



Position Specification

100x Impact Accelerator
Director

Our Client

The Marshall Institute

The Marshall Institute was established in 2015 at the London School of Economics with a £30m gift from Sir Paul Marshall to improve the impact and effectiveness of private action for public benefit. The Marshall Institute draws on the exceptional global reach and expertise at LSE and collaborates with departments, research centres, and institutes across the School. Its primary activities are in research, teaching, and convening.

100x Impact Accelerator

Sir Paul Marshall has made a further substantial gift to establish an accelerator for social ventures, ranging from social enterprises, to charities and other not-for-profit organisations. 100x is a new £55m global initiative, dedicated to shaping a new generation of “social unicorns”: organisations creating social impact at scale. 100x will invest in and accelerate the development of the most promising solutions to the world’s most pressing problems. To do this, 100x will provide more than funding: the programme involves advice on scaling strategy, impact measurement, and fundraising support, connecting grantees to a powerful ecosystem of follow-on partners and supporters. 100x will also provide physical space, mentoring, and advice on all aspects of building effective social and environmental interventions.

100x’s goal is to identify the combinations of expertise, data and evidence, mentoring, and capital that enable impact-driven organisations to think bigger and achieve more. It emulates the successful business accelerator model from the private sector and aims to show how impact-driven organisations can benefit from strong follow-on funding networks, highly focused research support, and outstanding programming. 100x Impact Accelerator will support two cohorts of up to ten social enterprises every year.

Located within the Marshall Institute at the heart of the London School of Economics and Political Science (LSE), 100x Impact Accelerator will draw upon the School’s world-class research and teaching capabilities.

Portfolio

The inaugural cohort of social ventures was announced on 26 June 2023, and the selection process for the second cohort is in its early stages.

The diverse first cohort consists of social ventures spanning a range of sectors, geographies, and demographics. These include [Afya Pamoja](#), an innovative healthcare platform raising citizens’ voices to improve healthcare in Tanzania; [Darsel](#), a Jordanian AI-powered solution that helps students to learn mathematics; [Gramhal](#), a tech non-profit that designs digital solutions for agricultural communities in India; [Taleemabad](#), a Pakistani EdTech venture creating higher quality curriculum for schools; [Unlocked Labs](#), a US-based tech training platform for incarcerated and formerly incarcerated people. The cohort also includes [Karya](#), [Labhya](#), and [Rocket Learning](#), all delivering impact across different sectors in India.

Broader LSE Context

100x Impact Accelerator will form part of LSE’s ‘entrepreneurship ecosystem’: its training and research programmes for social entrepreneurs. This includes amongst others: the [Marshall Institute](#), [Department of Management](#) research and programmes, [LSE Generate](#), [Aspect](#), [Zinc](#), [Houghton Street Ventures](#), LSESU entrepreneurship society, the [School of Public Policy](#), as well as the newly formed Centre for Excellence in Social Value. The aim is to create a unifying platform, and shared physical space, for all impact-related activities at the School.

Governance

100x Impact Accelerator is part of the Marshall Institute, and is accountable to the Institute Director, Stephan Chambers, and to the School's annual monitoring and review processes.

100x has a best-in-class governance model, to achieve its ambitious mission and mitigate risk at each step of its process.

Advisory Board

- The Impact Accelerator also benefits from a high-level [Advisory Board](#), which includes the President and Vice-Chancellor of LSE.
- The Board convenes twice per year to review the strategic direction, progress, and effectiveness of the Accelerator.
- Its members provide insight into the thematic areas of focus. They will also make introductions to relevant networks and influential co-funders and entrepreneurs, interested in supporting the aims of 100x.

Investment Committee

- The governance of the investment process is overseen by an Investment Committee, chaired by the Marshall Institute Director.
- The committee will recommend organisations it believes should receive 100x capital, and support to the 100x Compliance Committee on the basis of expertise, analysis and due diligence.
- During the appraisal of prospective grantees, the committee will review strategic, impact, financial, commercial and management information from shortlisted organisations and interview management teams where appropriate.
- The committee will select and recommend up to 10 social ventures per cohort cycle, up to two cohort cycles per annum, to the Compliance Committee.

Compliance Committee

- Final compliance and ethics screens on prospective grantees and is comprised of LSE's finance and legal teams.

Team

The current team is eight people, covering impact investment, programme, external relations, operations, communications & events, and administration.

The Role

The LSE seeks an innovative and inspiring Director to lead 100x from its early stages and establish it as a world-class accelerator of Social Unicorns.

The Director will lead the development of 100x. The Director should bring experience of entrepreneurship, either as a founder, investor, or mentor of early-stage social or commercial ventures. They will leverage their understanding of impactful social ventures, their network in the sector, and a global mindset. They should also derive the benefits of 100x's location within LSE, drawing upon world-class research and teaching, impact evaluation, a broader entrepreneurship ecosystem, and create learning and research opportunities for the School.

The Director is involved in developing growth opportunities for 100x, and for fundraising for those opportunities. The Director will also have management responsibility for the Accelerator, and will represent its activities inside LSE and externally. The Director will be involved at all stages of the investment process, from market-shaping activities in advance of calls for applications, through the review and selection process, as a member of the Investment Committee, and then leading the work to support the successful cohorts.

Candidate Profile

Essential Knowledge, Skills, and Experience

- Substantial and successful senior leadership experience, preferably including experience of leading an early-stage organisation.
- Demonstrable experience with innovative solutions to social and environmental challenges.
- Commercial acumen, demonstrated by the stewardship of substantial resources.
- Developing influential and productive relationships at a high level, across complex networks of stakeholders.
- The intellectual distinction to lead an organisation within a major research university.

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

Setting Strategy

- An entrepreneurial mindset with the ability to execute and build, while designing for the future;
- An innovative and creative approach to developing new ideas, and supporting change that will stretch the organisation, and push the boundaries of the sector;
- The ability to define and articulate impactful organisational strategy, and to effectively measure performance against this strategy;
- The ability to capture and synthesise emerging trends and ideas, and incorporate them into propositions for action in a changing environment and world;
- The capacity to work collaboratively with a large and complex organisation, articulate its vision, and translate that vision into tangible results and longer-term impact;
- A clear focus on organisational goals amid multiple competing risks and demands, and a capacity to prioritise effectively in order to deliver results.

Leadership and Management

- Demonstrable leadership skills in the stewardship of people, resources and systems, with a proven capacity to motivate and lead the team to achieve 100x's goals;
- Team-building ability and the capacity to instil a culture that values knowledge, optimism, determination, a global mindset, and engagement;

- Excellent interpersonal skills, including the ability to engage and inspire LSE and Marshall Institute staff, the Advisory Board, Investment Committee, and social entrepreneurial ecosystem;
- Sound judgement and decision-making on organisational development, including on the allocation of resources, and focus of 100x's mission.

Executing for Results

- The ability to set clear and challenging goals, while committing 100x 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 as the organisation develops;
- 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 while always taking into account what is best for the organisation.

Building Relationships and Using Influence

- An articulate, inspiring communicator, able to share a cohesive, ambitious vision for 100x to diverse stakeholders;
- The ability to influence internally and externally, in a diplomatic, inclusive, and informed manner; the ability to forge purposeful, durable sector-wide networks and partnerships;
- Flexibility, warmth and sensitivity, drive, passion, and determination; and
- Cultural sensitivity and a global mindset.

Terms of Appointment

The role will be based at LSE's campus in central London, in the new Marshall Building.

Competitive remuneration and terms will be negotiated with the preferred candidate.