Creating a Healthy Shelter Environment for the two-legged team

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Mission Driven
If we all agree that would be our goal

How do we get there?
Healthy Shelter Environment

- Comfortable Housing
- Nutritious Food
- Behavior Evaluation
- Behavior Modification
- Preventative Vaccinations
- Parasite Eradication
- Enrichment and Mental Stimulation
- Safe Environment
- Population Management
But that is for our four-legged friends
Healthy Environment for two-legged team?

- Purpose – Mission – Vision
- Passion
- Structured Goals – Expectations
- Empowerment
- Praise – Appreciation – Mutual Respect
- Standards equally applied
- Fun - Teambuilding
- Accountability
An organization in which people are valued and priority is given to all aspects of the workplace that affect employees’ ability to function well in order to accomplish the goals of the organization
Key Characteristics of a Healthy Work Environment

- the organizational culture
- relationships with other agencies and the larger community
- personnel policies including salaries & benefits
- clinical and administrative supervision
- quality and structure of decision-making
- conflict resolution

- communication methods and effectiveness
- cultural diversity and sensitivity
- opportunities for systems and political advocacy
- safety concerns
- practical and aesthetic features of the physical work setting
- support of personal wellness
Building the Team
If you’re going to bake a cake you have to break a few eggs.
Recipe for Success – Make your team rise

• Start with one heaped tablespoon of purpose. Don’t make the mistake of using small spoonfuls of several different objectives as this can cause the mixture to separate.

• Add a large dollop of passion. The best varieties display a strong sense of energy and enthusiasm. Continue to add passion until any lumps disappear.

• Beat in just enough freedom to generate ideas and work with initiative.

• Marinate with praise and a supportive leadership style.

• Sweeten with a sprinkling of fun.

• Apply even, gentle and continuous heat taking care not to burn.
Mission
• To engage the hearts, hands, and minds of the community to help animals.

Vision
• To compassionately and responsibly create a more humane world for animals.

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 heart.
Passion
• Shape new employee experience – Orientation
• Basics of org and history of org
• Mission, vision and big picture
• Philosophy of management
• Tour the shelter and explain each area – staff introduction
• Integrate staff member, welcome, part of team
• OTJ – worst option
  – Performing a function doesn’t mean you can teach someone else
  – TMI all at once
  – Shelters are very loud hard to train
  – No standard or supervision of training
  – Bad habits are multiplied
  – Trainer may not want to train, compounds attitude issues
Best Training Methods

- Many staff have no prior experience
- Create levels of training (modules)
- Test knowledge in fun ways
- Review in regular staff meetings – Jeopardy
- Training resources
- Many methods to reach different learning types - hands on, demonstration, lecture, reading materials
Mentoring instills confidence
Structured Goals – Expectations

• Annual Goals
  – Measurable
  – Relevant
  – Attainable

• Annual structured, written review
• Self evaluation, peer evaluation
• Managers should evaluate CEO
• Rewards related to goals
• Goals should support mission and strategic plan of the organization
• Does not mean abdicate “control “
• Allows for open sharing of suggestions
• Employee has input and control over improving the work environment (parameters)
• Empowered employees are committed, loyal & conscientious
• Pride and Ownership
• Freedom to utilize skills and add value
Praise – Appreciation – Mutual Respect
Team Standards

- Treat everyone fairly but not the same
- One of the fastest paths to low morale in an organization happens when fairness gives way to sameness
- Understand expectations – hold each other accountable
- Model and lead with transparent fairness
- Be willing to have hard conversations
• Not related to shelter work
• Requires mixing of team to avoid silos and create cohesive environment
• Does not require embarrassing or “spotlight forced” interaction
• Examples:
  – Cookout
  – Bowling night
  – Contest
• Are expectations met?
• Yes? What are the rewards for success?
• If not what are the consequences of failure?
• **Is the standard the same for everyone?**
• Be consistent and diligent in your measurement and rewards
Who is on the Bus?

- Qualified Applicant
- Enthusiastic
- Good people skills
- Speak about previous employer
- Appropriate /professional appearance
- Prepared for job
- Good team fit
DILBERT

I'M ALREADY USELESS, BUT I'M THINKING ABOUT BECOMING TOXIC AS WELL.

THAT SEEMS AMBITIOUS FOR YOU.

THINK IT THROUGH.

AS A USELESS PERSON, I STILL GET INVITED TO MEETINGS BECAUSE I DON'T CAUSE MUCH TROUBLE.

BUT IF I GO FULL-TOXIC, NO ONE WILL INVITE ME TO MEETINGS IN THE FIRST PLACE.

I CAN AVOID A LOT OF WORK BY NIPPING IT IN THE BUD.

IS IT HARD TO BE TOXIC? HOW DO YOU DO IT?

IT'S EASY.

ALL YOU DO IS PROVIDE INCOMPLETE INFORMATION THAT MAKES PEOPLE ANXIOUS AND HATEFUL.

I CAN'T TELL YOU WHAT WAS SAID IN THAT LAST MEETING, BUT I DEFENDED YOU.
Who is off the Bus?

• Bad Behavior gets worse
• Productivity declining
• Morale declining
• Mutiny!
• Customer and Vendor complaints
• Treats animals badly
The new team – with a plan

Three Ingredients of Best Teams

- Shared Vision, Feel Deeply
- Emotionally Bonded
- Every member of the Team Compliments the strengths of every other member in the team
Participation Time!
Strategic plan or Dart Board of the week?

A goal without a plan is just a wish
What is the expectation?
make your interpersonal relationships

- positive
- supportive
- clear
- empowering

NOT!!
Goals

• increase morale
• commitment to mission
• mutual understanding
• staff cohesion
• staff retention

“I not only love what I do, I love where I do it”
Foster Open Communication

**Top Down**

- Management makes all decisions
- No employee input
- Employees often hear from other staff rather than directly from management
- Decisions are often made in a vacuum

**Employees**

- No purpose
- Not validated
- Need structured ways to offer thoughts and observations easily and regularly
- Input should valued even if different direction is taken
- Acknowledge and reward valuable input
Stagnant employees

- No possibility for growth
- No pay for performance
- Does not feel valued
- Feeling of hopelessness

Motivated employees

- Feel valued
- Have a clear impression of their role in the mission
- Are not just motivated by money
- Spread positive vibe
• Many employees are risk-adverse

• Correction before execution encourages culture of “permission”

• Fear of failure

• Inertia. Avoidance of any new or dynamic action
Encourage Collaborative Thinking

- Try new things as long as company not at risk
- Create milestone checkpoints
- Learn from failures as well as success
- Create a culture that encourages innovation
Share the Context

• Great leaders share information in a structured and consistent manner

• Up to the leader to impart vision

• Need employee who clearly understands

• Purpose, direction and core values are common knowledge

• Any employee can make consistent decisions and take appropriate action
• Do you have a mission

• Can all of your staff explain it?

• Are decisions made based on the mission?
• Follow chain of command

• New employees be aware and comfortable

• Understand responsibilities of each job

• Understand role in the organization
• If I don’t know what I am supposed to do, how do I do it?
• What are the boundaries?
  – How do I know if I am out of bounds?
  – What are the consequences?
• Establish specific roles and responsibilities
  – Clear roles encourages cooperation
Micromanagement stops productivity
Kills Morale
Creates weak teams
Participation Time!
Support the Team!
• May make mistakes, but we learn from our mistakes

• Learn to be leaders

• Learn to have confidence in making decisions within parameters

• Gain respect of co-workers
• Pay is not a sole motivator
• The best employees are not there just for the money
• Empowered people feel valued and appreciated
• Empowered employees don’t have to ask, “How am I doing?” They will already know
The comic strip shows a conversation between two characters. The strip is titled "Dilbert" by Scott Adams.

**Panel 1:**
- Dilbert: How many days will it take to finish the tests?
- Boss: Three.
- Dilbert: You have two.

**Panel 2:**
- Dilbert: I can't do it in two days. That's why I said three.
- Boss: That was before I used my leadership skills to tell you to do it in two days.

**Panel 3:**
- Dilbert: Leadership doesn't change the laws of physics. The test takes three days.
- Boss: You have two.

**Panel 4:**
- Dilbert: Leadership!
- Boss: These test results look incomplete.

**Panel 5:**
- Dilbert: Just like my soul.
How to stay on Track

- Feel what you feel – listen
- Reframe
- Rethink what happened
- Make a new plan
- Build a support system
Being the leader doesn’t mean that the person in the role has earned respect.

Respect is crucial to effective leadership.
Leadership

Misconceptions

• Leaders should be respected because of their position on org chart

• Leaders are not accountable for the effect their influence has on employees

• Respect is the same as being well liked
• Serve your Team
• Consistently Strong Work Ethic
• Not Afraid to Take Risks; Admit Wrong Doing
• Sponsor High-Potential Employees
• Powerful Executive Presence; Long-Lasting Impact
• Earning respect is a journey and requires leaders to focus on how they can “deliver beyond what is expected”
• Support your leaders – help them lead well

• Do your job with joy – attitude matters!

• Don’t cut corners – do your job well

• Set and example for others
Empowering the Team
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• Beat in just enough **freedom** to generate ideas and work with initiative.

• Marinate with **praise** and a supportive leadership style.

• Sweeten with a sprinkling of **fun**.

• Apply even, gentle and continuous **heat** taking care not to burn.
The result? A team that glad to do the work and is motivated to do their best!