



**Talent Development Lead  
Battle Creek, Michigan**

**EXECUTIVE SUMMARY**

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The W.K. Kellogg Foundation (WKKF) founded in 1930 as an independent, private foundation by breakfast cereal pioneer, Will Keith Kellogg, and among the largest philanthropic foundations in the United States, is seeking nominations and applications for a Talent Development Lead in the area of Human Resources. Guided by the belief that all children should have an equal opportunity to thrive, WKKF works with communities to create conditions for vulnerable children so they can realize their full potential in school, work and life. The Foundation is based in Battle Creek, MI but works throughout the United States and internationally as well as with sovereign tribes. WKKF's programs have special emphasis in priority places with high concentrations of poverty and where children face significant barriers to success including in the U.S.: Michigan, Mississippi, New Mexico and New Orleans; and internationally: Mexico and Haiti.

In recent years the Kellogg Foundation has sharpened its focus, concentrating on three key factors of success and their intersections: education and learning; food, health and well-being; and family economic security. Across these three areas, WKKF has sought opportunities to promote racial equity and healing, build a critical mass of engaged volunteers, and expand the reach and influence of the philanthropic community. Poised for continued expansion, WKKF is enhancing its deep commitment to and investment in recruiting, developing and retaining best-in-class professionals to advance its mission.

Reporting to the Director of Human Resources and working in partnership with leaders, hiring managers and the entire human resources staff, the Talent Development Lead will design and implement a comprehensive talent strategy that promotes exceptional talent development across WKKF and within the context of dynamic philanthropic landscape. S/he will manage day-to-day talent operations, working to improve programs and processes in order to ensure that WKKF attracts, develops and retains the highest caliber professionals throughout the organization. Specifically, s/he will design, implement and work to integrate strategies and activities spanning: talent acquisition and development; learning and training; competency modeling; compensation; and performance management. This includes developing and executing staffing strategies and plans; creating and integrating learning strategies to continually bolster and expand the skills, knowledge and performance of WKKF's workforce; and working with leadership to craft talent management strategies aligned with broader organizational objectives. In executing across these areas, the Talent Development Lead will lend keen focus to enhance existing programs and ensure that exceptional content, inspired service and shared learning are at the forefront of grantmaking. S/he will also employ cutting edge technologies and delivery systems to streamline and integrate existing program offerings and make professional development accessible to the entire organization.

The ideal candidate will have a Master's degree in a related field with eight plus years of applicable experience as well as relevant human resources certifications. S/he will have proven success in developing and implementing fully integrated talent acquisition, development and management strategies and practices spanning recruitment/retention, competency building, performance management and compensation. S/he will be a proactive and responsive professional with exceptional communication, interpersonal and analytical skills, will demonstrate the ability to move from strategy into action and work across all levels of the organization, will possess a strong team orientation, and have success working effectively with persons from diverse cultural, social, and ethnic backgrounds. The ability to quickly develop an understanding of WKKF programs, strategies, and initiatives, as well as the organization's mission, structure, and values is critical.

The search is being conducted with the assistance of Katherine Jacobs and Tahsin Alam of the Nonprofit Professionals Advisory Group. 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 launch the W.K. Kellogg Foundation dedicated “to helping people help themselves” by promoting a platform for independence and success focused on the well-being of children. The W.K. Kellogg Foundation which began its noble work in Michigan had expanded internationally by the 1940s, and was breaking ground in new 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, WKKF was among the world’s largest private philanthropic organizations, and now in its 80<sup>th</sup> year, celebrates a legacy of over \$3 billion invested in protecting, nurturing and supporting opportunities for children.

The W.K. Kellogg Foundation’s mission is carried out in multiple ways. With an emphasis on partnership, WKKF works with those who embrace its ideals in ways that will make measurable difference. This includes sponsoring dialogue in local communities; building national networks; supporting community-based and national organizations; and working with larger coalitions to expand reach and influence in improving the lives of children. WKKF also supplements grantmaking with mission-driven investments that enable the movement of capital into vulnerable communities, and actively shares its knowledge, expertise and resources to elevate the collective voice in support of shared causes and promoting change in public policies that impact children.

In 2007, WKKF reviewed and refocused its work in helping vulnerable children, and realigning with W.K. Kellogg’s original intent adopted a new mission statement:

*"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 bring this refreshed mission into action, WKKF unveiled a new strategic framework for its programming. Previously, the organization and its grantmaking were structured around individual programming areas. In its new construct, WKKF has sharpened its focus on improving conditions for vulnerable children, concentrating on three key factors of success and their intersections: education and learning; food, health and well-being; and family economic security. This new framework also recognizes that the active pursuit of racial equity, the eradication of structural racism, and the rigorous encouragement of civic and philanthropic engagement across all program areas are essential to the creation of a social context in which all children can thrive, particularly the most vulnerable.

The W.K. Kellogg Foundation’s program continuously evolves, striving to remain innovative and responsive to the ever-changing needs of society. Today, approximately 80% of the Foundation’s annual funding is invested in the United States and 20% of overall funds are allocated between two geographic areas of Latin America and the Caribbean and southern Africa. With special interest in children who are disadvantaged by multiple societal factors, just over half of budgeted domestic dollars target three priority states: Michigan, Mississippi and New Mexico, areas with high percentages of children in poverty and through which the Foundation has opportunities to leverage and build upon past grantmaking and established partnerships for greatest impact. Remaining domestic funds are distributed nationally, spread across urban, suburban and rural communities. This sharpened focus on the nearly 30 million vulnerable children in the United States reaffirms the Foundation’s commitment to W.K. Kellogg’s original goal “...to help children face the future with confidence, with health, and with a strong-rooted security in the trust of this country and its institutions.”

## TALENT DEVELOPMENT AND MANAGEMENT

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The W.K. Kellogg foundation recognizes that active investment in the recruitment, development and retention at all levels of its 150-member staff is critical to the success of its mission within the context of a constantly changing landscape in philanthropy. WKKF is actively hiring 50-60 employees over the next 12-18 months, which provides the HR team and Talent Development Lead an incredible opportunity to

help attract, develop and retain a whole new generation of grantmakers. Building and delivering effective onboarding and orientation programs will be a key area of focus for the Talent Development Lead in the first year of employment.

Employing an integrated and team-based approach, the staff informs and uplifts WKKF's work and mission both internally and externally. Internally, WKKF is committed to hiring and retaining talented and passionate staff members, providing ongoing investment in talent development and management to support the work of its constituents as well as to provide challenges and opportunities for professional growth. Externally, the program team serving grantees and communities is structured in a matrix that supports team members working within and across key content areas—educated children, healthy children, secure family, racial equity, and civic engagement. This flexible team structure fosters a continual flow of information, learning, dialogue and insight on findings in all areas thereby increasing WKKF's ability to be nimble, leverage its strengths and work successfully with a common purpose.

The eight member Human Resources team works collaboratively to manage and execute departmental work to effectively serve the greater organization. The Talent Development Lead will work to discover shared opportunities to develop staff, build knowledge of best practices, and deliver training and service to the staff on the best ways to advance WKKF's mission in communities. S/he will play a key role in providing learning and growth opportunities for staff and exceptional program service delivery to grantees. The W.K. Kellogg Foundation has a long-standing and ongoing commitment to diversity, inclusion and equity – both internally and externally – and building a culture of equitable relationships, which means not only understanding that people count, but also that people feel that they belong. It is with this cultural and integrated-team strategy in mind that the Talent Development Lead will work closely in partnering with the leadership and HR teams to provide the strategic thinking, implementation and management of activities that support the work of program team as well as the broader organization.

## **OPPORTUNITIES AND CHALLENGES FACING THE TALENT DEVELOPMENT LEAD**

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The new Talent Development Lead will join an extraordinary team of professionals deeply committed to advancing WKKF's mission of improving health and well-being for all children. Reporting to the Director of Human Resources and working in close collaboration with the entire human resources team, the Talent Development Lead will:

**Design and launch comprehensive strategies that promote exceptional talent development across the W.K. Kellogg Foundation and within the context of dynamic philanthropic landscape.** The Talent Development Lead will expertly manage logistics and deploy and integrate talent management plans, programs and activities in key areas including: talent acquisition and development; learning and training; competency modeling; compensation; and performance management. S/he will build and maintain successful relationships with WKKF leaders and hiring managers to anticipate and meet staffing needs and formulate succession planning strategies integrated with individual and collective talent plans, and will provide coaching support on talent related activities and processes to all staff. Finally, the Talent Development Lead will partner with other HR team members to ensure a cohesive staffing strategy for the effective and timely sourcing, evaluation, hiring and orientation of staff for all WKKF positions.

**Build a culture of learning and development that not only integrates WKKF's mission into all aspects of program enhancement, but also empowers WKKF professionals at all levels to broaden, deepen, and diversify their skills and education.** The Talent Development Lead will understand the distinctive and exciting potential of a mission-driven environment and will be able to present in a compelling way to staff at all levels who are connected in service to WKKF's mission. Together with the Director of Human Resources and organizational leaders, s/he will align the learning strategy to broader organizational goals. Working in coalition with HR team members and external vendors, s/he will design, develop and initiate specialized learning programs to build required professional and technical workforce skills; create and adjust training curriculum in response to staff feedback; and present learning to all audiences in clear, thoughtful and compelling ways that demonstrate respect and appreciation for each staff member's critical and unique contributions to advancing mission.

**Review, revise and enhance existing programs to ensure they not only provide exceptional content, but also inspire an approach to grantmaking that values service and shared learning above all.** In addition to the myriad of education and program benefits available to its employees, WKKF currently has four central program areas in Talent Development including: Grantmaking, Ethics and Compliance, Racial Equity and Inclusion, and Customer Service. The new Talent Development Lead will bring expertise and insight to these existing programs and forge creative and collaborative relationships with both internal and external partners to ensure WKKF remains not only a leader in service to communities, but also a thought leader in the philanthropic community.

**Utilize new technologies and delivery systems to streamline existing program offerings and to ensure professional development is accessible to the entire WKKF team.** The Talent Development Lead will provide leadership with strategic, functional and technical expertise on HRIS and HR analytics to support effective measurement of talent process performance. This includes ensuring the highest level of data integrity within HR systems; providing timely and accurate data support across the organization; collaborating in the launch and maintenance of key systems; and distilling complex data to broad and diverse audiences. In addition, s/he will monitor, analyze and report on return on investment findings relative to learning and training initiatives, and work to streamline and automate HR processes.

## **QUALIFICATIONS OF THE IDEAL CANDIDATE**

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The ideal candidate will be deeply committed to WKKF's mission and will be nimble, knowledgeable and responsive in creating and implementing informative and compelling talent management strategies and process within a dynamic environment. S/he will interweave the importance of the mission throughout all aspects of learning aligning logistics to advance mission. S/he will be an articulate and compelling communicator and presenter capable of sharing knowledge across all levels of the organization and will work collaboratively with the entire human resources team to engage staff and share knowledge in the most effective ways.

The ideal candidate will possess many of the following professional and personal abilities, attributes and experiences:

- A Master's degree and 8+ years of applicable experience, relevant certifications (e.g. PHR/SPHR), and Foundation or nonprofit experience preferred. A Bachelor's degree with 5+ years of related experience is required.
- Expertise in the design, development, and implementation of talent management strategies, programs, best practices and processes including significant skill in the areas of: talent recruitment and development, performance management, compensation, competency and learning.
- Skill and knowledge in developing, launching, promoting, managing and administering e-learning platforms is a plus.
- Ability to engage in strategic, creative and conceptual thinking and support recommendations with facts and data. Demonstrated capacity to translate concept and strategies into action including creating and launching well-defined and operationally efficient systems, practices and processes.
- Exceptional customer service orientation with the ability to work across all levels of the organization. Affinity for and patience in working inclusively in integrating and aligning strategies with activities.
- Strong project management skills including the ability to multitask and meet deadlines within designated timeframes. Demonstrated adaptability, flexibility and resourcefulness in setting priorities and in managing both time and resources in a dynamic environment.

- Excellent interpersonal and relationship building skills, and a work style combining respectful collaboration with disciplined productivity. The ability to communicate and work effectively across and at all levels within the organization as well as with external vendors, partners and constituents.
- Highly developed emotional intelligence and active listening skill. The ability to have authentic dialogue, maintain sensitivity and uphold integrity in maintaining confidentiality and in working with others.
- Demonstrated commitment to inclusive hiring practices and the ability to support diversity in workforce recruitment and retention. An enthusiastic, collaborative, hands-on approach to developing, motivating and supporting a high-performing, talented, committed and diverse staff.
- Exceptional organizational skills and attention to detail teamed with a flexible and adaptable style, an entrepreneurial spirit and innovative thinking.
- The ability to work independently without close oversight and to work as a team player who productively engages with and supports others.
- Excellent oral and written communication skills including the ability to collect, analyze, interpret, synthesize, and translate and present data, information and findings to broad and diverse audiences.
- Deep passion for WKKF's mission coupled with the ability to connect and align priorities with the Foundation's strategic goals.
- An optimistic outlook and the humor, integrity, and patience necessary to work in fast-paced, expanding environment.

## **APPLICATIONS AND NOMINATIONS**

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Additional information about The W.K. Kellogg Foundation may be found at <http://www.wkkf.org>.

Due to the pace of this search, candidates are encouraged to apply as soon as possible, but by no later than April 1, 2012. Applications including a cover letter describing your interest and qualifications, your resume (in Word format), salary history and where you learned of the position should be sent to: [KF-TDL@nonprofitprofessionals.com](mailto:KF-TDL@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.***