



FOOD FOR THE HUNGRY

Food for the Hungry (FH) believes that every imaginable problem has a solution, and that our contributions make a difference.

Deeply rooted in the Bible, the name Food for the Hungry is inspired by scripture:
"He upholds the cause of the oppressed and gives food to the hungry." Psalms 146:7

LEADERSHIP PROFILE

**Chief Operating Officer (COO)
Food for the Hungry**

Phoenix, AZ

A Unique Opportunity

Food for the Hungry is re-imagining how to respond to poverty and the marginalization of people globally. Founded more than 50 years ago, Food for the Hungry is an international Christian nonprofit organization that designs, develops and delivers catalytic solutions that transform systems so that communities challenged by poverty, injustice and marginalization have the agency and resources necessary to be resilient and flourish. Food for the Hungry is voracious to discover and build sustainable solutions to poverty and remain innovative, agile and adaptable in the approach.

Food for the Hungry promotes God's beauty, goodness, and truth in a broken world. The organization defines itself by the ability to make people's lives measurably better; delivering impact is success. As poverty continues to threaten the lives of people living in the most isolated and underserved parts of the world, Food for the Hungry is re-imagining nimble responses to physical, spiritual and mental well-being, asset creation and social cohesion for all of God's children.

The COO Mandate

With operational teams in 20 countries and anticipated expanded transformational growth, the CEO, Mark Viso, seeks a results-driven Chief Operating Officer, a management expert. The next COO will implement systems that forge a new path that repairs structural imperfections and equips those served to have voice, agency, and ownership. Food for the Hungry's unique people focused approach to working with those challenged by poverty has directly served 14 million people worldwide.

The organization is experiencing phenomenal growth. With current revenue poised to exceed



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We are grateful to be invited into the communities we serve and work side-by-side with local leaders, responding to their needs with transformative solutions, which are both sustainable and implemented at the hands of the communities themselves.

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**We are created
for this work.**



\$192 million, the Chief Operating Officer (COO) has the opportunity to scale expansion and effectiveness by building infrastructure and teams and developing the “how” of the re-imagined strategy. The COO will have the opportunity to help shape a transformed entity as well as influence our broad sector, through 3 + year journey of organizational transformation (our “Re-imagination”).

The Chief Operating Officer (COO) reports to the CEO and is a key member of the Food for the Hungry Executive Leadership Team. As the architect charged with building the infrastructure to implement scalable growth, facilitate collaboration and results across the organization and drive data-based decision making, the COO defines, establishes, and monitors the CEO’s vision as a strategic thought partner. The COO will develop a strong ecosystem of processes which will establish organizational cohesion and strengthen all Food for the Hungry accomplishes in a fast-paced adaptable and responsive environment. The COO will design, enhance and improve the operational model that synergizes all functions of the central and country offices by streamlining the effective flow of resources and information always focused on the lives and communities served.

The COO will translate the organization’s strategy into actionable processes, contributing to the collaborative culture and managing all functions to stay on track to meet goals. The COO will facilitate and work within the organization’s ambidextrous approach, which involves balancing both incremental improvements to our existent business (the Core) and the disruptive transformation which is exploring new frontiers (the Explore).

The Chief Operating Officer will bring creativity, proven leadership success in dynamic, relevant global organizational contexts. The COO will recruit, develop, and lead high performing teams and create a collaborative and exceptionally effective operational environment.

Responsibilities

1. Translate Strategy Into Actionable Steps

- Build organizational cohesion and strengthen the ecosystem by inspiring and facilitating the open flow of new ideas.
- Build, operationalize and advance the emerging Food for the Hungry Innovation Lab: the redesign of our approach using future-forward solutions.
- Effectively communicate while consistently learning and responding to organizational needs across all functions and geographic locations.
- Build and implement a Gold Standard operational framework, with efficient systems, processes and accountabilities for the re-imagined future across the organization.
- Create an operational framework that supports the organization's current and future opportunities while enhancing efficiency, effectiveness and impact.
- Establish Key Performance Indicators to manage all aspects of business operations using metrics and data to monitor performance against goals, budgets and the strategic plan.
- Implement operational, fiscal and people management processes using collaboration, innovation and a disrupters mentality.

2. Build Processes That Optimize Organizational Resources

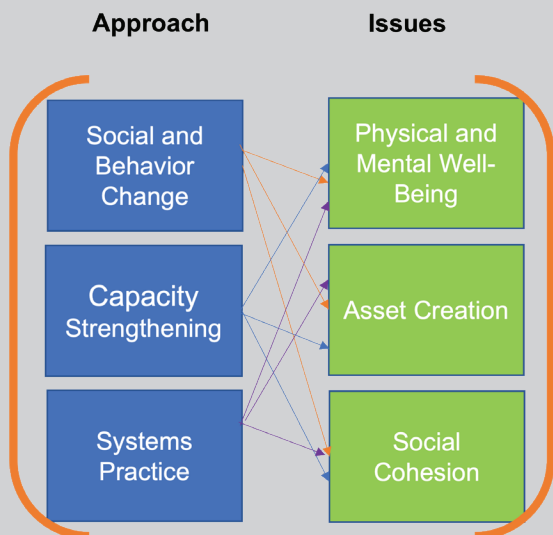
- Champion and nurture Food for the Hungry's employees worldwide to foster trust, appreciation and ownership to motivate high performance and affirm teams.
- Translate the Food for Hungry mission and vision into clear strategies and actions. The COO must define processes to position



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Our international staff belongs to the nations they serve—in fact, 98% of our staff work in their country of origin. We are not foreigners or outsiders offering a new way of life. We are sisters and brothers lifting the shared burden from the shoulders of our global family.

The Foundation of the Food for the Hungry Program Model



Food for the Hungry to fully actualize its funding, programmatic, partnership and faith opportunities.

- Establish and maintain strategic external relationships with key stakeholders to fund Food for the Hungry vision and strategic execution.
- Identify metrics to inform an innovation practice using Quality Office processes for International Organization for Standardization (ISO) Certification to effectively manage risk across a broad geographic footprint.
- Use technology to drive operational efficiency.
- Have a high tolerance and capacity to effectively manage risk.

3. Deliver Systems For Measurable Results

- Strengthen the core of the organization by establishing systems, policies, processes and practices that create synergy.
- Serve as a confidant and strategic advisor to the CEO, while demonstrating a willingness to challenge company leaders in a collaborative and diplomatic manner.
- Collaboratively drive financial discipline into other functions to ensure data-based decision making.
- Bring a logical and analytical approach to business strategy using research-based informed metrics to evaluate program outcomes.
- Effectively manage grant relationships, including government and private foundation grant reporting and fiscal accounting.
- Have the ability and proficiency to clearly communicate accurate targets, milestones, strategy and financial accounting as required to enlist support and consensus.

The Organization

In 1971, Dr. Larry Ward, founder of Food for the Hungry planted the seeds of working alongside people who are suffering. The principles and values of the organization have remained constant; to graduate communities of extreme poverty to self-sufficiency.

With local teams in 20 countries globally, to date Food for the Hungry has graduated more than 2,879 communities from extreme poverty, positively impacted the lives of more than 6.4 million children and served well over 800,000 households around the worldwide.

In FY22, Food for the Hungry measured sustainable impact to “seek, make and keep the right promises: define, build and deliver transformational value and impact for and with those served.”

As a result, the organization

- **Grew revenue**
- **Strengthened the culture required to achieve the mission**
- **Built a business model to improve efficiency and effectiveness**

Food for the Hungry is enhancing and building the “how” of the re-imagined future. The goal is always to serve more people and empower more communities. The COO will create a stronger organizational ethos with a shared language, clearly defined systems, enhanced policies and practices and processes which are all focused on encouraging local ownership, initiative adaptation and flexibility.



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We are at our best when we seek first to understand, then be understood; take ownership for our behaviors and actions; promote the success of others; collaborate to advance our shared purpose; and assume positive intent in all things, until proven otherwise.



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We're proud of the communities we enter, but more than that, we're proud of the ones we exit. These are the communities where extreme poverty no longer has a seat at the table. They're self-sustainable and living out God's purpose for their lives. We celebrate with them and then we intentionally seek out the next community suffering under the heavy weight of poverty.

The Candidate

The ideal candidate is a process engineer with proven success in operational redesign, enhancement and implementation. The next COO is a management scientist who has demonstrated operational leadership experience of global complex systems with diverse stakeholders.

The COO is a proven leader with a bold personality, who is sincere, deeply dissatisfied and always stretching boundaries for improvement. The next COO is a change manager who is highly adaptable and is focused on what is good for the organization. The COO has an agile approach and able to keep and strengthen the current business while building a disruptive future.

The COO is a proactive executive who shares FH commitment to drive results through innovation and an entrepreneurial approach.

- Proven leadership capabilities.
- Effectively build trusted relationships with the CEO, Executive Team, Country Offices and the Ministry Services Team.
- Ability and relationships to recruit and develop talent.
- A strong appetite for risk tolerance and the ability to drive innovative systems.
- The COO will be an exceptional communicator who facilitates open and candid dialogue to inspire innovation.
- Demonstrated ability to build trusted relationships.
- Instinct to prioritize organizational success over personal interests.
- The ability to effectively listen to and motivate a diverse global workforce.

- Demonstrated a high level of EQ and the ability to deftly navigate organizational dynamics.
- An authentic centering of Christian Faith.
- A commitment to the Heartbeat Values of Food for the Hungry:
 1. **We follow Jesus.**
 2. **Our work is relational.**
 3. **We invest wisely and focus on results.**
 4. **We serve with humility.**
 5. **We pursue beauty, goodness and truth.**

The Location

Food for the Hungry is Headquartered in Phoenix, Arizona. Phoenix is the capital of the southwestern U.S. state of Arizona. Known for its year-round sun and warm temperatures, it anchors a sprawling, multicity area known as the Valley of the Sun. The COO will ideally be placed in Arizona, but alternative locations may be considered.

Food for the Hungry celebrates and honors diversity. Food for the Hungry is an equal opportunity employer; a diverse slate of candidates is encouraged and welcome.

Food for the Hungry is partnering with BoardWalk Consulting to conduct this search. For potential consideration or to make a referral, please email FHCOO@BoardWalkConsulting.com, or call **Cynthia J. Moreland, Kathy Bremer, or Patti Kish** at 404-BoardWalk (404-262-7392).

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We embrace God’s call for us, individually and collectively, to put His Kingdom and those suffering from poverty, injustice, and marginalization first: and to persist and persevere until we achieve our mission.

