What is our vision for the future?

- Changing how we measure "success" and progress and shifting resources to respond to changes.
- Expectation of innovation
- Recruiting people into the industry differently-focus on supporting people in addition to supporting animals

What is our vision for the future?

- Consolidation and collaboration at the local and regional level
- Sharing resources nationally-for emerging leaders and shelters
- Looking for live outcomes regardless of intake-transfers? Teaching or graduating shelters in addition or instead?
What is our vision for the future?

- Quality in sheltering to completely fulfill the Five Freedoms, in concert with quantity.
- Address trend of "rich getting richer and poor getting poorer" in animal welfare.
- Let’s start talking about some elephants! (advanced behavior, “pit bulls,” efficacy of community cat programs)

What do emerging leaders need?

Absorb Knowledge
Keep Talent
Bridge Gap Between Municipal & Nonprofit
Improve Climate of Our Profession
Absorbing Knowledge from Veterans

- Organizational and industry veterans and record keeping
- Consolidated venues for sharing what works
- Personal mentorship
- Identify changing mission in animal welfare

What concerns do veteran professionals have about incoming leaders?

- Climate may drive them away
- Lack of perspective
- Lack of leadership
- Dependence on technology
- Not interested in collaboration
- Not enough interest
- Willingness to do 'non-animal' work
- Future of animal welfare
- Not enough recognition

Graph: What factors are affecting talent development or harming animal welfare?

- Lack of leaders
- Lack of leadership
- Lack of perspective
- Lack of interest
- Climate may drive them away
- Not enough interest
- Not interested in collaboration
- Willingness to do 'non-animal' work
- Future of animal welfare
- Overreliance on technology
- Shortage of animal care professionals
- Overreliance on technology
- Other: Cost of living in area, millennial mindset, and time.
What would make a senior management position most desirable to you?

- Ability to lead
- Keep Talent
- Good pay/benefits
- More impact
- Agree with mission/values
- Hire for values
- Break down silos within organization

Keeping Talent in Animal Welfare

- Make the values clear
- Give leadership and training opportunities early and often
- Invest in training, development, and networking
- Provide opportunity to stretch, challenge, and spark creativity
- Seek and use feedback to create goals for individuals
- Compensate competitively
- Focus on leadership development and succession planning

What do you need from veterans to continue success?

- Acceptance, inspiration, trust
- More time with them!
- Willingness to put resources behind ideas
- Communication about the future of the business
- Board politics advice
- Break down silos within organizational
How confident are you in the next generation of leaders?