

Candidate Name: Jonathan Sample

Mobile: (615) 555-1212

Email: jsample144@yahoo.com

Note: This is an example of the addendum we create specifically for each role and organization as a supplement to our regular Candidate Questionnaire.

How have you responded to poverty in your own life? In what ways have your daily practices and spiritual formation been shaped by our calling to respond to poverty?

I have responded in my own life by recognizing my holistic poverty. I certainly don't believe that poverty is just economic or physical; it is also spiritual, emotional, relational, mental and more... the need for shalom.

I understand myself to be a holistic being, intended to holistically thrive. And I believe that if I am not inviting God into all areas of my life, any number of them could remain impoverished.

Therefore, I seek to pursue a Christ-centered view of my own formation. This means I need the Holy Spirit to continually transform my whole life, to enable me to increasingly reflect Him. I continuously pray for my eyes to be opened and for His redemption in new areas, all the time.

I believe that release from poverty is a lifelong pursuit of surrender and sanctification. Related, I believe that brothers and sisters from all walks of life have the power to aid each other in that pursuit and journey. This means that the materially poor or the oppressed can be tremendous agents in my or others' discipleship and support the release from our own poverty.

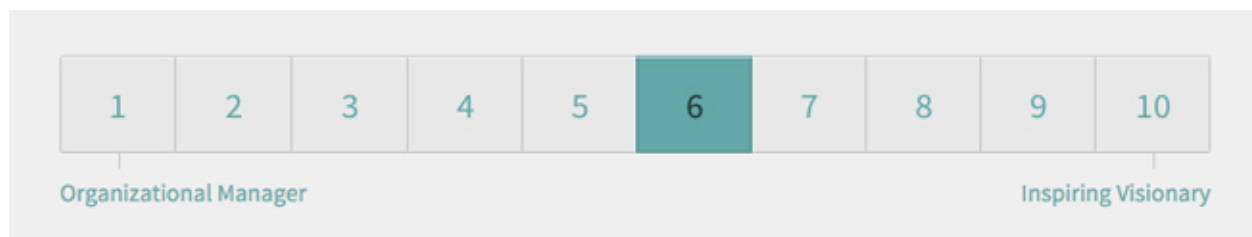
What previous experiences have equipped you with the know-how to take an organization out of infancy and into viability? What is your experience of managing rapid growth?

In my time at Latin Outreach, I took a from concept to viability, creating a team, infrastructure, organizational design, funding mechanisms and field partnerships. We have averaged 50% growth of both team and funding year-over-year.

A core emphasis of our organization is that every believer is called to help address and alleviate issues of poverty, economic justice and environmental responsibility, believing that these are integral to the life of discipleship. What experience do you have speaking to the Church on these topics?

To be completely honest, while I have a deep passion for each of these areas personally and have demonstrated that involvement pretty consistently over my years in corporate America, I don't have direct experience speaking broadly to Church on any of these topics. I do have experience speaking on other discipleship or thematic topics on behalf of multiple companies and organizations, and I know how to study and prepare new content platforms. I also know how to speak with authority and passion to represent causes close to my heart and values.

Where do you see yourself on the scale of "inspiring visionary" vs. "organizational manager"?



Why? Please explain.

I actually see myself as rather balanced between inspiring visionary and organizational manager. That said, I always desire to lead with an inspiring vision - a compelling "why" - and then manage the organization towards it. That is why I rated myself one step closer to the inspiring visionary. Without vision, people die; it's biblical, and I've lived it. But without stewardship (also biblical) and execution capabilities, resources such as people, time and opportunities are wasted. I believe that the best leaders are dualistic and can lead well in both critical areas.

What is your experience in leading geographically dispersed teams? Share a principle or two that inform your management of virtual teams and also a problem you've had to overcome to achieve success.

For most of my career, I have managed geographically dispersed individuals, teams and/or partnerships in one form or another. I started doing so before we had all the tools that now make managing at a distance so much easier (i.e., Zoom, Trello, Microsoft Teams, etc.).

In some ways, I view the principles of managing virtual teams the same as managing teams that co-locate. Both benefit from authentic relationships, shared values, strong vision and well-developed strategy, clear objectives, role clarity, priorities, accountability, etc. I would say that virtual teams require some additional intentionality such as checking-in on understanding or interpretation after meetings, informal connection (such as instant messenger) during the day in lieu of break room talk, and certainly in-person time at regular frequency.

With regard to a problem I've had to overcome to achieve success, I have learned it is absolutely essential to start remote teams with the same understanding on background or context, direction and how to advance towards desired future. Then, I have learned you have to have a way to revisit and test for continued shared understanding. When individuals are working remotely from each other and less connected in the day-to-day, it is so easy to drift off course and for chaos to ensure. This must be mitigated.

How comfortable are you with fundraising? With donor communications? Include a specific example of where you've been successful in securing a major gift (or business equivalent).

I am very comfortable communicating with passion a compelling cause, then inviting people to play a specific part in it - whether that is with their treasure, time or talent.

I have directly executed fundraising activities in one capacity or another at three different organizations. This has spanned sponsor, mid-level and major donors, corporate foundations, private foundations, and government grants. In doing so, I have had to relate directly to executive/C-suite leaders, high net wealth individuals and program officers, among other. My responsibilities have included proposal development, reporting, and managing other types of direct donor communications, in writing and in person.

I have learned that no matter the supporter, certain principles apply to all kinds of fundraising: Do your homework, thoroughly. Listen and know your supporter well. Stay relevant to their interests and motivation. Appropriately under promise and over deliver. And when engaging a Christ-following supporter, sincerely view and extend the invitation to give as a function of Christian discipleship, not as the world asks for support or money.

In terms of times I have successfully secured major gifts: Here in the very early days of Latin Outreach, I initiated the relationship with a very key corporate executive who had demonstrated a great interest in similar causes in the past, which resulted in an initial \$500,000 gift (and subsequent annual major gifts).

How comfortable are you with being a key "public face" and voice for the organization?

I genuinely enjoy being the spokesperson when I believe in the cause and master the content (i.e., positioning according to brand, have a clear and well-informed messaging platform). From my fundraising training, I am generally thorough to prepare and quick on my feet to reply. I am comfortable with interviews and live venues.

When my personal worldview and values match the organization—such as they do here—it bolsters my comfort level. If representation is a natural outflow of faith, of who I am and what I believe, it becomes a very easy task.

Describe a healthy relationship between you and the Board of Directors to whom you would report? A healthy relationship with the Board of Directors would be characterized by authenticity, transparency, forthrightness, synergy, and ability to align on direction. I intentionally word "ability to align" because I don't assume we would always start there, but a healthy relationship would be indicated by the fact that we could effectively become aligned.

What excites you most about this opportunity?

I am excited by the possibility of leveraging the breadth of my past experiences as a senior leader responsible for forging strong culture, vision and strategy, and organizational design in a start-up that achieves significant impact.

What concerns you most about this role or organization?

One of the things that concerns me is being able to learn from the short but abrupt history of the previous CEO, with his removal just 18 months later. I would want to understand what went wrong and what the Board has learned from this.

I also question the current organizational positioning and envisioned future for program work. From social media and website, I am not entirely clear on current thinking for your direction. The concern in this for me would be discerning how hard it will be to gain alignment on future vision and direction and what, if any, collateral damage there might be along the way.