

Leaders

INTERNATIONAL

Executive Search



Chief Executive Officer



THE CANADIAN
BAR ASSOCIATION

L'ASSOCIATION DU
BARREAU CANADIEN



About Our Client

The Canadian Bar Association (CBA) is the leader and voice of Canada's legal profession. An essential ally and advocate for members of the legal profession, it promotes fair justice systems, facilitates effective law reform, upholds equality in the legal profession and is devoted to eliminating discrimination.

The CBA actively engages with the Canadian legal community in matters of common interest and mutual benefit. The CBA partners with leading thinkers and innovators within the legal profession and disseminates knowledge on global and national trends affecting the profession, and its members.

The CBA focuses its members' influence in key areas of the law with governments, regulators, the courts and media. CBA work includes:

- Issues of importance to the legal profession generally
- Issues of direct relevance to lawyers in their practice areas
- Issues addressing the profession's core principles

CBA initiatives are projects that advocate change. Its initiatives offer innovative strategies and plans and are also a source of tools of the trade to enhance legal practice. National initiatives include Truth and Reconciliation, CBA Wellness, Legal Futures, Equal Justice, International Initiatives and Equality.

Through the dedicated staff and volunteers of the National Office in Ottawa and its regional Branches across Canada, the CBA serves 37,000 members from coast to coast to coast.

The Position

The CBA CEO reports directly to the CBA Board of Directors. The CEO is accountable for leading the development and execution of the CBA's long-term strategy with a view to creating member value and ensuring that the CBA is a respected leader in the area of advocacy in support of the legal profession.

The CEO is ultimately responsible for all day-to-day enterprise management decisions and for implementing long- and short-term plans. The CEO acts as a direct liaison between the Board of Directors and management, and communicates on behalf of the CBA with members, employees, stakeholders, courts, government authorities and the public. The CEO also works in a close, collaborative relationship with the Branch Executive Directors from across Canada.

Opportunities and Challenges

The CBA has been in existence since 1896 and is considered a legal institution with a long history and respected brand. The CBA's success can be attributed to a delicate balancing of the changing needs of its members and effectively advocating on legal issues affecting Canadians. Decisions are made within a pan-Canadian Federated model.



Roles and Responsibilities

Gestion et leadership

The CEO will have overall responsibility, and work closely with the COO for all aspects of the strategic and operational management of the National Office, and its financial and human capital resources;

- Strengthen the CBA as the voice of the legal profession;
- Develop and implement a strategic plan and vision for organizational development;
- Identify risks and opportunities and suggest an action plan accordingly;
- Develop guidelines according to the CBA's objectives regarding the operating plan, profitability and growth objectives;
- Recommend and establish common performance indicators (KPI's) within the national office management team to provide clear measurable objectives and an understanding of their direct contribution to the overall health of the organization;
- Create, collaborate and communicate the CBA's vision, inspire teams to make the vision a reality and transmit values ensuring that they are integrated and respected;
- Chair the pan-Canadian CBA Management Team in collaborative and coordinated CBA-wide strategic initiatives and priorities including stewardship of Shared Services.

Business and Operations Management

- Foster a member-focused work environment whereby the value proposition is well understood, communicated and highly responsive to member needs;
- Understand and be responsive to the changing and evolving needs of members;
- Identify and maximize strategic alliances;
- Identify new strategic partners and establish long-term relationships that will ensure that the CBA moves forward while maintaining relationships with existing partners;
- Ensure competitive intelligence, anticipate risks and have a general understanding of international legal market trends;
- Identify and highlight opportunities with management, both nationally and internationally within the legal profession to ensure that the CBA remains at the forefront of the legal profession;
- Establish, nurture and leverage strategic relationships with the public, professional societies, branch associations, the media and other groups related to the legal profession;

Roles and Responsibilities (cont.)

Business and Operations Management (cont.)

- Liaise with external auditors, Board members and regulatory agencies to execute operational activities, ensure regulatory functions are carried out and manage risk;
- Identify opportunities for operational improvement, see to their implementation and progress, as well as monitor and ensure progress of National Association initiatives;
- Show concern for calculated risk-taking innovation and value for money;
- Deliver presentations to various stakeholders;
- Act as a spokesperson for the CBA, if required.

Finance and Administration

- Ensure the transparency and integrity of the presentation of financial information;
- Analyze the financial performance of the organization and propose solutions to maintain and develop the profitability of operations;
- Manage the budget for all operations and ensure that the organization operates within the Board approved budget; re-assign financial resources as required according to Board governance policies;
- Ensure the CBA has appropriate internal controls and management information systems to conduct business appropriately and effectively.

Human Resources

- Ensure the organization is appropriately organized, staffed and inspired to enable it to achieve the approved strategic plan and priorities;
- Foster a culture that encourages employee engagement, new ideas and motivates team members to innovate in a supportive, risk-taking environment that leverages the organization's capacity;
- Lead the team, provide leadership by example, motivate, counsel, ensure performance, determine compensation, benefits and work assignments in an ethical, transparent and safe manner;
- Foster a culture of continuous improvement where colleagues are encouraged and recognized to generate and implement innovative ideas;
- Mentor and foster professional development within her/his team.

Board of Directors

- Actively participate with the Board of Directors and its Committees in the development of visionary strategies;
- Ensure the Board is properly informed and receives timely, accurate and relevant information to enable it to form appropriate judgments and make informed decisions;
- Work closely with the Board of Directors to ensure that it has timely knowledge of the Association's business and the issues facing the CBA;
- Liaise with the Board as appropriate, attend and contribute to meetings of the Board;
- Identify issues, recommend changes and provide appropriate and timely advice to the Board;
- Perform such other duties as appropriate for the position respecting the specific roles and responsibilities of the CEO as Manager of the organization and the Board as governing entity of the Canadian Bar Association.

Professional Qualifications

- Ideally at least 15 years of relevant senior leadership experience combined with demonstrated career achievements;
- Strong working knowledge of the operation of a large member-based / not-for-profit organization;
- Significant experience working with Boards of directors and volunteers;
- Strong financial acumen and a proven ability to manage a similar-sized federation or organization;
- Successful experience in leading and managing change in an influential role;
- Political acumen garnered by working in the legal / quasi-legal sector;
- Proven ability to innovate technologically;
- An insight and commitment to diversity and inclusion – with an ability to manage issues and work with and foster under-represented, racial and other equity seeking groups within the legal profession;
- Ability to communicate with a variety of stakeholder communities, including media, other professional associations, government and judicial;
- Experience working within a unionized environment;
- Effectively communicate in both official languages.

Professional Skills

- An innovative and strategic thinker who can transform big ideas into implementable action plans;
- A leader who always puts the focus on members' needs and expectations;
- Visionary and creative;
- An ability to mobilize leadership and the ability to inspire others to maintain a high level of satisfaction, loyalty and retention;
- Strong interpersonal skills, tact and diplomacy;
- Excellent oral and written communication and negotiating skills, the ability to rally collaborators and influence others;
- Empathetic and considerate towards all stakeholders;
- Results-oriented and proactive thinker;
- Ability to foster teamwork and create a collaborative and innovative work environment.

Education

- Bachelor's Degree in Law (LL. B, JD, LLM), Business, Economics or equivalent
- MBA / MPA or equivalent (an asset, but not required)



Additional Information

Should you require any further information, please contact us:

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Leaders International specializes in the recruitment of Board of Directors, leadership succession and executive level positions. Our global network, **Penrhyn International**, is a world leader in the executive recruitment industry, with more than 47 offices in over 25 countries on 5 continents.