

## Networks Northwest – CEO Interview Questions

1. Tell us about yourself and why are you interested in this position.
2. As the 3<sup>rd</sup> CEO for the organization, what are the things that you would keep doing? Start doing?
3. How would you lead the organization through the change in CEOs?
4. What qualities and abilities would you bring to the position; and what qualities/abilities need further development?
5. Since one of the most important and over-arching quality needed by the CEO is strategic leadership, tell us about your approach to strategic leadership. How do you relate to partner organizations, units of government, businesses, etc. and how do the approaches differ?
6. How would you balance the responsibilities of working with Lansing and other partners (external) with the day-to-day operations of the organization (internal)?
7. The CEO has “HR/people” responsibilities for the organization. How do you provide feedback? Coach those who are underperforming? Hold leaders accountable? Etc.? (Give examples, particularly when corrective action or termination of employment was needed. How did the issue resolve? . . .)
8. How would you define your leadership style? (provide examples of how you apply it/what the staff sees)

9. How would you retain and develop the Networks Northwest staff?
10. Give us a couple of examples of sensitive situations in which communication finesse was particularly important, and describe how you handled them.
11. What is the ideal relationship between the CEO and the Board, and how would you foster that relationship?
12. What else do you think we should know about you with respect to this position?

**Networks Northwest  
And  
Northwest Michigan Works!, Inc.**

**Job Description**

**Job Title: Chief Executive Officer**

**Summary**

Chief leadership and administrative official, responsible for the overall integrity, quality, effectiveness, efficiency, relationships, accountability and performance outcomes of the entire agency.

**Supervision Received**

Reports directly and equally to the Northwest Michigan Council of Governments Board of Directors and the Northwest Michigan Workforce Development Board, doing business together as the Networks Northwest Board.

**Responsibilities, Essential Duties and Functions**

The CEO is responsible to perform any or all of the following essential duties. These examples do not include all of the duties which the CEO may be expected to perform.

- Develop, oversee and nurture an organizational structure that effectively and efficiently implements the agency's mission, goals, objectives, outcomes and desired impacts.
- Provide strategic vision and leadership to ensure the agency's present and long term success.
- Implement an on-going strategic analysis and planning process to ensure that the agency's programs are appropriately addressing community needs.
- Ensure the effective and legal operations of the fiscal, administrative, programmatic, communications, technical, political, contracting, monitoring, and information systems of the agency.
- Ensure that the agency is appropriately monitored and audited by all the appropriate funding sources (federal and state) and that an annual single audit is performed and reported to the boards.
- Develop and implement effective human resources policies, compensation plan, training and education, and personal/professional effectiveness practices.
- Ensure that the agency has appropriate physical facilities and other infrastructure such as equipment.
- Actively seek and obtain financial resources to support the agency's mission.
- Establish and maintain effective personal and agency relationships with multiple federal, state and local elected officials, departments and their leadership personnel.
- Engage the agency's board in appropriate policy and operational issues.
- Ensure that all federal, state and local funding source requirements and laws are met.

- Interface with regional, state and federal leaders of education, talent development, economic development, business, government, regional planning, and human services to further the mission, reputation and effectiveness of the agency, and to establish effective collaborative ventures.
- Participate actively in state and national organizations related to the agency's various components.

### **Essential Qualifications, Knowledge, Skills and Abilities Required**

All the following, or equivalent, are required:

1. Master's Degree in Public Administration, Organizational Development, Business Administration, or similar.
2. Extensive experience and knowledge related to executive organizational administration and leadership.
3. Demonstrated knowledge and understanding of the nuances of both the public and private sectors.
4. Outstanding written and oral communication and presentation skills.
5. Demonstrated competencies in visionary and strategic leadership.
6. Ability to build and manage effective operational teams.
7. Ability to develop partnerships and collaborative relationships.
8. Possession of a valid driver's license and insurable to drive agency vehicles.

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## CAREER OBJECTIVE

As a leader, I continuously seek to build the relationships and resources necessary to create strong organizations and prosperous communities.

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## EDUCATION

### **Grand Valley State University (GVSU);** Allendale, Michigan

*Masters of Public Administration (M.P.A.), Urban/Regional Policy and Planning*

- Graduate school coursework focused on public administration, economic development, and community planning.

*Bachelors of Business Administration (B.B.A.), Operations Management*

- Baccalaureate coursework was focused on business operations, finance, customer service, and organizational management.

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## RELEVANT EMPLOYMENT

### **Networks Northwest** (formerly Northwest Michigan Council of Governments); Traverse City, Michigan

*Director of Strategic Initiatives (2014-Present)*

- Assisted with the organizational transformation of the Northwest Michigan Council of Governments into Networks Northwest, effectively consolidating its workforce development and planning boards;
- Successfully managed the public and private sector relationships necessary to continuously expand agency relevancy and effectiveness;
- Realigned the organizational structure necessary for the upcoming creation of a federally recognized metropolitan planning organization (MPO) in the Traverse City area;
- Designed and successfully sought funding responsible for creating/sustaining demand driven programming-including, but not limited to, transportation, health care, economic development, and government services;
- Actively interacted with local, state and federal officials as a respected liaison of northern Michigan interests.

### **Northwest Michigan Council of Governments (NWMCOG);** Traverse City, Michigan

*Director of Planning & Community Development (2006 - 2014), Regional Planner (2004 - 2006)*

- Oversaw all regional planning department activities and staff, responsible for the overall integrity, quality, effectiveness, efficiency, relationships, accountability, and performance outcomes;
- Researched, designed, developed, budgeted, and managed planning and community development programs relevant to the economic and social health of northwest lower Michigan;
- Designed and oversaw Michigan's most comprehensive and successful regional planning effort in recent years. *Framework for our Future* addressed a variety of topic areas (economic development, housing, transportation, recreation, etc.) for use in local implementation (see: [www.networksnorthwest.org/rpi](http://www.networksnorthwest.org/rpi));
- Increased and sustained the operational revenue of the Department by 200% over a span of five years;
- Earned and maintained trust among a variety of leaders through continuous hard work and excellence.

### **Community Research Institute (CRI);** Grand Rapids, Michigan

*Research Assistant (2002 - 2004)*

- Conducted secondary data driven research and interpretation of neighborhood level topics such as demographics, housing, civic engagement, commercial activity, education, and more (see: [www.cridata.org](http://www.cridata.org)).

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## CORE COMPETENCIES

- Ability to manage people and leverage resources as a means toward organizational achievement and growth;
- Energetic interpersonal skills to effectively coordinate and facilitate operational and strategic dialogue;
- An aptitude to quickly understand and leverage complex systems that are not intuitively connected;
- The robust ability to multi-task and lead cross-functionally within numerous projects and groups;
- A strong communicator that conveys positives messages of purpose to a variety of audiences.

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## BOARD/COMMUNITY INVOLVEMENT

- National Association of Development Organizations (NADO) Board (2014-Present);
- Michigan Economic Development Corporation (MEDC) Regional Advisory Committee (2012-Present);
- Michigan Association of Regions (MAR) Board (2006-Present);
- Michigan A.L.I.C.E. Research Advisory Team (2016);
- United Way of Northwest Michigan Board (past);
- Leadership Grand Traverse- Traverse City Area Chamber of Commerce (past);
- Leadership Little Traverse- Petoskey Area Chamber of Commerce (past);
- Michigan State University Extension Advisory Council- District 3 (past);
- Manistee River Chapter of Ducks Unlimited (past).

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## HONORS & AWARDS

### *Individual*

- German Marshall Fund Urban & Regional Policy Fellow (1 of 3 internationally, 2013);
- U.S. Senate Committee on Agriculture testimony on the value of rural development in Farm Bill (2012);
- Northern Lakes Economic Alliance “Leadership in Economic Development Award” (2014);
- State of Michigan- Governor Rick Snyder Special Tribute (2014);
- Traverse City Business News “40 under 40” (2008, 2009, 2010, 2011, and 2012).

### *Organizational*

- 2015 Regional Innovation Award (Framework for our Future)- NADO;
  - 2012 Regional Innovation Award (Community Placemaking Guidebook)- NADO;
  - 2012 Planning Excellence Award (The Grand Vision) - American Planning Association, Michigan Chapter;
  - 2010 Regional Innovation Award (Energy Efficiency for Local Governments) – NADO.
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