



Centre for  
Public Impact  
Founded by BCG

Macaulay  
search

# CHIEF EXECUTIVE OFFICER

Partnering with public servants  
and other changemakers to  
reimagine government.



# DEAR POTENTIAL CANDIDATE,

Thank you for your interest in the Centre for Public Impact (CPI) and the opportunity to be a part of our future. We are searching for a leader who shares our passion for reimagining government and our commitment to driving meaningful change through innovation and collaboration. This role is a unique opportunity for someone who is inspired by the chance to make an impact on a global scale and lead an organization that stands at the forefront of public sector transformation.

At CPI, we believe that now, more than ever, governments must rise to meet the complex challenges of our time—whether it's addressing climate change—or restoring public trust in democratic institutions. These challenges demand new ways of thinking, fresh approaches, and a deep commitment to learning and experimentation. Our vision is to empower public servants and changemakers to design and deliver public services that deliver beneficial impact for everyone.

Founded in 2015 by the Boston Consulting Group (BCG), CPI was created to be a space for cross-sector dialogue on the future of government. Since then, CPI has grown into a global entity that partners with governments, civil society organizations, and thought leaders to pioneer new solutions to some of the world's most pressing public service challenges. We have built a reputation as a trusted advisor and collaborator, with a diverse team of over 70 individuals working across multiple regions and thematic initiatives, including our Climate Change and Global Development programs.

At the heart of CPI's work is our commitment to our guiding beliefs:

**Complexity:** We embrace the complexity of the challenges we face and believe that solutions emerge from understanding systems and working across sectors.

**Relationships:** Human relationships are at the core of what we do. We prioritize trust, collaboration, and shared decision-making in all of our partnerships.

**Experimentation:** We believe progress is made through experimentation and continuous learning. This mindset drives our work as we navigate uncertainty and seek to build resilient, adaptable public systems.

Our core values—Curiosity, Courage, Collaboration, Empathy, and Equity—shape everything we do, from how we work with our partners to how we operate internally as an organization. These values are the foundation of CPI's success, and they will guide our future as we continue to grow and evolve.

Adrian Brown has been an outstanding leader and steward of CPI throughout our founding decade, guiding us with vision and purpose. As we enter the next phase of our journey, we are seeking a CEO who will not only build on our legacy of innovation but also drive our growth and deepen our impact across the globe. This is a pivotal moment for CPI, full of exciting opportunities, and we believe the right leader will help us push the boundaries of what's possible, forge stronger partnerships, and inspire a new generation of changemakers to transform government for the better.

Thank you for your time and consideration.

With warm regards,

Larry Kamener,  
Chair of the Board





## REIMAGINING GOVERNMENT FOR A CHANGING WORLD

Governments today face unprecedented challenges. From responding to climate change and tackling inequality to managing public health crises, they are under immense pressure to meet the growing demands of their citizens while maintaining trust and staying relevant. Yet, many of the systems and structures that underpin government operations are no longer fit for purpose in our rapidly changing world.

At CPI, we believe it's time to reimagine government so that it works for everyone. We envision a future where governments are not just responsive but also resilient, inclusive, and adaptive to the complexities of modern society. To make this vision a reality, governments must evolve—and CPI is here to help them on that journey.

We act as a learning partner, empowering changemakers within and around government to think differently, embrace new approaches, and create lasting, positive change. Our work is built on two core practices: *sensemaking* and *action-learning*.

- **Sensemaking** brings together diverse voices—leaders, communities, and innovators—to collectively make sense of today's most pressing challenges. It's about understanding the big picture and uncovering the insights needed to shape transformative solutions.
- **Action-learning** is where ideas turn into action. We work closely with changemakers to implement these ideas through an experimental, iterative process. This approach encourages continuous learning and adaptation, enabling public servants to explore new ways of working, test bold ideas, and scale the solutions that have the greatest impact.

Our goal is not only to inspire new thinking but to transform how governments operate, making them more agile, inclusive, and effective in delivering the services people rely on.





# THE WORK WE DO

At CPI, we help governments transform in order to best meet the challenges of the 21st century. To do this, we focus on three core objectives:

- 1. Inspiring leaders to act:** We cultivate visionary, empathetic leaders who are driven by a commitment to the public good. By mobilizing leaders around shared goals, we empower them to drive meaningful change, particularly in communities that have historically been underserved.
- 2. Innovating systems and services:** We help governments and partners rethink how public services are designed and delivered. By embracing innovation, we create systems that are not only capable of solving today's challenges but are resilient enough to adapt to future societal, technological, and environmental shifts.
- 3. Integrating across boundaries:** Collaboration is key to creating long-lasting impact. We help our partners break down silos and foster cross-sector partnerships, connecting ideas and people across diverse ecosystems. By doing so, we enable government leaders to continuously learn from others, improve their services, and deliver better outcomes for citizens.

At CPI, we don't just advocate for change—we model it. Our core values—Curiosity, Courage, Collaboration, Empathy, and Equity—are at the heart of everything we do. These values shape our work culture, our partnerships, and how we engage with the world. By living these values, we create an environment where everyone can thrive and contribute to the positive changes we want to see in government.

Together, we believe that by reimagining government, we can build a future where public systems are not only more capable but also more equitable, responsive, and aligned with the needs of everyone they serve. Through partnership, learning, and experimentation, CPI is uniquely positioned to lead this charge and help shape the future of government.

To begin delving into our thought leadership or program learning, please see our [website](#) or watch our vision for government [video](#)



# SOME EXAMPLES OF OUR PROGRAMS AND PARTNERSHIPS

## UNICEF YOUTH MENTAL HEALTH COALITION



**CHALLENGE:** Youth mental health is a globally underfunded and underserved area, despite rising mental health challenges among young people. Stigma, limited resources, and weak support systems have hindered effective responses, creating an urgent need for greater collaboration and investment in mental health solutions for young people.

**CPI'S APPROACH:** CPI partnered with UNICEF to serve as the learning partner for the Youth Mental Health Coalition. CPI facilitated the annual learning exercises for the coalition, helping to inform its strategic direction. Coalition members include Jo Malone London, Pinterest, lululemon, Sony Group Corporation, Spotify, and the Zurich Insurance Group.

**IMPACT:** CPI's involvement helped create a stronger, more collaborative approach to addressing youth mental health challenges globally. The coalition has made significant progress in raising awareness, advocating for increased investment, and advancing practical solutions that improve mental health outcomes for young people.

**CHALLENGE:** Senior leaders in the Australian Public Service needed support to develop adaptive, citizen-centric leadership skills in a fast-changing and complex environment.

**CPI'S APPROACH:** CPI designed a learning journey featuring workshops, a three-day community immersion, and learning pods. The program encouraged leaders to co-design solutions with their teams and communities, fostering a mindset of shared purpose and collaboration.

**IMPACT:** Participants became empowered changemakers, developing a unified vision and building collaborative, citizen-centric leadership practices that positively impacted the communities they serve.

## CITIZEN-CENTRIC LEADERSHIP PROGRAM





**CHALLENGE:** City governments often default to risk-averse solutions that don't lead to transformative outcomes for residents, especially the most underserved communities. There is a need to foster innovation within local governments to help leaders adopt new mindsets and approaches to solving urban challenges.

**CPI'S APPROACH:** In partnership with Bloomberg Philanthropies and the Bloomberg Center for Public Innovation, CPI designed and launched a suite of innovation training programs aimed at city leaders and employees. These programs promote design-based thinking and practical, hands-on approaches to government innovation. By embedding these practices in city operations, CPI helps governments cultivate a culture of inclusive innovation and transform their ways of working.

**IMPACT:** Hundreds of officials have benefited from participating in the ITP, equipping them with the tools and skills needed to advance a culture of innovation. Cities participating in the training are expected to see transformative outcomes in public service delivery, leadership development, and the creation of inter- and intra-city networks for continuous learning and collaboration.

## BLOOMBERG INNOVATION TRAINING PROGRAM (ITP)



## GOOGLE.ORG IMPACT CHALLENGE: STRENGTHENING DEMOCRACY IN EUROPE

**CHALLENGE:** With growing concerns about democratic resilience in Europe, Google.org sought to support organizations across the region in developing innovative solutions to strengthen democratic institutions and processes.

**CPI'S APPROACH:** CPI partnered with Google.org to design and implement a robust and inclusive selection process for the €15M Impact Challenge. This involved developing selection criteria, creating an outreach strategy, and conducting a fair evaluation process that attracted organizations with the potential to scale initiatives promoting democratic resilience.

**IMPACT:** The challenge supported ten high-impact nonprofits across Europe, empowering them to develop and scale projects that bolster democratic resilience. The selected organizations have advanced initiatives focused on increasing transparency, improving civic engagement, and leveraging technology to protect democratic values.





## KEY RESPONSIBILITIES FOR THE CEO

### 1. Values – Shaping culture and people leadership

At CPI, we strive to “walk the talk.” Our ability to serve our partners effectively starts with living our values internally—creating a culture that encourages creativity, reimagining, and bold, generative work. To unlock truly innovative ideas and approaches with our partners, we must first embody the change we seek to bring about. This requires a values-based approach that not only challenges us but also inspires those we work with to think and act differently.

Our values are at the heart of everything we do:

**Curiosity** - We champion exploration and creativity.

**Courage** - We remain authentic and brave in our decisions and actions.

**Collaboration** - We share power and work together.

**Empathy** - We seek to understand others' perspectives and experiences.

**Equity** - We challenge systemic barriers to foster inclusivity and opportunity.

Therefore, the CEO of CPI must:

- **Model and steward our values:** Lead with integrity, transparency, accountability, and humility. Ensure that every decision and action reflects CPI's core values.
- **Inspire a relational culture:** Lead through authentic, people-centred leadership. Foster an environment of honest conversations, active listening, mutual support, and resilience. Show up with presence and patience, offering support when needed.
- **Champion a culture of inclusivity:** Foster an environment where everyone feels they belong by embedding inclusivity and equitable practices. Ensure power is shared, and all team members are valued and empowered to contribute their unique strengths.
- **Nurture a learning culture:** Promote continuous learning and reflection. Encourage experimentation, embrace failure as a learning opportunity, and challenge assumptions to strengthen the organization.





## 2. Vision– Re-imagining government through thought-leadership

The CEO will represent CPI's vision for reimagining government, grounded in systems thinking and complexity theory. They will be an active thought leader driving the intellectual frontier forward. Through thought leadership—whether via podcasts, reports, conferences, or advocacy—the CEO will position CPI to attract partners, collaborators, and projects that align with our unique approach and capabilities. Beyond our project portfolio, the CEO will inspire and grow a broader movement of changemakers, expanding CPI's influence and impact across sectors and geographies.

Therefore, we seek a CEO who will:

- **Inspire big conversations and tell powerful stories:** The CEO will reflect, imagine, and communicate boundary-pushing thought leadership that challenges teams and engages public and social sector leaders. By sharing the ideas, insights, and inspirations that emerge from CPI's work through blogs, podcasts, conferences, and public speaking, the CEO will inspire external audiences and catalyze bold conversations. Through storytelling, the CEO will amplify CPI's vision, challenging others to achieve greater impact and contributing to a global movement reimagining government across sectors and geographies.
- **Support public service innovation and impact:** Ensure CPI is designing creative programs with our partners that help civil servants excel as stewards of public resources ..
- **Advocate for better governance:** Promote policy and governance reforms that prioritise empathy, inclusivity, and trust, positioning CPI as a global thought leader in reimagining the role of government in society.
- **Convene thought leaders:** Recognising government reform is hard work and hugely complex, the CEO can leverage CPI networks to create meaningful spaces for shared learning and co-produced thought leadership.







### 3. Strategy- Positioning CPI, prioritising our focus areas, sequencing our organizational development

CPI's approach starts with a shift in values and thinking before driving system change and service design. Our work spans thematic areas like democratic governance, climate change, AI, gender equity, public health, and more. We use diverse tools—from service design and challenge prizes to partnership-building and fund management. As CPI grows across regions like North America, Europe, and Asia, we need a leader who can balance visionary positioning with operational priorities.

Therefore, we need a CEO who can:

- **Cultivate our strategy:** Building on existing strengths, develop a long-term strategy for the organization that delivers on its mission and for its partners, while harnessing the full range of capabilities within the team. CPI has a regionally federated structure, with authority appropriately devolved to trusted leaders across the organization. The CEO will play a critical role in uniting these efforts by identifying CPI's core strengths and focus areas and clearly articulating strategic priorities for both the short and long term. At the same time, the CEO must ensure that CPI remains agile and responsive to emerging opportunities for growth and impact.
- **Communicate CPI's identity:** Clarify and strengthen CPI's identity. Ensure that our work, though complex, is communicated boldly and clearly to raise our profile. Our recent re-brand is part of this, but our next CEO will help craft a bolder, sharper presentation of who we are and how we serve.
- **Global perspective and leadership:** Continue to build a truly global organization, with a presence across multiple regions. While much of our team, work, and revenue are currently concentrated in the United States, we are committed to maintaining and expanding our international presence. The next CEO must have a global outlook, be comfortable working across different cultures, and actively support CPI's vision of remaining a diverse and internationally balanced organization. It will be crucial for the CEO to lead efforts to rebalance our organizational focus, ensuring that we continue to strengthen CPI's work across the world.
- **Strengthen our operational core:** Build a cohesive and high-functioning foundation across Finance, People & Culture, and Communications. The next CEO will ensure that CPI remains adaptive and entrepreneurial while developing the robust infrastructure needed for sustainable growth. This includes strengthening key operational systems to support CPI's long-term success without compromising its innovative spirit. The CEO will maintain a strong overview of the financial health and funding forecast for CPI.
- **Partner with the Board:** Maintain a strong, collaborative relationship with CPI's Board of Directors, including regular updates on progress and co-creating strategies for future growth. Support the identification and onboarding of new Board members who bring diverse perspectives and are committed to CPI's mission and values.



## 4. Partnerships – expanding and deepening our collaborations

Collaboration is at the heart of CPI's work. The CEO will be a bridge-builder across sectors, geographies, and themes, growing the community of those re-imagining government.

Therefore, we expect our next CEO to:

- **Steward our partnership with BCG:** With our branding recently shifting from “a BCG Foundation” to “founded by BCG,” we have a unique opportunity to further maximize the benefits of our heritage and deepen our partnership with BCG. As valued learning partners and collaborators, BCG has been a steadfast supporter and proud champion of CPI. While CPI operates independently, this exceptional partnership allows us to both benefit from and contribute to BCG's expertise, creating mutual value and enhancing our collective impact.
- **Foster our strategic relationships:** Strengthen and deepen relationships with governments, foundations, corporates, and changemakers. Use these collaborations to extend CPI's impact and mutual learning.
- **Network and build partnerships:** Act as an ambassador for CPI, catalyzing new partnerships and co-designing innovative solutions.
- **Fundraise:** Although we primarily operate under a contract-based business model, our recent rebranding presents a unique opportunity to expand our ambitions and elevate our funding strategy. The next CEO will have the chance to attract larger and more innovative funding partners who share our vision and ambition, enabling us to secure core funding that strengthens CPI's long-term impact and reach.







## EXPERIENCE WE SEEK IN OUR NEXT CEO

CPI is deeply rooted in our values. Our next CEO must not only embody **Curiosity, Courage, Collaboration, Empathy, and Equity** but also share their personal journey of growth and continuous learning as they strive to live these values. Leading by example, they will inspire others to embrace the same principles.

As a **vision-led organization**, CPI requires a leader who is already thinking expansively about the future of public institutions. The ideal candidate will be a thought leader—speaking, writing, and advocating for bold, creative solutions that deliver maximum impact from public services.

CPI operates **at the intersection of sectors**, so our CEO must bring credibility, humility, and learning from a diverse career. Ideally, they will have experience in government, not-for-profit leadership, and commercial sectors, providing a well-rounded perspective that enhances CPI's unique positioning.

CPI has enjoyed a **truly remarkable founding decade** and is now entering a pivotal phase of growth and maturity. We are beyond the start-up stage but still evolving, and we seek a leader who has successfully guided organizations through similar transitions. The ideal candidate will have a track record of strategic transformation, having helped previous organizations reach their full potential during key stages of development.

We are not a generic consultancy; we are **systems-thinkers** versed in complexity theory, and in particular, applied to the unique challenges of government and the wider public sector. The CEO will likely have immersed themselves in these disciplines, bringing a nuanced understanding of how to navigate complexity and apply systems thinking to large-scale challenges. Our CEO must be comfortable also sitting with uncertainty and ambiguity, letting solutions be emergent and co-created in a relational context, embracing experimentation's iterative process.

CPI is an **innovative and entrepreneurial** organization. We need a leader who has thrived in such settings, made bold decisions, taken calculated risks, learned from failures, and remains a progressive thinker in areas such as organizational design, new management practices, creative financing, and unconventional partnerships.

As an **increasingly international** organization, we seek a leader who is passionate about cross-cultural leadership, managing a dispersed team, and bringing a wealth of experience, networks, and insights from working across multiple regions.



# REMUNERATION

At CPI, we are committed to aligning our compensation framework with the principles of **fairness, equity, and transparency**. We benchmark salaries using national, country-specific data and aim to offer compensation between the 50th and 75th percentiles for all staff roles. Additionally, we maintain a **5-to-1 ratio** between the most senior and junior staff, ensuring that our compensation structure remains equitable across the organization.

For the CEO role, a competitive salary will be offered in line with local benchmarking for the country where the CEO is based. As a reference, in our two largest offices, the salary range for a UK-based CEO is £170,000-200,000, and for a US-based CEO, the range is \$275,000-310,000.

Beyond base salary, we take a holistic approach to compensation, offering a benefits package designed to support **work-life balance**. This includes a **generous package and leave entitlement**, comprehensive health care, and flexible working arrangements.

CPI's CEO would preferably be based in the US (East Coast) or Western Europe, but we are open to discussing other locations in an exceptional circumstance. Travel will be an important part of the role, with consideration given to climate impact and effective use of time and resources. Travel will include visits to team meetings, attending key global forums, client meetings, and events that showcase CPI's vision and inspire the re-imagination of government.

## HOW TO APPLY

The closing date for applications is **Friday, November 22nd, at 9am EST**.

CPI is being supported by Macaulay Search. To apply, please email your application to [ewen.mcalpine@macaulaysearch.com](mailto:ewen.mcalpine@macaulaysearch.com). Your application should include:

- A **CV** detailing relevant positions, responsibilities, and achievements.
- A **cover letter** (ideally no longer than two pages) outlining your motivation for applying and how your experience has prepared you for this role.

The interview process will offer ample opportunity to learn more about CPI. It will include conversations with outgoing Executive Director Adrian Brown, time with CPI team members, and both formal and informal discussions with CPI Board members.

First-round interviews will be held online on **December 2nd and 3rd**, while **second-round interviews** are scheduled for **December 16th**, to be held in person in New York if possible. Remote participation can be arranged if needed, with subsequent in-person meetings as required.

Thank you for considering this exciting role and for your interest in CPI's mission.

