

Selection Criteria for Berrett-Koehler President/CEO/Publisher

I. Mission and Values Alignment

1. Understands the BK way, the BK culture, and BK commitments, strengths, and weaknesses in a deep, profound, insightful, supportive-yet-realistic way.
2. Deeply aligned with the BK mission and committed to BK values of stewardship, quality, partnership, inclusion, and sustainability as defined in the BK Constitution.
3. Deeply committed to avoiding class systems within BK, being subject to the same rules and policies as other staff, following the BK decision making model, and maintaining an egalitarian compensation structure.
4. Deeply committed to congruence between BK's espoused values and BK leaders' actions.

II. Community Building and Engagement

5. Skilled at serving as an evangelist and brand ambassador who could elevate the visibility and reputation of BK, expand BK's marketplace connections, and thereby broaden BK's base of customers, authors, partners, and other community members.
6. A track record of fostering common purpose, expanding engagement, and building collaborative environments among diverse employees and stakeholder groups.
7. A track record of identifying and attracting talented people—as staff, volunteers, and business partners—and engaging them productively in collaborative endeavors.

III. Vision and Strategic Leadership

8. Skilled at working with staff and outside stakeholders to collaboratively articulate a company's vision, objectives, strategic opportunities, and how to accomplish them.
9. Understands both BK's current business and the broader business landscape. Well versed in emerging technologies—sufficient to lead BK's evolution to new products and services, including new methods of content creation and dissemination. Strong global outlook and experience to support increasing BK's business outside of the US.
10. A track record of entrepreneurial drive and mindset in building initiatives and lines of business—and scaling them up to profitable, impactful, sustainable levels. Provided leadership in previous roles to institute innovations and advances that addressed needs, solved problems, and exploited opportunities effectively.
11. A history of leveraging disruptions and obstacles to turn them into opportunities while developing organizational capabilities and culture to support new directions.

IV. Execution and Strategic Implementation

12. A track record of leading organizational change and implementing business priorities in collaborative, high-engagement ways that unleash the initiative, expertise, and ideas of a broad range of staff and outside stakeholders.
 13. Transferable business experience, not necessarily in publishing, in financial planning, financial analysis, managing an organization budget, raising capital, and managing the acquisition of business programs or companies.
 14. A track record of effectively making decisions, getting things done, and managing teams through invitation, dialogue, transparency, shared authority, and other partnership practices rather than through compulsion and hierarchy.
 15. A history of making oneself accountable for performance and delivering on the accountabilities, even in volatile, uncertain, complex, and ambiguous environments.
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Personal Attributes

1. A history of maintaining a positive, engaged, committed attitude, even in challenging environments, and exhibiting patience, persistence, and stability when dealing with challenges.
2. A history of completing responsibilities with quality, timeliness, and efficiency—and of being trustworthy to do what you say you will do.
3. Willing to take a stand for principles and values, even when it is unpopular, and willing to change one's mind when presented with cogent arguments.
4. Excellent communication skills (communicating one's own ideas, communicating organizational messages, and helping others draw out their ideas).
5. A servant leadership mindset with a history of placing service over self-interest, helping coworkers succeed, and supporting workplace diversity and inclusion.
6. A history of self-reflection and of continually advancing one's own learning and development and supporting others in advancing their learning and development.
7. Ethical, honest, open, and transparent in actions and communications.
8. Humility, empathy, and kindness of spirit in dealings with people. Relates well to individuals with diverse personalities, demonstrates concern for their well-being, and is someone whom people can easily approach and talk to about their concerns.