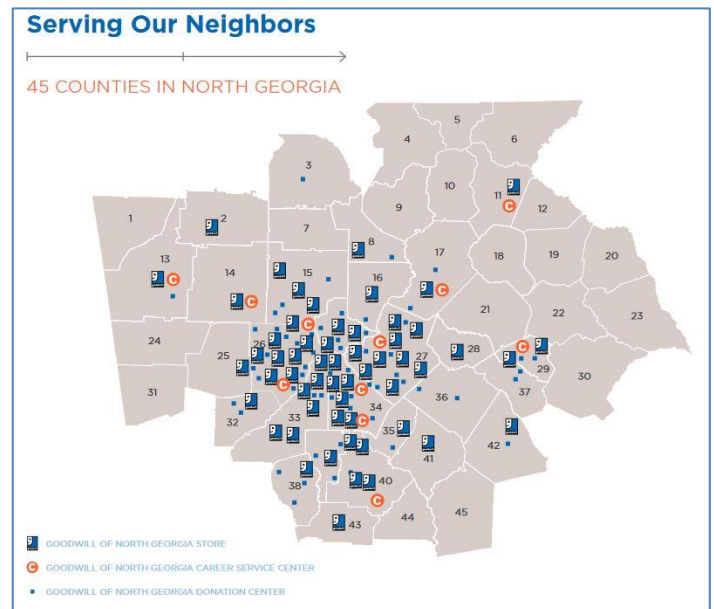
³ Not including the CEO, the average tenure of the six-person senior leadership team is over 20 years with GNG. The two newest have been with the organization three and nine years, respectively.

⁴ <http://goodwillng.org/>

⁵ <http://www.goodwill.org/>

GNG's recent growth has been fueled largely by investment in an expanded physical footprint, as convenient access for the donor drives revenues, which in turn drive GNG's ability to put people to work. While there continue to be expansion opportunities for Goodwill's facilities footprint, the next CEO can be expected to face such questions as

- How might capital-intensive physical growth be supplemented through other ways to grow (or leverage) the extensive customer base?
- How should/must we adapt for the competitive/operating/workforce environment we anticipate a decade from now?
- What risks might the success of our current operating model be shielding us from?
- How do we promote a climate of risk-weighted innovation?
- What impact might greater visibility in the community—as program partner, community collaborator, corporate citizen—have on our ability to put more people to work?
- What should our ongoing stance be vis-à-vis e-commerce? How do we mitigate the future risks of our current strategy?
- Our attentiveness to a strong balance sheet proved especially valuable during the recession, when we were able to increase support for the mission even during the downturn. How should the balance sheet look a decade out?
- Can our mature juggernaut also be a nimble enterprise?



Clearly, the new CEO will face a task as complex as the business itself, juggling logistics, real estate, finance, retail operations, external and internal workforce development ("mission at home"), public/private partnerships, philanthropy—a host of interdependent forces.

Goodwill of North Georgia is a well-run machine with heart, not easily distracted by fads or fleeting trends but known for management rigor, a deliberate approach to planning and its culture of learning.

Goodwill's leadership is also primed for a bit of creative disruption. The board and staff's pride in the collective accomplishments is balanced with a growing openness to exploring new ways of engaging with each other and the community at large in service to a bold and aspirational future. What is not open to debate are GNG's

core values, whereby individual ideas continue to matter, the mission remains central to every decision and success is very much a collective accomplishment.

THE RELATIONSHIPS

The CEO reports to	<ul style="list-style-type: none"> • Goodwill of North Georgia Board of Directors
And engages with	<ul style="list-style-type: none"> • Goodwill International as well as leaders of Goodwill organizations throughout the United States
While overseeing a staff of 8 direct reports	<ul style="list-style-type: none"> • VP, Donor Services • VP, Finance and Information Technology • VP, Facility Services • VP, Marketing • VP Career Services • VP, Human Resources • Director of Special Projects • Director of Board Relations/Assistant to the CEO
And stewarding other important relationships such as	<ul style="list-style-type: none"> • GNG’s business partners such as Wal-Mart, Emory Hospital, UPS, Delta Airlines, FedEx, Kroger and Publix • Local, state and national partner agencies that include the CDC, Atlanta Regional Commission, DeKalb Workforce Development, Georgia Department of Human Services, the IRS and the U.S. Departments of Labor, Education, Veterans Affairs and Justice • Key philanthropic and program supporters (corporate, foundation and individual champions) • A cross-section of leaders and influencers from philanthropic, civic, business, media and nonprofit circles throughout Metro Atlanta and North Georgia

THE EXPECTATIONS

Goodwill of North Georgia seeks a dynamic, tested CEO with a seasoned business perspective, an infectious passion for the work and a shared ambition for a thriving future for the organization, its employees and the people and institutions it serves.

More specifically, the CEO will be expected to

- 1. Set the vision, tone and strategic direction of the organization.** The CEO must be a strategic thinker who brings energy, vision, purpose and a record of relevant success to the role—a forward-looking leader who will honor stability and yet inspire agility.
- 2. Work closely with the board of directors to ensure alignment behind bold aspirations.** The transition from a long-serving, even iconic leader represents a special challenge. GNG is not broken—far from it—and it does not need fixing. On the other hand, the competitive dynamics are not static, and competition for donors, shoppers, employees and funding cannot be expected to lessen. Even if the operating plan does not change, board alignment and full engagement will be important to future success.
- 3. Lead a strong management team with the appropriate balance of engagement and autonomy.** The CEO cannot succeed without the buy-in of the leadership team. Listening skills are much treasured at GNG, as is freedom from any hint of micromanagement, and yet a number of managers have expressed a desire for additional coaching, enhanced accountability and more formal feedback from the new CEO than has been the custom.
- 4. Leverage external relationships and heightened awareness among a broad set of community leaders in service of enhanced impact.** GNG is well known across the region for its retail service operations, but otherwise knowledgeable observers, potential partners and funders of community-enhancing initiatives are surprisingly unschooled as to GNG’s real impact in the community. Such responsibilities can be shared with others, of course, but there is untapped value in a strategically visible CEO who can wear the ambassador’s mantle lightly.
- 5. Advance Goodwill’s business model, calibrating where necessary to optimize income and assets in furtherance of long-term thrivability.** Grounded in Goodwill’s pervasive commitment to excellence, the CEO will be expected to lead with courage. The board does not expect, nor would the organization tolerate, any sudden shifts in strategy, but a learning organization does expect refinements, smart risks and even experimentation in a dynamic business environment. Leading with a light hand, the CEO will be expected to test creative, sustainable ways to drive the business in support of agreed-upon mission and economic goals.



THE LOCATION

Goodwill of North Georgia recently relocated to a new headquarters in its own 90,000 ft² facility in Decatur, Georgia, just east of downtown Atlanta.

Consistent with GNG's penchant for repurposed goods, the former shopping center now houses a technologically current, employee-friendly complex that houses a retail center for donations and shoppers, a Career Center and Goodwill's administrative offices under one roof.



Goodwill's retail/donation center, career center and corporate support center (distant right) in Decatur

THE CANDIDATE

Experience: The ideal candidate will offer...

- A record of considerable success leading and growing a significant, complex, purpose-driven service operation committed to substantial community impact
- Management strength in a compelling combination of core functions-- operations, finance, marketing—in an environment in which people outcomes are a key driver
- Experience in managing a well-defined institutional culture through important transitions
- A practiced understanding of how to balance innovation with tradition
- Demonstrated respect for a performance-oriented learning environment
- A strategic perspective guided by vision and informed by data
- Executive competence derived from managing environments of relevant complexity, scope and scale
- The ability to lead growth and change with minimal disruption and maximum buy-in
- A healthy sense of humor and a strong sense of self; a leader who approaches the work with grace and confidence
- Respect for best practices, wherever developed, and a demonstrated willingness to listen and learn
- A proven facility for board development and engagement, leveraging the board as strategic asset.

Character: We expect to hire...

- A true servant leader who builds trust relationships easily
- A CEO who brings energy, passion and aspirations for the mission and its people to a mature nonprofit known for delivering results
- An inviting coach and mentor who can lead a confident, high-performing staff while establishing an atmosphere of accountability
- A leader who values, exhibits and promotes a spirit of candor and collaboration throughout the organization, from boardroom to loading dock
- A person of unassailable integrity
- An executive committed to development opportunities for the staff, the board and indeed the entire community; someone for whom life-long learning is a natural bent.

Culture: The CEO must be...

- Comfortable working with a fast-moving, autonomous and highly talented management team, many of whom work remotely
- Adept at keeping the mission at the core of the business
- A consummate listener; someone who synthesizes information easily and communicates same with confidence and credibility
- A nuanced leader who can build on previous successes while supporting the exploration of new ways for the organization to flourish
- A strategic thinker who respects the value of execution; a general manager with a genuine regard for operational excellence.



GNG's board has few preconceptions about the precise career path it expects to attract and thus remains open to creative solutions. A deep, demonstrated affinity for Goodwill's mission and/or a record of notable leadership in Goodwill's home market (i.e., metro Atlanta) would add considerably to a prospect's appeal.

**For potential consideration or to suggest a prospect, please email
GNG@BoardWalkConsulting.com
or call Sam Pettway, John Sparrow or Patti Kish
at 404-BoardWalk (404-262-7392).**
