

TO BRING ABOUT NEEDED CHANGE, THOSE WHO MIGHT BE LEADERS, NEED TO BE WILLING TO BE CHANGED

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Question: How can organizational philanthropy executives shift their internal conversations to the long view, outside-in thinking, and simultaneously embrace of multiple perspectives (the characteristics of scenario thinking)?

Thesis: The 21st century will require larger scale collaboration and the ability to learn and adapt quickly at the micro, mezzo and macro level. With our world's increasing population, decreasing resources and increasing disparity between the haves and have-nots, philanthropy will have to stop chasing better branding and will need to start embracing tough and often messy conversations focused on outcomes that bring justice.

TO BRING ABOUT NEEDED CHANGE, THOSE WHO MIGHT BE LEADERS, NEED TO BE WILLING TO BE CHANGED.

By Marv Baldwin

Author's note: although I had great ambitions to write about what it would take to bring about needed change, I know I am "in process" and know I am on the right track only because I am learning. I think the Mahatma Gandhi quote "be the change you want to see in the world" is the key to our future. I think the humility we each can have will bring about the changes we need. It will be difficult to get there. As I have written the following pages I have done so with good intent in hopes that it sparks some interest or ideas in those that read it.

Get up, go and lead.

Pastor Cosmos had gifts. He had presence. He could preach the gospel and help people understand God's word and how it affected their world and their life. He was willing to move to be in community with those who might need him and he did move in the mid 1990's to a place called Machakos, Kenya to be with those who he believed needed his spiritual leadership.

Like many people in leadership, Pastor Cosmos felt a burden to make a difference. He changed his life and left the comfort of home to move to a place to share that passion, he gave up much to make a difference.

But it wasn't enough.

Why not? Because, until Pastor Cosmos got to where he was going, he was the change agent, at least in his own mind, and that is where so many well intended leaders go awry.

So Pastor Cosmos arrived in Machakas a short yet long ride from home with big plans to help the people and began to share. He wondered why people would come late to services and sometimes not at all. He investigated. He found that people worked hard and each day they had to go long distances for water and work hard to grow the little bit of food they had to eat. He learned that they needed hope so he shared that one day in heaven they would all have enough to eat that God had a place for them and He would provide.

Although leaders often have big visions about rescuing people and have grand ideas about ways to do it, it is often the small and local things that make the biggest difference. In leadership, we can often feel that sharing hope (vision) is the most important thing and yet really it is the way we care about people day to day and the conviction we feel to stay with them through thick and thin, joy and sorrow that really matters.

But, we are suffering now.

The commitment to get involved must be over-shadowed by the commitment to stay involved as needed. As Pastor Cosmos learned more about his new home and the people he now lived with and was beginning to care for in an ever deepening way, he witnessed a drop in church attendance. He went out to find out what was happening. What he learned disturbed him and led him to action. He found people without enough food and water and realized that something must be done. He jumped into action and worked to make connections with organizations that could get food to his people. Pastor Cosmos worked hard and was successful accessing provisions for his community. Food aid began to arrive in various forms and the people had enough to eat. People began returning to church and were even able to stay through the longer sermons which came most every week!

But, what will we eat tomorrow?

Because Pastor Cosmos had learned to listen, he was probably only slightly put off when the people started saying, thanks, but what will eat tomorrow, next week, next year? Suddenly he was at a crossroads and decided to take the path that good leaders take when they know they can't do what needs to be done on their own. He engaged the community in a new and deeper way. Until this point, Pastor Cosmos had been able to, in essence, go it alone. Now he realized that the job ahead was more than he could handle. It can be tempting in leadership at that point to try to control, try to drive a result, but Pastor Cosmos engaged his community. Quoting the Bible he shares that they said to one another, "come let us listen together..." and together they worked out a better future that could lead them to sustainability both with local water harvesting during the rainy seasons and with food they could grow themselves.

Pastor Cosmos was a newcomer to Machakos and knew little about the community and the history. He was willing to initiate, invest and adjust over time which has led to some amazing changes in just a few years.

INITIATE

Often leaders are known for having initiative. Those who do not take initiative are not thought of as leaders. The readiness to embark on bold new ventures takes vision, courage and the willingness to make mistakes. The question that is perplexing in this category is “how do we keep fear from dampening the initiative spirit?” and, “how do we engage others in a respectful yet direct way to be ready to embark on bold new ventures?” One of the big challenges in this area is our current culture of political correctness which leads to relativism. Since language falls short in most every situation, it is easy to avoid deeper, more difficult issues through various forms of distraction in conversation. The fear to offend and the pressure to say it just right or not at all often keeps people from speaking what they view as the truth in certain settings. Further, the discomfort of some of these issues makes it easier to avoid them altogether.

There have been times when I’ve avoided the deeper issues that need to be addressed because I was “offended” by what someone had to say. Somehow in leadership we must get beyond the words and try our best to discover intent if we are to make progress.

How do we begin conversations to bring about transformation in ourselves and others? Scott Peck offers some ideas in his book *The Different Drum*. Peck says that conversations in groups go through various stages eventually leading to deeper levels. He claims that much of conversation occurs at a superficial level he refers to as pseudo-community. This type of conversation is marked by carefully crafted comments and questions. Comments which are common knowledge or unarguable and questions which the questioner already has the answer.

The next stage he discusses is marked by truth and honesty. Thus he names it chaos. Essentially what happens is that at some point along the conversational path someone offers a reflection or question that begins to take the conversation to a deeper place. Often the comment is self revealing sharing some vulnerability or discussing an issue that is difficult to discuss. The discomfort of the unknown causes the conversation’s version of 911 to show up and “put the fire out!” as it were. The problem is that if the rescue workers are successful, the conversation goes right back to pseudo-community.... yawn. The other enemy of the deeper conversation is premature action. It is really hard to argue with “taking action” in our “get er’ done” world but we need to. There are times that a group should “sit” with something, struggle with it, rather than just jumping into action.

People in the discussion can help the conversation go deeper by asking clarifying questions of those who are willing to venture toward the unknown. The name chaos is quite useful for this stage as people are mentally and verbally flailing around.

At some point, if the group is fortunate they will find their way collectively to emptiness. That is the place where people stop arguing with, agreeing with, supporting and fixing others. It is

the place where truth can begin to emerge, where people can speak from a core place deep within themselves and be heard human to human. Community then emerges from emptiness.

Whether in conversations or actions with others or on the threshold of leading ourselves, we need to be aware that obstacles exist, internal obstacles which can undo our thoughts, efforts, our beings. There are at least three views that can keep one from initiating.

1. "I'm overqualified" —sometimes leaders think they should be working on bigger things or seemingly more difficult problems.
2. "I'm not capable" —self doubt can sometimes undo the thing we are meant to do.
3. "Someone else will lead" —belief that although we see the opportunity or problem it is not ours to address.

Some emerging leaders also find their efforts to be frustrated by numerous issues, historical, bureaucratic, etc. which deter future initiative without proper perspective and an attitude of learning from the experiences.

Leaders must also be conscious of their changing roles as well as the changing roles their organizations play from one stakeholder to the next. Without a realization of the various and dynamic views that various stakeholders have of the organization and leaders themselves, all the initiation in the world can do nothing more than stall, stop or even reverse progress.

INVEST

Although this step, on the surface, may seem the easiest, it may actually be the most difficult because our society provides the excuse for professional distance. As leaders, we can feel ourselves being pulled into the emotional and spiritual depths of a situation we are involved in and before we get in too deep, we are reminded that we must keep our distance if we really hope to be of help.

In the book "When Helping Hurts" by Fikkert and Colbert, the authors propose that poverty is about broken relationships. It is easy for people to see material needs, thus we often respond to those but that rarely gets to the heart of the matter. Poverty is about broken relationships. Therefore, the authors, (and I will too) make the case that unless we invest ourselves into a situation, to understand the people, the history, the culture, group and community dynamics, religions, past successes and failures, how people view themselves individually and collectively, etc., we will not be able to really help, at least not in any sort of lasting way. This investment is not a surface understanding of people or their situation; rather it is the investment that keeps one up at night, gets one up in the morning and is anything but "professionally distanced".

Over the past several months we have been interviewing for a new Pastor for our church and the young woman we are calling said the following: "when I got to my congregation, I had enough knowledge to share what I knew with them for about 4 months. After that I had to learn to go on the journey with them." Now that she has accepted the call to come to our church, the deep relationships she has built with her current church on life's journey will be altered drastically. There is a deep sadness, a mourning of sorts which they are going through.

Leadership is not about being “professionally distant”, it is about living life with others, it is about allowing yourself as a leader to become invested so as change occurs along the path, everyone develops.

Many “would be” leaders think their main value lies in being able to bring about outcomes when in fact their work should be about being with others throughout the process, the path if you will. Although outcomes are clearer, more measureable and often far easier to work toward, traveling the path with people is not a very neat and tidy process. We must accept the complexity, the messiness of the path and the bumps along the way. It requires long term commitment to things we often can’t see, touch or hear. There is not often much reward for traveling this path except to know that you have made a commitment to something that seems to matter for the long term and that being present with your fellow travelers on the path becomes the most rewarding part of life when allow yourself to experience it.

Oswald Chambers wrote a wonderful piece about sticking with the vision even in times of difficulty.

We always have a vision of something before it actually becomes real to us. When we realize that the vision is real, but is not yet real in us, Satan comes to us with his temptations, and we are inclined to say that there is no point in even trying to continue. Instead of the vision becoming real to us, we have entered into a valley of humiliation.

*Life is not as idle ore,
But iron dug from central gloom,
And battered by the shocks of doom
To shape and use.*

God gives us a vision, and then He takes us down to the valley to batter us into the shape of that vision. It is in the valley that so many of us give up and faint. Every God-given vision will become real if we will only have patience. Just think of the enormous amount of free time God has! He is never in a hurry. Yet we are always in such a frantic hurry. While still in the light of the glory of the vision, we go right out to do things, but the vision is not yet real in us. God has to take us into the valley and put us through fires and floods to batter us into shape, until we get to the point where He can trust us with the reality of the vision. Ever since God gave us the vision, He has been at work. He is getting us into the shape of the goal He has for us, and yet over and over again we try to escape from the Sculptor’s hand in an effort to batter ourselves into the shape of our own goal.

The vision that God gives is not some unattainable castle in the sky, but a vision of what God wants you to be down here. Allow the Potter to put you on His wheel and whirl you around as He desires. Then as surely as God is God, and you are you, you will turn out as an exact likeness of the vision. But don’t lose heart in the process. If you have ever had a vision from God, you may try as you will to be satisfied on a lower level, but God will never allow it.

-Oswald Chambers, My Utmost for His Highest

ADJUST

In 2001 a chance meeting between a Kellogg Foundation executive and FRB's volunteer executive director, at the time, led to a 5 year capacity grant which gave FRB a great start! The grant allowed FRB to hire field staff thus providing a path to take a good idea and build an organization. It was a great gift to be sure and it came at a critical time.

Nearing the end of the 5 year grant, we had many discussions with WKKF and were hopeful that we might receive a further grant for another 4-5 years. In the end, either by active decision or omission, the foundation did not award another grant to FRB.

In hindsight, not receiving the grant may have been on par or even a greater gift to FRB than the awarding of the grant in the first place. Candidly it felt like we were crashing and burning even though those FRB advocates at the foundation kept encouraging us and telling us how much they felt our model and approach was right on track.

As an organization that focuses our efforts on standing alongside communities with our member and partner organizations through the development process, we should have been more in tune with our own development through various stages and yet, it took us a long time to see the gift that had been given to us as WKKF in essence said, "you have invested the grant we gave you wisely, you have done well, now, you can do it on your own, good luck." Consciously, or otherwise WKKF had the right idea, as their removal of financial resources in essence was a gift of belief in FRB's ability.

Fast forward to February 2010... as I listened in a meeting in Kampala Uganda with several member and partner staff, I was reminded once again of the lesson the WKKF grant had taught us. One of our members is working currently with a partner we have been funding for several years. They have come to a point where it is thought that they are capable of operating on their own, that is without the member's further financial support. I listened and watched as the partner staff worked through the pain of what was happening during this transition to a more robust and sustainable place. I knew they will as we have gone through the valley of despair and wondered, at times, if they will survive. I believe they will be better for it.

The key to these changes is more about our internal discussions than our external discussions. We need to quickly adjust in these sorts of situations but our "investment" in the relationships, our comfort level with the way financial resources, the way we've done things can lead to a great deal of pain.

One of the best yet most challenging tools that leaders ought to employ in some form is scenario thinking. Scenario thinking is like a simulated external shift which will affect our organization. The practice allows the practitioner to think in complex ways, laying out extreme positions to test what things might look like at some point in the future given two intersecting continuums. Attachment A to this document is the recent scenario thinking exercise we utilized during our strategic planning process at the Foods Resource Bank. The strategic planning process has been a success for us because we engaged many people in the process and designed a plan which addresses our needs for the future.

Personally, the scenario thinking process gave me a great tool to think about potential futures. I learned that, without doing this exercise in a way that includes more leaders in an organization, it will not have nearly the significance needed to help people become better leaders. One of my takeaways from the writing of this paper is that I need to think through helping various FRB leaders utilize scenario thinking more often and in more settings.

Based on many experiences around the world with various people in leadership roles, I am also a proponent of scenario thinking as a way to avoid a reaction based response in the future. Scenario thinking allows for the opportunity to think through potential future scenarios and in essence helps people avoid always having to learn “the hard way” and then make quick and often tactical adjustments to “surprises.” There are certainly things that happen, events which occur, that one might never expect but there are many things that happen which people seem surprised about that could have been predicted with some forethought.

Just to be clear, I am a proponent of learning the hard way, through experience as it were, because lessons learned by experience stick. However, I hope and pray more often we can and will look to learning through scenario thinking and other means. It is my belief that some of the impending issues in our world of population increase, land shortages, urban crowding, water resources, human trafficking, gender inequality, etc. demand, our thoughtful analysis. I strongly believe it is our responsibility to think together to work through these critical issues.

Without some careful thought and planning, many millions will, I believe, experience untold suffering in the coming years. As leaders, we are in a position to do something about it and we must be good stewards of the positions that have been entrusted to us.

Conclusion: John Mgege is a leader in the Anglican Church in Kenya. He is also the Director of one of our in country partner organizations Pwani Christian Community Services - PCCS. PCCS has situated their efforts firmly in the midst of one of the poorest areas of Kenya, the Coast District, which stretches north from Mombasa. There is a great deal of sad history to this area with colonizers coming from Italy, England, Portugal and Arab lands too. All told the various strife and unrest over the centuries has pushed people to areas of Bamba and Ganze in the interior. Both places are marked by poor soil fertility, high temperatures and low seasonal rainfall. In short it is a difficult place to live and a difficult history to bear. Over the years, many well-meaning organizations have tried to work in the coastal area however none have succeeded to bring about needed development, until PCCS.

Fourteen years ago PCCS began work in Bamba and ten years ago, FRB began supporting communities in the area through our member CRWRC and PCCS. PCCS's director John Mgege told us that when they first began working in the area, it quickly became apparent to them that water was the major physical issue to be addressed. Thus the program funds and efforts focused a great deal, especially in the first years, on water harvesting through various means. The progress has been amazing!

The construction of more than 58 water pans and dams has meant that people, especially women and girls, have reduced their walk for water significantly and thus are able to conduct other business, like growing food, tending animals, and going to school!

After a few years of engagement in Bamba, PCCS realized that some of the poorest in the community were not engaging in the program, and inquired about their lack of participation. They found that a great amount of shame was at the heart of it: there were many widows who viewed themselves as unworthy to come to meetings and work together with the rest of the community. The inquiries by PCCS led to specific interventions for the poorest in the communities, such as providing them with chickens they could raise. It was such an encouragement to hear two widows share their story with us about the transformation of their lives. PCCS had initiated the program and through their investment over time, they realized some in the community required outreach in a different way. It is difficult to imagine how much difference a few chickens can make!

Ganze, Kenya, is another area in the Coastal region which struggles through various physical impediments every day. So as Bamba became more sustainable and word began to spread, folks in Ganze inquired about the support happening in Bamba and thus PCCS started making trips to Ganze to see what if anything might be done there.

PCCS had learned from its experience in Bamba that community decision-making is key: they'd focused on the right thing in Bamba – water – but had made the decision themselves rather than asking the community to prioritize its needs. The development in Bamba they feel has taken longer than it might have. Although, clearly the right projects, they neglected to have the Bamba community prioritize water (or something else) over other things.

So, in Ganze, PCCS began with community capacity building. Although the Ganze community has a variety of pressing needs including water harvesting, what I personally found amazing is that the community has embraced the approach of building capacity first and have refused to prioritize certain projects over others. Rather, when I inquired about priorities, the community leaders kindly explained that all their needs were important so they had structured their local governance in such a way so they could begin to address the various needs they have at the same time.

The community, with the help and guidance of PCCS, has built a comprehensive governance structure to address all the community's needs from water needs, environmental issues, agriculture development, roads, education and health. After only 10 months, Ganze has a preschool, adult education, new and improved roads, and more. The energy and results are certainly something to see.

John Mgenge and his staff are great leaders because they did not let their successes in Bamba dictate their future. It would have been easy to celebrate the Bamba model and then justify how to apply it elsewhere without examining how to do things more thoughtfully or better. Rather they took a long look in the mirror and realized they had erred by deciding for the community and in Ganze tried a completely different approach. Adjusting is not easy and is even more difficult in times of success. The old saying that if it's not broken, don't fix it, surely rings in the back of our minds but also may create a culture of stagnation.

As we consider together our collective future, let us encourage one another to not wait too long to make adjustments. Let us not always have to learn from pain. There are pressing issues in our world that demand our attention and the stewardship of our ability to adjust before disaster happens.

Attachment A

FRB Scenario Thinking 2009

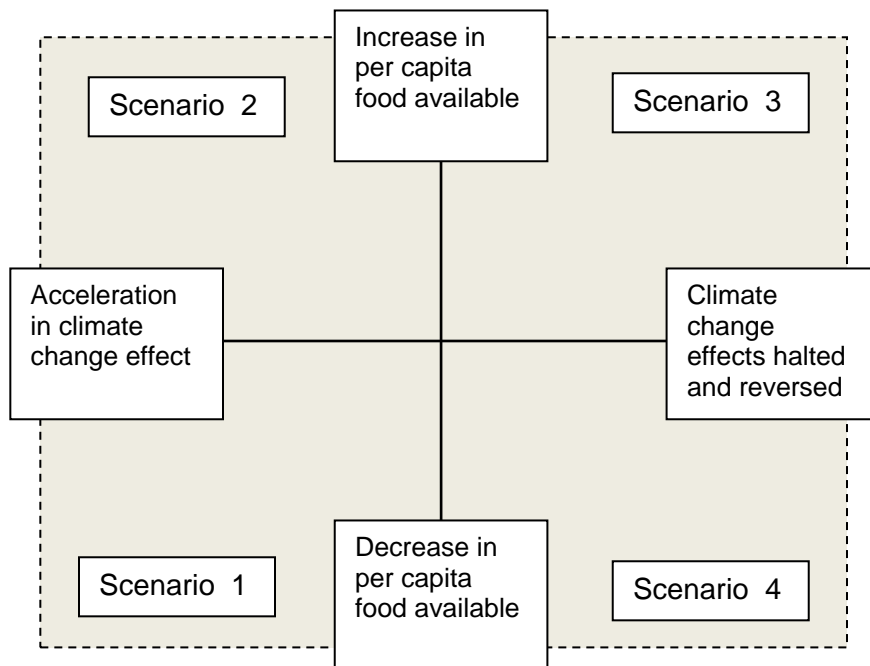
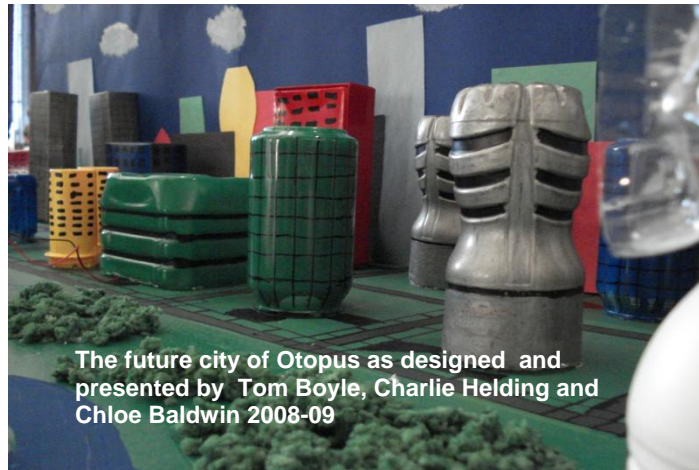
Envisioning the future...

The purpose of this exercise is to anticipate **a world in which we might find ourselves operating.**

After brainstorming a list of potential variables that are beyond FRB's control, the variables chosen for this exercise are climate change and food availability.

By building a 2X2 matrix with these two variables, four proposed scenarios are considered which will help us think about how FRB might respond given the scenarios. This is a work of educated guesses only and is at its best indefensible. The hope is that we might use this as a tool to think about various potential future scenarios and help anticipate a world in which we may find ourselves living. This process is used to help groups think more broadly during planning processes so they can create more robust plans based on a variety of potential outcomes.

For these scenarios, 2020 is used as the target year. Further it is assumed that the population of the world will be approximately 7.6 billion people in 2020 up from 6.8 billion today.



Scenario 1 “Confront”: Acceleration in climate change effect & decrease in per capita food available worldwide. *1.7 billion people around the world are hungry.*

As people in North America and Europe worry about the economy following a shaky recovery and multiple peaks and valleys (between 2010-20) they notice little effect in their local areas with climate change. Weather patterns in the developed world remain much the same and higher worldwide food costs are not felt much by average westerners. Reduced productive capacity due to less seasonal water runoff, changes in rainfall patterns, and increased temperatures in areas such as sub-Saharan Africa lead to greater desertification and less productive agricultural lands.

Population increases in Central America, Asia and Africa along with further degradation of soils and more competition for water resources leaves more people vulnerable. People will flood to cities and try more desperately to emigrate due to economic needs leading to bigger slums, higher crime and increasing immigration issues in developed countries.

The disparity between the haves and the have-nots increases and greater access to information leads to further unrest fueling various militias and terrorist organizations that provide a path for many who are desperate.

Governments and particularly those governments in developed nations increase security spending both within and outside their own borders and blame each other as well as underdeveloped country leaders for the injustices foisted upon marginalized people. Governments debate and argue about land and water rights agreeing that climate change is occurring, but with disagreements about degree and who is responsible, efforts continue to address the problem sputter and little is done to fix the problems. Densely populated countries with means venture out to build food growing capacity in countries which are desperate to raise money to survive. Land, as it becomes a more precious commodity, is controlled more and more by those who have built or inherited an economic advantage.

As input costs rise and production rate of increase slows, yields remain flat overall and in many areas decrease. Aging farmer populations in many countries contribute to consolidation. Agri-business consolidation, profit pressure and lack of major advances in technology forces ag business to maximize profits through deep market understanding. Farmers will experience greater pressures as they attempt to maintain their income through acquisition and diversification. Many will find the economic pressure and risks too high to continue.

Some who have excess will share with those in difficult situations. The greater scope of the need will cause a reactionary approach leading to those on the receiving end to think that resources are available and always will be. Those who receive no support, will in some cases, develop their own path however, as they learn about others who receive without working they will become frustrated. Increasing costs for most things combined with donor fatigue will lead to a continued increase in the suffering of poor people around the world.

Nationalism is fueled by these forces. In some cases the “harder” borders between countries creates an ingenuity in people to figure out how to solve their own problems with what they

have locally but for many millions, it will be too late for them to adjust to this new more “separate” reality – millions die in desperation thinking that no one cares about them.

In some cases, authorities in developing nations are unsure how to respond to “help” offered from the outside. They know dependency may well take hold if they accept the help but the other option may be internal anarchy. Crime rates increase in urban areas as people from rural areas add to urban populations that are already resource and livelihood limited. These increases lead many from developed nations that travel to focus their efforts on urban solutions which is what they see most readily.

Young people who are more connected to the rest of the world look unfavorably toward small scale, manual labor with the belief that other more glamorous livelihoods exist somewhere. As more young people find their way to urban areas in search of these opportunities that do not exist, trouble will proliferate. Deforested areas in many parts of the world accelerate localized climate change. Many efforts to reforest have come too late as people dependent on wood for fuel for cooking remove even the smallest trees in desperation. Reductions in the world’s forests accelerates as those with means purchase wood for fuel from those desperate for money.

Environmental • Political • Demographic • Social • Technological • Economic

Scenario 2 “Control”: Acceleration in climate change effect & increase in per capita food available worldwide. *1.1 billion people around the world are hungry.*

Technology accelerates raising production efficiencies on good farm land while marginalized lands continue to degrade leading to lower productive capacity. More rural people move to urban areas. Developed countries with excess capacity continue looking for alternative uses for output including energy and shipments to places that lack food. Consolidation in developed countries continues as higher technical costs both in time and talent cause smaller farms to sell or join with bigger farms. Risk is mitigated for those who are able to juggle the many critical details of farming but many are forced from farming and rural communities in countries which do not work to sustain their rural communities and economies. Political battles ensue over farm subsidies in various countries with a focus of trying to keep more people on farms and in farming jobs.

Developed nations continue to see themselves as the solution to the worldwide hunger problem so with more production, more people receive food but less people grow it. Overall dependency increases as fewer people have the material and intellectual capability to grow their own food. To address population growth and food demand in some developed nations, governments and corporations use their financial position in this time of excess production to acquire land in underdeveloped nations through various means. Global agricultural organizations maintain high profitability and continue to invest in R & D always looking for new applications for what has been invented. R & D in developing nations sputters as new technologies overshadow local and regional research efforts. Techno- battles continue between those who have new technologies to sell and those who are slightly behind the curve hoping to delay until a time they can compete. Those that own the technology advances utilize various means to “get their better mousetrap to market”.

Overall, the costs for land and inputs rise but profits are lower due to excess production in many areas. Some less developed areas continue to lag in production rate increases for various reasons. The economic tension pushes many farmers to the edge of solvency, praying that they don't have difficult weather or a volatile market. In developing nations, most farmers who know about technology advances that are available cannot afford them leading to frustration and prolonging the view of the suffering smallholder within their own communities and countries.

Environmental • Political • Demographic • Social • Technological • Economic

Scenario 3 “Collaborate”: Climate change effects are halted and reversed & increase in per capita food available worldwide. *500,000 people are hungry and the number is decreasing.*

Improved crop techniques worldwide and major reforestation efforts are combining with conservation approaches to halt and in many areas reverse the effects of climate change. Increases in the soil's organic content in many regions of the world has a twofold positive effect; production rates increase and more carbon sequestration leads to lower CO2 levels in the atmosphere.

Governments of developed nations having enacted policies to reduce CO2 emissions begin to discover new markets in formerly underdeveloped nations for many types of value added goods and services.

Millions of people have returned to their countries of origin due to new opportunities in agriculture, ag support industries and service and production jobs in urban areas created through the grassroots development.

This population shift in developed nations creates greater demand for lower paying jobs and thus salaries, benefits and overall outlook improves. Less immigration pressure on host countries brings about more openness and travel. Communication further proliferates providing further grassroots networking for citizens to work together against corrupt and oppressive governments.

Consolidation in formerly underdeveloped rural areas increases efficiencies and increases demand for a variety of technical advances. Life improves for most people around the world including western people whose ability to know and appreciate the gifts that material poor people have allow many westerners to feel rich without having many materials things.

Environmental • Political • Demographic • Social • Technological • Economic

Scenario 4 “Confound”: Climate change effects are halted and reversed & decrease in per capita food available worldwide. *1.5 people in the world are hungry.*

Worldwide population increases and lagging technological advances with sub-optimal land management practices worldwide lead to less food available per person for the world's growing population. Half of the world's population growth comes in Nigeria, Pakistan and India. India's population exceeds China's, making it the most populace country and democracy in the world.

Overall, most population growth occurs in less developed countries as growth in developed countries continues to be fueled by immigration as birth rates continue to drop.

Immigration regulations tighten and although many people are encouraged by the improvements made through reforestation and various worldwide conservation legislation, there is constant concern, particularly on a regional basis about land and water rights. Many westerners look at the changes in environmental policy as a waste of time and money and point to the work done to restore the world's environment as the cause of the increased number of hungry people. Various debates occur around the future of research and where to invest dollars to have the greatest impact. Many point to a more positive future and point to the fact that the world was able to come together on climate change, why not hunger?

Since technology has not kept production rates at pace with population growth, those who historically have been against technology have an "I told you so mentality" while less is invested in R and D in developed nations due to a reduced return on investment. In developing nations, research and development increases due to the lack of outsider R & D coming to countries in need. Local efforts working with universities and research centers discover new ways to do things in their local contexts.

Due to less amount of food per person, there is a downturn in the amount of food aid that is given by donor countries. In certain areas, local leadership reminds people that they need to raise their own food and uses this difficult time as a chance to teach and grow.

Small farmers use this time as a chance to improve their agriculture and in many cases are able to increase their production rates faster than the world average as they were previously so far behind. In areas where markets, land ownership or rights and safety nets exist, improvements are seen. Those rural people in areas that have lagged in development activities and the urban poor suffer because of higher prices for food and decreased supply. In some cases countries export food because of demand outside their country while people in their own country go hungry.

Many people feel worried about the future and their ability to have enough to eat. Those who are able, store resources and buy land for what they worry will be a future of scarcity.

Environmental • Political • Demographic • Social • Technological • Economic

ABOUT GHC CONVERSATIONS

Annually, Gary Hubbell Consulting convenes and hosts a small hand-picked group of social sector professionals from throughout North America for three days of intense dialogue and critical thinking. We strive to create a thought-provoking, mind-opening, and stimulating conversation about philanthropy, organizational leadership, and the sector as a whole. This deep exploration of the nature and challenges of the philanthropic environment is intended to engage, inform, and inspire senior leaders to be catalysts for change in their own organizations and communities of influence. With each GHC Conversation, we seek to establish the seeds of a continuing and enriching network that nourishes us as individuals and helps each of us change how we converse, inspire, and seek new dimensions of philanthropy. This essay is one contributed for *Conversation 2010*.



Conversation 2010 Participant Bio

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Marv Baldwin is the President and CEO of the Foods Resource Bank (FRB). FRB's commitment to supporting the work of small holder farmers and landless people as well as their families and communities to grow lasting solutions to hunger is the main factor that inspired Marv to join the ranks of the non-profit world in February of 2005.

Before joining FRB, Marv worked for Nalco Co. and Universal Forest Products in various sales, service, marketing and support roles for approximately 17 years. Marv received his Bachelor's of Science Degree in Mathematics from Hope College in Holland, Michigan in 1988 and worked for a few years on his Master's Degree in Quality Assurance at California State University, Dominguez Hills prior to a job transfer to Nashville, TN in 1995.

The most important aspect of FRB's approach is the belief in grassroots leadership working with local people to solve their own problems. It is a temptation to be the "fix-it" person but solutions from the outside rarely sustain once the management and control aspects are removed. By working with so many farmers and other rural leaders, FRB's work is enhanced and broadened through a vast network of experiences. At every turn, FRB strives to respect all people and preserve dignity through humble action.

Marv believes that "We must learn to give without creating dependency and without desiring recognition if we ever hope to significantly reduce the amount of hunger in our world." As a catalyst, FRB engages local leadership as they envision, plan, implement and evaluate programming efforts toward hunger and poverty reduction through agriculture development.

Marv, was born and raised in Saginaw, Michigan. He and his wife, Amy, met at Hope College, currently live in Western Springs, IL and are especially thankful for their children, Chloe, Carolyn and Jay.

Marv attended *Conversation 2009* in Scottsdale, AZ.