

Summary

Position: Philanthropic Partnering Investment Lane (PPIL) Portfolio Developer

Company: Ambassador Enterprises

Reports to: Vice President – Philanthropic Partnering

Scope: The PPIL Portfolio Developer facilitates discovering, developing, and investing in for-impact opportunities in defined market sectors.

The Company

Reflect upon a time when you knew you belonged, a place where you were accepted and appreciated, where you felt wanted and safe. Maybe it was a club, a youth organization, a community group, at church or school. Perhaps it was your family. Remember the great feeling of being secure in your identity and wanted for who you were.

Now stop to think of a time when you were on a team that “knocked it out of the park.” Where it was one for all and all for one, and you experienced that magical moment when all the elements came together to make a winning combination. Was it a study cohort, an athletic team, a project group, or maybe a mission trip or service project where you experienced the exhilaration of a job well done, a mission accomplished?

What if the security of belonging and the strength of teamwork could come together to create a social environment where people thrive? That’s what Daryle Doden, our founder, was looking for when at 26 years of age, he came to the realization that he was ill-suited for the ministry roles for which he had been trained.

In his words, “No one told me when I was in Bible school that an analytical, bottom-line, no-nonsense, non-social introvert is probably not going to make it in ministry. I resigned from my ministry position only to find no one in the marketplace who was willing to take a chance on me. With my wife Brenda to support and two children to feed, I did the only thing I knew to do – odd jobs and construction work.

“One day, while preparing a quote for a job,” Daryle recounts, “I discovered there was a shortage of reinforcing bar. A co-worker suggested we contact a mutual friend who owned a steel distribution company. He located five tons that my co-worker and I sold from phone booths in Fort Wayne. The owner suggested we start a business.

“Ambassador Steel Corporation was formed. Our goal, as ambassadors for Christ in the marketplace, was to honor God, respect others, work hard, and make money. I dreamed about creating a community that cared and a team that performed, where people genuinely cared for each other and worked together with excellence for a common cause.”

From this humble beginning, Ambassador Steel became a leader in its industry sector of distributing and fabricating rebar. With a reputation for a high-trust, high-care, high-performance culture, Ambassador was known for its emphasis on faith integration, collaborative teamwork, and operational excellence.

Over time, it became apparent that, to survive in a consolidating steel market, Ambassador Steel needed to be more closely aligned with a rebar producer. The company’s unique culture and outstanding performance caught the attention of highly regarded steel industry player Nucor Steel who purchased the company in 2008.

The sale of Ambassador Steel allowed the birth of Daryle’s long-held vision of establishing a different kind of private equity firm, one with a legacy mindset and a philanthropic intent. With its for-profit and for-impact investment strategy, Ambassador Enterprises is a legacy-minded private equity firm that invests for three returns – financial, cultural, and eternal.

AE has a 100-Year Plan for strategic impact. Central to that plan is community impact and partnering for better community. A portfolio developer works with nonprofit leaders in one or more defined market sectors in discovering, developing, and investing in for-impact opportunities.

The Position

It is generally not for lack of ideas or access to resources that communities don't thrive. What's often lacking is a strategic plan with the corresponding strategy, concentration of effort, and coordination of activities to get from where the community is to where it wants to be. That's where a portfolio developer comes into play.

Part business developer and part counselor, a portfolio developer is a coach, connector, catalyst, and co-creator. They are charged with becoming a trusted friend and a wise sounding board for those in positions of authority and influence. They assist in refining ideas, defining vision, discerning the achievable, and helping to galvanize nonprofit leaders and others in building better community.

Deeply embedded in the life of a specific market sector, a portfolio developer works with nonprofit leaders and other community members in discovering, developing, and investing in for-impact opportunities. They build relationships and encourage collaboration. They assist in identifying opportunities and connecting strategic partners to strengthen relational teamwork and strategic execution. Integrity and confidentiality are a must.

As a frontline team member of the AE philanthropic partnering team, portfolio developers are the public face of the organization. They are charged with building AE's brand recognition, providing ever-increasing visibility and influence, and establishing AE as the preferred partner for legacy impact in NE Indiana.

A portfolio developer should:

Be in the Market Sector

- Establish primary residence in the market sector, if practical, and if it is geographically concentrated.
- Spend the majority of working hours in the market sector.
- Engage in sector meetings, functions, and events, including outside normal business hours.
- Build strong relationships with sector leaders and the sector at large.
- Initiate one-on-one relationships with sector leaders and influencers.
- Contribute to a Bible-based, Christ-centered, high-trust, high-care, high-performance culture.

Serve the Market Sector

- Listen, using intelligent inquiry, to help assess the needs and desires of the sector.
- Be a relational partner for cultivating and connecting networks and collaborative endeavors.
- Maintain objectivity and avoid partisanship, working for the common good.
- Serve on at least one nonprofit board in the focused sector.
- Inspire others to engage in championing the sector.
- Attain strategic and/or industry-specific certifications to help the sector.

Build the Market Sector

- Assist in the formation of vision, developing strategy, and defining impact.
- Promote common interests and encourage collaboration.
- Catalyze sector initiatives that advance sector revitalization and well-being.
- Be an economic partner for accelerating sector success and sustainability.
- Identify, link, and leverage sector assets.
- Review progress and provide feedback.

Other Expectations

- Participate as a member of the AE Philanthropic Partnering team.
- Identify and develop relationships with other AE community advocates and portfolio developers.

The Person

A portfolio developer must be an individual of godly character – trustworthy with unimpeachable integrity and philosophically aligned with AE's unique mission. They should be a seasoned team player with

a shepherd's heart and a deep understanding of the sector in which they work.

A portfolio developer should be passionate about investing in relationships, building trust, connecting people, and encouraging collaboration. They need not be an extrovert but must be both personable and personal, capable of relating to various social groups while also developing deep bonds with individuals.

Given the diverse nature of community culture, a portfolio developer must be comfortable navigating among the business, municipal, education, nonprofit, and ministry worlds. And their attention must be less on their personal contribution and more on supporting the integrative contribution of others.

With strategic thinking as the focus and productive activity as the goal, a portfolio developer must have the ability to go beyond what is currently known without necessarily knowing what will be found. They must be able to listen, make connections, see patterns, and provide feedback that facilitates a variety of efforts.

In the words of our founder, "Business is about people, processes, and problem-solving. We look for leaders who are principle-based, purpose-driven, people-centric strategic problem-solvers." Portfolio developers that join our team are relational problem-solvers who effectively bridge ideas and execution.

Responsibilities

Strategic Facilitation: Where are we, where do we want to go, and how will we get there?

- *Define the mission* – Understand why the sector exists and what it needs to achieve.
- *Face the facts* – Assess, evaluate, and communicate the present reality.
- *Cast a vision* – Capture the imagination of stakeholders with a clear picture of a compelling future.
- *Plan the work* – Develop a strategy, the means, and methods, to achieve that compelling vision.
- *Work the plan* – Implement the systems, processes, and services to advance the strategy.

Relational Engagement: Who is available and willing to work together for the common good?

- *Develop the trust* – Foster believing in the good intent of others and fulfilling one's own good intent.
- *Build the bridges* – Connect people, getting them talking, listening, and willing to work together.
- *Unite the sector* – Identify the common values, shared interests, and desired impact.
- *Assign the work* – Promote collaboration, concentration of effort, and coordination of activities.
- *Rally the troops* – Inspire pride, fellowship, and common loyalty to each other for the common good.

Operational Mobilization: What resources do we have, and how will we use them in fulfilling the vision?

- *Determine the initiatives* – Decide the programs that are mission-critical to success.
- *Establish the priorities* – Prioritize the mission-critical programs essential to success.
- *Provide the resources* – Ensure tools, training, and capital are available to do the job.
- *Deploy the capital* – Provide capital to seize opportunities and support the programs.
- *Manage the risks* – Identify and mitigate threats according to probability and severity.

Brand Management: What is our identity, and how do we want to be known?

- *Develop the value proposition* – What do we provide, for whom, and for what good effect?
- *Cultivate the message* – Develop a clear, easy-to-understand, compelling story.
- *Know the audience* – Maintain customer contact and sector engagement.
- *Promote the brand* – Repeatedly tell the story of the sector's unique value proposition.
- *Protect the reputation* – Help manage the reputational risks and address negative reviews.

Performance Optimization: What performance do we expect, and how will we measure that performance?

- *Define the objectives* – Communicate constantly expectations, the mountains to climb, hills to take.
- *Coordinate the activities* – Facilitate cross-sector and cross-functional teamwork.
- *Drive the results* – Consistently focus the sector on outcomes and impact.
- *Monitor the progress* – Keep score, developing simple real-time means of measuring success.
- *Celebrate the victories* – Rejoice in wins with individuals and organizations throughout the sector.

3 C's: Character | Chemistry | Competency**Personal Attributes**

Christ-Centered – Lives in a way that consistently bears witness to Christ and the Kingdom of God.

Servant-hearted – Works for the success of others, fulfilling spoken and unspoken wishes of those served.

Humble – Embraces own insufficiency and demonstrates dependency upon God and others.

Ethical – Has unwavering integrity with a commitment to authenticity, transparency, and truthfulness.

Mature – Manages emotions, handling change, crises, and conflict in a calm, measured manner.

Confident – Is secure with a nothing to prove, nothing to lose, and nothing to hide mindset.

Relational Abilities

Credible – Fosters trust, building strong one-on-one relationships and healthy community together.

Personal – Compassionate and caring with a genuine concern for and desire to get to know others.

Patient – Effectively deals with difficult people, complex projects, and deep-rooted problems.

Gracious – Thrives working in multiple sectors, dealing with diverse people and differing opinions.

Listener – Understands and comprehends, making strategic connections and having wise insights.

Communicator – Builds an emotional connection, effectively communicating relevant content.

Professional Aptitudes

Self-managed – Works independently, takes initiative, manages multiple projects, and prioritizes work.

Adaptable – Deals well with competing demands, complex problems, and changing circumstances.

Prudent – Uses critical thinking and good judgment in dealing with issues, giving wise, timely advice.

Innovative – Meets challenges with creative resourcefulness, looking for new and better ways.

Collaborative – Sets clear objectives, managing expectations while fostering a culture of participation.

Facilitative – Resources and influences others in effectively and efficiently achieving defined objectives.

Professional Qualifications Desired

A heart for God, a love for people, and a calling to leader, organization, and community development.
Bachelor's or Master's degree in business management, public administration, or other field relevant to the assigned market sectors.

5-10 years of experience in community development, nonprofit or business leadership, or a field relevant to the assigned market sectors.

Professional coaching credentials, or at least 5 years of experience in people development.

Experience in leadership, managing managers and staff, and developing talent.

Experience in the Marketplace and in Ministry is highly preferred.