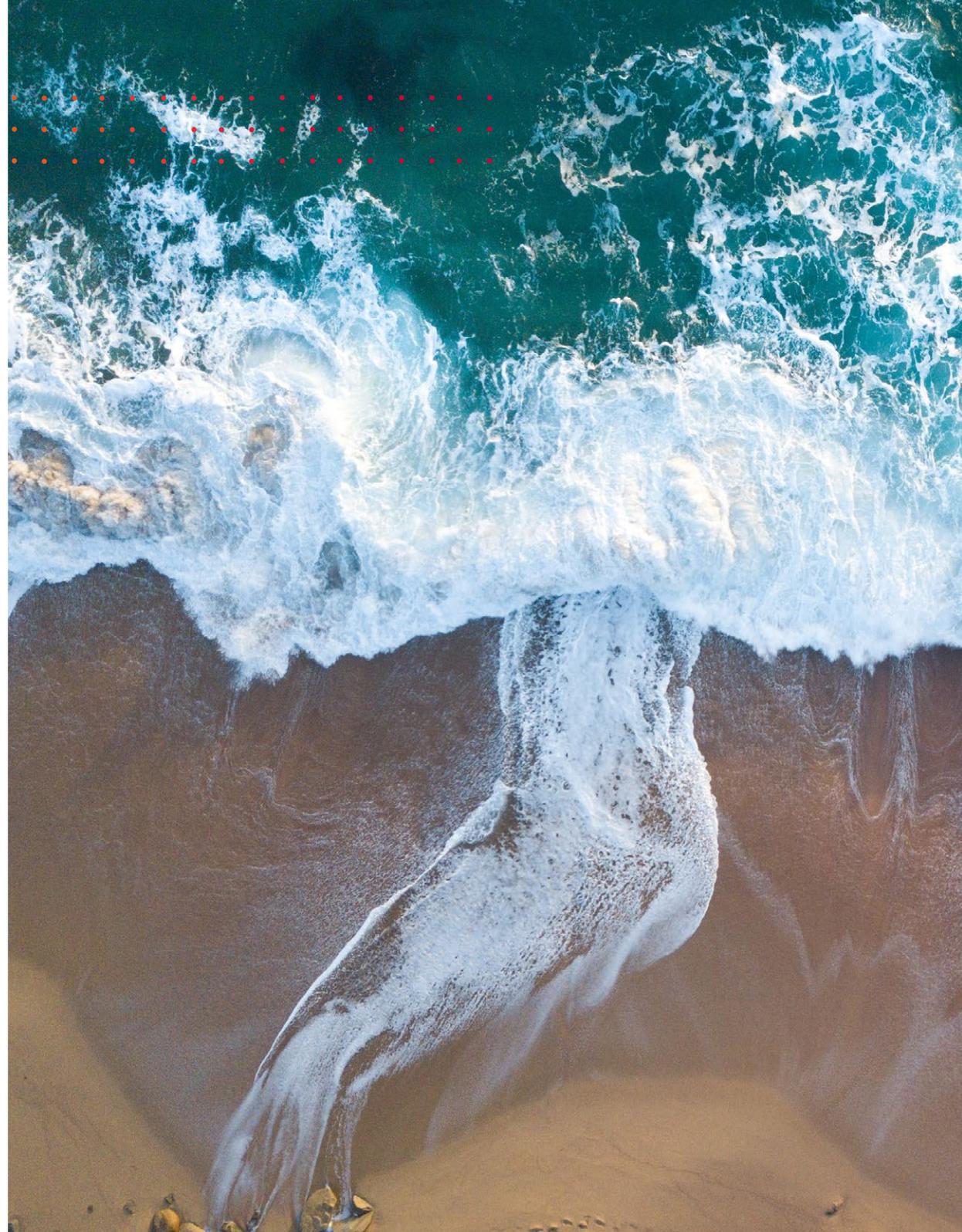


— **Chief Operating Officer**
EIT Climate-KIC





- 03** About EIT Climate-KIC
- 05** What You'll Do
- 11** Recruitment Process

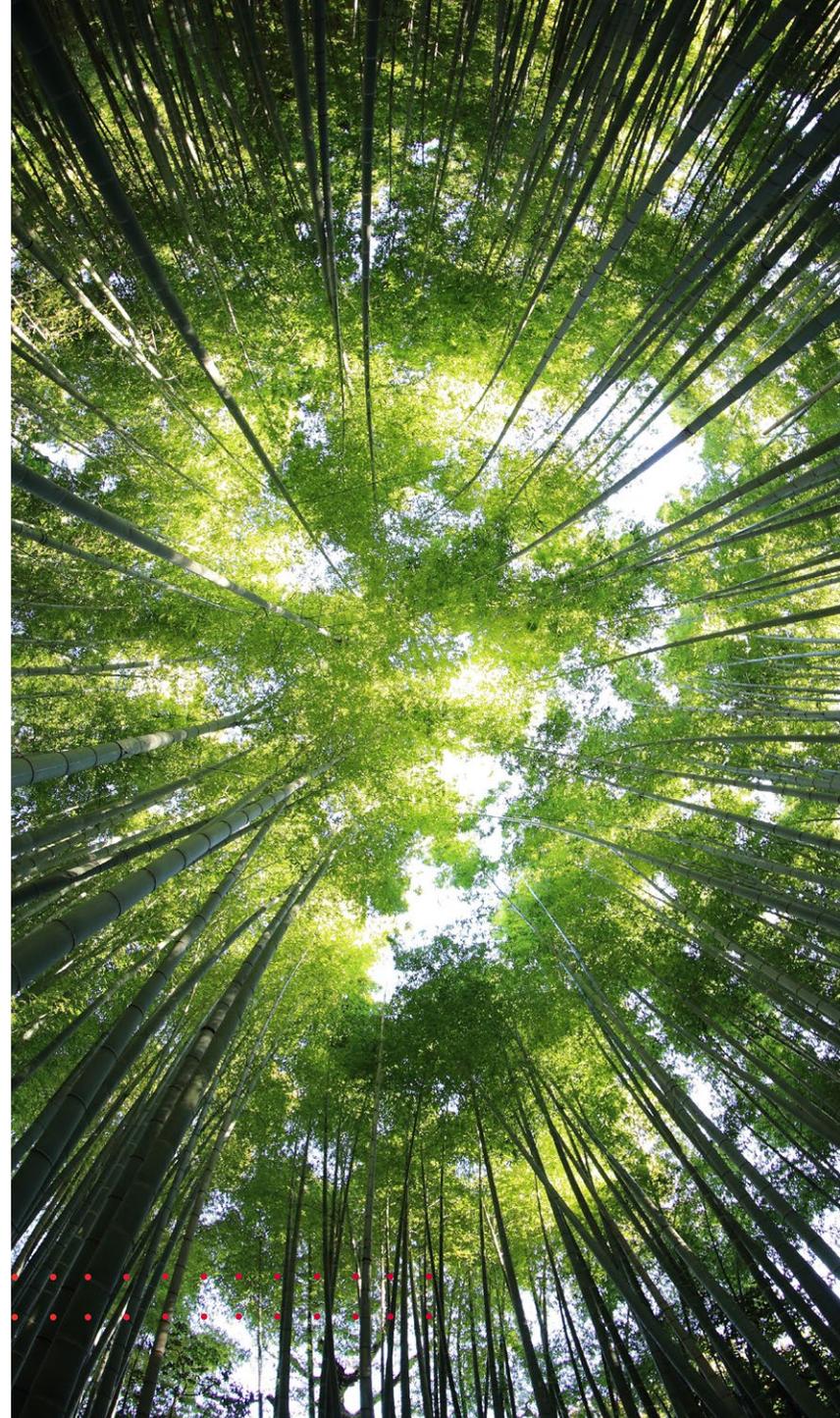


About EIT Climate-KIC

EIT Climate-KIC (Knowledge and Innovation Community) is Europe's foremost climate innovation initiative, entrusted by the European Commission to catalyse transformation through innovation.

Headquartered in Amsterdam, with circa 160 people distributed all over the EU, EIT Climate-KIC leads and orchestrates innovation with a community of more than 400 organisations comprised of research institutes and universities, SMEs and start-ups, municipal and regional governments, corporates, nongovernmental organisations and uncommon actors. Together we conduct activities in 39 countries globally including in sub-Saharan Africa, South America, South-East Asia. Climate-KIC has agreements with a sister organisation in Australia and with the State of California on the US West Coast. They partner with cities, regions, governments and communities with the highest climate action ambition; providing the framework and expert support to holistically manage the complexity of climate change and deliver accelerated climate action.

EIT Climate-KIC has been grant-making in climate innovation for 12 years now, working with a diverse community of the best innovators and entrepreneurs. In that time, they have helped over 4500 climate positive start-ups accelerate their growth, featured regularly in the Forbes 30 under 30 European list, trained over 50,000 future leaders on climate innovation and entrepreneurship, supported over 1000 projects. Their innovation projects alone have resulted in an estimated 13MT CO₂eq of annual avoided emissions. Their full portfolio has created over 10,000 new jobs and helped leverage €4.5bn for climate innovation.





EIT Climate-KIC's strategy, Transformation, in Time, launched in early 2019, acknowledges that the time for incremental change is over and that we need to unlock transformations to trigger exponential advances in decarbonisation and climate resilience. We believe innovation, specifically innovation designed and deployed to catalyse systemic change, can help achieve that, coupled with matching strong demand for change with their community who can combine multiple innovations for catalytic effects. This means acting not just to source, incubate and support development of innovation solutions to address the climate challenge, but also to create catalytic effects, where multiple new solutions are connected and combined in places and value chains to unlock change faster than anyone thought possible. We direct that capability to some of the toughest, most intractable climate change challenges in the spheres of cities, industry, land-use, and finance.

EIT Climate-KIC now leads the implementation of the European Union's Mission on Climate Neutral and Smart Cities and the launch pilot of the Mission on Climate-Adaptation both with the objective of catalysing rapid and deep transformation on a large scale, creating the precedent and economic transition conditions for demonstration, learning, capacity building, fast followership and investment. Achieving the EU Cities Mission will mean avoided scope 1 and 2 emissions alone of an estimated 0.7GT CO₂e between now and 2040.

They have historically managed €80-100 million per year in grants, provided by their founder and core funder, the European Institute for Innovation and Technology (EIT). They are now working in a multi-funder model with the objective of maintaining a flow of funds of circa €100 million annually to their community and to challenge owners to deliver impact. Funders include SIDA, MunichRe, the African Development Bank, Governments of Ireland, Spain and Slovenia, Laudes Foundation, Good Energies, Facebook, Google Foundation.

EIT Climate-KIC operates as a not-for-profit platform working through public-private partnership, wielding both public and private funding. They consist of two entities: a Dutch BV Holding company (for profit) with legal entity presence in 13 European jurisdictions, providing grant management, innovation orchestration services, and impact investment advisory owned by a Dutch-based foundation with charity status – Climate-KIC International Foundation – with subsidiaries in the UK and Belgium.



Role Description

Job Title:

Chief Operating Officer (COO)

Reports to:

Chief Executive Officer (CEO)

Contract:

Open-ended

Salary:

Competitive

Location:

Any one of the following possible – Austria, Belgium, France, Germany, Hungary, Ireland, Italy, Netherlands, Poland, Spain.

The Chief Operating Officer (COO) shapes and maintains EIT Climate-KIC's grant management and re-granting capability, programme management office, resource mobilisation and technology function so as to enable delivery of ambitious climate innovation impact.

The heart and soul of this role is skilled, multi-scale and multi-dimensional programme management, blending public and private sources of funding, granting commercial business models. The role's accountability includes the development of an operations and technology strategy coherent with the direction and objectives of their organisation; implementation of cutting-edge enabling services, practices, standards and systems to support teams to deliver on the value propositions offered by EIT Climate-KIC's community model; and leadership of a proactive service support function to accelerate fundraising and fund placing and drive impact.

The principal challenge for the COO is to build operational capabilities that can serve the complicated aspects of grant management as well as the complex nature of systems innovation, multi-funder delivery and community orchestration. The person in this role must therefore be able to switch with ease between topics of great technicality and those that call for systems thinking, human-centred design, outstanding leadership and management, and exceptional communication and relational skills. Climate KIC's people, their community members, their funders and challenge owners need appropriate and consistent support mechanisms, skilled business partnering, as well as responsive and fit-for-purpose platforms, processes, procedures, systems, and tools. The COO is responsible for leading, enabling and empowering teams who make this possible, balancing stewardship and entrepreneurship on a daily basis.

For much of EIT Climate-KIC's history, we have worked with a single large grantor (EIT) and a set of relationships that involved them re-granting with a predominantly administrative role. As we have shifted their strategy and taken on a more proactive orchestration role for systems transformation, transitioning to work with multiple funders and with a community of partners with a range of diverse interests, we have expanded the types of relationships, needs and expectations we need to service. What we therefore describe as 'enabling services' is service of long standing, diverse relationships, agile, responsive and adaptive, and focused on delivering impact across multiple initiatives and interfaces, not only within individual projects. The operations, technology and community teams need to ensure that all of the above can be related to funder processes, rules and budgetary requirements, so that EIT Climate-KIC can work effectively and efficiently within the constraints and expectations of the public sector, philanthropic organisations and the private sector.

Over the past three years, they have made great strides toward this ambition. The new COO will need build on these efforts, and Climate-KIC's deep experience and expertise, to lift the operations

teams fully into a multi-funder world, integrating major new programmes with a dynamic, continuous improvement approach, while inspiring capacity building in the organisation as a whole. This will require a highly effective leader and communicator; someone at ease with complexity, simultaneity and the uncertainty that comes with it. Mindset matters. They are looking for someone who combines systems thinking with a deeply practical, solutions-finding approach, and uses both to shape a truly 21st century organisation; someone who can design and implement systems, structures, mechanisms, tools and processes in partnership with colleagues that will enable EIT Climate-KIC to support thousands of organisations across the world to effect change at a planetary scale.

Finally, what to expect in terms of ways of working. EIT Climate-KIC's organisational design reflects the unusual multi-laterality and complexity of the work we are doing and the relationships we need to establish and sustain in order to do that work effectively. They are in the course of a deliberate evolution to new organisational forms and structures that are designed to support a complex adaptive system – a 'Team of Teams'. They draw inspiration from deliberately developmental, 'teal' organisations, holacracy and leadership in complexity approaches. It is their aspiration to be an organisation that makes the most of the capabilities and adaptive learning abilities of every one of its members through distributed leadership, empowerment and self-management, and intelligent risk-taking.

They are looking for a COO to play a critical part in role modelling supportive and collaborative leadership, working closely with teams across EIT Climate-KIC to empower decision making and good management and to evolve their ways of working to model the change they want to see in the world.



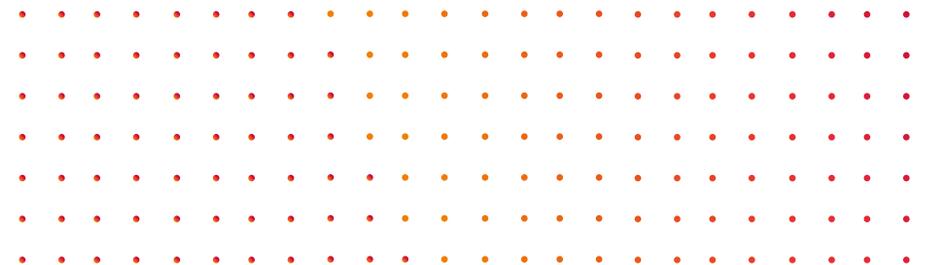
Key Responsibilities

Grant Management, Programme Management & MEL Support

- Ensure processes, policies and procedures for all granting, regranting and subcontracting implementation, amendment, reporting and MEL processes are as fit-for-purpose, cost-effective, streamlined and agile as possible with high levels of trust and good user feedback.
- Design and enable operational implementation of organisational-wide, design principles-based programme management (PMO office), in close partnership with the CSO, CFO, MEL and programme teams, to ensure delivery on commitments and on EIT Climate-KIC's strategic objectives and impact.
- Manage timely contribution to, submission, and subsequent amendment and negotiation of grant applications to major funders (e.g. EIT, Horizon Europe, national governments and philanthropy)
- Ensure close collaboration between the operations function and other teams across the organisation on funding applications and bid development; bring an operational excellence lens to implementation.
- Foster the conditions to bring start-up practices to scale across the organisation to drive greater sense of ownership, team accountability and agility.
- Develop and implement a quality assurance framework for EIT Climate-KIC grant management, initiating and/or referring to impact frameworks and innovation agency standards
- Seek opportunities to introduce cutting edge practices in grant management, programme and project management to maximise agility, responsiveness and effectiveness in rapidly changing circumstances.

Resource Mobilisation

- Sponsor the design, implementation and monitoring of resource planning and mobilisation systems in anticipation and response to funded programmes, changing funding levels and forward commitments.
- Work closely with the People Team to support development and implementation of processes and systems that enable a deep knowledge of people's needs, capabilities, utilisation levels, assignment and/or recruitment.
- Sponsor process integration and collaboration among key stakeholders e.g. budget, strategy and People Team to establish and support the link between strategic business objectives and team behaviours.
- Provide oversight for regular assessment of progress and resourcing levels against budgets.
- Lead initiatives for introducing/maintaining best practices, including benchmarking of relative people time/resource inputs.



Business Processes & Planning

- Develop a vision for EIT Climate-KIC's operations teams that is well-aligned with their strategy, its theory of change, and with their innovation approach and organisational blueprint
- Develop and lead implementation of a comprehensive, multi-year plan to drive effectiveness, agility, capability enhancement, efficiency, and risk-intelligence in EIT Climate-KIC's operations teams.
- Work with the CSO and CFO to develop and monitor an annual business plan across all streams of income
- Provide sponsorship and oversight for the design, implementation, continuous improvement and iteration of quarterly business reviews
- Promote regular reviews of service experience, needs and expectations of EIT Climate-KIC community members and challenge owners; lead service design sprints to develop and implement improvements.

Technology Platforms, Systems, Tools and Security

- Provide oversight and vision for a long-term technology strategy that balances robust support for compliance-driven granting, financial reporting and impact evaluation with innovation-appropriate systems, applications and tools to support and enhance experimentation.
- Sponsor the development, implementation, and continuous improvement of integrated processes, procedures, IT platforms, systems and tools suited to enabling and supporting operational excellence.
- Sponsor development and maintenance of business intelligence to enable, monitor, evaluate, improve, and report on the execution of Climate-KIC's main business (portfolio reports, KPIs, dashboards)
- Provide oversight and negotiation support to the Technology Team managing their hardware and software portfolio and the security and integrity of their IT environment, ensuring that information is managed strategically and in compliance with emerging standards and regulation (incl. with regards to GDPR)

People Enablement

- Create the enabling conditions and service culture to ensure that Climate-KIC's operational procedures, processes, systems, and information design are responsive the needs of their people, facilitating HR operations requirements, employment policy requirements, resourcing management, performance and development practices smoothly and effectively
- Provide sponsorship and leadership for a focus on workplace health and safety, particularly with respect to emotional wellbeing and work/life balance

Community Enablement

- Create the enabling conditions and service culture to ensure that Climate-KIC's operational procedures, processes, systems, and information design are responsive to partner and community needs and expectations as well as funder needs.
- Ensure coherent operations and business process support for Climate-KIC's partner relationship models and new Community model.

Communication, Leadership & Impact Enablement - responsibilities shared by the Executive Directors

- Demonstrate personal role-modelling, team enablement and organisational-wide leadership in the service of building and facilitating a 'Team of Teams' working model across their organisation, and a deliberately developmental culture, to encourage empowerment, adaptive leadership, individual and collective accountability, self-organisation, deep listening, empathy, teamwork, and resilience.
- Foster EIT Climate-KIC communities to strengthen collaboration across teams, appreciation for the value of diverse perspectives, personal development, organisational capability building, and sense-making in service of impact monitoring and learning. They use Communities of Purpose to generate learning and knowledge from their work and Communities of Practice to build capability in core skills.
- Develop strategic relationships, alliances and partnerships with key stakeholders and third parties in pursuit of EIT Climate-KIC objectives and funding sources.
- Bring clarity, simplicity, timeliness, sensitivity to context and audience, and proactive, empathetic communication skills to the COO role, including in Climate-KIC's relationship with team members, community members, funders and key stakeholders.

Key Working Relationships

- CEO, CSO, CFO
- EIT Climate-KIC Management Team – this role operates as a member of the Management Team
- Climate-KIC International Foundation Supervisory Board, Climate KIC Holding BV Supervisory Board, Association Climate KIC Governing Board
- Teams: Business Desk, Deal Desk, PMO, Technology, Boost Team, Finance, People, Legal, Performance Development; Strategy, MEL, Future Funding, Portfolio Orchestration, Social Activation and Community Mobilisation, Communications, Policy and EU Affairs
- Climate-KIC Partners
- Funders, including EIT, national and regional governments, philanthropies and private funders, corporate partners.

Required Background & Qualifications

Qualifications

- Relevant academic degree or qualification

Experience

- A strong track record of multi-programme management, delivery and operational leadership at a senior level in a complex, distributed knowledge organisation or funding/grant-making organisation, ideally pan-European or multinational
- Experience of delivery and operations leadership taking an organisation from small to big, ideally in an entrepreneurial context, with experience in handling high risk enterprises with a lot at stake
- Solid managerial experience (15 years as an indicator), including responsibility for personnel, budget, financial administration, project management and programme management
- Experience with data-driven and technology-enabled (platform) organisations, ideally with experience in a range of cloud services and online collaboration platforms
- Proven track record of successfully developing high-performing teams, leading, managing, empowering, and learning from others, especially in change and transformation.

Skills

- Familiarity and proficiency in multi-lateral project and programme management
- Exceptional written and verbal communication skills; fluency in English, and ideally in at least one other European language
- Highly-developed process and systems design skills
- Proven ability to develop and optimise operational functions
- Familiarity and proficiency in systems thinking and in working with complexity
- Able to lead effectively and skilfully in an international, distributed, and multicultural team.
- Highly-developed adaptive leadership / leadership in complexity skills, emphasizing listening to learn, empathy, human-centred design, agility, empowerment, and collaboration
- Familiarity and proficiency in coaching others; able to build capacity by investing in the development of others and in the development of self.

Qualities, Personal Style, and Approach

- Articulate and dynamic, with highly developed interpersonal skills and the ability to communicate effectively, inspire and motivate people.
- Growth mindset; highly adaptable, flexible and resilient: able to work effectively in ambiguity and complexity and to respond dynamically to change.
- Customer service ethos and commitment to continuous improvement
- Solutions focused, with a "can do" attitude
- Proactive, commercial approach, entrepreneurial

Recruitment Process



The Executive Search firm Dober Partners has been retained to draw up a shortlist of prospective candidates against the criteria set out in this document. Using their discretion and expertise, Dober Partners will help recruit a new COO together with Climate KIC's leadership team.

Your application should consist of a full curriculum vitae and a covering letter describing briefly how your profile, skills and experience meet the criteria outlined in the person specification and outlining your interest in and vision for the role.

Climate-KIC values diversity and welcomes applications from all suitably qualified candidates regardless of age, gender, race, disability, sexual orientation, religion or ethnic background.

Applicants will be preferred who speak more than one language, ideally a continental European language, in addition to fluency in written and spoken English.

Please send your CV and motivation letter to:

Natalia Kurop

M: +32 488 945 579

→ natalia@doberpartners.com

Michele Savarese

→ michele@doberpartners.com

www.doberpartners.com



Dober Partners
Executive Search
& Consultancy