



Connectivity

KELLOGG FELLOWS LEADERSHIP ALLIANCE

CONNECT.
RENEW.
LEVERAGE.

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THE CHANGE ISSUE

Lately, everywhere we turn change is upon us. In the course of just a few years we have witnessed technological advancements that are changing how we share information and communicate around the globe. On the national front, new leadership has led to rapid changes in the way we approach social, economic, and environmental issues. In our communities and in our homes, abrupt changes in the economy have required finding ways to scale back or adjust aspirations.

As leaders, we understand the need for resilience in the face of change. We work to become adept at anticipating change—and welcoming the growth promoted by adapting to change. We strive to transition smoothly through change so that it becomes no more momentous than taking the next logical step.

But as the pace of change accelerates, as technological and regulatory and societal changes surge around us, we must also exert leadership by pausing and creating critical space for reflection. In taking time to more intrinsically recognize our mission and core purpose, we adopt changes in a way that enhances the essence of what we are about.

The end result of change, both personal and organizational, is that we participate in the dance of life in such a way as to more fully develop our particular gifts to better serve others.

We hope you enjoy this special issue of Connectivity that examines leadership through times of change and we invite you to continue the conversation by sharing your thoughts on our Courageous Leadership blog at www.kfla.org.

Kellogg Fellows Appointed to Serve in Obama Administration

During the summer, three Kellogg Fellows were chosen to serve under the new administration. Dr. Regina Benjamin (KNFP 13) is President Obama's nominee for U.S. Surgeon General. Regina is the CEO of Bayou La Batre Rural Health Clinic and president of Alabama's State Medical Association.

Shirley Sherrod (KNFP 13) was named the Georgia Director of the USDA/Rural Development program. Read more about Shirley's new role on page 5.

And John Wilson (KNFP 11) was appointed executive director of the White House Initiative on Historically Black Colleges and Universities.

Our congratulations to these three Fellows in their new and exciting leadership roles.



Dr. Regina Benjamin, KNFP 13



Shirley Sherrod, KNFP 13



John Wilson, KNFP 11

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The Alliance's Changing Landscapes

*"Growth means change and change involves risk, stepping from
the known to the unknown." –Author unknown*



Martha Lee, KNFP 15

draw on the expertise of some of our leadership scholars to discuss how and why change happens, and what helps us to move through it. We also profile several Fellows experiencing career changes or embarking on efforts to bring about substantive change (See *"Leadership through Times of Change"* beginning on page 4).

Imagery of flowing water helps me work through times of change. I try to move from being stuck, or frozen, to becoming fluid and flowing along without restraint. And just as a flowing river has the capacity to change the contours of its banks, organizations that are fluid have the capacity to change the social landscape.

KFLA is striving to make the necessary changes that will keep us moving forward in ways that can best serve the needs of our network of Fellows as we collectively strive to make positive changes. Along these lines, KFLA is:

- Incorporating social media as a way to communicate and stay in touch with Kellogg Fellows in new ways;
- Planning a dynamic and inspirational Forum coming up February 12th–15th in Tulum, Mexico, to engage and challenge our network

"Change" has become a buzzword over these past two years. Its reverberations have led to new leadership in our nation's capitol, and new momentum in addressing social and environmental issues.

This issue of *Connectivity* explores change within the context of our Kellogg Fellows Leadership Alliance. We

- Designing an Emerging Issues Series as part of our Call to Action programming to promote race equity and social justice, and mobility and migration (See *2010 Programming*, page 8).

KFLA is grateful to the W.K. Kellogg Foundation for extending its funding of the Alliance through 2011 so that our Fellows' network can work together to affect key social issues. We also know that, as an organization, we need to work toward sustaining ourselves into the future, and have formed the Kellogg Fellows Consulting Group to generate income for both the Alliance and individual Fellows. The Consulting Group matches our Fellows' expertise to clients' needs for inspirational speakers, seasoned facilitators, strategic planners, philanthropic advisors, and leadership specialists. Some 50 Fellows are on board as consultants, and we encourage you to spread the word to your colleagues and associates about their valuable services (See *"Kellogg Fellows Consulting Group,"* page 7).

Fellows' individual and collective involvement in the Alliance creates the action that leads to change. We hope you will share with us the changes that you are experiencing in your personal and professional lives so that KFLA can better meet your needs.

As social entrepreneur and founder of Ashoka, Bill Drayton, said: "Change starts when someone sees the next step." We hope that you are inspired by the many positive changes you find featured in this issue and will take the next step to join with the Alliance in exploring new possibilities.

KFLA Restructures to Better Serve You

From internal staffing to redesigned programs, KFLA made several modifications in 2009 to improve our services and ways of engaging the Kellogg Fellows network.

Late in 2008, we moved to a new building to downsize our office space. We have since made changes in personnel to position KFLA for new programs and services, with Jackie Clare moving into a new role as program director for the Kellogg Fellows Consulting Group, and Michelle Di Benedetto and Dave Suss running KFLA's programs and social media efforts.

Our program areas have shifted focus into new, emerging issues, including racial equity, immigration, and civic engagement. And, when we needed to change the timing of our Forum gathering in Tulum, Mexico in June due to the outbreak of the H1N1 virus, we took the opportunity to reassess and make changes to the event, now rescheduled for February 12-15, to ensure meaningful connections were offered for Fellows across our Alliance. Similarly, the Travel and Learn program to Cuba, also postponed to follow Forum in February 2010, has been retooled to make the most of Fellows' time there.

The KFLA website is now streamlined to make it easier for Fellows to find programs of interest, locate others in the Alliance, and update their own biographical information. The new Courageous Leadership blog site broadens the conversation regarding the intersection of courage and leadership, and serves to inspire others in their practice of leadership. We invite Fellows to consider the blog their place to reflect on leadership lessons, ask questions, comment on others' ideas, and share trials and triumphs.

Meanwhile, we have kept in place the activities that generate funding to ensure participation of all Fellows who wish to be involved in KFLA's programs. We continue to hold the annual online auction and to offer other avenues for contributing to KFLA's scholarship fund.

We look forward to building on the changes we now have in place as we move into an exciting year of Fellow-focused activities in 2010.

Notes from the Field

Making Information Accessible to the Masses

Jonathan Spalter's biography reads like a compilation of many distinguished careers: foreign affairs reporter for the MacNeil/Lehrer NewsHour; White House spokesperson in the Clinton Administration; speech writer for Vice President Gore; associate director for the U.S. Information Agency; CEO of a digital licensing company founded by the creators of Napster; Paris-based senior vice president of public policy of a global media and telecommunications group; chairman and CEO of an online health information publishing company; founder and CEO of an investment research company—and that doesn't include the nonprofit organizations he has founded and chaired.

In Jonathan's extensive and impressive career, the common thread is the sharing of information. "My experiences have all been about developing, shaping, and distributing insight, information, news, and content to the widest possible audiences," he says.

Three years ago, Jonathan founded Public Insight to help institutional investors understand the policy environments for investing in such sectors as renewable energy. He explains, "By making regulatory environments more transparent, we've helped stimulate investments in worthwhile areas, including alternative energy, healthcare, and other important, emerging opportunities that are both socially beneficial and profitable."

Jonathan also currently serves as chairperson of Mobile Futures, a coalition advocating innovation and investment in wireless technology. He asserts, "One of the most important platforms for civic engagement and democracy is the technological advancement of mobile phones and wireless technology. It has contributed to public education, public safety, healthcare, philanthropy, and government transparency."

"If we harness the tools and capacity of new technologies and the power of the networks using these technologies, a great good can come of it..."

Mobile Futures works with regulators and policy makers in areas around the country where access to wireless and mobile technology can be enhanced. It also works to promote understanding of how wireless technology is expanding economic opportunities throughout the country.

In a recent article in *The Huffington Post*, Jonathan reports that more than half of America's Hispanic population uses the mobile internet, compared to one-third of whites, and that Hispanics also account for a higher percentage of cell phone ownership than other ethnic groups. Jonathan



Jonathan Spalter, KNFP 10

suggests that this presents enormous potential for improving the group's access to vital government, education, and healthcare services.

"It's a breath-taking development that a minority segment of our population has taken leadership in driving the use of this technology," Jonathan remarks. "It bodes well for the future."

In Jonathan's pursuits to provide information to hard-to-reach audiences, he has employed creative—even whimsical—approaches. He co-founded and chaired Climate Cartoons, a nonprofit organization of animators, producers, and film distributors, who produce short animated films to build awareness of global warming. The films are shown through a number of high-volume media channels.

"We thought it would be a great idea to complement Al Gore's documentary on global warming with more accessible media made available through the internet, movie theaters, schools, and other avenues," says Jonathan. One of Climate Cartoon's films received an Emmy award for best Public Service Announcement.

Through all his endeavors, Jonathan is committed to helping make the world a better place for his children and future generations. "The lives of our families, our communities, and our country are intrinsically bound to the health of our planet," he says. "If we harness the tools and capacity of new technologies and the power of the networks using these technologies, a great good can come of it—not only from a policy perspective, but also an economic perspective."

KFLA is Embracing Changes in Technology

- We're sharing stories on the Courageous Leadership blog
- We're sharing timely and valuable information on Facebook and LinkedIn
- We plan to share how Fellows can use social media in two Forum workshops—KFLA staff will coach Fellows on the basics for how they or their organizations can implement these new media tools into their communications strategy.



LEADERSHIP THROUGH TIMES OF CHANGE

Times of personal or organizational change, whether expected or unexpected, can be challenging, but they also provide tremendous opportunities for growth and for redefining our leadership practices. Change is reshaping the course of many lives in our diverse network of 1,200 Kellogg Fellows. We turned to some of our leadership scholars for insight into how and why change happens, and how to move through it effectively.



Chris Musselwhite, KNFP 8



Roger Sublett, former KNFP director



Bill Reckmeyer, KNFP 9

Managing Organizational Change

Societal changes and our changing economy account for the proliferation of organizational changes now affecting so many sectors. Many organizations are having to restructure to accommodate shifting markets.

Chris Musselwhite (KNFP 8), president and CEO of Discovery Learning, Inc., points out that organizational change often comes about if there is a need or service that is not being delivered. “The change is meant to rectify it.”

In his training and consulting firm, Chris and his team develop custom solutions to clients’ organizational challenges. They have researched change styles and found that “different people are hard-wired to confront change in different ways.” In particular, “Our data shows that many people who identify themselves as ‘change agents’ have a strong bias in their change-style preference. They may not understand the concerns and reactions from the masses that they are trying to sell change to.” Chris says this is a lot of the reason why change can fail. “Perceptions can be very different regarding how much change is needed, whether a proposed change is really an advancement, and the viability of successfully implementing a change.”

Chris cautions, “Some personalities have a bias that all change is good; that you shouldn’t stick to the status quo. There are people who like change for the sake of change. It’s important to ask, ‘Is it change for the common good?’”

Generally, says Chris, “People aren’t as opposed to change as they are opposed to *being* changed. If you can present change as: ‘Let’s acknowledge what’s working and see the upsides of changing what isn’t working,’ then you accommodate the change-style preferences of more people and consequently have greater buy-in.”

Roger Sublett, former director of the Kellogg National Fellowship Program and now president of Union Institute and University, draws on a recent experience at the university in describing how to lead effectively through organizational change.

Explains Roger, “Union gave everyone in our community a role in the discussion around a new mission, vision, and values that would guide us into the future. The process ended up unifying this community in transitioning from a past that we would not be able to sustain to a future that is bright with possibilities.”

Roger says that the key to leading effectively through such a process is “being confident, courageous, transparent, and able to articulate a vision.” He adds, “If you’re able to lay out a common vision in a way that engages individuals, you’ll have a team around you to support you in the change.”

Reflecting on what the change process can teach us, Roger says, “It helps us to mature as leaders to the point where we gain a deep respect for how change affects other people.”

Diana Chapman Walsh (KNFP 8) stepped down in June 2007 as president of Wellesley College after 14 years. Having announced that she was leaving 18 months earlier, she says with a chuckle, “I had a lot of time to learn how to lead through change.”

Diana describes the months before her departure as “a time of vulnerability” at the college. “Things that were stable and seemed secure were unhinged a bit. There was anxiety and fear—and all the dysfunctionality that arises through fear.”

In her role as the outgoing president, Diana worked to assuage anxieties. She recounts, “I found I had to exaggerate all the leadership qualities—to communicate more, connect more with others, and be even more careful and self-conscious about showing what we value and how we model it.”

Of organizational change in general, Diana observes, “It’s a time when there’s a large shadow over the organization. The leadership has to bring a lot of light—of transparency, of integrity, and of hopefulness.”

Bill Reckmeyer (KNFP 9) has spent most of his career helping people lead major change efforts in a proactive, intentional way. Currently a visiting professor with the Center for International Security and Cooperation at Stanford, as well as a Salzburg Global Seminars Fellow, Bill is working on large, broad change efforts—“transcendent changes”—that have societal and global ramifications. Bill frames his work by referencing an African proverb that says, “When the water hole is drying up, the animals start looking at each other very differently.” Says Bill, “I’m dealing with water holes that are drying up and developing strategies to build a better world.”

Describing the attributes needed to lead effectively through change, Bill says, “Leadership is fundamentally about the ability to mobilize people in pursuit of shared goals—or influence people in a purposeful activity—and about having content-specific knowledge. It’s about working well strategically, integratively, and collaboratively, and about seeing the bigger picture.” He then adds, “Very few people have the power to impose solutions on large groups of people.”

Bill also underscores that the goal of an effective change effort extends beyond just making it through the change. He emphasizes, “You want to come out at the end of it in a way in which it’s sustainable in a broad sense.”

Navigating through Career Changes

In sharing their leadership lessons around what often precipitates personal career changes, the Kellogg Fellows describe a process of self-reflection. Each acknowledges that a growing understanding of one’s true nature can often be the impetus that leads to a career change.

Chris Musselwhite refers to the driving force for change as “having better clarification over time about what our interests and passions are.” Chris left a career as a university professor to start his own consulting firm in order to follow his passion.

Similarly, Roger Sublett says that he has always known when it was time to make a change. He describes how, at certain points of his life, he asks himself two important questions: “Am I really doing what I ought to be doing? and Am I using my talents to the best of their ability?” His career changes have been driven by “making a very honest self-assessment and recognizing when I have accomplished the goals that I set forth in my organization—when I’ve reached a sense of completion.”

Roger believes such realizations “can lead to an extraordinary time of creativity and innovation.” He asserts, “If you stay true to who you are, you’ll end up in the right spot.”



Diana Chapman Walsh, KNFP 8

Diana Chapman Walsh considers change as “the only constant” and says, “The only choice we have is how we choose to meet it.” She offers a poem by Rumi, “The Guest House,” to illustrate how we must honor change when it presents itself.

The Guest House

This being human is a guest house. Every morning a new arrival.
A job, a depression, a meanness, some momentary awareness comes as an unexpected visitor.

Welcome and entertain them all!
Even if they're a crowd of sorrows, who violently sweep your house
empty of its furniture, still, treat each guest honorably.
He may be clearing you out for some new delight.

The dark thought, the shame, the malice, meet them at the door laughing, and invite them in.
Be grateful for whoever comes, because each has been sent as a guide from beyond.
— Rumi

Diana also acknowledges that how we prepare for change, and how we move through it, requires losing something in order to gain something else. She points to the patterns of change all around us—in seasonal changes and life cycles—and explains, “A big part of the work of change is recognizing that something has to be left behind: a vessel has to be emptied before it can be filled again.” Diana says that it is important to grieve, and also to celebrate what we're leaving behind.

Ultimately, what is often gained in the process of personal change, says Bill Reckmeyer, “is not only overcoming a specific challenge, but learning broader skills that will help you get through the next change more easily. You become more flexible, more resilient, and more adaptable to changing conditions.”

According to Bill, what prepares us for moving through change is having a variety of experiences. “People who wrestle with different issues and have broader experiences are much more capable of handling change.” He states that our reaction to changes—spanning from relatively calm to sheer panic—have much to do with our “comfort with discomfort.”

Bill describes three “zones” in which people face the uncertainties of change: The first is the comfort zone—the person can see what is coming and knows how to handle it. The second is the stretch zone—one has to move outside one's comfort level to address the challenge. The third is the panic zone—the person feels completely overwhelmed and is consumed with getting out of the situation. Using the analogy of rafting down a river and coming to a Class 5 rapids, Bill points out that a person with experience and expertise will have no problem paddling through it. On the other hand, those who are novices will probably panic.

“The most effective forms of change are in the stretch zone,” he says. “People generally do a lot better the more comfortable they are with turbulence.” He explains that the more experience we have with giving up our regular patterns and getting out of our routines, the better able we are to handle change.

“If you really focus on effective leadership,” sums up Bill, “you're not just figuring out how to get through the rapids—or whatever the specific challenge might be. You're also learning the broader skills that will get you through the next change more easily.”

We hope that Fellows will continue the conversation we have started on leadership through times of change. Consider sharing your thoughts and experiences on this topic on KFLA's Courageous Leadership blog. Contact Dave Suss (dsuss@kelloggfellows.org) to post your story, or visit the blog to read and comment on other's submissions. Find the blog on the top right tab of the KFLA website (www.kfla.org).



Russ Mawby, former president and chairman of the W.K. Kellogg Foundation

Remaining Interested and Engaged into Retirement

Russ Mawby retired as president of the W.K. Kellogg Foundation in 1995 and has settled into a new role. He observes, “I don't have the positional status anymore in a professional career, and that gives a marvelous sense of freedom to explore new areas.”

Russ has shifted his focus from larger, societal issues, to those at the community level. “I'm out of the loop at the national and state level, and am more involved in local organizations and community life. In many instances, I'm able to make a difference in a more tangible sense,” he says.

Russ observes that local leaders are a more diverse group, bringing with them a variety of ideas. “At the local level, the role of participating is more challenging if you try to exert leadership, because you are dealing with people with different perspectives, backgrounds, and roles. Before, I was accustomed to working within a professional setting where there's a commonality of experience.”

He comments that he often takes on the role of presenting a broader perspective on the topic. “Very often, I can provide a longer context for the issue or undertaking. While some are anxious to get something done almost instantaneously, I encourage patience when trying to change issues or patterns of behavior.”

Russ reflects, “The greatest lesson I've learned from those I've admired as they've transitioned into retirement is to keep the mind active; continue to be interested and engaged. You may be engaged at a different intensity,” he says, “but it's mutually rewarding to remain concerned with the important issues you've been involved with through your lifetime.”

Obama Appointee Extends Reach in Georgia

Last summer, President Obama appointed Shirley Sherrod (KNFP 13) as the Georgia Director of the USDA/Rural Development. After 40 years in the nonprofit sector working primarily in southwest Georgia to improve the lives of the rural poor, Shirley feels well prepared for the new challenge.

Formerly the director of the Georgia Field Office for the Federation of Southern Cooperatives/Land Assistance Fund, Shirley was often involved in helping government agencies deliver programs more effectively. In doing so, she became familiar with programs at the USDA.

“I think my life's work prepared me for this change,” says Shirley. “My work on farm bills through the years helped me to know that change can occur through changes in policy. Helping to create the policy changes gave me a greater understanding of how our government works.”

In her previous position, Shirley forged connections between Georgia farmers and distributors who paid fair trade prices for their crops, including pecans and seedless watermelons.

Shirley looks forward to exploring a number of new opportunities to effect change across her state. She points out, “Loans and grants are provided for fresh water, sewer and electrical systems, and housing, and there are many programs designed to help create jobs or to assist with essential community facilities. And, there is broadband for rural areas—a major emphasis of the Obama Administration.”

Says Shirley, “I want to help this Administration make the rural area of Georgia a place where people want to live and work.”



Shirley Sherrod, KNFP 13

LEADERSHIP THROUGH TIMES OF CHANGE

continued



Matthew Quinn, KNFP 13 Advisor

Taking Time for Reinvention

Diana Chapman Walsh admits to hating the word “retirement”—“It has the implication of going out to pasture and no longer making a contribution.”

Explaining why she decided to step down as president of Wellesley two years ago, Diana says, “I needed to heed my soul’s desire to open up spaces for thinking and reflecting and exploring spiritual terrain.” She continues, “I tried hard to protect the time to do that. There was enormous pressure to have an answer to the question, ‘What’s next?’ I could have stepped right into the next major role, but I would have denied myself the deep learning of being on my own for a time and finding my own inner leadings.”

In the first year, she wrote a bit and continued to allow herself unstructured time for self-discovery. “I was determined not to say ‘Yes’ prematurely to the things that came by.” She notes, “Gradually, as time passed and I became more involved in places where I could have an impact, I saw a larger and more coherent picture.”

Diana is now on five nonprofit boards, all carefully chosen to align with specific areas of interest.

When reflecting on the lessons learned through this experience, she says, “The most important thing that this period has been teaching me is to just be fully myself and bring myself fully into every situation I confront in making the world a little better.”

Letting Life Happen

Matt Quinn will soon leave the Jack Kent Cooke Foundation that he established nine years ago. A new executive director is now in place at the Foundation, and Matthew is remaining in an advisory role through a year of transition.

Says Matt, “People still come to me to talk over ideas, but I have to be very cautious and deliberate in saying that I’m not the chief anymore, and if someone wants to do it differently, that’s the person’s prerogative.” He admits, “There’s a pull to want to stick my fingers in everything, but I realize that’s not my role now.”

Matt believes his legacy is “hiring good people and knowing intuitively when someone will be a good fit. Once I make that decision and share the vision of what we hope to achieve, I get out of the way and let freedom reign.”

In the coming months, Matt intends to employ this same ethic in fashioning a new phase of life for himself. “I’m letting it happen to me,” he says. “I’m letting it come like the sunrise.”

Nevertheless, Matt has a long list of new pursuits—from learning piano and Tai Chi, to taking a Physics course, to spending time at a new beach home with grandchildren. He is also serving as co-chair of the KFLA Forum in February.

Says Matt, “Friends have told me, ‘You have no idea how busy you’re going to be.’” His friends must know him well.



Rick Foster, KNFP 8

Leaving Philanthropy for Academia

Beginning in January, Rick Foster (KNFP 8), vice president for programs at the W.K. Kellogg Foundation, will step into a new role at Michigan State University as a professor in an endowed chair focusing on global food sustainability. Rick says the ensuing change comes after much reflection. “I very frankly evaluated my life achievements thus far and thought about how I want to end the last 10 years of my official career,” he explains.

For advice, Rick tapped his personal and professional networks, including many Kellogg Fellows.

At the Foundation, Rick was able to guide work on behalf of constituencies in the field by giving them resources to achieve their goals and dreams. He intends to lead similar change efforts in his new role, but will be “more actively involved at the front line.”

Rick says he “will use the experiences, network, and knowledge base I developed during 18 years at the Foundation as a platform to launch into this new career.”

Although Rick was in academia before joining the Foundation, he senses that the field is much different now.

In the meantime, Rick says he is “celebrating the accomplishments of many years, and mourning the type of loss that comes from losing a familiar position and facing the unknown.”

Still, he feels well prepared, saying, “My Kellogg Fellowship helped me to be comfortable with the unfamiliar, knowing that in time all things work out.”



John Burkhardt, KNFP 10

Leading Change on Educational Access for Immigrants

Like many in higher education, John Burkhardt (KNFP 10) and Jaime Chahin (KNFP 12) believe strongly that the opportunity to go to college should be extended to anyone capable of benefiting from higher education and motivated to go. As the national debate waxes and wanes, John, with the University of Michigan’s National Forum of Higher Education for the Public Good, and Jaime, Dean of the College of Applied Art at Texas University-San Marcos, decided that higher education hasn’t stepped up to lead effectively on this issue.

Comments John, “Certainly there are lots of pressures to stay under the radar, but as more of us speak to the importance of educational access for immigrants and their children, the greater the chance that we can bring people with us to the center of the public debate.”

Three years ago, they organized the first national meeting among people in higher education on educational access for immigrants. Since then, they have collaborated with the California State system and the University of New Mexico to convene additional meetings on the issue. Now, John, Jaime, and others joining the debate are working to convene a national meeting this spring that will engage other sectors—including faith-based, legal, youth-serving, and more.

Says Jaime, “We want to expand the conversation and have public dialogue where we can de-mystify the issues and allow immigrants to continue their educations.”

Adds John, “It is about leading at the boundary where professional values intersect with our responsibilities to society.”

Kellogg Fellows are encouraged to take part. KFLA will keep you informed on this effort and looks forward to engaging the Fellows network in this work. Be on the look out for more information.



Jaime Chahin, KNFP 12

Helping To Guide Organizational Change

Are you an employee, board member, or volunteer of an organization in need of a “step change?”

Often, organizations need to pursue new courses of action in order to stay fresh and relevant in changing environments. If you are involved with a for profit or nonprofit business that needs help navigating through change, the Kellogg Fellows Consulting Group can assist you. Our experienced facilitators will guide your organization through critical decision-making processes, manage difficult and challenging conversations, and develop strategic plans for converting your ideas into action.

Martha Gilliland (KNFP 6) is a Kellogg Fellows Consulting Group member and well-versed in guiding organizations through what she describes as a “step change.” Martha answered our questions about the organizational change process and how Kellogg Fellows consultants can improve the process.

Q: How do you characterize change?

A: I define organizational change as a shift that is more dramatic and rapid than it is incremental and steady. Incremental change is constant. Rather, situations that require a “step change”—a shift that must produce significant improvements in performance in a relatively short time—often require a culture shift. The need can be for an entire industry, for one organization, for one division within an organization, or for one process, such as procurement or teaching or data processing.

Q: What are the signs that it is time for an organization to change?

A: The need for this sort of step change can arise for a variety of reasons. Perhaps the organization realizes its vision and strategic plan are stale, or that few in the organization even know there is a vision and plan. Perhaps there is no vision or plan. Or, perhaps the organization finds itself in decline as manifest in expenses exceeding revenue over lengthy periods of time. Perhaps an external change has occurred abruptly to which the organization does not know how to respond. Or, perhaps the organization has had its head in the sand about external forces for a very long time. Normally, the need arises because of some combination of all of these.

Today’s American automobile industry is an example of an organization with its head in the sand. The changes needed in Detroit have been evident since the oil embargo of 1974. The companies could have made incremental change. Now they face the kind of step change I have described.

Q: Of what value is a consultant in a change process?

A: Change produces discomfort—usually a great deal of discomfort. Most people do not like change and most organizational cultures resist it. While most individuals do their jobs well, the context around them may have changed dramatically. They are ignorant of those changes because the organization has no system in place to keep them in touch with the external changes. Each person has a part of the picture and sees parts of the issues, and each sees opportunities that are missed, but has no avenue to bring those opportunities forward to make things better. Without those avenues, the opportunities to make smooth incremental changes are missed.

In this context, the consultant’s value is primarily in four domains. 1) The consultant is able to access the collective knowledge within the organization and share it across the organization. 2) S/he is able to help people identify their fears and mitigate them. 3) S/he is able to help the organization revitalize or reinvent its vision—a vision that incorporates purpose and meaning of how the organization makes the world better. That shift revitalizes the hearts and minds of employees and allows them to see how they fit. 4) The consultant is able to engage the organization in choosing and designing projects that will move it toward fulfilling its vision.

A good consultant:

- Brings nonjudgmental listening that originates from the understanding that no one has a monopoly on the truth;
- Is skilled at creating and facilitating dialogue, with the goal of producing higher levels of knowledge and identifying new possibilities;
- Brings time to commit to the process—time to hear people and time to synthesize and communicate information; and
- Generates trust, and that trust opens the doors to exposing discomforts, addressing them, and shaping a vision that excites people.

These functions cannot be done effectively by a CEO or internal employee. The CEO or division head has power over others and that can greatly inhibit the ability of people to share the knowledge that resides at the individual level about what to do. The role of the CEO or division head is to be absolutely clear to others about the priority of the process and to help the consultant shape its scope.

For more information about the Kellogg Fellows Consulting Group and to read Martha Gilliland’s full response to the value of a consultant in bringing about organizational change, visit www.kelloggfellowsconsultinggroup.org/facilitation.



Martha Gilliland, KNFP 6



About KFLA’s Logo

The water drop and spreading ripples depicted in our logo reflect how each drop—each individual effort—unites to help build a current. As Robert F. Kennedy said:

“Each time a man stands up for an ideal, or acts to improve the lot of others, or strikes out against injustice, he sends forth a tiny ripple of hope, and crossing each other from a million different centers of energy and daring, those ripples build a current which can sweep down the mightiest walls of oppression and resistance.”

2010 KFLA Programming

Register Now for Forum in Mexico

Come to Forum to build connections between issues and strategies as you discover new possibilities with other Kellogg Fellows.



Recharge and reconnect at the Kellogg Fellows Leadership Alliance Forum. The upcoming Forum gathering in Tulum, Mexico, from February 12–15, will examine “The Intersection of Hope and Action,” and will allow us to look beyond the boundaries of our own interests to see unexpected intersections and new possibilities.

Forum was postponed from its original June 2009 date following the outbreak of the H1N1 virus. With the additional months for planning, new features have been added to the schedule:

- Forum Intensive – 2050 Scenario: Explore tangible solutions to the challenges of global warming and population distribution with Rick Foster (KNFP 8) and Tim LaSalle (KNFP 5, KNFP 13 Advisor). Go to the KFLA website (www.kfla.org) for more information and to sign up in advance.
- Forum Intensive – Meta-Leadership: Prepare to mobilize communities and lead in times of crisis with Lenny Marcus (KNFP 7). If you work for a large institution, including a public health department, school district, or government agency, this is a must—and is included with your cost of registration.
- Workshops on social marketing and social media will bring Fellows up to speed with new ways to create social change.

Follow this five-step process to come to Forum

1. Register at www.kfla.org – From now through December 10th, the Forum registration is \$349 for Fellows/Advisors, and \$100 for adult guests (19+). After December 10th, registration prices are \$399 for Fellows/Advisors and \$125 for guests.

2. Book your room – To ensure your room at the conference hotel, book your reservation by December 10th by emailing gyc@dreamstulum.com.mx, or calling 011.52.984.871.3333, ext. 8867 and ask for Daniel.

3. Book your flight – We recommend you book your flight into Cancun to arrive no later than 3 p.m. on Friday, February 12th.

4. Book your ground transportation – After you book your flight, arrange your ground transportation at kfla.org/ground

5. Check your passport – Finally, make sure that your passport is valid for travel to Mexico.

The post-Forum Travel and Learn trip to Cuba is now full. If you would like a place on the waiting list, contact Michelle: mdibenedetto@kelloggfellows.org.

Come to Forum to build connections between issues and strategies as you discover new possibilities with other Kellogg Fellows.

Renew Heart and Spirit in a Writing Retreat May 21-24

A Fellows writing retreat, “A Hidden Wholeness: The Power of Story in Reconnecting Soul and Role,” will be held at the oceanfront Island Vista Resort in Myrtle Beach, South Carolina. Led by Sally Z. Hare (KNFP 11), founding director of The Center for Education and Community, Fellows “will explore stories from their individual journeys and various wisdom traditions to renew their spirits and reconnect with the wellsprings of their service to others,” describes Sally.

Sally will offer the spiritual discernment process of Clearness Committees, described by Parker Palmer in *A Hidden Wholeness*, to help Fellows embrace the challenge of becoming whole.

The registration fee is \$850 for double occupancy and includes retreat materials, lunches, coffee breaks, and one group dinner. Space is limited to 24 participants. To register, visit www.kfla.org.

Coming Soon: Two Compelling Call to Action Programs

In 2010, Fellows and Advisors will unite to advance efforts around two emerging issues: Mobility and Migration, and Race Equity and Social Justice. Planning teams have formed and dates and locations for Call to Action gatherings on the two topics will soon be posted on the KFLA website and publicized within the Alliance.

Plan to join with others in the KFLA network for focused dialogue leading to collaborative opportunities for creating change.

Take Part in KFLA's Online Auction Starting 10-10-10

KFLA will hold its annual online auction beginning October 10, 2010. Fellows will receive the auction catalog and bidding instructions via email in September.

Funds generated through the auction provide registration and/or travel scholarships for Call to Action and Forum events so that all interested Fellows and Advisors may participate.

KFLA is seeking donations for the auction. Can you arrange for a one-of-a-kind opportunity to have lunch with a prominent person? Do you have a vacation home that you could offer for a weekend get-away? How about tickets to a sporting event or theatre production? KFLA is looking for these and other specialty items that your fellow Fellows would enjoy.

Contact Michelle if you have an item to donate: mdibenedetto@kelloggfellows.org.

ABOUT KELLOGG FELLOWS LEADERSHIP ALLIANCE

Kellogg Fellows were selected to participate in leadership programs created by the Kellogg Foundation beginning with the signature Kellogg National Fellowship Program and the Kellogg International Leadership Program, and continuing today with the Food & Society Policy Fellowships and the Fellows in Health Disparities.

The mission of KFLA is to identify and implement solutions to complex challenges by expanding the work and the impact of Fellows in collaboration with local leaders, one another, and other foundations' leadership alumni groups.

KFLA's Programs and Collaborative Opportunities

- **CALL TO ACTION**
A series of dialogues around emerging issues to provide collaborative opportunities for Kellogg Fellows and Advisors to influence outcomes at the community, state, and national levels.
- **FORUM**
Held every two years, Forums are three-day events by Fellows and for Fellows to reconnect, re-energize, and take collaborative action.
- **KELLOGG FELLOWS CONSULTING GROUP**
Connecting the broad knowledge base and diversity of Fellows with community needs, participating Fellows in the Consulting Group provide keynote speeches for major events, advisory services for philanthropic endeavors, leadership services, and facilitation resources to clients worldwide.
- **TRAVEL AND LEARN**
On Travel and Learn programs, Fellows and their guests explore cultures and places, exchange ideas, and take part in projects that give back to the areas they visit.

Visit KFLA through Social Media

View program photos, find out about upcoming activities, and learn more about our Kellogg Fellow-led initiatives. Fan us on Facebook. Join us on LinkedIn. Visit the KFLA website at www.kfla.org.

