



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

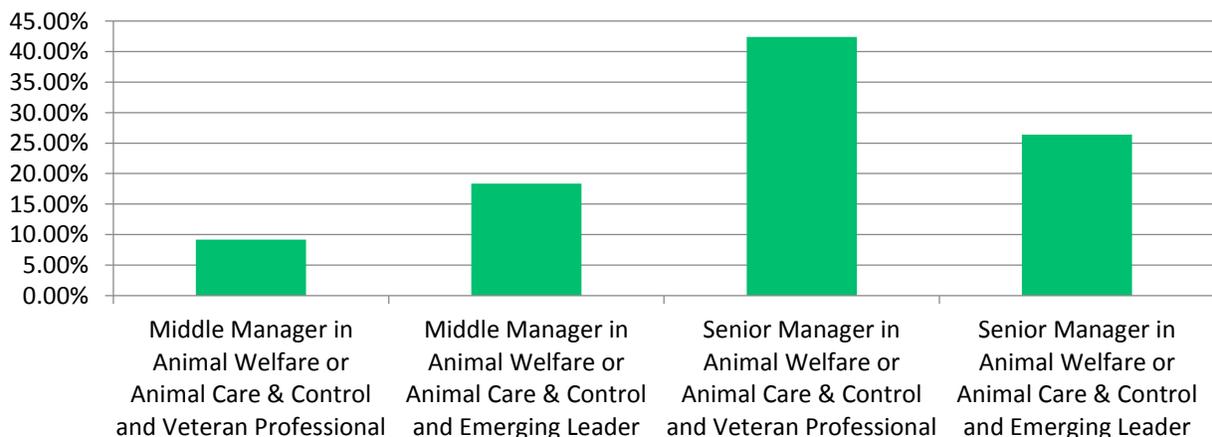
*Four areas of concern to maintain a bright future for animal welfare and animal care & control were identified by our emerging leaders' action team:*

- *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.*

### SURVEYEES LEVEL OF MANAGEMENT

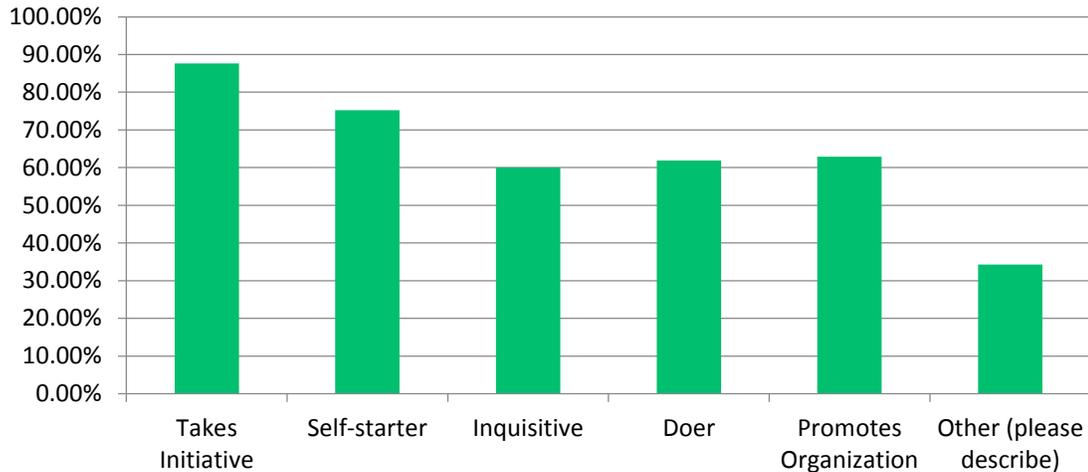


## ILLUMINATED QUESTIONS AND ISSUES

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

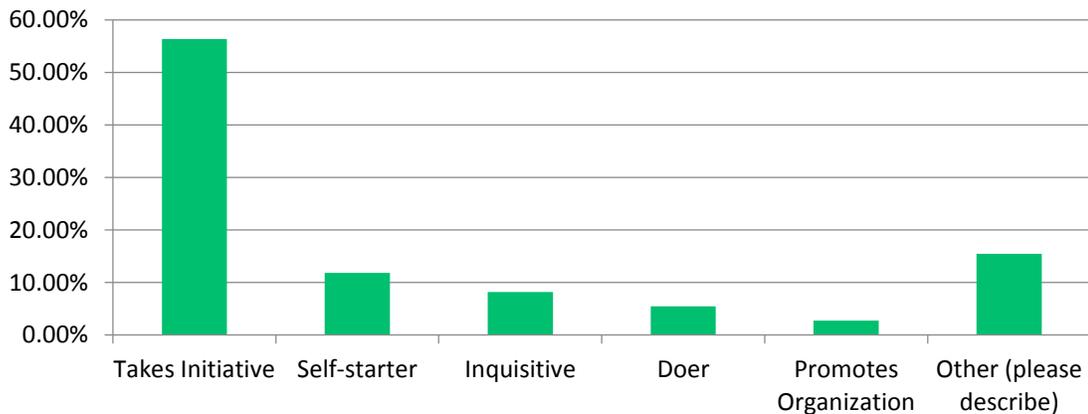
### 1. ASSESSING VALUABLE STAFF

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.*

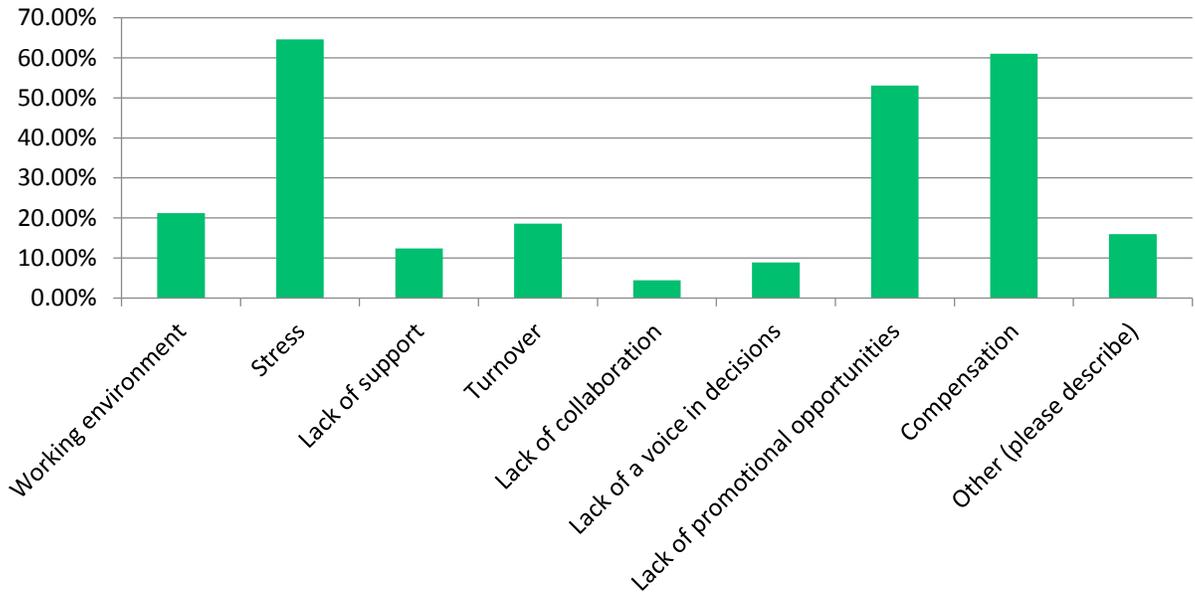
What attributes are missing from those that generally don't succeed?



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

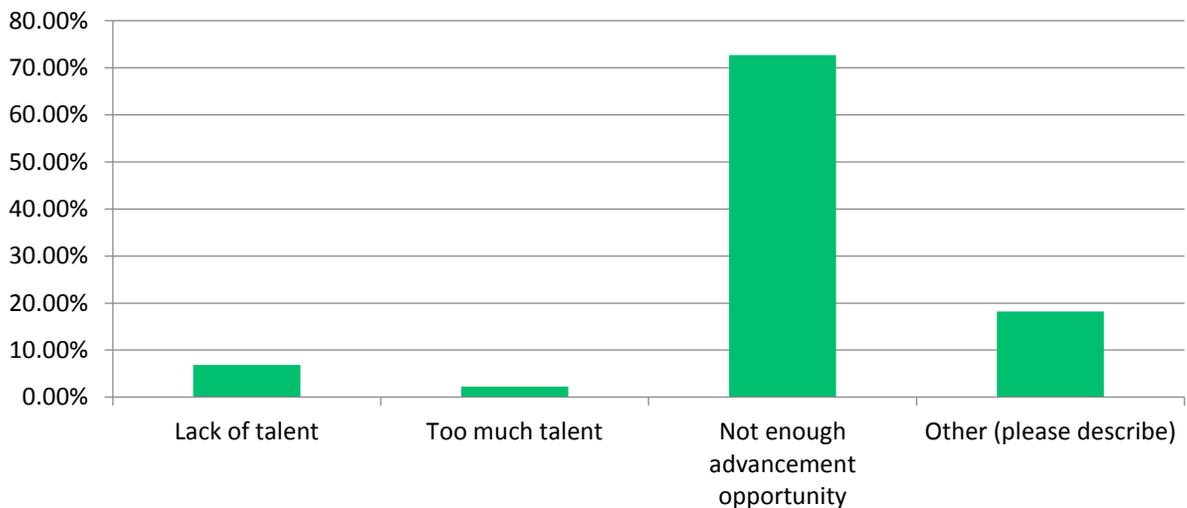
## 2. RETAINING VALUABLE STAFF

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



*Other: Cost of living in area, millennial mindset, and time.*

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; freedom to still be around animals and not chained to a desk; positive work culture; peers that are motivated to work as a team and not just within their own department; the increased responsibility, new opportunities to learn; more support and encouragement to advance the agency in the most important ways; working for an organization with collaborative culture that supports organizational transparency and getting to or sustaining industry best practices; have a seat at the table for dealing with agency-wide issues, regional legislation, and a mentor; ability to help implement needed change and improvement; ability to have a stronger voice in organization wide change; oversee management and governance; being able to take initiative and follow current industry best standards despite them being not what has 'always been done'.*

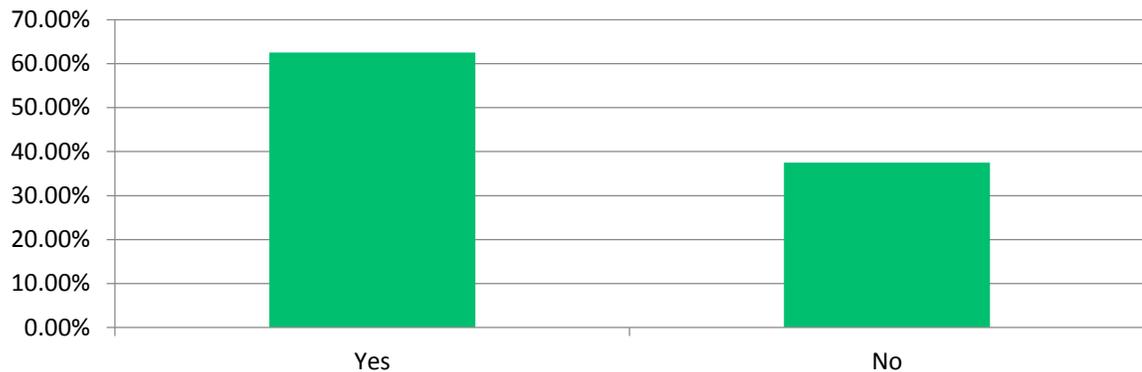
- *Flexible work schedule; good pay/benefits package.*
- *Bigger shelter; being in another city work/life balance.*
- *Agree with the mission/values of the organization or have the freedom to change it; autonomy, being able to lead the Board; ability to make more impact; quality time with colleagues; broader reach with my education skills and knowledge.*

### **3. EDUCATIONAL NEEDS AND SUPPORT TO DEVELOP VALUABLE STAFF**

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

45.05%	<i>Financial management</i>
43.24%	<i>People management</i>
41.44%	<i>Strategic planning</i>
33.33%	<i>Human Resources</i>
32.43%	<i>Board development</i>
31.53%	<i>Crisis management</i>
30.63%	<i>Business acumen</i>
30.63%	<i>Fundraising</i>
27.93%	<i>Donor management</i>
24.32%	<i>Animal care (including medicine and behavior)</i>
23.42%	<i>Public Relations / Marketing</i>
22.52%	<i>Government affairs</i>
22.52%	<i>Community support</i>
19.82%	<i>Legal</i>
9.01%	<i>Media</i>
7.21%	<i>Education</i>
6.31%	<i>Events</i>
6.31%	<i>Public health</i>
6.31%	<i>Customer service</i>

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

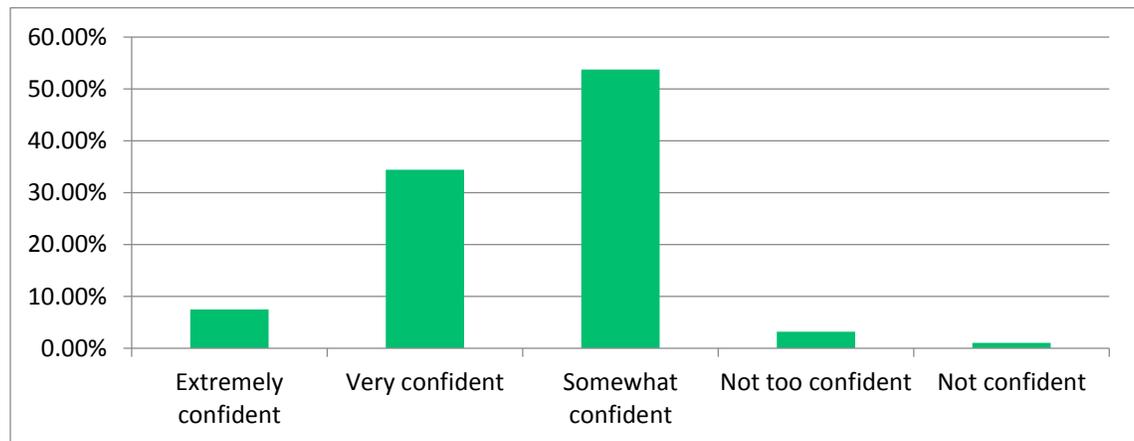


What factors would keep staff from applying for a promotion?

- *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; want to stay in my line of work; the time commitment; boredom of paperwork; don't want to have to deal with high turnover.*
- *Lack of support for changes if needed; lack of autonomy; lack of support from either top leadership or the board; lack of knowledge or understanding.*
- *No room to learn and make mistakes; pressure of performance; high and possibly unreasonable expectations I would set for myself.*
- *Background of the organization; poorly defined company values; vague mission statements; toxic culture and inability to work towards best practices; CULTURE -- the organization where I work is warm, friendly, transparent, smart, and thoughtful, whereas many animal welfare organizations still are hampered by a limited respect for people; poor organizational leadership; blind pursuit of "no kill" status by political/shelter leadership; more worried about what the outside world thinks instead of the moral of staff.*
- *That we never promote from in house.*
- *Balance of demand/compensation; expectations of maintaining a workload/schedule which will significantly accelerate burnout (usually accompanied by a high turnover rate for that position).*
- *Insufficient support from government funding and/or board of directors, insufficient staff, a refusal to "change with the times" in regard to things such as TNR, force free training, breed biases, etc.*
- *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.*

#### 4. TRANSFER OF LEADERSHIP

How confident are you in the next generation of leaders?



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

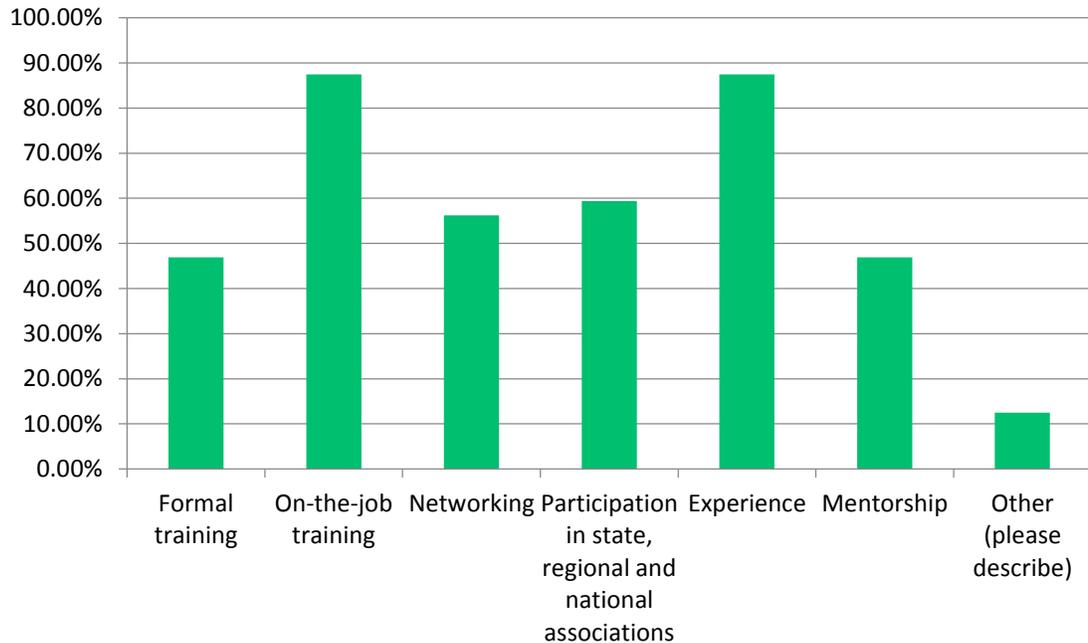
- *Lack of perspective/ big picture point of view; lack of real world experience; lack of historical perspective so we don't repeat mistakes of the past; no interest in learning the history of movement.*
- *Dependency on technology and lack of ability and comfort talking to people; changing communication style; inability to communicate with older workers; lack of people skills; no joy in working with the public.*
- *Not enough of them; organizations competing for same workers.*
- *Making decisions that negatively impact program due to lack of understanding of complexity of issues; jumping to the next big thing before they are truly ready; simple solutions to complex issues.*
- *It is hard work and not a lot of individuals are aware before starting; lack of strong work ethic; not having them burn out since lower level employees are inconsistent performers; high stress and emotionally charged environment.*
- *Balancing of resources; challenges to accept necessary euthanasia and budgetary limits on activities and care they wish to pursue.*
- *Knowledge in basic accounting, profit and loss, HR, and a willingness to do the "non-animal" activities.*
- *Millennial mindset; need for quick promotions; most new young hires have worked for short times in many organizations.*
- *Knowledge about leading change in an organization (getting staff buy-in); understand the ripple effect of our work on the human aspect of this field, be it donors, followers, patrons, or coworkers.*
- *Lack of diversity-ethnic, age, experience.*
- *Not enough leadership and management training and experience; teaching managers how to be flexible and fair without being pushovers.*
- *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; difficult to find leaders who are able/willing to take responsibility for the more difficult aspects of our industry, and stand on principle; passion overruling common sense; public safety versus no-kill efforts.*
- *Patience for municipalities there is often more red tape than non-profits which increases the time it takes to accomplish things.*
- *Lack of humane philosophies.*
- *Climate of our profession may drive them away; staying power in an industry that is changing quickly; lack of understanding for safe and civil communities as well as continued judgmental attitudes towards individuals who do not see animal welfare in the same light as we do.*
- *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; desire to take things to a new level; hungry to learn and to keep the animal welfare movement progressing for the better; ability to think outside the box; looking at the same problems with fresh eyes; willingness to color outside the lines; willing to take risks and have opinions; openness to change; refusal to accept status quo.*
- *Their ability to reach a younger audience via social media; their generation are the next group of donors.*
- *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; they are great networkers and that helps shorten the learning curve because they know how to find tried and tested solutions without reinventing the wheel; they have learned from the lessons of those before them and are primed and determined to build upon them; desire to work collaboratively to solve difficult issues; make this a happier field.*
- *More people coming into the field with purpose and not just falling into it; we've moved away from animal welfare being filled with people "who don't like people" to those embracing we need the community; more giving and charitable.*

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; their opinion on the future of sheltering; willingness to share wisdom, perspective, mistakes made and lessons learned; mentoring in areas of less confidence / competency.*
- *Grant writing assistance/advice and board politics advice.*
- *Willingness to put resources behind ideas.*
- *Training and development for my current animal and customer care managers.*
- *At the upper levels of the animal welfare movement, there seems to be a disconnect from the reality of those agencies that work in the most impoverished areas and those with multi-million dollar shelters. (And no real outreach to those communities that have no animal welfare services at all.) I'd like to see more "boots on the ground" assistance for those communities that need animal welfare help, but don't know how/where to begin. This help, in the form of grants, mentoring, assistance with passing local legislation, etc. could greatly impact the welfare of animals in a positive way nationwide.*
- *Communication about the future of the business, talk about the goals in which we can work towards together. Also their experience, being a senior in animal welfare they have seen and dealt with things that have worked and things that failed. Be receptive of new ideas and suggestions of people or other shelters that are working on similar goals.*

- *Continue to support each other and be a part of a bigger team to tackle issues together. The more support, the better understanding from our communities about our programs, successes and challenges. It also helps to gain confidence and buy in from our county to be able to point to other programs as examples.*
- *Continued collection of data to form new programs or policies and to build further collaboration.*
- *Break down silos between senior management, middle management and employees.*
- *Mentors. Someone that I can meet with regularly and "do" work life with. Someone that I can easily and quickly pick up the phone and call/text when I encounter a big obstacle, someone who will hold me accountable to my goals, check in to see how it's going, and introduce me to new contacts. We hold animal welfare veterans in such high esteem that we're often afraid to approach them for fear of wasting their time or because we find them intimidating. Opportunities to meet and develop relationships with these individuals would mean the world to someone like me who is struggling to identify how to take my work and my career to the next level, and who is trying to reignite that professional "spark."*