

2026 Kellogg Rural Leadership Programme

Equipping today's leaders
for tomorrow's challenges



KELLOGG

RURAL LEADERSHIP PROGRAMME
A PROGRAMME BY RURAL LEADERS



Lisa Rogers
Chief Executive Officer

A message from Rural Leaders' CEO

Firstly, welcome to the start of your Kellogg journey.

The Kellogg Rural Leadership Programme has been building leadership capability in the Food and Fibre Sector since 1979. During that time, over 1100 scholars have graduated. These talented people think and act strategically and make a positive impact in industries across the Sector.

The Programme is designed for industry leaders who work as farmers, foresters, fishers, growers, and agri-business professionals. It is delivered in three phases, so it is easier to fit in around family, work, and business.

Phase One runs for eight days and is based at Lincoln. It looks at leadership skills and tools, strategic direction in the primary industries, and developing critical thinking skills.

Phase Two is five days and is based in Wellington. It takes a deep dive into the political and economic context for leadership. You'll hear directly from industry and political leaders too.

Phase Three is also five days and is based at Lincoln. Here, research projects are presented. These projects are worked on throughout the Programme.

Often Alumni go on to live their reports, working in areas that parallel their study. Some may team up with other scholars to create businesses based on their reports.

We're always inspired by the talent and commitment shown by scholars in their research. This effort is further rewarded with a post-graduate certificate in commerce from Lincoln University, or 60 credits toward a higher qualification with Massey University.

Looking ahead, our sector needs more grounded-strategic leaders if we're going to successfully navigate our fast-changing environment. The Kellogg Rural Leadership Programme is key to supporting this.

Thank you and we hope to see you on the Programme soon.



Barbara Kuriger
Member of Parliament



David Eade
MyFarm, farmer



Jessie Chan MNZM
AgResearch, AgriZero, NZ Pork



Cameron Henderson
DairyNZ, Ballance, farmer



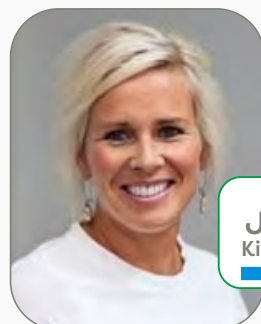
Murray King
Kingsway Farms



Trish Rankin
Dairy Women's Network, farmer



Bruce Weir
Rabobank



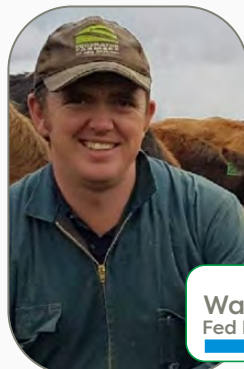
Joanna Greaves
Kiwibank



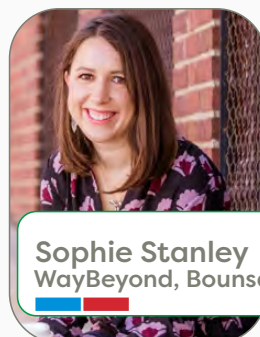
Jessica Smith
Te Tai Hauāuru



Siobhan O'Malley
Meat the Need, Hemprino



Wayne Langford
Fed Farmers, Meat the Need



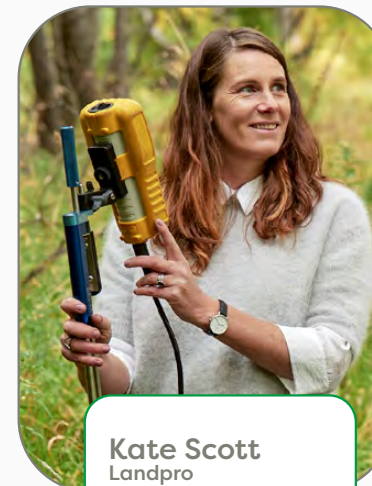
Sophie Stanley
WayBeyond, Bounsa



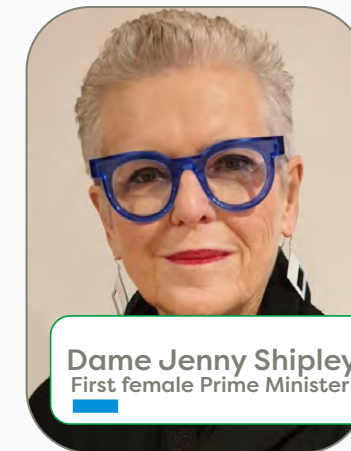
Juliet Maclean
Onside Ltd, farmer



Kristy McGregor
Shepherdess Magazine



Kate Scott
Landpro



Dame Jenny Shipley
First female Prime Minister of NZ



Murray Jagger
Northport, Marsden Maritime, farmer



Rebecca Hyde
TFD Consulting

■ Kellogg Scholar
■ Nuffield Scholar

Growing over 1100 food and fibre leaders since 1979.

New Zealand's Food and Fibre Sector is full of capable, and purpose driven people. The New Zealand Rural Leadership Trust is privileged to be entrusted with growing many of these people on their scholarship journeys.

The Kellogg Rural Leadership Programme has been equipping rural leaders for strategic impact since 1979. A key aspect of the rural leadership approach is research-based scholarship. The clarity of thought and confidence this approach promotes is transformative. Many Kellogg and Nuffield Scholars go on to live their research. They build businesses. They advance community and social enterprises.

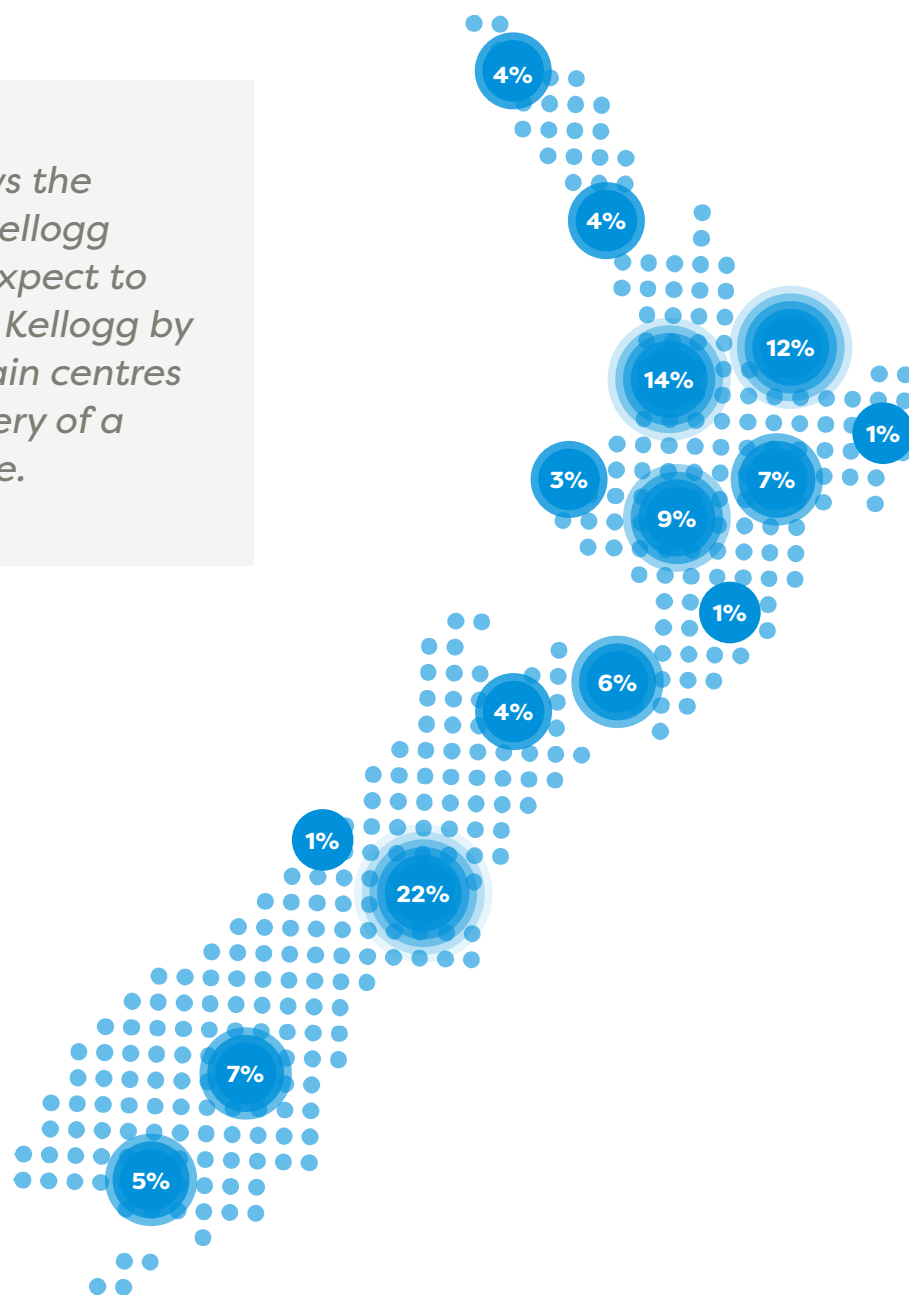
They also influence policy and advocate for animal and environmental outcomes, informed by an ability for critical analysis and their own research-fueled passion.

Rural scholarship is about impact. Over 1100 Kellogg Alumni have made, or are making, positive impacts on some of the Sector's biggest challenges.



Kellogg Scholars — leading change across New Zealand.

This heat map shows the distribution of our Kellogg Alumni. We would expect to see participation in Kellogg by Scholars outside main centres increase after delivery of a regional programme.



Kellogg Alumni are well represented in leading organisations throughout New Zealand's Food and Fibre Sector.:

- NZ Cabinet
- Ministry for Primary Industries
- Horticulture NZ
- Fonterra
- Beef + Lamb New Zealand
- Farmlands
- LIC
- DairyNZ
- Progressive Meats
- South Pacific Seeds
- Zespri
- ANZ
- ASB
- FAR
- The AgriBusiness Group
- Rabobank
- Regional Councils across New Zealand
- Local Scholl Boards
- Winter Grazing Action Group
- OSPRI
- Mohair NZ Producers Board
- ANZCO Foods
- AgResearch
- MyFarm Investments
- PGG Wrightson
- Kiwibank
- Colliers
- Dairyworks
- New Zealand Institute of Safety Management
- Dairy Holdings
- Lincoln University
- Otago University
- Massey University
- Central Plains Water Ltd.
- Alpine Pastures
- Meat the Need
- Precision Agriculture
- Otaki & Porirua Trust Board
- Westpac
- Countdown
- SPCA
- AgFirst
- Pouarua Farms
- Environment Canterbury
- Eastpack
- New Zealand Kiwifruit Growers
- Dairy Women's Network
- Ernslaw One
- Mountapere Berries
- Plant & Food Research
- Beef & Lamb Farm Councils
- NZ Police
- Waima Topu Beef
- Environment Southland
- BNZ
- Rangitikei Catchment Collective
- Land of Comvita NZ
- Central Otago Fruit Association
- Perrin Ag
- FMG
- Vodafone New Zealand
- Foxdown Partnership
- H & T Agronomics
- Taha Consulting Ltd.
- Genetic Technologies Ltd.
- Barenbrug Seeds
- Craigmore
- Manuka Health NZ Ltd.



Kellogg at a glance.

2 intakes
per year

18 days over
six months

24 up to
scholars
per course

“

The theme that most resonates with me through the learnings of this course is that it's about people and the power of connection.

The network of leaders that share their experiences is broad and your cohort creates a supportive environment leading to 'social sense making'.



Fiona Foley
2021 Kellogg Scholar

Kellogg builds networks and connections that last.

There are currently two intakes of up to 24 scholars each year. Cohorts are carefully selected to maximise diversity across industries, level of experience, geographical location, gender and ethnicity

The residential format of the Programme creates cohort networks and friendships across the country and the sector's many industries. Each cohort holds a diverse mix of farmers, growers, producers and agribusiness professionals, providing an equally diverse contribution of ideas to discussions.

Kellogg is continually evolving. New content is added and the format is reviewed after each programme to ensure fast-changing industry and participant's needs are met.



“

Some of the challenges facing the sector can feel daunting. Kellogg offers a tangible, well supported pathway that equips you with skills and insights to successfully lead sector conversations behind the farm-gate, within your community and through your professional roles.



Vanessa Thomson
2023 Kellogg Scholar

Kellogg has a strong and proud history and it is continually evolving. New content is added and the format is adapted continuously to meet fast-changing industry and participant needs.



Adapting in changing and challenging times.

One of the key features of the Kellogg Rural Leadership Programme is that it is experiential in nature.

The benefits of in-person cohort connection, through the Programme's learning and team-building components cannot be underestimated. It's how the best learning happens, and how the strongest friendships and networks are forged.

Equally, the philosophy of adaptation and the tools Rural Leaders have used to meet the last few years' sector challenges, have remained.

This often means working with individual scholars to find the best way to deliver the Programme to meet their needs. For example if testing Covid positive, or if geographic, family or professional challenges arise. Long story short, we'll find solutions to ensure the right delivery mix.

Register your interest today at
ruralleaders.co.nz/kellogg



Fraser Dymond
2022 Kellogg Scholar



Richard Dawkins
2023 Kellogg Scholar



Sonja Vreugdenhil
2021 Kellogg Scholar

Academic accreditation - one more reason to do the Kellogg Programme.

Rural Leaders, Lincoln University and Massey University have strengthened ties by offering academic accreditation for those who undertake the Kellogg Rural Leadership Programme.

Prior to starting the Programme, Kellogg scholars can opt into a Postgraduate Certificate in Commerce. Apart from being a standalone qualification, in addition it can also be used for a higher qualification e.g., 60 credits towards the 180 required for a Lincoln University taught master's degree.

Scholars can also elect to use their 60 credits towards postgraduate study at Massey University, e.g., a master's degree.

Alternatively, after completing the Kellogg Rural Leadership Programme Scholars can apply for Recognised Prior Learning (RPL), which can be credited towards a postgraduate qualification. Both Massey and Lincoln Universities can offer RPL in the form of 60 credits towards a post graduate qualification e.g., PG Dip. Or Masters.

The Kellogg Rural Leadership Programme team – including Rural Leaders' Facilitator Phil Morrison and Academic Director Dr Craig Trotter – work hard to provide a varied and stimulating learning experience.

Accreditation is based on two papers, the first of which requires the completion of specific assignments undertaken during the Kellogg Programme.

The second paper, delivered by Dr Craig Trotter, involves completing a research project and giving a presentation at the end of the Programme.

Scholars who wish to complete a Lincoln only PG Cert. as part of their Kellogg Programme, will need to enrol prior to starting the Programme.

Who is Kellogg for?

The Kellogg Rural Leadership Programme is for those passionate about developing themselves and contributing to their community and industry. We encourage applications from farmers, producers, growers as well as leaders involved in the wider agribusiness sector.

The Programme is for people who have:

- Passion and motivation to be a **leader of change*** – in their industry, community or business.
- Appreciation for different perspectives in solving problems.
- An understanding of the challenges on both sides of the farm gate.
- An interest in critical and design thinking.

The Programme is for people who aspire to:

- Understand their leadership style and how to better lead teams.
- Gain an understanding of political advocacy (and how to influence decision making).
- Grow knowledge about the rural economy.
- Build industry wide networks and friendships (developed through the Programme).
- Develop a cross sector understanding.
- Learn more about leadership in the Food and Fibre Sector.
- Take on further leadership roles in community or industry.

*Who is a leader of change?

A leader of change is not afraid to challenge the status quo. They respond to challenges with vision and agility.

They believe in people and seek to build their team's capability. They are able to inspire and influence action in others to bring about a desired change.



The Kellogg Rural Leadership Ecosystem.

During the Kellogg Programme, Scholars are immersed in an ecosystem of support, learning and leadership development.

Real-world experience, evolving industry knowledge, and contemporary coaching techniques, combined with an academic, facilitation and support team, create the right environment to explore personal leadership pathways.



Kellogg ecosystem elements.

At the centre of the Kellogg ecosystem is you. Fellow scholars will come from a diverse range of industries and backgrounds, providing a pan-sector view of New Zealand food and fibre.

Significant input from **Government leaders, industry speakers** and **business leaders**, influence thinking and help to build networks as well as providing a political, economic, and environmental context.

Scholars are exposed to **NGO's**, their role, how they work, their impacts on business, and what freedoms are afforded to them compared to government organisations.

In Phase One, **Toolbox** is a 'how to' on leadership and team dynamics, and on working with different personalities. Toolbox also looks at practical skills such as presenting, researching, critical and design thinking.

Academic accreditation is now available through both Massey and Lincoln Universities. This is as a **PostGrad Certificate** in commerce from Lincoln, or it can be **60 credits** towards a post graduate qualification e.g., Masters, through Massey.

Finally, the **Programme Team** is the glue, bringing the elements in the ecosystem together. The team includes programme management, academic direction, and facilitation. What results is a unique and dynamic ecosystem that combines theoretical, practical, and real-life learning contexts.



2026 core components

This example is for Programme One, January 2026 start.

- January
- Feb
- March
- April
- May
- June

Phase One

Leadership tools and industry contexts.

Mon, 26 January – Wed, 4 February, 2026

Nine-day (eight-night) residential module at Lincoln University.

Made up of three key components:

- Leadership skills and tools including personal and team styles and outcomes, design thinking and approaches, critical analysis tools.
- Leadership applications of skills and tools in various situational contexts.
- Leadership strategic contexts with specific focus on New Zealand Food and Fibre Sector strategies and leadership challenges.

Topics covered:

- Presentation skills, leadership skills, critical and design thinking and research skills.
- Break out meetings to discuss your project topic with the Academic Director.
- A team building day.
- Sector overview and strategic insights on governance, Maori agriculture, rural communities.
- Panel discussions with Kellogg Alumni.
- Networking function.

Phase Two

The political, economic and environmental context.

Mon, 13 April – Fri, 17 April, 2026

Five-day (four-night) residential module in Wellington.

Key components:

- Meetings with MPs and the Minister.
- Experience question time in Parliament.
- Meetings with sector leaders, industry leaders, Government Chairs.
- Networking function in Wellington.
- Insights into the political and economic macro environment, decision making and policy development contexts.
- Leadership contexts and personal leadership styles.

Topics covered:

- The political environment.
- How to influence decision making.
- The role of NGOs.
- Lobbying.
- How to prepare a submission.
- How legislation is created and how to get involved.

- July

Phase Three

Leadership application goal setting.

Mon, 29 June – Fri, 3 July, 2026

Five-day (four-night) residential module at Lincoln University.

Key components:

- Final project work ends. The opportunity to demonstrate the application of research, presentation and critical analysis skills to colleagues and industry representatives with questioning, discussion, followed by peer feedback.
- Case studies and industry leader challenges also provide further application of learnings.
- Goal setting for the future including personal brand identification and presentation provide a platform for ongoing leadership development.

Topics covered:

- Scholars present their individual reports to the group.
- A springboard discussion. Discuss what you'll do next to meet your leadership aspirations. Prepare your development plan.

Individual Research Report.

Throughout

Self-directed remote research.

Undertaken between Phase One and Phase Three of the Programme.

Scholars choose a topic of interest that contributes to developing leadership outcomes and aspirations.

The project brings together problem/research question definition, research tool application, critical analysis, management report writing and presentation.

During Phase One and Phase Two there will be a series of Zoom calls scheduled to allow you to check in with your cohort and on your progress.



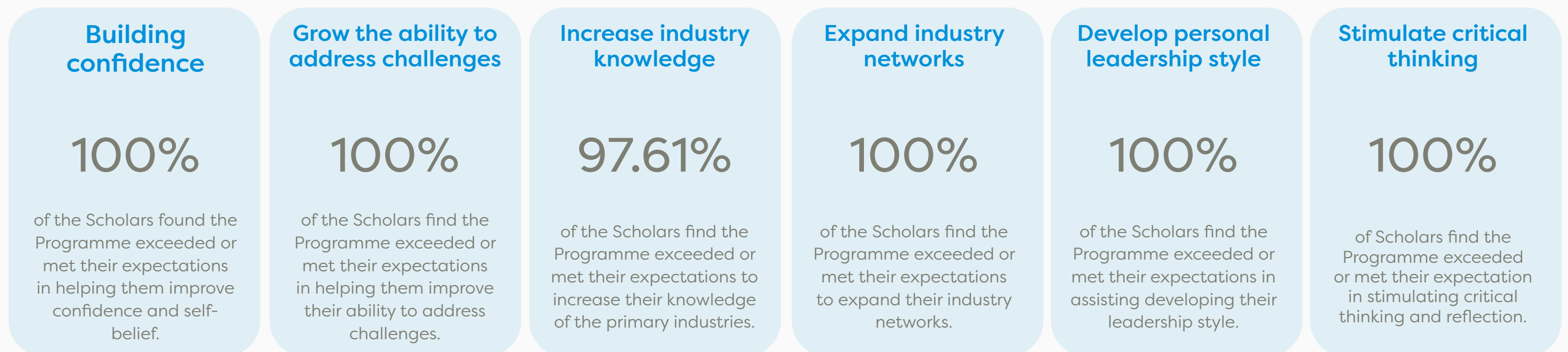
Kellogg Graduation

Graduation is held on the last day of Phase Three. Here, you will be awarded with your Kellogg Graduation Certificate and pin.

How likely are our Alumni to recommend the Programme?



How is Kellogg accelerating Scholars' professional development? **



*Average Net Promoter Score from all participants on 2023's two programmes.

** Responses to selected questions from our exit survey for 2023.

Q & A

What is the total time commitment for the Programme?

18 days face to face, 50 days on individual research, all within a six-month span.

The recommended time commitment is about 300 hours to complete your individual research report.

Do you have any tricks or tips for completing my application?

Get started sooner. Don't bury the good stuff. Read it out loud.

More tips and tricks are available on our website.

Is there a specific area that I have to study?

Scholars have the freedom to pursue a topic of personal and professional interest. Whatever the topic, you should aim to stretch your knowledge and understanding of it.

Should I have a research topic in mind before I start the Programme?

Yes, that is ideal. Often your topic is in plain sight and is something you're genuinely interested in.

What speakers, or industry leaders can I expect to hear from, or meet during the Programme?

We bring a cross-section of industry leaders and experts to the Programme. They'll present to you, coach you, share stories and network with you.

Some of the people you may hear from, or meet, include global leaders in agribusiness, CEO's, politicians, owners of well-known private businesses in food and fibre, media operators e.g., PR consultants. You may also hear from Rural Leaders' Partners, including: Beef + Lamb New Zealand, Zespri, DairyNZ, Rabobank, Farmlands Cooperative, and more.

Can I get University credits for my Kellogg?

Yes, both Lincoln and Massey Universities have accredited Kellogg and are offering credits towards post-graduate degrees.

You can opt into a Postgraduate Certificate in Commerce, giving you 60 credits towards the 180 required credits for a Lincoln University taught master's degree. You can also elect to use your 60 credits towards a master's degree at Massey University.

Another option is the Recognised Prior Learning (RPL), which can be credited towards a postgraduate qualification.

How long does the report have to be? How many pages?

We get asked this a lot. It's 15,000 words. That's roughly 40 pages (at ten point font).

How do I know if I am eligible to do a Kellogg?

The Kellogg Rural Leadership Programme is for mid-career professionals either behind or in front of the farm gate. It is for those who are emerging strategic leaders, perhaps transitioning from operational or technical roles to a more generalist leadership role – or intend to at some point in the future.

Do I need to have been to University? Do I need to work on a farm?

No you don't. To both questions.

How many people are on each programme?

We have a limit of approximately 24 Scholars for each programme.

What are the selection criteria?

In any application we like to see a capacity to contribute to the learning process.

We select Scholars from a mix of backgrounds and regions, as well as pan-sector representation. This enriches discussions, expands knowledge sharing and the cross-pollination of ideas.

What is the full cost of the Programme?

The delivery of the Programme costs approximately \$16,000 per person, but the fee is \$7,995 +GST at present. The shortfall is covered by our strategic and programme partners:

AGMARDT, FMG, DairyNZ, Mackenzie Charitable Foundation, Horticulture NZ, , Beef + Lamb New Zealand FAR, Farmlands Cooperative, MPI, Rabobank, Zespri, and LIC.

Aside from the fees, you will need to budget for travel and accommodation during the residential phases.

Do I need to organise my own travel?

Yes, you travel the way it is most convenient. We provide assistance by booking accommodation for the whole group.



Support team - delivery.

**Phil
Morrison**



Facilitator

Phil Morrison was a Regular Force officer with the New Zealand Army for 25 years, progressing through a variety of command, staff, instructional appointments, and deployments.

Highlights of his army career include three years as unit commander of an Engineer Regiment, a three-year posting to Canberra as Military Attaché at the NZ High Commission, and a year studying at the Singapore Armed Forces' Joint Command and Staff College.

From 2011 Phil worked as a Senior Lecturer and Project Manager for Massey University's Centre for Defence and Security Studies. In this role he managed the university's commercial relationship with the Royal Brunei Armed Forces, including programme development and delivery of teaching activities.

In recent years, Phil's work has included delivery of leadership training, postgraduate business education in strategy and innovation, and facilitation of strategy and innovation workshops.

Phil is based in Invercargill and has been a freelance consultant since establishing Across Performance Limited in February 2014 while concluding his MBA research at Massey University. He also co-chairs Southland's Regional Forum, framing advice on freshwater management for the Regional Council.

Phil joined as a Facilitator for the Kellogg Rural Leadership Regional Programme in 2022.

**Dr Craig
Trotter**



Academic Director

Dr Craig Trotter is a Lecturer of Agricultural Systems Management at Lincoln University and a B2B channel specialist at FarmIQ.

Prior to these roles, he was a Teaching Fellow completing a PhD at Lincoln in ruminant nutrition and spent around 8 years farm management consulting across Canterbury and Otago as well as a stint as a recovery adviser with MPI as part of the M. bovis eradication programme.

Craig grew up on a sheep and beef farm in North Otago and has a background in farm management analysis and a research interest in the economic drivers for ensuring efficient and profitable farm systems.

He has strong links across NZ Agribusiness and works to support the efficient adoption of on farm technology to drive sustainable and profitable agribusinesses. He is on the management committees of the Canterbury Ballance Farm Environmental Awards and the Canterbury Branch of the New Zealand Institute of Primary Industry Management.

Craig lives in Winchester, South Canterbury with a young family and all the trials and tribulations of raising a pair of young boys, spending time in the outdoors and doing his best to ensure they support the Highlanders!

Support team - management.

Chief Executive Officer

**Lisa
Rogers**



lisarogers@ruralleaders.co.nz
+64 21 139 6881

Programmes Manager

**Dr Lyndsey
Dance**



lyndseydance@ruralleaders.co.nz

Operations and Events Manager

**Annie
Chant**



anniechant@ruralleaders.co.nz

Special thanks to our strategic and programmes partners for their unwavering support, making the development and the delivery of the Kellogg Rural Leadership Programme possible.

Strategic Partners



Programme Partners



Professional Partners



Academic Partners



Regional Partners



Register your interest today at
ruralleaders.co.nz/kellogg



Programme costs.

The fee for the six-month programme is \$7,995 (+GST).

The cost of the Programme is minimised through the generous support of our industry partners who are investing in leadership development across the Food and Fibre Sector.

The actual value of the Kellogg Rural Leadership Programme is approximately \$16,000 (+GST).

Go to our website to see the full list of our partners.

The fee must be paid one month prior to the Programme commencement and an invoice is issued on acceptance of a place on the Programme. In special circumstances an alternative payment schedule may be agreed to.

A cancellation fee will apply once you have accepted a place on the Programme. [Click here to view our Cancellation Policy.](#)

Other costs

Travel

Participants are responsible for their own travel arrangements to attend to and from the residential phases in Lincoln and Wellington.

Dates are confirmed well in advance to enable early flight bookings.

Accommodation

Residentials are an important component of the group building activities and it is expected that all participants live and work together for the duration of these phases.

Lincoln Accommodation. This is in the Halls of Residence and is billed at \$85.00 + GST per night for 14 nights. Additional nights can be booked to meet travel requirements.

(Please note, should Lincoln University accommodation be unavailable you will be booked at the Lincoln Motel at approximately \$150.00/night for single rooms. Two-bedroom units are also available at approximately \$235.00/night).

Wellington Accommodation. This is booked at a medium level hotel at a special rate and can be single or twin share basis. The room rate is approximately \$175 plus GST.

Payment is invoiced with programme fee or is payable before each phase.

“

I couldn't recommend Kellogg enough for anyone looking to develop themselves in the rural sector. From day one you are immersed into a vast array of information aimed to grow your leadership, build capability, and open up network opportunities.

The course is incredibly well structured and designed to challenge and grow you. I can say you certainly leave the Programme with a sense of accomplishment but also a powerful notion of what next.



Luke Fisher
2022 Kellogg Scholar

“

Completing the Kellogg Rural Leadership Programme was an inspiring journey. Scholars from a variety of roles and career stages added a wide range of perspectives and ideas.

The research project was one of the hardest and most rewarding parts of the Programme. Having the creative freedom to choose our own research topic and how the final report was structured, and presented, allowed for individuality, and to put our solutions forward to some of the challenges facing our sector.

Rural Leaders were supportive and made the time within phases structured, and the time between informed. The strengths of the team behind the Programme are phenomenal, and it would not be the same without them.

The friendships we formed within our cohort are strong and will stand the test of time, through job changes and life stages. Everyone on the course develops as an individual and as a group - to form the leaders of tomorrow.

Sonja Vreugdenhil
2021 Kellogg Scholar





A bit about Rural Leaders.



Rural Leaders are a growing team based on campus at Lincoln University. We've called a 1920's, two storey weatherboard villa home since 2016.

The New Zealand Rural Leadership Trust's vision is to be the world's best at developing, activating and supporting leaders in New Zealand's Food and Fibre Sector.

We grow world-class leaders to transform our communities, country and world.

To achieve this, we deliver some of food and fibre's foremost leadership programmes: The Nuffield New Zealand Farming Scholarship, The Kellogg Rural Leadership Programme, The Value Chain Innovation Programme, The HortNZ Leadership Programme and the Engage Programme.

We also work closely with partner organisations, alumni and industry networks to collaborate on projects that ensure New Zealand remains at the global forefront of food and fibre.

In recognition of our commitment to developing more and better rural leaders, we were awarded the Rabobank People Development Award at the 2023 Beef + Lamb New Zealand Awards - ok it was a while ago, but we're still proud of that.

We're passionate about growing grounded rural leaders to undertake the transformations we need to make to ensure our planet and its people flourish.

The history of Rural Leaders and Kellogg.

Based on campus since 1979, the Kellogg Rural Leadership Programme has a long connection with Lincoln University. The Programme was developed initially by the Kellogg Company as a way of enhancing global leadership capability.

In 2013, the Programme was transferred to the newly-formed New Zealand Rural Leadership Consortium, which merged it with the prestigious Nuffield New Zealand Farming Scholarship to create a single organisation.

Four years later, the consortium became a registered charitable trust and changed its name to the New Zealand Rural Leadership Trust (Rural Leaders).

A partnership known as the Pāhautea Initiative was announced in late 2020 between Lincoln University, Massey University, the Agricultural and Marketing Research and Development Trust (AGMARDT) and Rural Leaders.

The initiative focuses on lifting education levels across the sector and building deeper leadership benches in the regions, with the aim of creating a sustainable future for food and fibre.



Register your interest today at
ruralleaders.co.nz/kellogg



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GROWING WORLD-CLASS
LEADERS FOR OUR COUNTRY