



## EXECUTIVE SEARCH

### POSITION SPECIFICATION

*Final 1/31/07*



ARTHUR W. PAGE SOCIETY

**TITLE:** Executive Director

**ORGANIZATION:** Arthur W. Page Society

**WEBSITE:** [www.awpagesociety.com](http://www.awpagesociety.com)

**LOCATION:** New York, NY

**REPORTING RELATIONSHIPS:** The position will report to the Arthur W. Page Society Board of Directors and take direction from the President.

**BASIC FUNCTION:** The Executive Director helps the elected volunteer leaders achieve the Page Society mission and goals. Specifically, that means advancing the management policy role of the chief public relations officer by providing continuous learning experiences and networking opportunities for its members, by promoting the Page Principles and by enhancing the Society's role as a thought leader. The Executive Director will also help promote the Page Society reputation and brand. Success in the position will be measured against a set of expected accomplishments and behaviors as determined by the Executive Committee of the Board of Directors.

### **ORGANIZATION BACKGROUND**

The Arthur W. Page Society is a professional association for senior public relations and corporate communications executives who seek to enrich and strengthen their profession. The membership consists primarily of chief communications officers of Fortune Global 500 corporations, the CEOs of the world's largest public relations agencies, and leading academics from the top business and communications schools who have distinguished themselves teaching corporate



communications. The Page Society has strict membership selection criteria, and consequently, has attracted the very best and brightest of the profession.

The Page Society is dedicated to strengthening the management policy role of chief public relations officers. The Page Society is upheld by management concepts, known as the Page Principles, which have been tested for more than half a century and have earned the support and respect of chief executive officers and other senior management executives.

Since its incorporation in December 1983, the Page Society has networked together senior communications executives representing a wide spectrum of industries who are interested in helping each other and perpetuating high professional standards. The Society is named in honor of Arthur W. Page, who served as vice president of public relations for the American Telephone and Telegraph Company from 1927 to 1946. He was the first public relations executive to serve as an officer and member of the Board of Directors of a major public corporation. He, more than any other individual, laid the foundation for the field of corporate public relations.

Today the Arthur W. Page Society has more than 300 members.

### **Page Principles**

Arthur W. Page practiced seven principles of public relations management as a means of implementing his philosophy.

- *Tell the truth.* Let the public know what's happening and provide an accurate picture of the company's character, ideals and practices.
- *Prove it with action.* Public perception of an organization is determined 90 percent by what it does and 10 percent by what it says.
- *Listen to the customer.* To serve the company well, understand what the public wants and needs. Keep top decision makers and other employees informed about public reaction to company products, policies and practices.
- *Manage for tomorrow.* Anticipate public reaction and eliminate practices that create difficulties. Generate goodwill.



- *Conduct public relations as if the whole company depends on it.* Corporate relations is a management function. No corporate strategy should be implemented without considering its impact on the public. The public relations professional is a policymaker capable of handling a wide range of corporate communications activities.
- *Realize a company's true character is expressed by its people.* The strongest opinions -- good or bad -- about a company are shaped by the words and deeds of its employees. As a result, every employee -- active or retired -- is involved with public relations. It is the responsibility of corporate communications to support each employee's capability and desire to be an honest, knowledgeable ambassador to customers, friends, shareowners and public officials.
- *Remain calm, patient and good-humored.* Lay the groundwork for public relations miracles with consistent and reasoned attention to information and contacts. This may be difficult with today's contentious 24-hour news cycles and endless number of watchdog organizations. But when a crisis arises, remember, cool heads communicate best.

### **Vision**

The Arthur W. Page Society is committed to the belief that public relations as a function of executive management is central to the success of the corporation. The membership of the Society will embrace those individuals who epitomize the highest standards of public relations practice, as exemplified by the [Page Principles](#).

### **Mission**

To strengthen the management policy role of the corporate public relations officer by providing a continuous learning forum and by emphasizing the highest professional standards.



## **Goals**

- Provide multiple opportunities - through forums, publications and the Page Society web site - for members to receive timely knowledge about issues that affect their role as decision makers within their organizations.
- Initiate communication and collaboration with members, other professionals and organizations to strengthen the understanding and application of the Page Principles.
- Enhance the Society's role as a thought leader by using all appropriate channels to explain to senior corporate leadership, corporate Boards of directors, and other key stakeholders the strategic role of the chief corporate public relations officer in helping the organization succeed, by operating in the public interest consistent with the Page Principles.
- Encourage research that contributes to the profession's store of knowledge and provides practical applications to enhance and support the corporate communications function.
- Ensure the future strength of the Page Society by involving current members, identifying and sponsoring diverse candidates for membership and ensuring their representation in the leadership of the organization, and helping develop tomorrow's leaders in the profession by supporting the development of a pipeline of diverse talent to serve as future chief corporate public relations officers.

## **Future Direction**

The Page Society has also embarked upon a number of key initiatives that are designed to successfully position the organization and the profession for the future. Specifically, that includes expanding the Society's global reach, forging partnerships with C-Suite organizations to increase the profession's stature, launching a future leaders program, and positioning the Society and its members as thought leaders within the increasingly important subjects of corporate trust and reputation.



## PRIMARY RESPONSIBILITIES

### *Strategic & Leadership*

- Serves as strategic partner for elected president, officers, board and committee and task force chairs, proactively providing context and a long-term strategic perspective.
- Suggests and helps lead strategic initiatives that advance the Page Society's programs and thought leadership in support of volunteer leaders.
- Suggests and helps develop strategic alliances with diverse organizations, particularly associations representing C-suite officers, such as the BusinessRoundtable.
- Develops and maintains good relationships with members, prospective members, other leaders in the profession and the news media, particularly the public relations trade press.
- Builds good relations and informal alliances with other major professional groups, most particularly IPR, Council of PR Firms, Public Affairs Council and PR Coalition and other organizations that foster diversity within the profession.
- Serves as a fiscally responsible steward of Page Society assets and helps the board develop broad-based financial support for the Society's activities.
- Manages a small direct staff (2) but will utilize and help direct an extended staff from vendors, member's teams and/or volunteers.
- Responsible for managing the Society's annual budget of approximately \$1.2 million.

### *Administrative & Execution*

- Budget management and office administration.
- Infrastructure to support committees and task forces.
- Meeting planning in support of volunteer leaders and vendor management.
- Supports Programs Committee with ideas and admin support.
- Manages member programs and communications including Web, Regional meetings, PageOne Teleconferences and Awards.
- Membership administration, identification of potential/diverse members, participation strategies, including member onboarding, involvement of new and existing members and identifying members for leadership roles.
- Meetings management including site selection and



negotiations, support for the Meeting Chair and committees, establishes repeatable processes and provides continuity among member volunteers.

- Manages Society's Communications including managing Society's staff communications director and communications strategy, coordinating its communications with the Board and Executive Committee including agendas, minutes and follow-up actions.

**CANDIDATE  
PROFILE :**

The successful candidate should possess the following attributes:

- Ability to connect with membership
- Serving as a spokesperson when needed
- Ethical business acumen
- Managing an organization with characteristics similar to AWPS
- Visionary leadership skills
- Experience in building coalitions and consensus among diverse groups
- Business sense or skills to grow the organization in concert with the Board and Leadership Team's direction
- Sound financial management skills
- Ability to develop a unified culture for AWPS

**PERSONAL  
CHARACTERISTICS:**

- Strong service orientation
- Enthusiastic attitude, passion for the profession and its work
- Collaborative spirit; values positive relationships geared toward mutually beneficial results
- Supports the members in achievement of their objectives without seeking credit
- Takes initiative, anticipates opportunities and challenges
- Lives the Page Principles

**EDUCATION:**

Bachelor's degree in communications, public relations, marketing, journalism, English or related discipline is required.

**COMPENSATION:**

A competitive compensation package will be offered consistent with the successful candidate's capabilities.



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