



Position Specification

American National Standards Institute
Chief Digital Officer

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Our Client

The American National Standards Institute (ANSI) is a distinguished private, non-profit organization that plays a pivotal role in the U.S. and global economy by overseeing the development and use of voluntary consensus standards. Founded in 1918, ANSI works at the intersection of industry, government, and the public, administering and coordinating the U.S. voluntary standards and conformity assessment system. As the official U.S. representative to the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), ANSI champions U.S. interests and ensures American leadership and influence in the global standards arena.

Through its rigorous accreditation of standards developers and conformity assessment programs, ANSI fosters confidence in the quality and safety of products, services, and systems. The impact of standards and technical regulations is far-reaching, influencing up to 93% of global trade. By promoting globally relevant standards and robust conformance measures, ANSI enables greater efficiency, opens new markets, drives innovation, enhances consumer trust, and reduces costs for businesses and consumers alike.

ANSI's influence is amplified through its expansive membership, partnerships, and diverse array of programs, which together represent the interests of more than 270,000 companies and organizations and 30 million professionals worldwide. As a strong advocate for the U.S. voluntary standards community, ANSI is committed to protecting and strengthening the impact of American standards domestically and internationally.

ANSI's wholly-owned subsidiary, the ANSI National Accreditation Board (ANAB), stands as the largest multi-disciplinary accreditation body in the western hemisphere. With more than 2,500 organizations accredited across approximately 80 countries, ANAB provides industry-specific accreditation, training, and serves as a cornerstone for conformity assessment structures critical to global commerce.

In addition, Workcred, an ANSI affiliate established in 2014, is dedicated to strengthening the quality of the workforce by improving the credentialing system, ensuring its continued relevance, and equipping employers, workers, educators, and governments to maximize its value.

With a century-long legacy of excellence, ANSI remains at the forefront of policy, innovation, and competitiveness, serving as a vital partner to industry, government, and society at large.

You can learn more at <https://www.ansi.org/>

The Role

The Chief Digital Officer will serve as a visionary and execution-oriented leader responsible for driving ANSI's enterprise-wide digital and technology transformation. Reporting to the CEO, Dr. Laurie Locascio, the CDO is tasked with ensuring that ANSI's digital governance, enterprise architecture, infrastructure, and technology capabilities are fully aligned with the organization's mission and long-term growth strategy. This role requires a unique blend of strategic foresight and hands-on leadership, balancing high-level planning with direct oversight of enterprise systems, digital innovation, cybersecurity, and IT operations.

ANSI is at a pivotal moment, seeking a leader who can rapidly elevate its digital maturity and guide the organization through a comprehensive transformation. The technology function is currently segmented, with legacy systems and a need for a unified, forward-looking digital strategy. The CDO will oversee a technology team comprised of approximately 40 FTEs and 40 consultants. Along with the team, the CDO will play a central role in accelerating cloud migration, improving data management, and streamlining product development processes.

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With ANSI shifting its business model from traditional publications to integrated digital solutions, the CDO will be expected to reduce manual processes, integrate disparate systems, and enhance the customer experience. This transformation extends beyond technology; it requires a cultural shift, strong mentorship, and the development of future IT leaders. The ideal candidate will have a proven record of leading digital transformations, particularly in organizations undergoing significant business model change, and will excel at building partnerships across business, marketing, and sales. The CDO will bring gravitas to represent ANSI externally and will balance strategic vision with operational capability to deliver tangible results in the first 12–18 months.

Key responsibilities of the role include, but are not limited to:

Enterprise Digital & Technology Strategy

- Develop and execute a multi-year enterprise digital and technology strategy aligned with ANSI's mission objectives.
- Establish and lead a robust enterprise architecture function to guide systems design, integration, and scalability.
- Introduce and apply portfolio management practices to prioritize and deliver technology and digital initiatives effectively.
- Stay ahead of industry trends and assess emerging opportunities in digital platforms, tools, and analytics.

Digital Governance & Analytics

- Lead ANSI's enterprise digital strategy, including governance, integration, reporting, and analytics.
- Ensure ANSI's digital capabilities meet both current and future organizational needs.
- Embed a culture of data and insight-driven decision-making, enabling transparency, innovation, and improved planning across business functions.

Leadership & Organizational Development

- Lead, mentor, and develop a high-performing IT and digital team with strong cross-functional collaboration and service orientation.
- Champion consistent use of agile and modern development methodologies to improve delivery speed, quality, and flexibility.
- Build internal capacity through succession planning, professional development, and digital upskilling.

Change Management & Collaboration

- Act as a digital evangelist, fostering innovation and transformation across ANSI.
- Partner closely with Marketing, Membership, Finance, and Program leaders to align digital solutions with organizational priorities.
- Represent ANSI in national and international forums on enterprise architecture, cybersecurity, and digital infrastructure.

Key Success Measures

- Delivery of high-impact enterprise digital and technology initiatives.
- Improved scalability, resilience, and security of ANSI's IT and digital environment.
- Increased adoption of digital tools and data-driven decision-making across the organization.
- Enhanced operational efficiency and transparency through modernized systems.
- Stronger enterprise architecture and governance enabling long-term growth.

Candidate Profile

ANSI is seeking an accomplished and visionary leader to serve as Chief Digital Officer. The ideal candidate will possess a rare blend of strategic vision, technical expertise, and operational excellence, with a passion for leveraging digital innovation to advance ANSI's mission and impact. The successful candidate will be a collaborative and influential executive who inspires teams, drives change, and partners effectively across a complex organization.

The successful candidate will be an inclusive and adaptive leader, adept at guiding teams through change and ambiguity while fostering a culture of innovation, accountability, and continuous improvement. They will be skilled at assessing and evolving team structures, empowering technical talent, building internal leadership capacity, and making strategic personnel decisions when needed. The CDO will excel at both internal and external stakeholder management, forging effective partnerships within ANSI and representing the organization's digital vision on the global stage. Curiosity, resilience, and a bias for action are essential, as is a readiness to embrace emerging technologies such as AI and automation to propel ANSI's mission. Above all, the CDO will bring a collaborative spirit and a commitment to developing an agile, digitally enabled organization poised to deliver lasting value to members, partners, and the broader standards community.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Education

- Bachelor's degree in Information Systems, Computer Science, Engineering, Data Science, or a related field is required.
- An advanced degree (e.g., Master's, MBA, or relevant certifications such as CISSP, PMP, or cloud certifications) is highly desirable.

Experience

- Significant executive leadership experience in enterprise digital, IT, or technology transformation roles, including a minimum of 5 years at the executive or senior leadership level.
- Demonstrated track record of successfully leading large-scale digital and IT strategy, transformation programs, and high-performing technical teams.
- Extensive experience in enterprise architecture, systems integration, cybersecurity, digital governance, cloud platforms, and agile/modern delivery methodologies.
- Proven ability to develop and execute multi-year digital strategies that drive organizational growth, modernization, and operational excellence.
- Experience in mission-driven, nonprofit, or standards-based organizations is preferred, with an understanding of the unique challenges and opportunities in these environments.
- History of building and nurturing collaborative, cross-functional relationships with senior stakeholders and external partners.

Skills & Competencies

- Strategic thinker with strong business acumen and the ability to link digital and technology strategies to organizational goals.
- Strong leadership and change management capabilities.
- Excellent verbal and written communication skills, with the ability to explain complex digital and technical topics clearly.
- High emotional intelligence, a collaborative approach, and a passion for innovation and service.

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Setting Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and plans that are achievable and successful.

Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner.

Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership through compelling influence, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

Compensation

ANSI's goal is to compensate for this position at a competitive level. The estimated total annual compensation package is expected to be in the range of approximately \$450,000 - \$575,000. That said, the final salary and total compensation of the candidate selected for this role will take into consideration various factors, including, but not limited to, scope of role, level of experience, stature in the industry, professional accomplishments, internal equity, the organization's budget, and will be subject to Fair Market Value evaluation. In addition to salary, the selected candidate will be eligible to participate in ANSI's standard benefit package. Additional details regarding benefits are available upon request. The approximated range listed is a good faith determination of potential base compensation as a component of the total compensation for the role at the time of this job advertisement and may be modified in the future.

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Contact

ANSI invites inquiries, nominations, and applications for the Chief Digital Officer role. Interested candidates should confidentially submit a curriculum vitae and letter of interest (Adobe PDF files preferred) to:

ANSI_CDO@russellreynolds.com.