Organization and Leadership Development

Animal Humane Society – Janelle Dixon, President and CEO

Humane Society of Boulder Valley – Lisa Pedersen, CEO

Washington Humane Society / Washington Animal Rescue League – Lisa LaFontaine, President and CEO

Wisconsin Humane Society – Anne Reed, President and CEO
Animal Humane Society

About Us
Founded 1878

Geographic Scope
State of Minnesota

Budget
AHS $18 million
Kindest Cut $1.4 million
Now Boarding $1.7 million

Animals Served
Sheltered 23,100
Pet Help Line 12,000
S/N & Wellness 15,000
Field Services 10,000

Employees
340

Volunteers
2400
Animal Humane Society

Support
- Information Services
- Humane Resources
- Employee Training
- Organization Development
- Finance
- Volunteer Services

Community Engagement
- Training and Behavior
- Education
- Humane Investigations
- Animal House
- Public Policy
- Pets In Peril
- Community Outreach

Advancement
- Events
- Marketing and Communications
- Annual Giving
- Leadership Giving
- Legacy Giving
- Development Operations

Operations
- Sheltering/Adoption
- Behavior Modification & Rehab
- Vet Services – internal and external
- Community Cats
- Transport
- Wildlife
Humane Society Boulder Valley

About Us
- Founded 1902

Geographic
- Boulder and Broomfield County

Programmatic
- Shelter Services, Municipal Impound Contracts, Public Veterinary Clinic, Public Training and Behavior Services

Collaboration
- State and Local federations, transfer partners, training and education through internships

Budget
- $5.4 Million

Animals Served
- Shelter 7,000
- Hospital 12,000 shelter and public

Employees
- 75

Volunteers
- 600
Washington Humane Society and Washington Animal Rescue League

About Us  WHS, established 1870 + WARL established 1914 = Merged in 2016

Geographic scope  Washington DC, Maryland, Northern Virginia

Budget  $17.4 Million

Animals Served  60,000 total
12,000 sheltered; 7,000 spay/neuter
12,000 hospital & wellness, 29,000 field

Employees  170

Volunteers  1,900
<table>
<thead>
<tr>
<th>About Us</th>
<th>Founded 1879</th>
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<tbody>
<tr>
<td>Geographic</td>
<td>Milwaukee, Racine, and Ozaukee Counties</td>
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<tr>
<td>Programmatic</td>
<td>Adoption, spay/neuter, vaccine clinics, outreach, education, wildlife rehabilitation, surrender and other services</td>
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<tr>
<td>Collaboration</td>
<td>Stray sheltering in Racine and Ozaukee; collaboration with Milwaukee animal control in Milwaukee</td>
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<tr>
<td>Budget</td>
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<tr>
<td>Animals Served</td>
<td>10,000 companion animal adoptions</td>
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<td></td>
<td>5,000 wild animals at rehabilitation hospital</td>
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<td></td>
<td>12,000 spay/neuter surgeries at public clinic</td>
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<tr>
<td>Employees</td>
<td>150</td>
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<tr>
<td>Volunteers</td>
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Introduction: Principles of Organization Health and Lead Development

• In all aspects of our work – people are integral to what we do. Especially employees and volunteers.

• Organization Health
  • Driven by relationships and interactions of individuals in the organization – especially leaders.
  • Set of values and behaviors that are clearly defined
  • Adherence drives culture, organization progress/success and individual development as a leader or otherwise.
  • Not a list of “to do’s” – a way of being

• Leadership Development
  • Defined process for identifying people, providing training and mentorship, opportunity to practice leadership and plan for advancement.
  • Leadership Definition: The process of influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improve the organization.
Organization Health

• Organization Health
  • Focus on an environment that engages and supports employees
  • Minimal politics and confusion
  • High morale and productivity
  • Low turnover among good employees

• Health versus skill

• Culture
  • Mission
  • Vision
  • Values
  • Behaviors

• Four organization stories follow – what is your story?
Animal Humane Society Culture

• 2007
  • Three agencies merge
• 2009
  • Bound for Home
• 2013
  • Focus on people
• 2016
  • Moving forward
AHS Culture

• Mission
Engage the hearts hands and minds of the community to Help animals

• Vision
Compassionately and responsibly create a more humane world for animals
AHS Culture

• Values
  • Be good to animals
    • Act kindly and think progressively to improve the lives of animals.
  • Partner with people
    • Harness the creativity and passion of people through collaboration and teamwork.
  • Lead responsibly with compassion
    • Inspire trust through leadership that balances the head and the heart.
AHS Culture

• Behaviors
  • Have fun
  • Communicate effectively
  • Approach work with an open mind
  • Reach for the stars
  • Have a positive attitude
  • Balance emotion and logic
  • Be worthy of trust
  • Respect each other
  • Be an ambassador
  • Speak out
AHS Culture

Leadership

“The process of influencing people by providing purpose, direction and motivation while operating to accomplish the mission and improve the organization.”

• Leadership Qualities
  • Adaptable
  • Optimistic
  • Collaborative
  • Humility
  • Emotional Intelligence
  • Courage
  • Determined
  • Decisive
  • Integrity
  • Effective Communicator
HSBV Driving Force – our mission

"To protect and enhance the lives of companion animals by promoting healthy relationships between pets and people."
HSBV Values

• Trust
• Transparency
• Culture of Kindness for animals and people
• Creativity and flexibility
• Innovation
• FUN and humor
WHS and WARL
Mission, Strategies and Story

The Washington Humane Society **inspires** a community where **people and animals** live together in harmony – with **joy and compassion**.
WHS and WARL Mission

WHS’s Mission is Evolving:

• from focus on animals to a focus on people, families
• from community policing to community engagement
• from humane education in classrooms to in-home services and neighborhood forums
• from in-shelter behavior programs to pre-surrender intervention and post-adoption support
WHS and WARL Strategies

Strategies – from organizational to individual level

• Expanding tent – new stakeholders, perspectives
• Engaging communities to find solutions
• A progressively richer customer service experience
• Shifting locus of housing, re-homing animals from centralized shelter to foster homes
WHS and WARL Strategies

Strategies – from organizational to individual

• Always raising the bar on our expectations of ourselves, one another

• A learning orientation to organizational and personal development

• Data driven planning and decision making

• Robust attention to finances
WHS and WARL Story

Change Process

Initially Recruited
• Create a modern facility
• Conduct $30M capital campaign
• Develop top tier programs, services

What Became Clear
• Needed to save WHS from financial ruin
• Attention to double bottom line
• Develop community partnerships

Fiscal Bottom Line
• $683,000 deficit first year
• Balanced budget – bequests, investment income to reserves
• Same approach now with WARL

Life Saving Bottom Line
• 28% Live Release in 2007
• 90% Live Release in 2015
WHS and WARL Story

Programs in place to save lives – Adoptions, Foster, Intake

Animal rights to animal welfare, community focus

Build Development Function – Major gifts, Fund Raise for Programs

Strategic Planning and Resource Management – Business Centers

Culture of Fiscal Responsibility – Educate staff, Poverty/victim mentality

Culture of Value – Services worthwhile, entrepreneurial view

Significantly improve quality of leadership team and staff

Board development – Roles, expectations, 60,000 foot altitude

Shifting of relationship between WHS and community

Transform relationship with District; renegotiate funded contract
Our mission: to create a community where people value animals and treat them with respect and kindness
Our values

What makes us different

• Compassion, respect, and kindness
• Positive approach
• Innovation
• Professionalism

“Price of admission”

• Love of animals
• Passion
• Teamwork
• Integrity
Organization Health Assessment

• Assessment of where your leadership team is and the impact on organization health.
  • Source: The Five Dysfunctions of a Team – Patrick Lencioni

• Execution – answer 15 questions about how leaders in your organization interact.

• Results
# Organization Health Assessment

<table>
<thead>
<tr>
<th>Absence of Trust</th>
<th>Fear of Conflict</th>
<th>Lack of Commitment</th>
<th>Avoidance of Accountability</th>
<th>Inattention to Results</th>
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<tr>
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Score 8-9 probable indication that this is not a problem for your team
Score 6-7 indicates that this could be a problem
Score 3 – 5 probable indication that this is a problem that needs to be addressed
The Role of Leadership Teams in a Successful Organization

- **Focus on Results of Team**
  - Clear focus on organizational success and outcomes rather than individual goals, status

- **Accountable to One Another**
  - Team members value holding one another accountable over harmony; are not afraid of respectful, direct conversations

- **Strong Sense of Commitment**
  - Clear, open discussions about potential outcomes lead to individual commitment, group buy-in and a plan that everyone will stick with

- **Embrace Healthy Conflict**
  - Productive conflict is valued; team members understand that a thorough, honest sharing of perspectives trumps artificial harmony

- **Trust in One Another**
  - Members of the team are honest and vulnerable, and have a solid trust in one another (safety and deliverables)

Source: Patrick Lencioni, *The Five Dysfunctions of a Team*
Thinking Organizationally

Focus on Results of Team

• Members of GREAT teams keep their eyes on overarching goals. They are more interested in the health of the overall organization than on their own individual success.

• The organization is the FIRST TEAM – more than function and individual departments; individuals look for ways to share their skills, competencies across functions.

• Care deeply, and assumes that everyone else cares just as deeply.

These behaviors lead to organizational and individual growth, strong performance, and employee retention.
First Team Concept

• Built on trust
  • Made up of your peer group. It is a place where you are vulnerable – willing to reveal not only your strengths but your weaknesses.
  • Share common objectives and have a collective responsibility that requires selflessness and shared sacrifice.
  • Share, create, compromise and problem solve

• Greater good of the organization
• Pyramid

The Five Behaviors of a Cohesive Team™ Model
Newton’s First Law of Communication:

It’s never enough.
Corollaries to Newton’s First Law Of Communication:

• Everything is communication.

• And it’s still not enough.

• All communication gaps will be filled, and filled negatively.
Action steps in light of Newton’s First Law of Communication:

• Don’t beat yourself up.
• Use everything you can think of.
• Learn from for-profits: user-generated content.
• Make it part of people’s jobs.
• Create systems.
• Create feedback loops.
• Be aware of your unintended communication.
• Try not to let efforts fade away.
February 10, 2016

Pizza Luce and Indeed Brewing to host fundraisers for AHS

Pizza Luce and Indeed Brewing Company are partnering with Animal Humane Society this month to raise funds for the animals!

Pizza Luce is once again hosting an AHS fundraiser on Valentine’s Day. On Sunday, February 14, dessert sales at all seven of their Minnesota locations will be donated back to the Walk for Animals!
Communication example: User-generated content

Crystal Sharlow-Schaefer shared Wildlife Rehabilitation Center at Wisconsin Humane Society's post.
March 19 at 12:38pm

I asked Scott to get a photo for Facebook when he renested this baby owl. Mission accomplished. His owl selfie is priceless!

Katie Zorc
20 hrs · Milwaukee

One of the recently seized chihuahua's is already living the good life! Eloise, now Minnie, found her forever home on Friday! I was lucky enough to do the adoption, funnily enough to someone who I used to work with at PetSmart!! Here's the blurb:

I wanted to let you know that Eloise is now Minnie...she already knows her name. She is doing very well and my daughter bought her a T shirt that says all you need is love and she is definitely loved!! My own Chewy (chihuahua) has perked up with Minnie in the house! Thank you again!
Communication example: Part of the job

Every WHS supervisor job description includes:

• “Communication: Consistently and positively communicate organizational and department strategic direction, priorities, values, and key information.”

Every WHS supervisor performance review includes:

• “Positively communicates, supports, and implements organizational strategy and team decisions.”
Communication example:
Creating systems
Communication example:
Feedback loops

Ask a question!

1. Got a question? Ask it here!

1. Here's my question:

Done
Communication example:
Unintended communication

Photo: Forest Runner on Flickr
Small Group Activity – Telestrations

• Instruction
• Activity
• Report Out – Small
• Big group share 2 volunteers
Coaching Continuum

To be a great manager you must be a great coach!

People development is at the core of leadership and leadership development.

Building connections between people and what is meaningful to them in their work is key. Creating coaching conversations is a great tool to help foster talent and passion for the work.

Listen, ask questions, foster development, remove barriers, create accountability.
The Art of Asking Great Questions!

"Questions provide the key to unlocking our unlimited potential."

• Questions eliminate assumptions
• Giving someone the answer robs them of the opportunity to learn
• A question invites exploration, creativity, vulnerability and getting to the real issue.
Questions that spark the conversation...

• What have you not done that you think you should do?
• What do you want the most?
• What are you afraid of?
• If resources were not an issue what would you do next?
• What's getting in your way?
• What do you need from me?
• What one thing or action on your part would move this issue towards resolution?
Be an authentic coach.

• Start with your intention, be authentic and vulnerable.
• Are you truly committed to this person's success? What are you willing to invest to support their success?
• Or are you committed to moving them out of the organization?

The answer to these determine your path, performance improvement plan, or documentation and exit strategy.
From Coaching to the formal Evaluation

• How do these conversations lay the foundation for the evaluation process?
• How do you quantify the results?
• What if you don't do a formal evaluation?
  • HSBV's journey from our number based quantitative formula to a conversational approach.
    • What worked?
    • What didn't?
For Years, We Looked for a Good Performance Management System

• Our old, stale, numerical-rating based system wasn’t working

• What complaints did we hear?
  • Too time intensive, with little perceived impact
  • Did not motivate employees or noticeably change behaviors
  • People tended to rush – and rate either way too high or too low
  • Difficult to address the real issues within the given format

“Research shows that 87% of employees and a whopping 94% of CEOs think that traditional performance reviews are ineffective.

- Allison Graham, Financial Post, 3/31/10
Elements of a good performance management system

• Builds trust between participants, encourages open communication

• Inspires, builds motivation

• Reduces turnover, increases engagement

• Clearly identifies strengths, areas for improvement; emphasizes dialogue

• Ongoing process vs. annual event

• Drives behavior change and development of the individual, organization

• Finds a way to say to someone what others may be saying about them

“... the goal is to give you feedback so you can get better, not to damage you or make you feel bad.”

- Matt Schuyler, CHRO, Hilton Worldwide
Catalytic Coaching

**Catalytic** = Speeding the pace of change

**Coach** = Someone who tells the truth for the benefit of the team

**Key Facts:**

- Three forms to complete
- Four types of meetings
- Five hours per employee per year
Coaching Input Sheet – Yellow Sheet – Employee Driven Meeting

- What have I done for the organization? (accomplishments, disappointments)
- What have I done for myself? (competencies, experiences, relationships)
- My career aspirations - who do I want to become as a professional? (2, 5, 10 years)
- What are some important things I want you to know about me?

Coaching Worksheet – Blue Sheet – Coach Driven Discussion

- Strengths
- Development recommendations
- Areas for Improvement – Performance Impacting; Potential Enhancing, Job Threat
Coaching Input Sheet – Green Sheet – Employee Led Process

• Development Recommendation from the ‘blue sheet’ are converted into SMART goals by the employee
  • Specific
  • Measurable
  • Achievable
  • Results-oriented
  • Time-specific
# Comparing Features

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<th>Traditional Evaluations</th>
<th>Catalytic Coaching</th>
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<tr>
<td><strong>Content</strong></td>
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<tr>
<td>Grades, Numerical Ratings</td>
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<td>Competitive Ranking</td>
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<td>Role of Employee</td>
<td>Recipient of Feedback</td>
<td>Participant in Career Growth</td>
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Assessment and Feedback

One to One Meetings

Purpose – Catalytic coaching, Feedback, Information Gathering, Information Sharing, Connection, Checking In, Accountability

Approach
• Bi-weekly for 60 minutes; reschedule if missed
• Sometimes will start with powerful questions
• Two way dialogue
• Use of stories
Assessment and Feedback

One to One Meetings – Sample Questions

1. What part of your responsibilities are you avoiding right now?
2. What conversation are you avoiding?
3. What do you wish you had more time to do?
4. What things are you doing that you would either like to stop doing, or delegate to someone else?
5. What is the best use of your time, and how often are you doing it?
6. What have you accomplished since our last 1:1?
7. What did you expect to get done, but haven’t?
Assessment and Feedback

Skip Level Meetings

**Purpose** – Mentoring; Feedback; Providing context for decisions and actions; Answering questions; Relaying Values; Career Counseling Relationship Building; Succession Planning

**Approach**
- Meet twice a year for 90 minutes with direct reports of my direct reports
- Great opportunity for me to learn things about the organization which otherwise I might not hear (or might hear with filters)
- Leadership development and modeling/discussing leadership behaviors
Assessment and Feedback

Skip Level Meetings – Sample Questions

1. What obstacles can I remove from your path to help you reach your goals?
2. What would you like to be working on in three years?
3. What questions have you been waiting to ask me?
4. How could we realize our vision more quickly?
5. What would you like to be working on that you never seem to get to?
6. What topic are you hoping that I won’t bring up?
7. What do you worry about most in relation to your job? The organization?
8. Is there anything going on that you think I should know about – but you’re not sure whether I do?
Assessment and Feedback

1. **Shelter Diagnostic System (SDS)**
   - Basis of strategic planning; conducted in 2012, 2015

2. **Informal Department Surveys – Survey Monkey**
   - Basis for staff wellness, establishing communications infrastructure

3. **Volunteer Survey**
   - Engagement, compare with staff surveys

4. **Board Self Assessment Tool**
   - Measure board functioning, integrate with SDS
Leadership Development
Of Yourself

1. Personal Health and Well Being

- Nutrition
- Sleep
- Going to Special Places
- Friends Outside of the Field
- Exercise

IT IS NOT SELFISH TO REFILL YOUR OWN CUP, SO THAT YOU CAN POUR INTO OTHERS. IT'S NOT JUST A LUXURY. IT IS ESSENTIAL.
Leadership Development
Of Yourself

SELF-CARE WHEEL

Physical
Psychological
Personal
Spiritual

Professional

Emotional

Balance

Life

SPINNING
Your Leadership Presence and Signature

**Profound Appreciation for the Bond Between People and Animals**
- Mutual Benefit
- Daughter’s Story
- Spreading Compassion

**Opportunity to Connect with and Influence Young People**
- Values-based Learning
- Willingness to embrace education
- Bully Pulpit

**Creating Sustainability for Not for Profits**
- Giving back as the way to succeed
- Integral part of the community

**Integration of Life by Doing Work that Matters Deeply**
- More Energy
- Greater Clarity
- Connection with Colleagues

**Building and Organization and Creating Sustainability**
- Challenges
- Ability to Build a Team
- Opportunity to Make Impact
Leadership Development
Of Yourself

Animal Welfare “Cabinets”

Society of Animal Welfare Administrators, an organization of professionals in animal welfare, care & control, dedicated to the growth and prestige of our industry, advocating humane ideals through professional advancement of members. Animal welfare leaders network with peers, establish mentor relationships, share best practices, form successful collaborations, and advance the field.

Peer Packs
http://www.sawanetwork.org/peer-packs.html
Leadership Development
Of Yourself

Learning Groups and Professional Networks

http://www.vistage.com/
Leadership Development
Of Yourself

Learning Groups and Professional Networks

Executive Circles = small groups of seasoned leaders who meet every four months as a peer learning community. Together they help one another solve strategic issues or intractable problems, strengthen and stretch individual leadership capacity, and improve the performance of Circle member organizations and the sector as a whole.

I strongly recommend the Executive Circle to any nonprofit leader who wants to truly move their nonprofit organization forward through personal and professional reflection and the power of emotional intelligence.
—Don Blanchon, Executive Director, Whitman Walker

In the company of this diverse, energetic group of leaders, I found a breeding ground for new thinking and fresh ideas, and a mutual enthusiasm for challenging ourselves and our sector to embrace change and growth to advance our critical missions.
—Schroeder Stribling, Executive Director, N Street Village
Engagement matters to your people

“[T]he findings show that when organisations put a lot of effort into improving employee engagement, it results in more motivated people who get a sense of accomplishment at work. Typically, these people have higher levels of personal wellbeing. [I]t’s a virtuous circle.”
Engagement matters to your mission

“The relationship between engagement and performance at the business/work unit level is substantial and highly generalizable across organizations.”

“Business/work units scoring in the top half on employee engagement nearly double their odds of success compared with those in the bottom half.”
So what drives engagement?

Released in October, the research surveyed 1,500 employees nationally. Its conclusion: “Although there are many factors that impact employee engagement, there are three key drivers:

- Relationship with immediate supervisor
- Belief in senior leadership
- Pride in working for the company.”
You can’t fake these things.

Released in October, the research surveyed 1,500 employees nationally. Its conclusion: “Although there are many factors that impact employee engagement, there are three key drivers:

- Relationship with immediate supervisor
- Belief in senior leadership
- Pride in working for the company.”
Measuring engagement

Formal . . .

Informal . . .

SurveyMonkey Audience has millions of people ready to take your survey.

Photo credit: painteverything, Flickr
Recognition

1. An act of recognizing or being recognized
2. The identification of something as having been previously **seen**, **heard**, **known**, etc.
3. The perception of something as existing or true; realization
4. The acknowledgement of something as valid
5. The acknowledgement of achievement, service, merit etc.
6. The expression of this in the form of some token of appreciation
7. Formal acknowledgement conveying approval or sanction
Why is recognition important and effective?

• Conveys value and appreciation!
• Instills ownership and belonging to the team and organization.
• Makes people feel good!
• Enhances loyalty and retention.
• Increases motivation.
Recognition Programs

• Meaningful
• Personal
• Motivational to individual/department
  • Public or one on one
  • Formal or informal
  • Prizes...
• Specific
Simple and clear!
Fun and playful!
Large Group Activity

• Shout Out Session

• Categories
  • Individual
  • Department
  • Public
  • Private
  • Goal
  • Behavior
Recruitment

Awareness
  Diversity
  Incentive

Application

Culture Fit
  Values
  Behaviors
Recruitment - Interviewing

Phone Screening
Behavioral Interviewing
  Tell me about ...
  Describe ...
  Give me an example ...
Scenario
Personality Assessments

- Teamwork
- Interpersonal Skills
- Initiative
- Adaptability
- Continuous Learning
- Accountability
- Positive Attitude
- Problem Solving
- Productivity
- Coaching
- Employee Development
Recruitment - Hiring

Considerations
- Culture fit
- Innate talents
- Trainability

Multi-level Process
- Engage direct reports
- Engage peers
- Engage one level up
- Engage HR
Onboarding

• Orientation is introducing a new employee to the job; **Onboarding** is integrating the new employee into the organization

You Have One Shot to do it Right!

• A few key thoughts:
  • Integration starts with how you treat the employee before they are hired!
  • The first few days are the most important of the employee’s career with you
  • It is better to do a brief and imperfect integration than none at all
  • Improve at least one thing in every success orientation
Onboarding

- WHS/WARL University – As CEO, I attend every new employee session
Onboarding

• People are not fully committed – resumes are on the market
• They are bringing current beliefs and notions
• Take the opportunity to write prescription for their lens – how they see your world

Do You....

• talk about the history of your organization?
• explain trends, conversations in animal welfare field
• highlight your values, and expected behaviors
• address difficult realities of your world?
• show them what success looks like
• Describe your culture in vivid terms?

If not, go back and start doing so!
Volunteer Team Engagement Models

• Oversight Model
• Service Integration Model
• What are the benefits of each?
Oversight Model – How does it work?

• Volunteer Department handles all aspects of volunteer engagement.
  • Recruitment
  • Training
  • Deployment
  • Feedback and Appreciation
What are the benefits and challenges?

Pros:
• Minimizes staff time of other departments
• Consistency in experience, messaging
• Easier to manage High volume areas of service

Cons:
• Department ownership and buy in can be challenging
• Workload for volunteer staff can limit ability to expand and grow programs
• Volunteers may not be as connected to the teams they are working in within a department
• Lower retention rates
Volunteer Service Integration Model – How does it work?

• Volunteer department serves as HR for volunteers, recruits and assigns to departments based on skills and needs.

• Training happens within the department the volunteer is deployed.

• Each department is responsible for ongoing relationship, including additional training, assignments, feedback, advancement and appreciation.
What are the benefits and challenges?

Pros:
• **Volunteers are team members!**
• Departments can deploy volunteers as they need and be more agile.
• Volunteers develop relationships and work closely within the team in the department.
• Volunteer department staff can focus on recruitment and program development to meet the needs of the overall organization.
• Volunteers are doing the work that actually needs to be done and therefore have more fulfillment in their role. They can see the impact and value of their contributions.
• Integration leads to fulfillment and higher retention!

Cons:
• Additional responsibility for each department to manage volunteer resources
• Volunteer experience and communication may vary from department to department, some volunteers may feel disconnected as a result.
• Requires more focused recruitment and willingness to filter volunteers and possibly say no.
Integrating Organization Health and Leadership Development

• Just Start – Go Slow
  • Mission, Values, Behaviors

• Momentum
  • Share
  • Engage

• On-going Support
  • Board
  • Consultants
  • Peers in the field
  • Internal ambassadors
Small Group Activity

• Fill out a self-addressed postcard with one or two things you are going to do.

• Pair up with a buddy and follow-up with each other in one month.
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