



## ASSOCIATE PARTNER

### **Motivation**

Race and educational inequity have been intertwined throughout our nation's history. On May 17, 1954, in the *Brown v. Board of Education* ruling, the Supreme Court observed "*...it is doubtful that any child may reasonably be expected to succeed in life if he is denied the opportunity of an education. Such an opportunity, where the state has undertaken to provide it, is a right which must be made available to all on equal terms.*" However, oppression, inequity, and violence still obstruct the path to self-determination and a life full of choices for young people from historically marginalized identities.

Promise54 was formed in fall 2017 by Xiomara Padamsee, Monisha Lozier, and team members from Bellwether Education Partners' former Talent Advising practice to enable organizations to deliver on the promise implied in the Supreme Court's ruling. We envision a day when organizations committed to educational equity have maximum impact because they have the right people excelling in right roles, their teams reflect the communities served, their cultures are inclusive, and their internal structures are equitable. Promise54 helps adults to thrive so that they can do their best work for students.

### **Organization**

With our vision and mission held closely, we are a small but strong and growing team of nearly a dozen passionate and experienced consultants. We work to ensure that clients have the systems, culture, capacity, and the talent itself, to cultivate diverse teams of leaders who can transform the lives of students. The focus of our partnerships balances investments in people and the organizational systems around them, spanning topics such as recruitment systems, competency modeling, diversity, equity and inclusion, compensation, performance management, change management, board development, management capacity building / leadership development, and more. We conduct all of our work with a particular focus on diversity, equity, and inclusion, based on our belief that creating a thriving, sustainable workplace for a diverse team will both generate greater impact for students as well as more durable relationships with the communities these organizations serve.

Our aim is to shape the field's understanding of what it means to build an organization where talent can truly thrive so that these organizations generate unprecedented results for children. In that spirit, we have committed to specific goals by 2023: first, we envision shifting the conversation with 1000 education organization leaders about the role of talent health in achieving strong outcomes with a focus on diversity, equity, and inclusion (DEI); second, we will support 100 organizations to material progress on diversifying their teams, increasing staff performance and strengthening retention without gaps by seniority or identity.

Promise54 provides services to support these goals at three levels: to the education field, to organizations, and to teams and individuals.

- For the field, we produce research and thought pieces to generate insights focused on the connection between DEI and accelerated impact. These products include high-quality diagnostics/analytics, field reports – such as 2017's [Unrealized Impact](#) – and convenings.
- For client organizations, we focus on supporting and enhancing organizational effectiveness, inclusive culture, and equitable systems. We do this through group leadership development training and executive search.

- Finally, for individuals, Promise54 focuses on supporting and developing people and experiences that enable diverse teams to thrive. We do this through long-term partnerships for implementation support, 1:1 executive coaching, and cohort-based workshops and institutes.

In service of this work, our team is committed to the following **core values**:

- **Champion Justice:** We acknowledge the impact of historical inequities and are committed to pursuing justice. We will do this by reshaping mindsets, behaviors, and structures one organization and one leader at a time, while examining ourselves in the process. We believe all young people, especially those of color and those growing up in low income communities, deserve to have adults acting boldly on their behalf – challenging the status quo, spotting and addressing inequities, sharing power and, perhaps most importantly, making room for silenced voices to be heard.
- **Pursue Impact:** We are committed to helping adults live out their fullest potential, so they can offer their very best to the young people they serve. This means we relentlessly pursue the best outcomes with our partners and, in the process, we always choose courage over comfort. We strive to consistently deliver excellent work and an unparalleled client experience to inspire effective action, advance equity, and help our partners realize their missions.
- **Embrace Possibility:** We approach our work with a sense of possibility, adaptability, and optimism. We invest time in new ideas, engage in thoughtful problem solving, and explore innovative ways to team with each other and partner with our clients.
- **Be Well:** We know that to do our best work, we must accept and support each other in all of our humanity. We have fun, laugh out loud, celebrate each other's life milestones, and live unapologetically in our own skin. We practice flexibility related to where and how we get our work done, respecting each other's professional preferences and life priorities. We carve out time to relax, recharge, and refuel individually and as a team.
- **Be Humble:** We don't have all of the answers, so we listen closely to our colleagues, our partners, our schools, and our communities, as they tell us what's working and what's not. We embrace those who push our thinking while helping us make progress. This learning makes us and our work better.

### Position

Promise54's first quarter of operations has been auspicious; client demand for our services exceeds our capacity, we have gained the support of several national funders, and in January, 2018 we brought together 200+ leaders from 54 organizations across the field working to enhance equity within their organizations with ~20 diversity, equity, and inclusion specialists for our first DEI Accelerator convening. Still, we have room for improvement: we have ambitious plans about building out our Research division and corresponding offerings; we seek to enhance and diversify our philanthropic funding base and therefore aim to expand our development efforts; and, of course, like any start-up, we are making critical internal operational decisions in real time while serving clients, developing our team, and building our brand.

To accomplish all of this and live up to our aspirations, Associate Partners (APs) are vital. APs work as leaders of small teams and take strong oversight roles in both external and internal capacities. Externally, APs play an important role with clients by managing client projects and relationships, identifying issues, forming hypotheses, designing and conducting analyses, synthesizing conclusions into recommendations, developing work plans, and ultimately helping to implement change. Throughout a client engagement, an AP leads the majority of discussions and presentations with senior client leadership. Further, internally, APs play an essential leadership role; not only are they assigned to support and develop more junior colleagues, but they lead a wide variety of initiatives and decisions within our evolving organization.

## Duties and Responsibilities

In that context, the Associate Partner's **primary responsibilities and duties** will be to take on client and team leadership responsibilities, as described above, and specifically:

- partner with clients to develop sustainable and impactful talent strategies, and implement these plans to address the hardest people-related issues in response to real-world, time-sensitive challenges brought forward by the client;
- serve as a thought partner to client project teams working on all Promise54 service offerings on how to conduct all of our work through a lens of cultural competence;
- write blogs, conference presentations, website materials, and other eminence building materials to share our approaches and findings related to DEI with the field;
- perform quantitative and qualitative analysis on core talent issues for clients;
- identify key data sources, and gather data through interviews and secondary research;
- develop and execute work with independence and a high degree of ownership, but also work in close collaboration with the internal team producing client deliverables (reports, analysis, decks, recommendations, presentations, facilitation, plans, etc.);
- develop Promise54 team work-plans and oversee and manage internal Consultants;
- support business development through relationship building in the field, input to proposals, and overseeing sales efforts with existing clients or smaller pursuits;
- take on internal roles to build out Promise54's key capabilities; and
- contribute to Promise54's intellectual property and knowledge dissemination.

## Requisite Experience, Skills, and Personal Characteristics

First and foremost, the Associate Partner must share Promise54's conviction that organizations will best maximize their impact and truly thrive when their teams are diverse, their cultures are inclusive, and their practices model the equity they wish to see in the world.

*Ideally*, we are seeking the following **professional experience** in candidates for the position:

- experience leading/facilitating change and creating organizational strength and synergy;
- experience leading DEI work at the individual and/or organizational level;
- experience working in or with schools and/or organizations supporting schools; and
- a minimum of 7 years of professional experience, *ideally* including talent, human capital, or strategy consulting involving project and team management specifically related to serving clients on talent-related challenges.

Candidates must also have the following **skills**:

- familiarity with the national education sector in the U.S. and past efforts to reform its systems and practices, particularly those related to the challenges facing young people from historically marginalized identities;
- capacity for client services demonstrated by comfort with developing guiding frameworks, or structured approaches, organizing complex ideas, translating ambiguity into clear direction, and the ability to develop written communications and presentations, including PowerPoint decks
- analytical inclination, demonstrated by a strong grasp of key takeaways from data sets and visuals and strong intuition in designing analyses and graphical depictions that lead others to insight;
- the ability to develop, manage, and inspire a highly proficient team;
- the ability to manage a project with thoughtfulness, confidence, and follow-through, all while prioritizing among several different projects and tasks at once;
- a track record demonstrating ability to motivate and lead a team of professionals;
- the ability, willingness, and—ideally—comfort with working virtually; and
- agility in Excel and PowerPoint.

Finally, candidates should demonstrate the following **personal characteristics**:

- unwavering commitment to Promise54, its mission, and its core values;
- sound judgment and discretion with respect to critical information and decisions;
- attention to detail;
- comfort working autonomously as well as taking direction as needed;
- willingness to proactively take on leadership roles within project teams and the firm;
- integrity;
- a sense of humor; and
- a well-rounded interpersonal skill set with the capacity to move others, build relationships, work collaboratively in teams, and facilitate joint problem-solving with clients.

### **Reporting Relationships**

APs report directly to Partners.

### **Compensation**

Promise54 provides competitive compensation and an attractive benefits package including a performance-based bonus based on individual and firm success, full health care coverage, and access to 401(k) accounts with a matching contribution policy.

### **Location**

Our work is national in scope, and our team is virtual (though concentrated primarily in the Northeast, Chicago, and Atlanta). The location for this role is flexible, though the AP should possess the willingness and availability to travel approximately 30% of the time (or 2 trips/month with a typical duration of 1-2 nights per trip), for team retreats, national conferences, and other critical in-person meetings.

### **Start Date**

As soon as possible.

### **To Apply**

The review of applications will begin immediately and will continue until the position(s) is filled, although submission by March 9<sup>th</sup> is strongly encouraged. Inquiries or applications (consisting of a letter of interest and a current resume) should be directed to Monisha Lozier, Managing Partner, via: [monisha@promise54.org](mailto:monisha@promise54.org)

Finally, Promise54 is deeply committed to providing equal opportunities. We serve diverse organizations, we are a diverse organization, and we are committed to non-discrimination. It is our policy to ensure that all individuals with whom we are in contact are treated equally without regard to age, color, ability, gender, marital status, national origin, religion, sexual orientation, expression, gender identity or veteran's status.

[www.promise54.org](http://www.promise54.org)