

# HOLSTEIN CANADA

Position Profile for

## CHIEF EXECUTIVE OFFICER



## **HOLSTEIN CANADA**

Holstein Canada is a member-owned and directed association based in Brantford, Ontario. Incorporated nationally in 1901, and with a strong membership base stretching from coast to coast, its vision is to have engaged producers, with profitable, healthy herds, in a dynamic industry. To achieve this vision, Holstein Canada provides consolidated services and programs that meet the diverse needs of producers, contribute to the management of breed-related data, and play a leadership role in the industry, to create alignment and partnerships. With 9,200 members, a staff of 80, and an operating budget of \$16 million, Holstein Canada carries a rich tradition and is readying itself for the future.

Holstein Canada is seeking a Chief Executive Officer who will lead with vision and purpose, and inspire a high-performance culture, both within the organization and across its broader community of stakeholders.

**For more information about Holstein Canada, please visit:**  
**<https://www.holstein.ca/en/Public>.**

## **COMPANY PROFILE**

The Holstein Association of Canada was founded in 1884 and incorporated nationally in 1901. Seen as a leader in dairy genetic programs domestically and around the world, it remains the only organization authorized to register Holstein cattle in Canada.

The Association is a non-profit, member-owned and directed organization, made up of over 9,200 members across Canada. The purpose of the Association is to improve the Holstein breed through services and education; to prepare, maintain and make available a genealogical record of the breed; and to promote the best interests of all Canadian dairy producers, particularly the owners of Holstein cattle. Holstein Canada maintains the Holstein Herdbook under the Federal Animal Pedigree Act and provides many services to dairy producers and associations.

### **Vision**

Engaged dairy producers. Profitable, healthy herds. A dynamic industry.

### **Mission**

- Provide consolidated services and programs to meet the diverse needs of producers.
- Contribute to the management of data.
- Play a leadership role in the industry to create alignment of partnerships.

## **The Canadian Dairy Industry**

The Canadian Dairy industry is a strong and viable industry with 98% of dairy farms being family owned and operated. Dairy farms can be found in each province across Canada with a large concentration (80%) located in Ontario and Quebec, 14% in the Western provinces and 6% in the Atlantic provinces. The average Canadian dairy farm milks 100 cows.

### **ABOUT THE ROLE**

Located in Brantford, ON and working directly with Holstein Canada's Board of Directors, the Chief Executive Officer (CEO) will be responsible for the execution of the most recent strategic plan and for the overall health and performance of the organization. The CEO will tackle key organizational priorities, such as the development and execution of:

- **Member Engagement** strategy
  - Deepen relationships with dairy producers by offering tailored, relevant services and programs.
  - Continuously improve classification, registration, and genotyping services through technology and data-driven insights.
  - Implement a regionalized approach to provide localized and accessible services.
  - Strengthen communication across the membership and organization.
- **Leadership and Governance** strategy
  - Enhance a grassroots-based governance model with a focus on board development.
  - Support a strong leadership structure and corporate structure.
  - Empower and educate Holstein Canada staff and Board members.
  - Grow the Young Leaders Program to develop future industry leaders.
- **Industry Partnerships** strategy
  - Expand national and international reach through strategic partnerships and improved operational efficiency.
- **Research and Development** strategy
  - Leverage data to demonstrate the value and growth of classification and registration services.

The CEO will work on these strategic objectives while working within an associative framework and a service-oriented culture, where the viability of the organization and its success are measured by how Holstein Canada enables the success of its stakeholders. With these priorities, Holstein Canada positions itself as a trusted leader in the dairy industry, driving success for members and shaping a vibrant future for the organization and its stakeholders.

On a day-to-day basis, being the CEO of Holstein Canada means balancing three areas of responsibilities:

- Maintaining open communication and cultivating relationships with members, producers and the dairy industry;
- Overseeing day-to-day operations of the organization, and;
- Liaising with the Board of Directors.

The ideal candidate has many years of management experience and is a mature, humble, self-aware leader who thrives on enabling others. The CEO's people-first, service-oriented approach brings a level of curiosity and genuine interest in the issues that are important to the Board and to all external stakeholders. Internally, the management team and staff can count on the CEO's ability to listen, consider options, and provide clear direction through frequent and straight-forward two-way communication. The CEO's selfless leadership style motivates and influences others to build a strong, collaborative culture rooted in accountability, integrity and transparency.

The ideal candidate brings experience in the agricultural or related sectors. The CEO has worked effectively within Board-led organizations and understands good governance.

## **RESPONSIBILITIES**

- Establish and maintain two-way communication channels so that HC remains connected to members/producers.
- Work behind the scenes to proactively cultivate healthy relationships across the industry, stay attuned to needs and goals of other stakeholders and monitor opportunities for collaboration or partnerships.
- Actively track and anticipate changes in the industry
- Monitor changes in legislation, regulations, policies, and procedures applicable to the organization's operations.
- Ensure presence through the attendance of industry functions and events selected in consultation with the Board of Directors, to continuously increase the awareness and uptake of Holstein Canada services and programs, to stay connected, and to monitor new opportunities. Ability to travel across Canada and internationally as required. A valid passport is required.
- Develop and maintain effective relationships with various government agencies, as well as professional organizations such as consultancy firms and auditors
- Participate in and liaise with industry committees as required
- Working with the senior management team, develop and implement a multi-year operational plan to achieve the strategic objectives and the outcomes expected by the Board of Directors.
- Ensure the operational plan has clear goals and targets and then enable the management team to meet them.



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- Oversee budgeting and actuals, departmental performance against goals, and overall execution of the strategic plan.
- Lead by example and create/sustain a values-driven culture across the organization, through effective, open, and frequent communication, regular performance conversations, and implementation of employee engagement mechanisms.
- Provide strategic coaching and development for the senior leadership team to ensure accountability and foster growth.
- Ensure suitable controls are established to safeguard the financial position of the organization.
- Ensure compliance with corporate policies and all applicable legislation.
- Ensure that suitable compensation, benefits, and development opportunities exist for all employees, volunteers, and contractors, within a safe (psychologically and physically) and healthy working environment.
- Work with the Board of Directors to develop strategic objectives, corporate policies and establish workplans and agendas for the Board of Director meetings.
- Participate in Holstein Canada Board Meetings.
- Provide regular updates and reports to the Board of Directors on: The progress toward achieving strategic and operational objectives; The organization's financial position; The degree of alignment with industry trends and with members/producer's needs.
- Consult with the Board of Directors on the selection and prioritizing of external activities.
- Keep the Board of Directors informed about operational activities, potential threats, critical changes in the industry, opportunities, and recommended actions.
- Effectively lead and implement transformational change within the organization, adapting to shifts in a rapidly changing industry.

## **SKILLS & QUALIFICATIONS**

Holstein Canada requires a seasoned leader and an exceptional communicator with the ability to build collaborative relationships with staff, members, and producers, the Board of Directors and other key stakeholders within the sector.

Holstein Canada is seeking a Chief Executive Officer with leadership and management experience in a service-oriented, non-profit organization reporting to a Board, who will derive immense satisfaction working on behalf of its members. With overall responsibility for the organization's daily operations, the CEO must bring proven expertise in leading high-performing teams and managing complex budgets with strategic oversight.

### **Experience, Skills & Abilities**

- Relevant bachelor's degree from an accredited educational institution.
- 10-15 years of progressive leadership experience in managing a service-oriented organization with accountability to a Board of Directors.
- Bring intellectual leadership in informing senior management and/or the Board about the key issues, threats and priorities confronting an organization.

- Forge consensus regarding the tactics to undertake, the services/programs to offer, and the metrics/criteria to use when measuring long-term success of an organization.
- Bring a wide perspective to manage multiple stakeholders with diplomacy, locally, nationally, and internationally, being sensitive to regional and cultural differences.
- Manage an ambitious agenda with limited resources, in a challenging economic environment.
- Address workforce challenges and to attract, retain and develop talent. Possess a track record of leading, coaching and inspiring diverse teams.
- Create an environment that fosters responsible risk-taking, innovation and creativity.
- Bring a track record of success in sustaining the financial performance of an organization.
- Take accountability for results and to articulate and apply lessons learned.
- Provide a leadership style that is authentic, consistent, and aligned with the organization.
- Familiarity with agriculture or the dairy industry is a strong asset.
- Operate in a fully bilingual organization. Being bilingual in French and English is a strong asset.

## **COMPETENCIES**

### **Problem-solving and Thinking**

- Thinking strategically and tactfully.
- Analyzing and translating complex, conceptual issues into focused action.
- Engaging the right stakeholders at the right time when addressing critical issues.

### **Emotion and Motivation**

- Being adaptable, with a positive, optimistic outlook.
- Being decisive but having little need for power. Able to influence, with or without formal authority
- Showing a drive for strong achievement and results orientation

### **Interpersonal Relations and Communication**

- Being humble, and an honest, direct, straightforward communicator.
- Conveying genuine attention and interest to the issues that are important to stakeholders.
- Developing and maintaining good collaborative relationships amidst conflicts and differences of opinion.

### **Understanding of Self and Others**

- Being confident and secure, recognizing own strengths and weaknesses.
- Being insightful in reading the needs and motivations of others.
- Being able to provide constructive input to the development of others.

### **Work and Leadership Characteristics**

- Being able and willing to meet the demands of a non-profit, lean, fast-paced, bilingual, national organization operating in multiple time-zones.
- Being curious, seeking to continuously improve understanding of stakeholders
- Being able to identify, adjust, and communicate priorities.

## **APPLICATION: PROCESS AND CONTACT INFORMATION**

### **Inquiries and Discussing Interest**

If you have questions regarding this opportunity prior to submitting your application, please contact Monika Mrowinski, Senior Talent Acquisition Specialist, to schedule a confidential conversation: [mmrowinski@bedfordgroup.com](mailto:mmrowinski@bedfordgroup.com).

### **How to Apply**

To be considered for this opportunity, please submit a comprehensive resume along with a cover letter. Please submit your application in confidence to Monika, via email: [mmrowinski@bedfordgroup.com](mailto:mmrowinski@bedfordgroup.com).

We thank all applicants for their interest; however, only those whose qualifications closely align with the requirements of this position will be contacted.

### **Equal Opportunity**

Holstein Canada is committed to employment equity and diversity in the workplace; we welcome applications from women, racially visible individuals, people with disabilities, Indigenous peoples, and LGBTQ+ persons.

In accordance with the *Accessibility for Ontarians with Disabilities Act, 2019*, upon request, accommodation will be provided by Bedford and Holstein Canada through the recruitment, selection and/or assessment process for applicants with disabilities. Please submit your request to Monika Mrowinski: [mmrowinski@bedfordgroup.com](mailto:mmrowinski@bedfordgroup.com).