



Emerging Leaders Vision of the Future Survey Overview, May 22, 2018

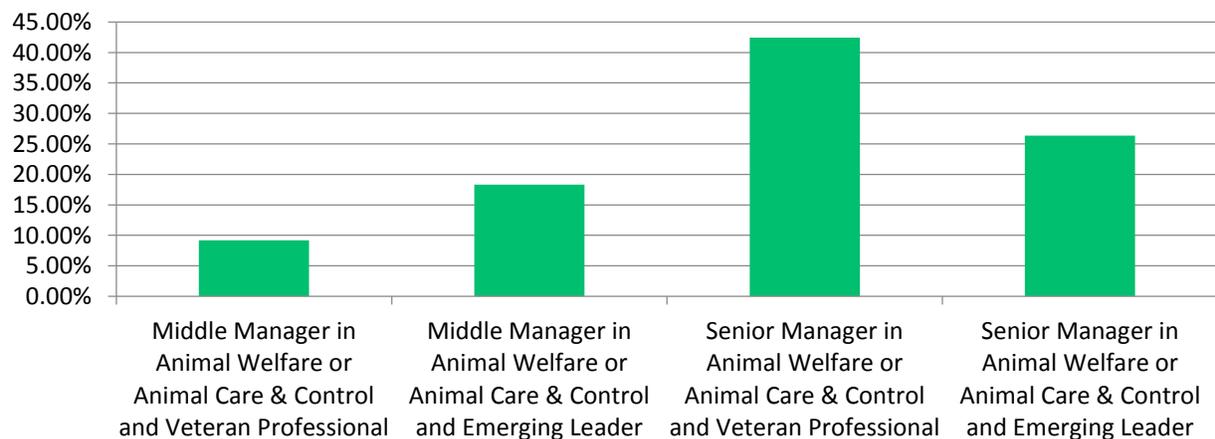
Four areas of concern to maintain a bright future for animal welfare and animal care & control were identified by our emerging leaders' action team:

- *Retain knowledge and log history so we don't repeat mistakes.*
- *Keep talent in animal welfare.*
- *Bridge the gap between municipal agencies and nonprofit organizations.*
- *Industry collaboration to continually improve the climate of our profession.*

This survey addresses the challenges of retaining and developing talented professionals (where are we successful and what needs to change to keep talent enthused, supported, and unleashed). It also illuminates the challenges and bright future as we pass the baton from our veteran professionals to our emerging leaders.

*This survey was distributed by the Society of Animal Welfare Administrators to animal welfare and animal care and control professionals in the United States, Canada and Australia. It was distributed to mid and upper level management. All were asked to self-select whether they considered themselves an emerging leader or a seasoned veteran. **349** animal welfare and animal care & control organizations responded to the survey.*

SURVEEES LEVEL OF MANAGEMENT



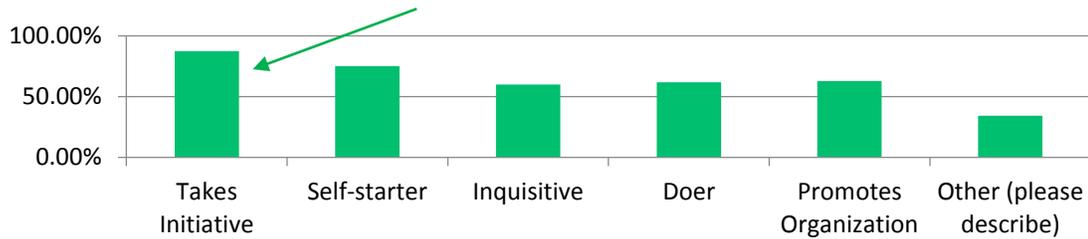
ILLUMINATED QUESTIONS AND ISSUES

From the survey, there were four key issues that surfaced as top priorities.

1. ASSESSING VALUABLE STAFF
2. RETAINING VALUABLE STAFF
3. EDUCATIONAL NEEDS AND SUPPORT TO DEVELOP VALUABLE STAFF
4. TRANSFER OF LEADERSHIP

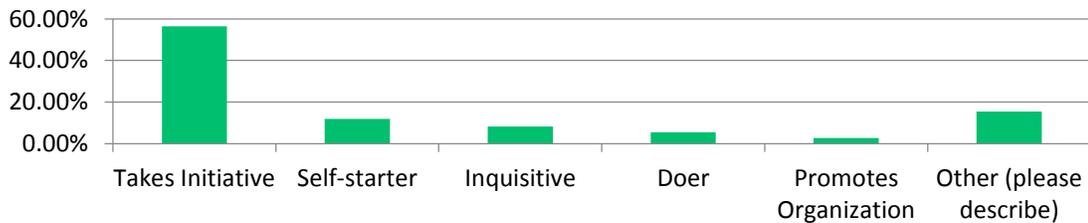
On average, most animal welfare and animal care and control organizations (48%) had two or three “star performers” on their staff that they hope to retain and develop. Other items tracked were as follows:

What are the most consistent predictors of success of future leaders?



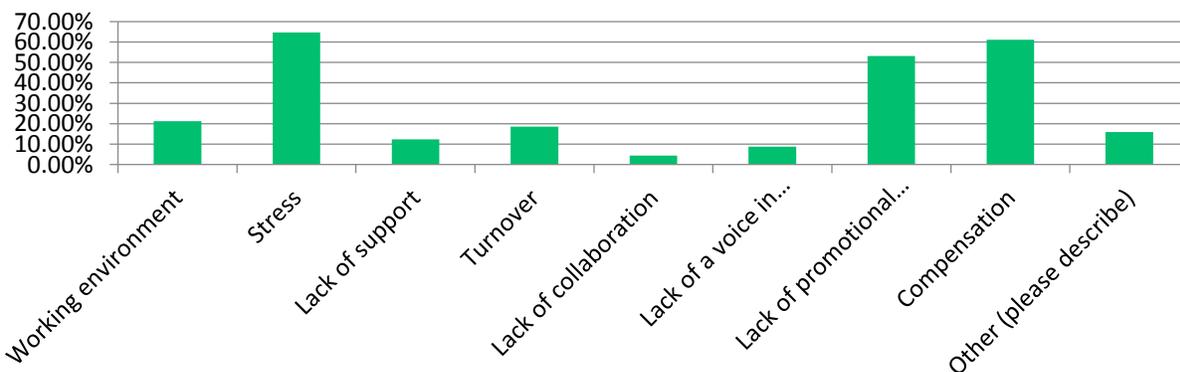
Other: Passion for mission, critical thinker, solution oriented, accountable, reliable, perseverance, motivated to make a difference, team player, good people skills, advanced education.

What attributes are missing from those that generally don't succeed?

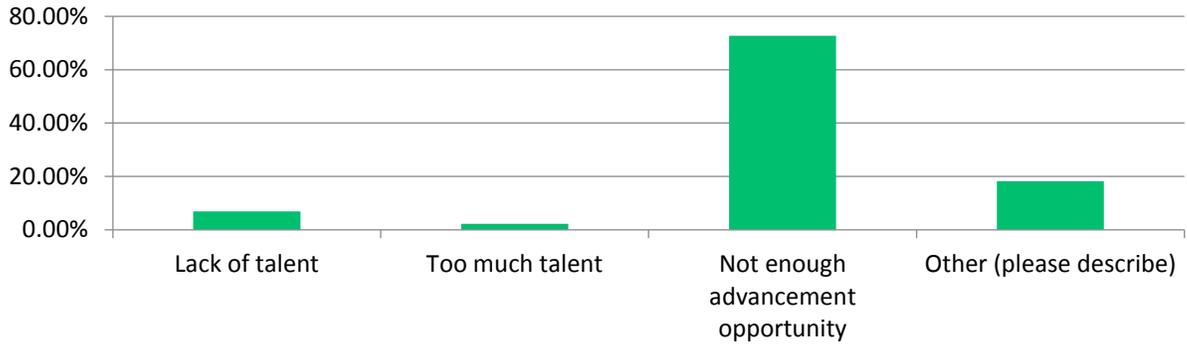


Other: Does only what asked, lack of people skills, fear of making mistakes, emotional intelligence, lack of leadership skills, work ethic, lack of resilience.

What factors are keeping talent from developing or leaving animal welfare?



What barriers do organizations face to develop staff?



Other: Lack of desire, funding, or time.

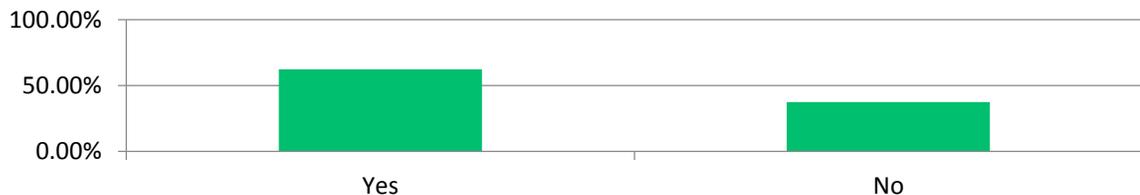
What would make senior management position most desirable to you?

- Growth; having a much bigger role in the organization would make for ideas to be heard and considered; being a leader in the industry of animal welfare would open doors to meeting new people; networking; exposure to other issues that come along with that role; bringing experience along the way; being surrounded by strong and effective leaders with a shared focus on culture and organization health; room to make decisions and move forward; respect of my colleagues and peers.
- Flexible work schedule; good pay/benefits package; work/life balance
- Agree with the mission/values of the organization or have the freedom to change it.

What skills do staff say they need to develop and move forward?

45.05%	Financial management
43.24%	People management
41.44%	Strategic planning
33.33%	Human Resources
32.43%	Board development
31.53%	Crisis management
30.63%	Business acumen
30.63%	Fundraising
6.31%	Public health
6.31%	Customer service

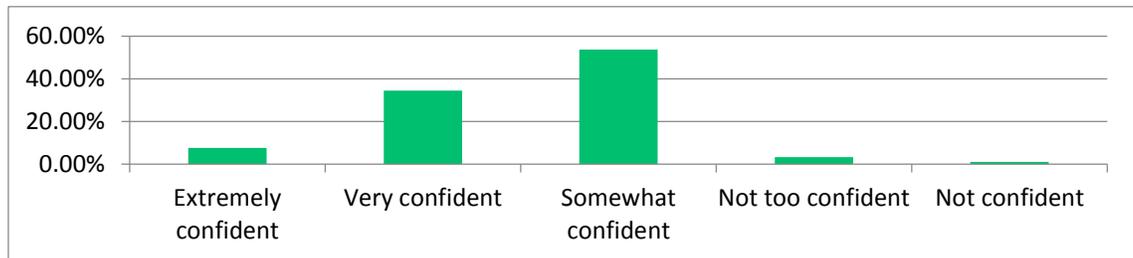
Do our current staff feel they have the support they need to succeed?



What factors would keep staff from applying for a promotion?

- Do not want to work directly with the public; won't be able to spend time with the animals and the happy side of this work.
- Lack of support for changes if needed.
- No room to learn and make mistakes; pressure of performance.
- Background of the organization.
- That we never promote from in house.
- Balance of demand/compensation; expectations of maintaining a workload/schedule.
- Insufficient support from government funding and/or board of directors.
- Current leadership devaluing experience.
- Higher education requirements; having to move or travel often.
- Knowing that my current position would not be filled quickly or with a trained person.

How confident are you (veteran professional) in the next generation of leaders?



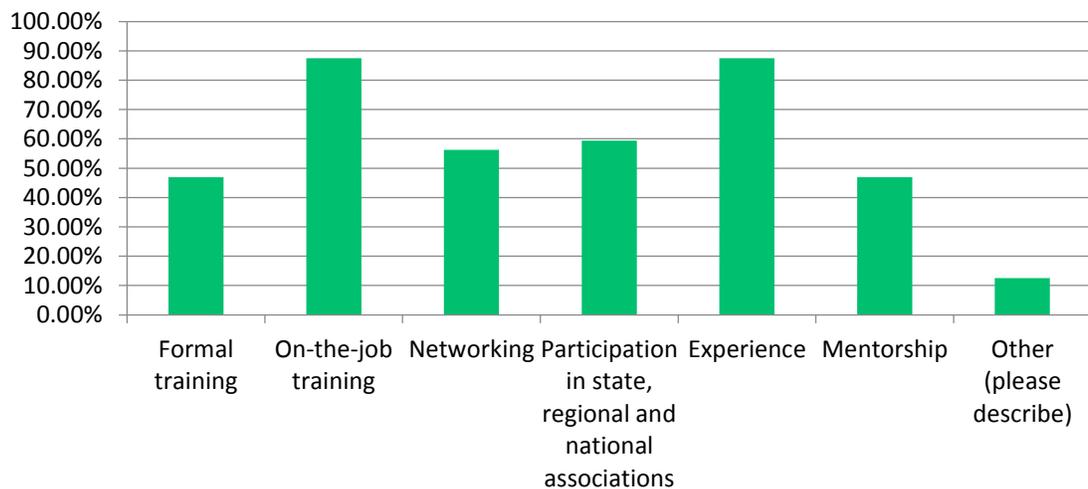
What concerns you (veteran professionals) about the incoming leaders?

- Lack of perspective/ big picture point of view; lack of real world experience; lack of historical perspective so we don't repeat mistakes of the past.
- Dependency on technology and lack of ability and comfort talking to people; changing communication style; inability to communicate with older workers.
- Not enough of them; organizations competing for same workers.
- Making decisions that negatively impact program due to lack of understanding of complexity of issues.
- Balancing of resources.
- Knowledge in basic accounting, profit and loss, HR, and a willingness to do the "non-animal" activities.
- Millennial mindset; need for quick promotions.
- Knowledge about leading change in an organization (getting staff buy-in).
- Lack of diversity-ethnic, age, experience.
- Not enough leadership and management training and experience.
- Lack of business knowledge and interest in building their business skills which are needed to grow programs.
- Not interested in collaboration with others having different opinions.
- Believing that every animal, regardless of temperament or health, should be placed in a home.
- Patience for municipalities there is often more red tape than non-profits which increases the time it takes to accomplish things.
- Climate of our profession may drive them away.
- Lack of people skills and skill handling people in crisis.
- Board management.

What inspires you (veteran professionals) about the leaders of tomorrow?

- Energy, passion, drive, hope, innovative thinking, invigorating the older generation.
- New individuals open pathways for advancement and creativity; possibilities are limitless.
- Their ability to reach a younger audience via social media.
- All of the new ideas surrounding keeping pets in home; their passion for the safety and wellbeing of animals.
- The desire to make the field a true profession.
- Their sense of community - they are connected in ways my generation never was.
- The training, especially in the areas of data that we can use to focus efforts on communities in most need; educated with degrees in PR or business administration, etc.
- Their level of hope, and that they take joy in helping the animals and people.
- More people coming into the field with purpose and not just falling into it.

Most emerging leaders felt they have what they need to succeed and rated the following as the most valuable tools they need to be successful in the future.



Other: independent study and research; path to higher degree

What do you (emerging leaders) need from the veteran professionals to continue your success?

- Acceptance; inspiration; mentorship; trust; patience; leadership; courage; stay engaged and connected.
- More time with them; historical perspective and documentation; sharing of best practices and collaboration.
- Training and development for my current animal and customer care managers.
- Help with the agencies that work in the most impoverished areas and those with multi-million dollar shelters.
- Continue to support each other and be a part of a bigger team to tackle issues together.
- Continued collection of data to form new programs or policies and to build further collaboration.