



**Change  
Management Officer**  
Location flexible

## EXECUTIVE SUMMARY

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The W.K. Kellogg Foundation, a leading philanthropic force helping communities create the conditions children need to thrive, is seeking nominations and applications for Change Management Officer. In recent years, the foundation has adopted a more results-oriented approach to grant making; to support this, the foundation also developed and implemented a new internal staffing structure, introducing and leveraging networked teams to more effectively support its mission. As the W.K. Kellogg Foundation continues to broaden its impact and deepen its commitment to innovation and collaboration, it has developed capacity across its teams to implement and support effective change management strategies to foster this growth.

Reporting to Vice President of Quality and Organizational Effectiveness, Alandra Washington, the Change Management Officer will effectively steward change across the organization. From ongoing implementation to new projects, his/her/their work will be rooted in assessment, evaluation, and engagement at all levels – from senior leadership to administrative staff to grantees – ensuring investment and success. He/She/They will maintain a holistic view of teams' work while building relationships to gain insight into specific strengths and potential barriers. In turn, she/he/they will also gain a clear sense of how to best address areas challenges and foster ongoing growth. The Change Management Officer will act as an internal consultant: providing direct support; engaging leaders as a thought partner; holding staff and teams accountable; defining and building required infrastructure; ensuring alignment with larger organization-wide vision.

The ideal candidate will have significant experience (5+ years preferred) successfully leading and implementing change in a wide variety of projects and will bring a nuanced expertise of change strategy and execution. This person will be a holistic and interdisciplinary thinker, adept at leading change management and implementation across all levels of the organization. The Change Management Officer will bring strong project management skills and the ability to train staff and teams in this area as opportunities arise. He/She/They will incorporate their firsthand knowledge of effective change strategy with the foundation's best practices and mission, fostering a culture of collaboration and innovation. He/she/they will be able to translate concept into action, connecting individual projects to larger, long-term objectives.

The search is being assisted by Katherine Jacobs and Hallie Dietsch of NPAG. Please see application instructions at the end of this document.

## **HISTORY AND MISSION**

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In 1930, breakfast cereal pioneer Will Keith Kellogg donated \$66 million in Kellogg Company stock and other investments “to help people help themselves,” launching the W.K. Kellogg Foundation. The foundation began its work in Michigan, but by the 1940s had expanded its work internationally and was breaking ground in areas such as rural children’s health, “mainstreaming” children with disabilities, and the development of the healthcare profession. By its 50<sup>th</sup> anniversary, the foundation was among the world’s largest private philanthropic organizations. Its mission reflects the foundation’s core priorities of thriving children, working families, and equitable communities, and the dynamic connection between the three:

*“The W.K. Kellogg Foundation supports children, families, and communities as they strengthen and create conditions that propel vulnerable children to achieve success as individuals and as contributors to the larger community and society.”*

To advance this mission, the W.K. Kellogg Foundation created a framework supported by an innovative matrixed organizational design to prioritize investment decisions and maximize effectiveness toward achieving the desired ends and improvements for children and their families. This new framework supports disciplined choices toward targeted outcomes and stronger alignment across programs. It is a focused and networked approach to strategic programming that relies on close cross-foundation collaboration and agile teams to leverage human capital and knowledge resources to positively impact vulnerable children, families, and communities. Across bodies of work, the foundation implements an array of change-making tools – grantmaking, impact investing, contracting, networking, and convenings – to ensure progress. A commitment to racial equity, community engagement, and leadership development are woven into each endeavor as essential to the creation of a social context in which all children can thrive, particularly the most vulnerable.

## **CHANGE MANAGEMENT AT THE W.K. KELLOGG FOUNDATION**

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Over the last five years, the foundation been building its practice of project management and change work and integrating new and proven methodologies and practices into its work across the organization. Most recently, the foundation re-structured internally to become a networked organization, allowing for greater agility and enhanced ability to work with grantees, partners and communities in service of vulnerable children. Committed to organizational innovation and excellence, the foundation’s Change Management team is embedded within projects across the organization; support ranges from agile coaching to communications strategy to regular observations to ensure alignment with best practices. The team’s priorities impact the foundation

internally and externally as it applies best practices to major initiatives such as the ongoing rollout of the networked organization model, as well as new technology integrations, the adoption of a new remote work policy, and other projects as they arise.

Learn more about the foundation's networked organization in this brief video:

<https://wkkf.app.box.com/s/a4lbmylpzz334wk8b17s0ly1lwtdj981>

## **OPPORTUNITIES AND CHALLENGES FACING THE CHANGE MANAGEMENT OFFICER**

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Joining a deeply committed and engaged team, the Change Management Officer can expect to bring a thoughtful, strategic, and innovative approach to leading change across the organization. Opportunities will include:

**Tailor and apply best practices across the organization, anticipating barriers and developing solutions to ensure successful implementation.** Drawing from existing and developing best practices, the Change Management Officer will lead teams to adopt better, more efficient models of working together. He/She/They will operate as a leader, an internal consultant, and a technical support partner.

**Cultivate and maintain close, trusting, and collaborative relationships with employees across the organization.** He/She/They will work closely with employees across the foundation, particularly Directors and Program Officers, to act as an internal consultant to their teams; bringing their voice into solutions and identifying and supporting positive team dynamics.

**Creatively and effectively use data to identify needs and areas for growth, and sophisticated analysis and utilization.** The Change Management Officer will conduct comprehensive stakeholder assessments, analyze data, and identify opportunities for change. He/She/They will engage with staff to share data, building investment and transparency in existing and potential initiatives.

**Partner effectively across and within teams to provide targeted, holistic leadership and foster collaboration.** The Change Management Officer will work closely with the Change Management and Project Management teams, as well as the foundation's Center for Excellence, to utilize additional partners and communities within the organization. He/She/They will support effective project management across the foundation, clarifying supports and building wraparound solutions for teams. The Change Management Officer will empower individuals across the organization to realize their roles as leaders within Change Management at the foundation, and will provide tailored support to facilitate their professional development.

## **QUALIFICATIONS OF THE IDEAL CANDIDATE**

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While no one candidate will embody all the qualifications enumerated below, the ideal candidate will possess many of the following professional and personal abilities, attributes and experiences:

- Minimum five years' experience in change management or implementation, either in-house or as a consultant, including a range of project size and scale. Certification and/or formal training in change management is highly preferred (ex: Prosci, ASQ, etc.).
- Commitment to advancing social change and achieving racial equity, with particular interest in the foundation's grantmaking strategies to create healthy communities for children and families.
- Demonstrated ability to effectively and efficiently assess a team or organizational environment and identify challenges; experience gaining context in a large and/or rapidly growing organization, and confidently and effectively proposing and implementing change.
- Efficient and effective project manager; utilizes a variety of tools and best practices (Lean, Six Sigma, Agile, etc.) to drive individual and team results, set and meet internal benchmarks for success, and manage multiple stakeholders to achieve individual and shared outcomes.
- Demonstrated, successful experience implementing and managing significant programmatic change across an organization; ability to effectively capture, analyze, and utilize data to measure success, identify areas for growth, and drive improvement and implementation strategies.
- Exceptional communication and active listening skills; ability to effectively convey information and expectations clearly and succinctly while taking into account teams' and individuals' barriers to success.
- Entrepreneurial-minded, a self-starter, who is also a highly-motivated, results-driven collaborative leader who works well in cross-functional teams; a well-rounded, driven, and highly dependable individual who thinks creatively, approaches work with humility, and is committed to delivering quality results on large projects and daily tasks.
- The ability to actively participate in problem resolution, reacting positively and quickly to changing dynamics; strong trouble-shooting capabilities with a skill for remaining flexible and open to internal workflow changes; work well under pressure with tight timelines; demonstrated ability to use interpersonal skills with tact and diplomacy.

## TO APPLY

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More information about the W.K. Kellogg Foundation may be found at: <https://www.wkkf.org/>

The search is being assisted by Katherine Jacobs and Hallie Dietsch of Nonprofit Professionals Advisory Group. Due to the pace of this search, candidates are encouraged to apply as soon as possible. Applications including a cover letter describing your interest and qualifications, your resume, and where you learned of the position should be sent to: [WKKF-CMO@nonprofitprofessionals.com](mailto:WKKF-CMO@nonprofitprofessionals.com) . In order to expedite the internal sorting and reviewing process, please type your name (Last, First) as the only contents in the subject line of your e-mail.

***The W.K. Kellogg Foundation is an equal opportunity employer and proudly values diversity.  
Candidates of all backgrounds are encouraged to apply.***