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Welcome Letter from Our Chair

Thank you for your interest in the position of Chief Executive Officer at the World Association of Girl Guides and Girl Scouts (WAGGGS).

Girl Guiding and Girl Scouting is the world’s only Movement for every girl and any girl. We believe that every girl deserves to be the best they can be. With all the Movement has to offer, girls can learn by taking part as much or as little as they want to, by making friends and having fun. In safe, local spaces, girls can learn the skills and attitudes to develop themselves, their communities and our world.

The World Association of Girl Guides and Girl Scouts keeps the global Movement thriving, united and growing.

This global role operates within the context of a volunteer-led charitable membership organisation with 150 distinctive Member Organisations. It provides the inspiration, knowledge and direction to protect and enhance the rich legacy of the Movement and amplify our collective reach and impact.

To fulfill our Mission, WAGGGS is continuously building on its proud heritage and striving to be a more dynamic, agile and relevant global organisation. Throughout this triennium we have been upgrading our Strategy and Planning cycle and forging an ambitious 12-year vision to be presented for approval at our upcoming World Conference.

Compass 2032 will set our broad, aspirational vision and roadmap for the Girl Guide and Girl Scout Movement for the next 12 years and, in turn, direct and support the WAGGGS Global Team and each Member Organisation to help girls achieve the future they dream of.

We are looking for an inspiring, mission-driven individual who is an effective leader and a powerful communicator; someone who possesses highly effective trust building and influencing skills as well as the confidence and credibility to raise the recognition of our organisation’s reach and impact across the public arena nationally, regionally and globally.

This profile must be complemented by business acumen and a successful track record in strategic and operational leadership in a changing and complex environment, ideally in an international context and with a deep belief in the power of non-formal education to improve the lives of individuals and the world around them.

The person chosen to lead WAGGGS through its next stage of growth and development will have a wholehearted commitment to our goals in service to our members, in addition to the partnership and full support of a strong Board of Trustees and a dedicated staff team.

If you believe you have the passion and drive to lead WAGGGS then please read on. We very much look forward to receiving your application!

Ana Maria Mideros
Chair
About us

The World Association of Girl Guides and Girl Scouts is the largest voluntary Movement dedicated to girls and young women in the world. Our diverse Movement represents ten million girls and young women from 150 countries.

For more than 100 years Girl Guiding and Girl Scouting has supported and empowered girls to achieve their fullest potential and become responsible citizens of the world. Through innovative non-formal education programmes, leadership development, campaigning and community action, WAGGGS enables girls to develop the skills and confidence needed to make positive changes in their lives, their communities and their countries.

We deliver these programmes, through our Member Organisations, in five WAGGGS Regions: Africa, Arab, Asia Pacific, Europe and Western Hemisphere. We also hold advocacy and leadership events at our five World Centres: Our Chalet in Switzerland, Sangam in India, Pax Lodge in the UK, Our Cabaña in Mexico and Kusafiri, our World Centre travelling around Africa. Through our global programmes, girls from all over the world come together to learn new skills, share their international experiences and form lifelong friendships.

Our Mission
To enable girls and young women to develop their fullest potential as responsible citizens of the world

Our Vision
All girls are valued and take action to change the world

Our History
Over more than 100 years, around 250 million Girl Guides and Girl Scouts have been changing lives and building a better world through leadership development, community action, service to others, peer education and advocacy.

Read more...

Our Trustees
Ana Maria Mideros Gadea
Connie Matsui
Haifa Ourir
Nadine Kaze
Natasha Hendrick
Heidi Jokinen
Jayne Wachira
Ntombizine Madyibi
Tashia Batstone
Normala Baharudin
Aikaterini Agorogianni
Chamathya Fernando
Cindy-Ann Alexander
Larissa Esmiralda Byll Cataria
Winnie She
Eline Marie Groeholt
Libya Sbia

CLICK IMAGES (top) for 2018 Annual Review and Impact Report
(below) for 2018 Trustees’ Annual Report and Financial Statements
What we do

By working closely with our 150 Member Organisations, and through our key leadership events across the world, we pride ourselves with delivering high quality non-formal education programmes and international opportunities. We aim to give girls and young women dynamic, flexible and values-based training in life skills, leadership and citizenship.

All of our activities and programmes fall within four broad areas of social change that contribute to our global vision of all girls and young women being valued and taking action to change the world.

Learn

WAGGGS is the largest educational Movement for girls and young women in the world. Through a unique values based non-formal educational approach, Girl Guiding and Girl Scouting creates empowering youth learning experiences to develop life and leadership skills which empower them to become responsible and active citizens, and to work together to change lives and build a better world.

Lead

Leadership is at the core of the Girl Guiding and Girl Scouting Movement. By giving girls and women the opportunity to practice leadership from a very young age, we support them to take the lead in their lives, inspire others and create positive change. We use the WAGGGS leadership model to challenge traditional and limiting ideas about leadership and put a strong focus on contributing to SDG 5 – Gender Equality.

Speak Out

Being a responsible citizen means being prepared to speak out (against injustice) and take action on behalf of others and ourselves. We enable young women to participate in and speak out at the highest global decision-making bodies. We provide them with their first powerful experiences of speaking out to shape their future and that of their community.

Volunteer

Giving service in the community has been a core value of Girl Guiding and Girls Scouting for over 100 years and is an essential part of our unique educational method. Volunteering helps young people to: strengthen their motivation, commitment and sense of identity, develop core competencies in leadership, decision-making and other life skills, and gain intercultural and inter-generational understanding. It also provides them with opportunities to get actively involved in their local communities and form life-long habits of civic engagement.
JOB TITLE: Chief Executive
LOCATION: London – With frequent International Travel
SALARY: c.£85,000 per annum
BUDGET: £8m Whole Organisation
RESPONSIBLE FOR: Senior Management Team – Deputy Chief Executive, Head of Governance, Head of Finance and Corporate Services, Head of International Operations, Head of Regions and Membership

KEY WORKING RELATIONSHIPS: World Board, its Chair and Committees (the Audit, Finance & Risk, Governance, Nominations, Volunteer Resources and the Regional committees), Senior Management Team, Staff (including overseas) and Senior Volunteers; leaders of Member Organizations; partner organisations

Girl Guiding and Girl Scouting is the world’s only Movement for every girl and any girl. We believe that every girl deserves to be the best they can be. With the opportunity to take what they need from the Movement, girls can learn by taking part as much or as little as they want to, by making friends and having fun. In safe, local spaces, girls can learn the skills and attitudes to develop themselves, their communities and our world.

The World Association of Girl Guides and Girl Scouts (WAGGGS) keeps the global Movement thriving, united and growing.

This role operates within the context of a volunteer-led global charitable membership organisation with 150 Member Organisations. It provides the inspiration, knowledge and direction to continually protect and enhance the rich legacy of the Movement and expand its collective reach and impact.

JOB PURPOSE:

- To provide vision and leadership expertise to the organisation and develop, implement and evaluate the mission and long-term strategy of WAGGGS as authorized by the World Board. Oversee the strategic allocation of resources and positioning of the organisation to deliver more opportunities for more girls, greater global influence and support a strong and vibrant Movement.
- Be responsible for the leadership, management and administration of the charity, including managing staff within the strategic, policy and accountability frameworks defined by the World Board. Support the World Board to fulfil its governance duties and responsibilities.
About the role

JOB PURPOSE contd...

- Ensure that the WAGGGS Global Team is high performing, agile, and focused on delivering the tools, connections and global voice the Member Organisations need to thrive. Provide professional expertise and support across a range of modern business functions to drive the efficient and effective operation of the organisation including organisational culture. Nurture MO relationships to ensure a connected, thriving Movement

- Develop the external profile of WAGGGS as a leader within its sectors: Girl and Young Women empowerment, leadership development and non-formal education. Ensure WAGGGS is recognised as a relevant, powerful and progressive partner-of-choice. Mobilize resources and secure funding in order to promote the mission and vision of WAGGGS

KEY RESPONSIBILITIES:

I. General Management

1. Consolidate, strengthen and embed the structure and culture of a vibrant and resilient organisation while maturing work practices that sharpen the focus and leverage the efficiencies of the recent redesign

2. Working in partnership with the World Board, provide vision and leadership to the organisation in order to deliver value and achieve growth through the Member Organisations. Enhance global influence, raise global public profile and support a thriving worldwide Movement

3. Recruit, motivate and retain the talent and skills needed to realise the full potential of the global Movement. Inspire, lead and continually strengthen the Senior Management Team and promote unity and compliance across all sites where staff are located

4. Support staff to meet targets. Promote staff development, training, and personal growth opportunities for the staff. Ensure that there are clear lines of accountability

5. Engage and develop the volunteer workforce to deliver on operational commitments to Regions and MOs and enable ongoing volunteer training, resource development and recognition to increase MO capacity and impact

6. Serve as a highly respected and credible champion and advocate on behalf of WAGGGS, maximizing growth, impact and reputation amongst key audiences and pursuing productive strategic alliances in line with corporate and business plan objectives

7. Provide leadership on the organisational modernization agenda and ensure systems and procedures are fit-for-purpose. Embrace opportunities for continuous improvement and reinforce new ways of working
KEY RESPONSIBILITIES:

I. General Management contd...

8. Work cohesively and collaboratively with the World Board and Senior Management Team to:
   • Set an aspirational tone and pace for the organisation, managing staff to develop and establish mechanisms and systems that support innovation and transformation for the benefit of our Member Organisations of various sizes and capacities
   • Develop and foster a positive organisational culture, articulated in our Core Values, practiced in our Leadership Mindsets and demonstrated by our behaviours (Member-Driven, Brave, Inclusive, Empowering, Transparent, Professional)
   • Foster effective and consistent communications at all levels that reflect and empower the extraordinary diversity of WAGGGS’ staff and volunteers, including those in the five global regions and the Member Organisations throughout the world
   • Embrace the organisation’s commitment to volunteer leadership at a global and regional level and model inter-cultural, inter-generational expertise, maximizing the contribution of both governance and operational volunteers

II. Finance and Business Planning

1. Develop and deliver overarching strategic and operational plans and budgets, in collaboration with the World Board and Region Committees to deliver the vision and mission

2. Safeguard the overall financial health of the charity including formulating and managing budgets and resources for the charity as a whole, and developing, overseeing and monitoring an effective programme of income generation

3. Guide and oversee the annual and triennial corporate planning process to produce coherent plans that reflect intelligence from research and monitoring; ensure clear links between business planning, budget and workforce planning. Evaluate performance against plans

4. In partnership with the Chair, ensure that the Trustees set clear, compelling and achievable strategic objectives and strategic priorities

5. Ensure the effectiveness of corporate reporting, performance management and evaluation systems, driving and supporting a culture of high performance focused on delivering excellent results

6. Oversee risk management across WAGGGS and ensure that appropriate plans are in place to mitigate identified risks. Maintain awareness of risks and changes in the external environment that affect the organisation
III. External and Stakeholder Relations

1. Make effective, well-coordinated and timely communication a distinctive competence at all levels throughout the organisation, in particular with Member Organisations, elected volunteer leaders and staff.

2. Ensure that the organisation excels in maintaining positive and productive relationships with media, funders, donors, and other organisations.

IV. Legal and Regulatory Compliance

1. Ensure that the charity fulfils all its legal, statutory and regulatory responsibilities in accordance with the Charity Commission regulations and current legislation.

2. In conjunction with the Chair, enable the World Board to fulfil its duties and responsibilities for the proper governance of the charity and ensure that the Board receives timely advice and appropriate information on all relevant matters.

V. Governance

1. Facilitate the effective operation of the World Board and the development of mutually rewarding relationships with Trustees. Partner with the Chair to ensure that all members of the Board receive appropriate induction, training and development (both individually and collectively) to optimise the utilisation and productivity of each Board member.

2. Ensure that the Board receives the necessary advice, objective guidance and timely information on all matters relating to current performance, the short and long-term future of the charity, regulatory and legal compliance and other appropriate issues.

3. In partnership with the Chair, ensure that the Board’s delegated authority to the Chief Executive is well understood and respected by staff and volunteers, and that all agreed reporting procedures are followed.

4. In partnership with the Chair, evaluate the Board committee and taskforce structure and membership needed to fulfil governance responsibilities and achieve current strategic priorities. Support Committee/Taskforce volunteer and staff leaders in the definition of roles, responsibilities, mutual expectations and resources required to ensure effective and timely fulfilment of responsibilities. Work with Chair to monitor performance, to constructively address shortfalls or obstacles and to recognize successful contributions.

5. Provide oversight of all WAGGGS entities, conduct timely and appropriate appointment of directors and act as a director of WAGGGS entities as needed.

6. Pursue opportunities, engagements, training and other personal development to enhance personal performance and capacity to improve the organisation.

About the role
## Person specification

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<tr>
<th>AREA</th>
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<tr>
<td>Qualifications</td>
<td>• Management qualification or qualification by skills/experience</td>
<td>• MBA or similar advanced degree highly desirable</td>
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<td>Skills &amp; Knowledge</td>
<td>• Successful track record as a leader and manager of an organisation of significant scale and complexity, operating at Board Level, in a role equivalent to a CEO, Managing Director or Chief Operating Officer</td>
<td>• Thorough understanding of the distinctive requirements of charity finance management/accounting including cause-related marketing, charitable grant-giving and stewardship of investments and other charitable assets</td>
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<td></td>
<td>• A track record of leading successful, complex change and of consistent achievement, underpinned by actively seeking to analyse, understand and learn from data and past experiences</td>
<td>• Subject matter experience of gender equality, girls’ empowerment, gender-based violence and/or sustainability; non formal education methods and/or leadership practice</td>
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<td></td>
<td>• Experience as a successful advocate, including experience of creating, developing and building mutually valued partnerships with external organisations, ideally in an international context</td>
<td>• Openness to learning from different perspectives, changing viewpoint based on evidence, and commitment to continuous improvement and innovation</td>
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<td></td>
<td>• Experience conceiving of and developing strategy, working with colleagues and critical partners to mobilise energy for change and lead large-scale impact, and articulating a delivery plan which can be effectively implemented</td>
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<td></td>
<td>• Experience leading geographically dispersed teams of staff and volunteers, inspiring and motivating remote colleagues, and developing resource capacity and a culture of success and ambition within a group of diverse, talented, individuals</td>
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<td>• A proven track record of delivering goals and evidence of the ability to consistently make good decisions through a combination of analysis, experience and problem-solving skills</td>
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<td>• Demonstrated ability to build effective working relationships and strategic partnerships both internally and externally, bringing together different contexts and perspectives, and creating a shared leadership environment for effective collaboration</td>
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<td>• Evidence of successful implementation of strategies, programmes or initiatives in large, complex organisations achieved on the strength of personal credibility and working through people rather than positional power</td>
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<td>• Experience of working effectively in a multi-national context, understanding the needs of others and having the ability to adapt leadership styles and work approaches to be relevant to local contexts and diverse populations</td>
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## Person specification

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<tr>
<td><strong>Skills &amp; Knowledge</strong></td>
<td>• Proven leadership skills with the ability to inspire and motivate people both within and outside of the organisation around common values and purpose, and work collaboratively to achieve agreed objectives</td>
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<td><strong>continued...</strong></td>
<td>• Proven ability and resilience to operate at a very senior level in an organisation with a complex legal structure, with a demanding and intellectually challenging workload, and to effectively balance strategic and operational responsibilities</td>
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<td>• Well-developed range of management skills including strategy development; business planning and performance; budget management; risk management; people management, relationship management; project and change management</td>
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<td>• Excellent communication and advocacy skills; a persuasive and passionate communicator with highly effective public speaking skills</td>
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<td>• Cultural adaptability and a comfort with operations in diverse, multi-cultural, environments; ability to avoid one-size-fits-all approach and an understanding of how to connect local actions and outcomes to a global mission</td>
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<td>• The ability to analyse and evaluate large volumes of information to make balanced judgements and decisions</td>
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<td><strong>Personal Qualities</strong></td>
<td>• Dynamic leader while being a proactive team player</td>
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<td>• Ability to reflect on own leadership actions, understand how values and context impact effectiveness, and a willingness to continuously learn from experiences</td>
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<td>• Strong focus and passion about the difference that WAGGGS can make with a commitment to high performance and continuous improvement</td>
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<td>• Collaborative and supportive colleague to fellow members of the Senior Management Team</td>
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<td>• A passion for and commitment to issues affecting girls and young women on a global level, and the demonstrable ability to relate to and engage with girls and young women, either through a professional or personal background</td>
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<td>• The mindset of a 'global citizen' with cultural sensitivity and diplomatic skills, considering ethnic, religious, language and geopolitical differences in all areas of WAGGGS’ work</td>
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# Person specification

## AREA

### Personal Qualities

**continued...**

- An understanding of the critical role of volunteer leaders in an organisation like WAGGGS and an enthusiasm for working with volunteer colleagues to deliver outstanding results
- Ability to demonstrate a commitment to and be a role model for WAGGGS’ organisational values of: Member Driven; Brave; Inclusive; Empowering; Transparent; Professional
- Demonstrable commitment to working in partnership with volunteer leaders and ability to cultivate effective relationships with a wide range of people, based on trust and mutual respect

### Other Requirements

- Fluent in spoken and written English
- Able to work outside regular office hours
- Able to travel internationally

### Working for WAGGGS

- Commitment to WAGGGS’ vision and mission. Ability to demonstrate a commitment to and be a role model for WAGGGS’ organisational values of: Member Driven; Brave; Inclusive; Empowering; Transparent; Professional
- Devotion to a girl-led Movement; active commitment to gender equality and empowering others to overcome gender barriers; a focus on issues affecting girls and young women on a global level. The ability to engage with girls and young women in different situations, at all levels.

## SPECIAL NOTES

WAGGGS welcomes applications from candidates from all over the world.

**If you are an EEA Citizen or Swiss national,** there is now a transition period until the end of 2020 while the UK and EU negotiate additional arrangements. The current rules on trade, travel, and business for the UK and EU will continue to apply during the transition period – **For more information, please visit [here](#)**

**If you’re not a British citizen, EEA citizen or Swiss national,** you may need to apply for a Tier 2 work visa in order to be able to work in the UK. This would be sponsored by WAGGGS – **For more information please visit [here](#)**

This job description is not exhaustive and serves only to highlight the main requirements of the post holder.

The Chair may stipulate other reasonable requirements.

The job description will be reviewed regularly and may be subject to change.
To apply for this position please provide the following two pieces of information:

- A comprehensive CV, including details of your achievements in each role and details of two referees.
- A supporting statement, explaining how you believe your skills and experience match the requirements of the role, directly addressing the criteria as outlined in the person specification.

Applications should be submitted at the following website page: APPLICATION LINK

For an informal and confidential discussion about the role, please contact:

**MELISSA BAXTER** Partner - Executive Search: **07789 985229**
melissa.baxter@russam.co.uk

**MARSHA ISILAR-GOSLING** Consultant: **07818 509690**
marsha.gosling@russam.co.uk

**Timetable**

- **Closing date for applications:** Monday 13th April 2020
- **Preliminary interviews with Russam:** Week commencing 27th April 2020
- **Final interview with WAGGGS and other informal meetings:** Week commencing 18th May 2020