



# Position Specification

**Fédération Internationale de l'Automobile**  
Chief Executive

## Our Client

The Fédération Internationale de l'Automobile (FIA) is the governing body for world motorsport and the federation of the world's leading motoring organisations. With 245 member organisations representing over 80 million road users from more than 140 countries, the FIA represents a diverse group of global mobility associations (including commercial enterprises), motorsport clubs and motor car users. Headquartered in Geneva and Paris, the FIA has around 250 staff members representing more than 25 nationalities. Established more than a century ago, it is perhaps best known publicly as the governing body of auto racing competitions, including Formula One, the World Rally Championship and Formula E. Through the expertise gained in motorsport, the FIA has grown into a global organisation at the forefront of promoting safe, sustainable, and accessible mobility for all road users worldwide.

### DRIVEN BY A CLEAR VISION

*Become the leading motorsport and mobility voice  
across the world*

Guided by the principles of transparency, regional empowerment and growth, the FIA aims to become a member-led, democratic, to support stronger regional decision making, to encourage new ideas, and to respect distinct local needs.



The FIA is a non-profit organisation that exists for the benefit of its members. Ultimately, the FIA's goal is simple – to keep people moving, safely and dynamically. Its operations span the interlinked areas of Mobility and Motorsport and include:

- Connecting its diverse global members through coordinating the governing, judicial and disciplinary bodies, and organising major global events including the General Assembly, global councils and regional congresses, so bringing together members to share insights, technologies, relationships, and best practices.
- Engaging with governments, regulators, policy makers, industry and the public to promote affordable, safe and clean mobility, and to defend the rights and safety of all road users regardless of their means of travel.
- Encouraging collaboration between members to develop innovative solutions to the climate crisis, as industry can share technologies and show environmental leadership, including meeting carbon neutrality targets.
- Promoting the international development of motorsport, improving safety through technological innovation, and enforcing common rules to support the fair and equitable running of motorsport competitions.

### UNIFIED GLOBAL FEDERATION

The FIA elected a new President, Mohammed Ben Sulayem, in December 2021, with an experienced and highly regarded leadership team, and a mandate to transform the federation to become a more members-led federation in which policy is developed in the most inclusive, democratic, and consultative way. Some key objectives include:

- Double global motorsport participation by improving affordability, connectivity and accessibility globally.
- Recognize the changing face of mobility, supporting all members to navigate emerging regulations.
- Empower the regions to deliver their growth plans and ensure long term sustainability and market relevance.
- Share best practices and innovation to increase collaboration between motorsport and mobility.
- Expand lobbying capabilities to support all regions and include sport.

It generated total annual income in 2019 of €142 million (2018: €138 million) and profits of €12.2 million (2018: €11.9 million). Its largest sources of income were registration and entry fees (€46.5 million), sporting regulatory fees (€27.2 million), contracts including sponsorship (€14.4 million), and club subscriptions (€3.5 million). For more information on FIA, please visit [its website](#) and [annual activity report \(2020\)](#).

## The Role

Following the election of the new leadership team, the FIA has created a new Chief Executive role. It wishes to recruit a commercially oriented and transformative leader to modernise the organisation and to enhance the value that it delivers to its diverse membership worldwide. The FIA provides a board range of services and support to its members and operates for their benefit, so the Chief Executive will put the interests of the members and FIA stakeholders at the forefront of all decision making.

The FIA President and elected leadership set the vision and policy for the FIA. Reporting to the President of the Senate, the CEO will be responsible for developing the strategy for the organisation to deliver that vision, and for the successful operational and financial performance of an integrated and aligned FIA administration (including the motorsport and mobility divisions and the support functions). The key priorities for the new CEO will be stabilising the FIA's finances, streamlining the governance structures and operational processes, and developing its executive leadership capabilities to support the diversification and growth of its future income streams.

The Chief Executive's full responsibility for the successful management of the FIA will include:

### Enabling Strategy

- Supporting the President and Leadership Team, developing an organisational strategy to deliver the vision.
- Executing that new vision for the FIA by defining the specific deliverables that will translate the strategy into improved value for members worldwide, and by setting and implementing operational plans to deliver the strategy with clear responsibilities and KPIs.
- Partnering with motorsport and mobility members to achieve the key strategic goals, enhancing international collaboration across the membership.
- Developing commercial growth plans to increase and diversify the FIA's revenue streams, in support of members' own business activities (and never in competition with them).
- Reporting regularly to the Senate and World Councils on progress on strategic and organisational objectives.

### Transforming Finance & Operations

- Returning the FIA to profitability and enhancing its long-term overall financial performance, both through cost reduction and by pursuing new commercial revenue streams, with accountability for its financial performance.
- Developing the organisational structure to deliver effectively the vision and strategy, placing the interests of members at the heart of its decision-making processes, and implementing the appropriate recommendations of governance audits and organisational reviews.
- Providing effective leadership to the senior management team across the motorsport, mobility and functional pillars, driving integration and collaboration throughout the organisation and developing a results'-based culture that continuously seeks to improve the value it provides to members.
- Partnering with the Secretary General for Sport and the dedicated support functions to ensure optimal negotiation and management of promoter agreements in the best interests of the FIA.

### Developing Capability

- Leading by example and with energy to proactively drive the FIA into the future, setting the cultural direction for the FIA by focusing on transparency, growth, regional empowerment, modernisation and diversity.
- Redesigning the organisation's processes (including budgeting) to reduce complexity, increase speed of delivery, and improve members' experience engaging with the organisation.
- Recruiting, developing and retaining a high-performing, collaboration and engaged leadership team, actively developing the organisation's capabilities, including commercial, digital and communications talent, to best serve its members.
- Improving the clarity and value-add of FIA's communications with its members and broader stakeholders, making best use of shared data and insights internally and presenting itself with clear messaging externally.
- Fostering a diverse and inclusive culture that recruits, develops, motivates, trusts and retains high performing employees who support the culture and the FIA's vision.
- Developing the legal, governance, ethical and financial compliance practices, and ensuring they are effectively monitored, adhered to and reviewed.

Environmental, social and governance (ESG) topics are at the very centre of the global mobility transformation – including in motorsport – and the CEO must ensure that the FIA's culture, communications, and positioning are developed appropriately across these interconnected dynamics.

The FIA is a global organisation, and the Chief Executive must ensure that it delivers value to its members worldwide. The organisation is headquartered in Europe and the CEO role will predominantly be based in Geneva, Switzerland, though some international travel will be required.

## Candidate Profile

The CEO will need to quickly identify the key areas that need improvement and take swift action to address them. This will include areas such as financial health, an ever-changing external environment, operational efficiency and performance management, organisational culture, employee behaviours and attitudes, and the development of personal accountability throughout. As such, candidates are likely to offer a range of the following experiences, skills and attributes:

### Industry Experience

- Senior executive leadership experience in an international commercial business or complex organisation of comparable scale to FIA's administrative organisation.
- Prior experience in or knowledge of the motorsport industry and/or broader automotive and mobility markets would be a considerable advantage. Regardless of industry background, the CEO should be passionate about motorsport and/or the global mobility transformation, and their important roles in society.
- Alternatively, experience leading and improving the operations of a significant and well-regarded international federation, association or other commercial or non-profit membership-based organisation.
- Proven chief executive or general manager with P&L leadership experience, but dynamic individuals leading functions including strategy, legal and operations with a clear track record of delivering operational and financial performance improvement may also be considered.

### Setting Strategy

- The ability to support the creation of an inspiring vision for the organisation, and to translate strategy into a clear, coherent and pragmatic operational plan with specific and realistic objectives.
- The inclination to seek diverse perspectives and analyse data from a variety of sources to support decisions and to align others with the organisation's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organisation and push the boundaries within the industry.

### Executing for Results

- A hands-on, operational and commercially minded business leader, with the clear ability to take accountability for leading operational, financial and cultural transformation and delivering results at pace.
- The ability to set clear and challenging goals while committing the FIA to improved performance; tenacious and accountable in driving results
- Comfortable with ambiguity, complexity and uncertainty, combined with the ability to adapt nimbly and lead others through complex situations and relationships involving diverse members and other stakeholders.
- Takes qualified risks and seeks appropriate input from others to foresee possible challenges 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 her/his approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organisation and its members.
- While the role is likely to be based in Europe, the Chief Executive should bring a global disposition and experience of growing organisations in developing markets - specific knowledge of China, India and African countries would be a distinct advantage.

## Leading Teams

- Exceptional leadership and management skills, with a focus on championing operational, financial and cultural change and on driving major transformations, ideally having redesigned organisational structures to foster integration and collaboration of separate functions or offices.
- The ability to persevere in the face of challenges and exhibit a steadfast resolve and relentless commitment to delivering higher standards and improved results, which commands respect from others.
- 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.
- A leader who is self-reflective and aware of her/his own limitations; leads by example and drives the organisation's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

## Relationships and Influence

- Ability to collaborate with, to support effectively, and to complement the new FIA Leadership Team.
- The FIA has a large and complex stakeholder environment, so it is vital that the CEO brings the requisite personal and leadership skills, as well as credibility as an experienced leader, to foster positive relationships with diverse stakeholders including members, regulators, governments and commercial partners.
- Naturally connects and builds strong connections with others, demonstrating cultural dexterity, sophisticated influencing skills, high emotional intelligence and an ability to communicate clearly and persuasively.
- Low-ego and humble approach, recognising that the organisation exists to support its global members; encourages others to share the spotlight and visibly celebrates and supports the success of the team
- An ability to inspire trust and followership in others, including the management team, through compelling influence, powerful charisma, passion in her/his beliefs, and active drive.
- Creates a sense of purpose for the team that engages others with FIA's greater purpose, promoting a culture of collaboration, trust and innovation.

## Driving Sustainability

- Firmly believes that the FIA and its members can leverage their expertise and technology to be part of the solution to solving the climate crisis, that motorsport can be sustainable, and mobility can contribute to global environmental and sustainable agenda targets.
- Incorporates viewpoints from all key stakeholders and integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Sets ambitious business and sustainability goals, driving concerted action and investments.

## The Selection and Recruitment Process

FIA has appointed Russell Reynolds Associates exclusively to support this recruitment. The FIA is committed to diversity and inclusion within its workforce, and encourages all candidates, irrespective of gender, nationality, religion or ethnicity, including persons living with disabilities, to apply to become a part of the organisation. People from historically under-represented groups are particularly encouraged to apply.

### APPLICATION INSTRUCTIONS

Please submit your full application by email to [sarah.sulaiman@russellreynolds.com](mailto:sarah.sulaiman@russellreynolds.com). Please quote the role title and assignment code **2203-007L** in the subject heading of the email. All applications will be acknowledged and reviewed and selected applicants will be contacted directly. All applications must include a Curriculum Vitae (CV) with your education, professional qualifications and full employment history. Please ensure your full name is clearly noted on your CV.