

# CEO Job Specification

*[This is a high-level draft for Heidrick to build out in detail]*

**Job Specification:** Chief Executive Officer, Cardinal Harvest Naturals, Inc.

**Introduction:** Cardinal Harvest Naturals (“CHN”) is a leader in organic and natural foods, defined by purity and innovation. As one of the pioneers of the segment, for over 20 years CHN has been recognized as one of the giants of its category, consistently ranking in the top 5 organic and natural food companies. Recent crises have challenged that identity. Two separate recalls in different divisions, the frozen foods division and fresh berry division, have exposed the company to consumer and investor concerns. The outgoing CEO has announced her retirement due to unrelated health issues, and the company now seeks a new leader with the vision and operational rigor to heal the enterprise and drive growth.

**Responsibilities:** The CEO will unite multiple silos behind a common mission. From ingredient sourcing to manufacturing, from supply chain to marketing, the leader must instill uncompromising safety requirements, rebuild consumer trust, and weave a narrative of renewal that encompasses all divisions. The role demands accountability across business lines, convening disparate teams, forging and deepening regulator and stakeholder relationships, and balancing short-term firefighting with long term strategy.

**Context:** Two recalls in different parts of the business require a leader to be comfortable with complexity. The highest performing division, accounting for over 40% of revenue, remains resilient, but will require the new CEO’s ongoing stewardship of its culture across the full enterprise. Two divisions in particular – and their related functional teams – continue to recover from their recall crises and require additional attention.

**Qualifications:** Candidates must demonstrate deep understanding of food safety systems across disparate businesses, true empathy for customers and colleagues in all silos, an ability to galvanize cross-functional teams and a track record in growing natural/organic

brands. An ideal profile combines enterprise leadership, innovation orientation, systems thinking, celebrity in the category, and proven crisis management expertise. Experience integrating divisions after recalls or mergers is a plus.

**Competencies:** Strategic vision, empathy, drive for results, superb communication, ethical leadership, resilience, market insight and the capacity to listen intently. The ability to coach self and others, to listen across silos, and to partner with the Board while balancing activism and stability are essential.

**Expectations:** The CEO should, within the first 100 days, complete an enterprise diagnosis of recall root causes, propose unified solutions spanning divisions, engage stakeholders transparently, and set milestones for safety, growth and engagement. The Board will track progress using tangible metrics—defect rate reduction, NPS improvements, culture surveys—while giving the leader breathing room for transformation.