

President & Chief Executive Officer

Vancouver City Savings Credit Union (Vancity)

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Candidate Profile: President & Chief Executive Officer

Priority Criteria

- 1 Experience:** A values-based and high performing CEO, COO or senior executive with P&L experience and experience in or adjacent to financial services, or another highly regulated or related sector. Experiencing in driving significant growth and diversification, and in managing organizational change. Has worked in a highly complex environment with macro challenges where they have had to lead transformation, innovation and growth. Experience that includes working with purpose driven, member focused organizations and organizations going through digital transformation is preferred. Highly committed to credit unions and the values of the cooperative movement.
- 2 Strategic:** Recognizes and understands the factors that influence strategy and is able to apply those insights. Provides strategic leadership that visibly and clearly supports the direction of the business and is able to galvanize staff, Board and others to achieve it. Demonstrates ability to adapt to unfamiliar environments and roles so that the organization is well positioned to respond to emerging opportunities and risks. Demonstrates ability to lead major transformational initiatives or businesses.
- 3 People Leadership:** Proven leadership capabilities in a complex, multi-stakeholder setting. Leads with empathy, committed to personal and organizational Reconciliation, and has experience embedding organizational commitment to diversity, equity, and inclusion; champions Vancity's leadership as one of the best places to work in Canada. Proven ability to empower and work creatively with executive management teams. Sets clear development goals for team members, communicates them clearly, and uses objective and timely feedback to monitor progress. Values diverse perspectives and people. Leads by example; committed to personal growth and transformation, including the ability to acknowledge mistakes and adjust strategies when needed.
- 4 Stakeholder and Community Relations:** Superior relationship building skills. Demonstrated track record of positive community impact. Known for collaborating with both internal and external stakeholders to nurture long-term relationships. Open to, and builds upon, others' ideas and creates trusting relationships with the goal of working together in a cohesive manner for the betterment of the organization. Ideally have worked with an elected cooperative board and understand the nuanced differences from a corporate structure.
- 5 Business & Financial Acumen:** Understands the dynamic and rapidly evolving context of the global and national banking sector and is able to drive strategy in response to those changes including revenue diversification, scale, mergers and acquisitions. Asks the right questions to diagnose critical challenges. Develops integrated business solutions. Astutely assesses business matters, develops robust options, and prioritizes desired goals that together build a financially strong credit union rooted in values and vision. Demonstrates business and financial acumen; evidence of ability to find innovative ways to leverage emerging business

opportunities to achieve strategic goals.

- 6 Innovation and Technology:** Innovative mindset and, ideally, experience in embedding and championing technological transformation. Possesses the ability to assess innovative ideas and think creatively. Embraces technology and digital transformation, understanding and exploring how these can create value across the organization. Leads change by influencing and enthusing others through personal advocacy, vision and drive. Sustains desired changes – over time – in a professional yet persistent manner.
- 7 Board Governance:** Successful experience working with Boards of Directors and Board Committees. Is willing to collaboratively work with the Board to define the organization's vision and future strategy, shares accountability for achievement. Develops mutually empowering, trusting relationships with the Board. Demonstrates respect for the role of the Board as the elected representatives of the members. Able to take Board direction and empower management to implement policies and procedures.
- 8 Communications:** Superior organizational, interpersonal and communication skills with messaging that is rooted in Vancity's vision, values, culture and brand. Demonstrates strength in public speaking. Collaborative, with the ability to lead groups and teams, as well as delegate effectively. Clear and succinct verbal and written communication skills; capable in a variety of communication channels, including social and digital. Encourages open dialogue and debate as well as invites contrarian views.
- 9 Values and Personal Characteristics:** Deeply committed to Vancity's vision and values and acts as a leader and role model to staff and the broader community. Has effectively served as an advocate in broader societal issues such as climate change, Reconciliation, and social justice and has the heart to lead internally and the desire to drive change on a global scale. Traits include empathy, respect, curiosity, authenticity, adaptability, flexibility, fairness, as well as bringing a principled and ethical approach to work and life. Values-based decision making. Understanding of how to drive a successful business in a manner that aligns with this societal impact. This is not just a business that returns profits to the community. At its core, Vancity earns its revenue in a manner that impacts community and social issues in everything it does.
- 10 Education:** University degree, preferably in business, commerce or related; ideally supplemented with a graduate-level degree or professional designation.

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