



Tune Up Your Organization

Part 2: Create a unified team and
increase the effectiveness of your board

Tune Up Your Organization

What we will cover today: Creating a unified team

- Effective internal communications
- People management
- Hiring the right people



Building an effective board of directors

- Clear expectations
- Getting the board involved in fundraising

Coming up next week

Powering Your Journey

- Raising needed funds
- Increasing public engagement

Create Your Road Map

Quick Poll



Do you feel that your team is unified?

- Most of the time we are unified
- Sometimes we are, sometimes not
- Rarely
- Not sure or not applicable

Tune Up Your Organization

Creating a Unified Team

Strong Internal Communications

Simple decision-making guidelines

Distill the organization's mission and goals into easy to remember statements that guide team members in making the most appropriate decision

Our four priorities to guide decision-making:

- Create lifesaving solutions for the animals.
- Involve the community in our work.
- Deliver quality customer service.
- Provide excellent care to the animals.

Tune Up Your Organization

Creating a Unified Team

Strong Internal Communications

Well-run meetings that include two-way dialogue



- Management team (weekly or every other week, one hour max)
- Stand-up team meetings (weekly or twice weekly, 15 minutes max)
- All-staff meetings (twice a year, one hour max)
- Supervisor one-on-one meetings with direct reports (monthly or more often, 20 to 30 minutes)

(Tips for better meetings in Part One)

Tune Up Your Organization

Creating a Unified Team

Strong Internal Communications

One Good Thing

Each person (or a representative of each department) starts off the meeting by briefly sharing one good thing that happened that week

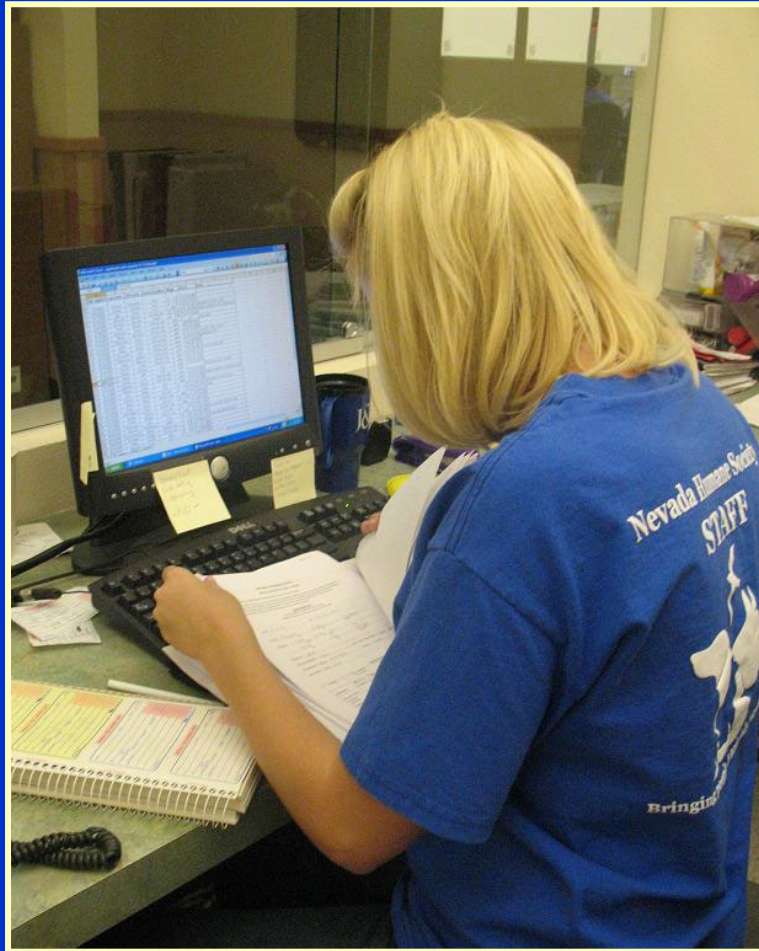
- Helps everyone learn about the role each department/person plays in overall success
- Sets positive tone



Tune Up Your Organization

Creating a Unified Team

Strong Internal Communications



Communication Tools

Find one that works well for your team

- Tech: Teams, Trello, Asana
- Low-tech: Posters, white boards, email, binder with updates and sign-off sheets

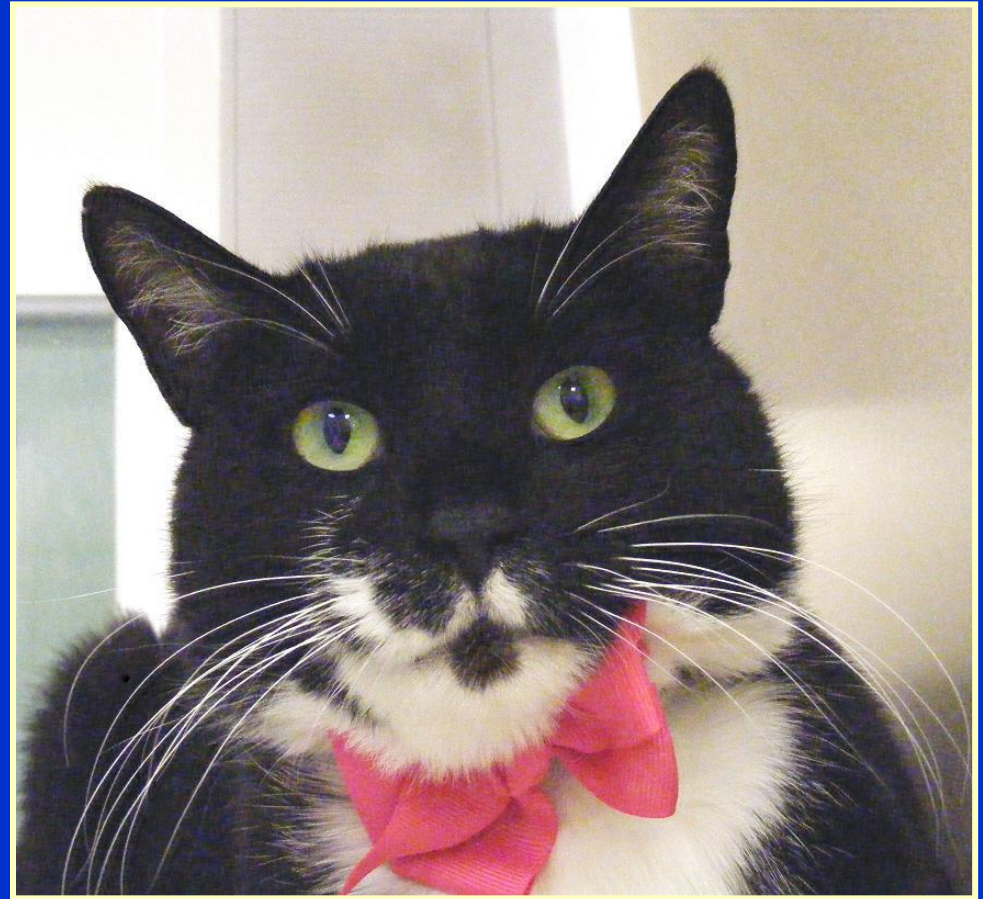
Tune Up Your Organization

Creating a Unified Team

Strong Internal Communications

Customer Service Guide

- Customer service standards and expectations
- How to respond to common questions
- Where to direct calls and emails
- Where to get help, answers to questions



Tune Up Your Organization

Creating a Unified Team

Strong Internal Communications



Organizational Attire

- Logo shirts
- Designated colors
- Sensible dress code for safety and professional appearance

Tune Up Your Organization

Morale boosters

- Managers serve staff breakfast or lunch
- Department contests (holiday tree decorating, Halloween costumes)
- Bingo games for teams
- Birthday cards, thank you notes, celebrating work milestones
- Create a “Wow Wall”



Tune Up Your Organization



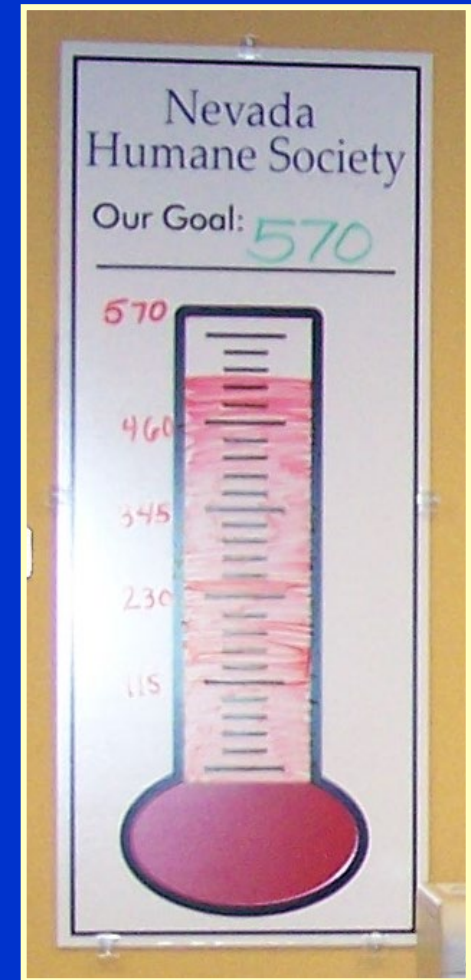
Morale boosters

- Training opportunities, attending conferences and professional development opportunities
- Rewards for hitting a goal—pizza party or food truck day
- Confidential surveys to get staff input
- Staff picks to promote harder to place pets

Tune Up Your Organization

Morale boosters

- Making goals visible, tracking progress, celebrating each success
- Achieving great things together and talking about it
- Leader pointing out how each role contributes to successes
- Activities, such as making toys for the animals or tie-dyeing t-shirts for a promotion



Tune Up Your Organization

Morale boosters

- Employee recognition that includes peers
- Online Kudos or Cheers for Peers
- Design your own program (we can send a sample)



Tune Up Your Organization

People Management

Recognize the good works of team members.

Be sure it's in the way the individual wishes to be recognized.



“Follow the ‘Platinum Rule.’

Treat others the way they want to be treated.”

– Mary-Frances Winters

Tune Up Your Organization

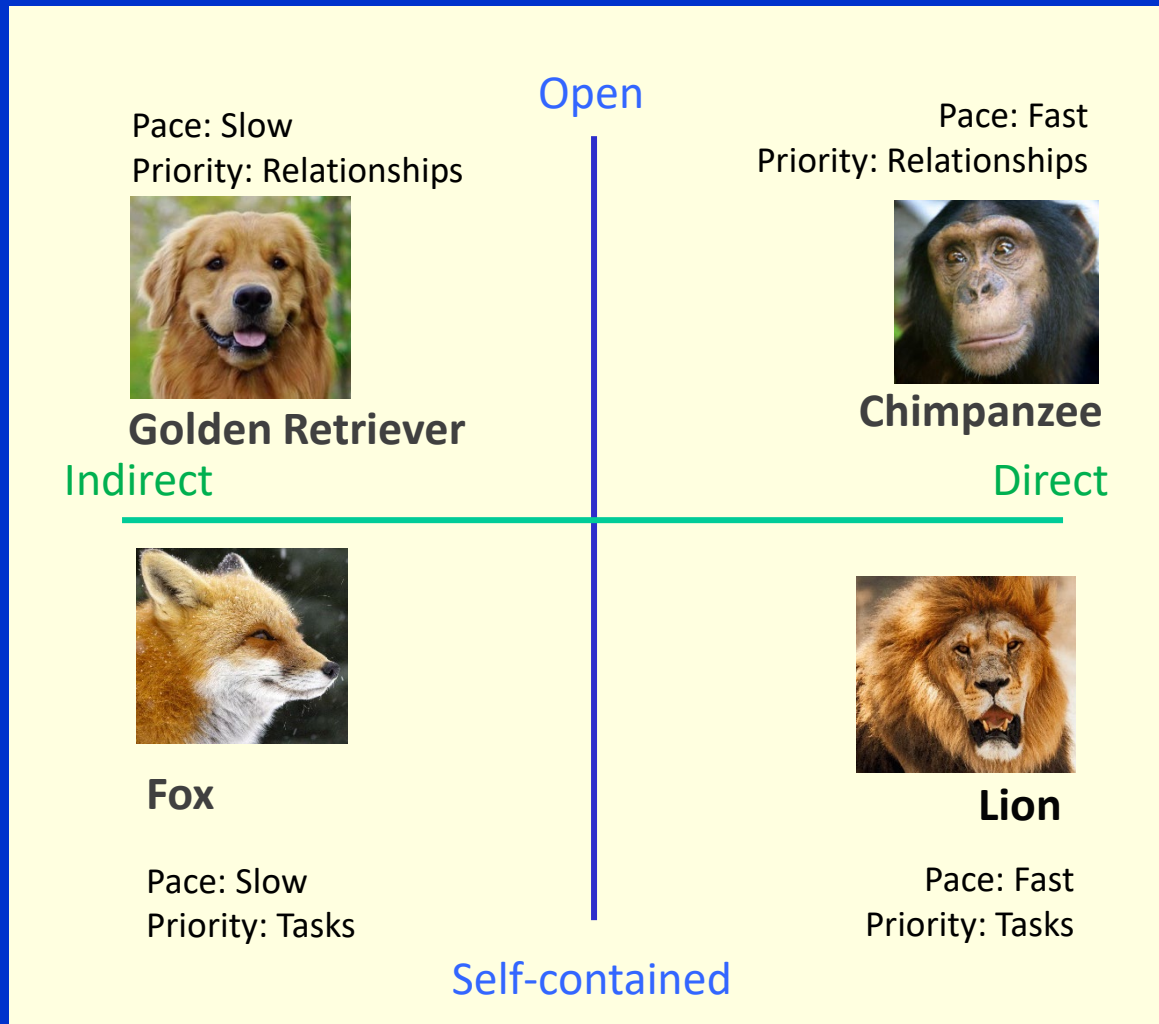
Personality Self-Assessment with Your Team



Tune Up Your Organization

Personality Self-Assessment with Your Team

Which animal are you?



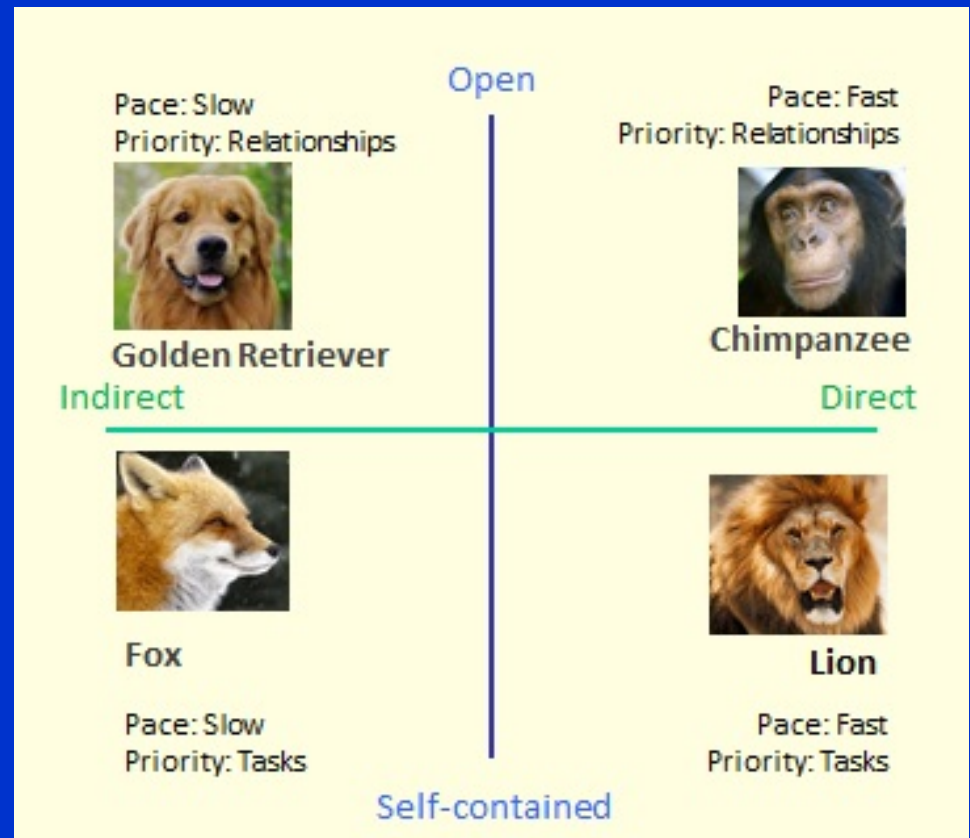
Tune Up Your Organization

Quick Poll



Based on what you know so far, which animal do you think best represents your style?

- Golden retriever
- Chimpanzee
- Fox
- Lion
- Not sure



Tune Up Your Organization



People Management
**You get more of what
you reward**

Sometimes we
unintentionally
reinforce behaviors
we do not wish to
reward

Address people
problems promptly

Tune Up Your Organization

People Management

Creating a culture of accountability

- Walk the talk
- Define results, expectations
- Gain commitment
- Be open to feedback
- Coach employees on how to be accountable
- Consequences and reinforcement
- Hold each other accountable



Tune Up Your Organization

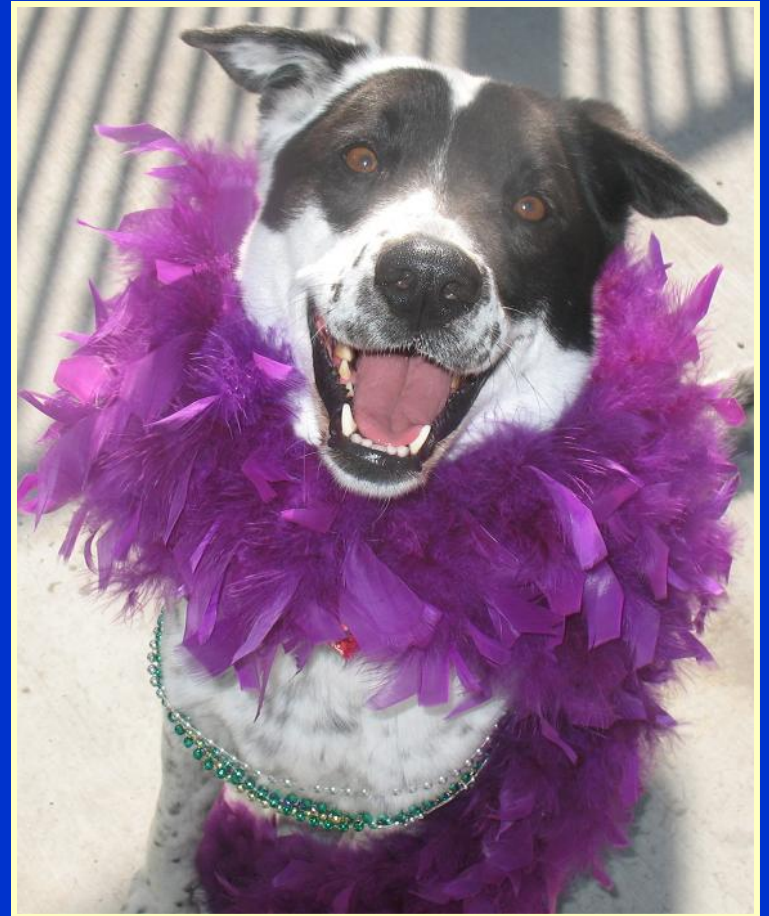
Hiring the right person is one of the most important and challenging things we do

“Get the right people on the bus and in the right seats and the wrong people off the bus.”

– James Collins

“You’re only as good as the people you hire.”

– Ray Kroc



Tune Up Your Organization

Job Descriptions help you hire the right person and manage performance



“If you know how to beg, we may have a position for you in Accounts Receivable.”

Tune Up Your Organization

Hiring the Right Person

Can Do, Will Do, Fit

- Can the person do the job?
- Will the person do the job?
- Will the person fit into our organization and this role?



Tune Up Your Organization

Hiring the Right Person



Can Do Factors

- Work Experience
- Education
- Technical Skills
- Analytical Skills
- Communication Skills
- Specialized Training

Will Do Factors

- Motivations
- Interests
- Goals
- Drive/Energy
- Reliability/
Stability

Fit Factors

- Team Orientation
- Independence
- Social
Effectiveness
- Interpersonal Style
- Stress Tolerance
- Limitations

Tune Up Your Organization

Hiring the Right Person

Interviews for Leadership Roles

Three phases for important jobs

- 30-minute phone screening
- One-hour video conference interview
- In-person interviews
 - Supervisor (board or chief exec.)
 - Peers or staff
 - Time outside of formal interview setting



Create Your Road Map



When you interview job candidates, do you ask questions that get them talking about specific past situations/experiences and how they handled them?

- Yes
- Sometimes
- No or not usually
- Not sure or not applicable

Tune Up Your Organization

Hiring the Right Person Effective Interviewing

**Past behavior is the
most reliable
indicator of future
behavior**

Develop questions that will
reveal how they have
handled things in the past



Tune Up Your Organization

Hiring the Right Person

Sample Questions

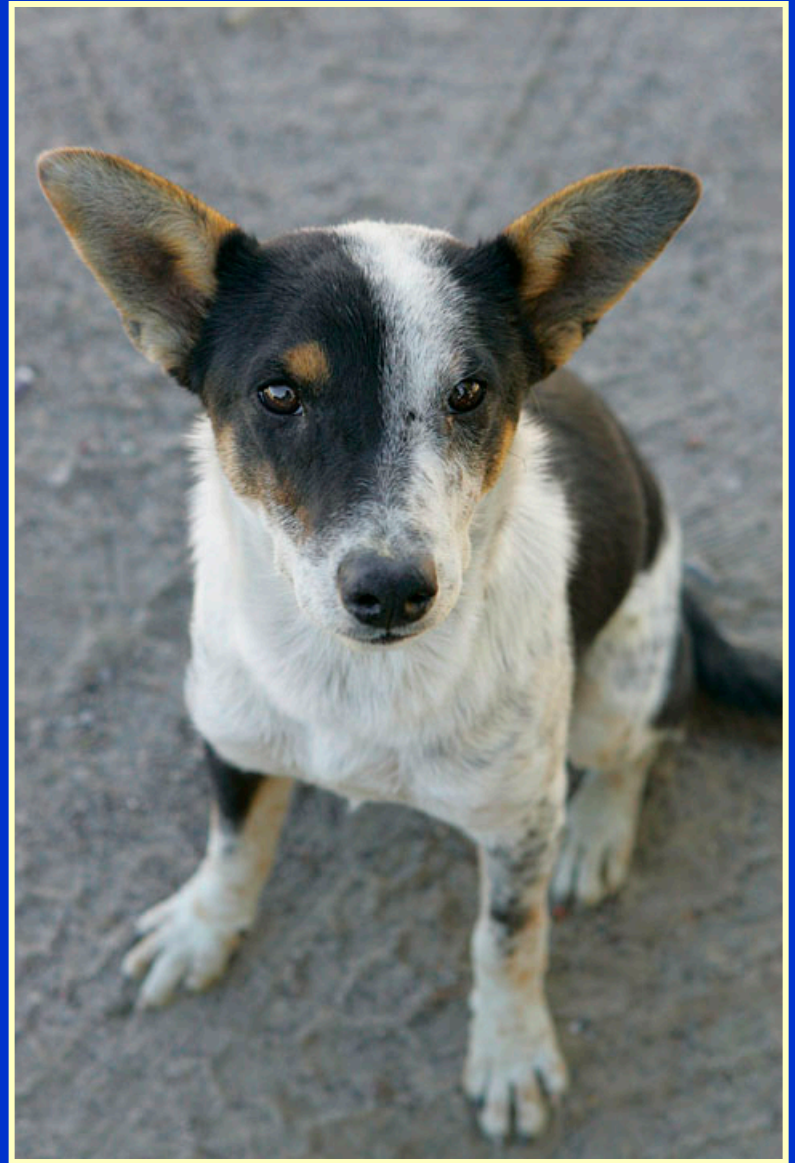


- Can you share an example of how you _____ from your past?
- Share an experience where _____. How did you deal with it? What were the result?
- Give us a few examples of your experience with. . .
- What were the factors you considered and what did you decide? How did it work out?

Tune Up Your Organization

Hiring the Right Person

**Listen
more
than you
talk**

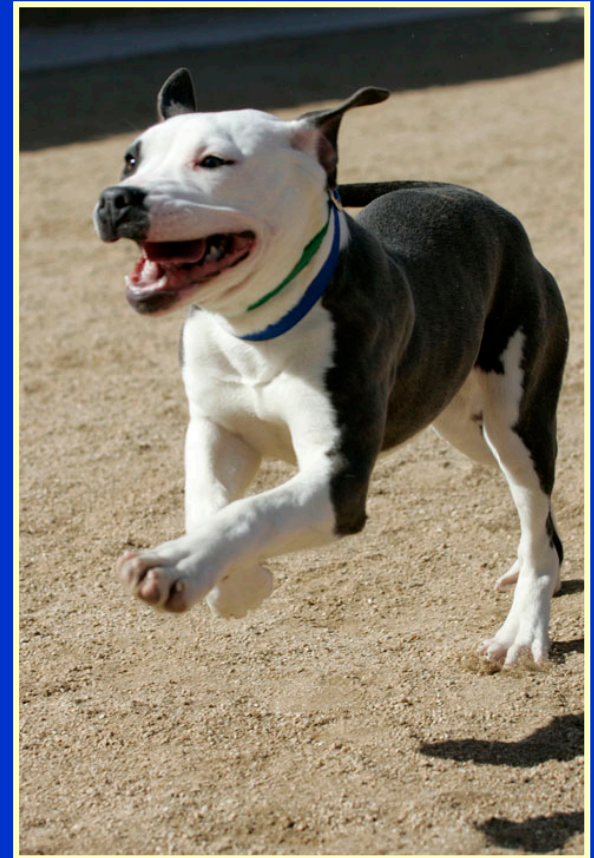


Tune Up Your Organization

Hiring the Right Person

What to look for in a candidate

- Energy, drive, enthusiasm
- Customer service orientation
- Strong communication, interpersonal skills
- Attitude of continuous improvement
- Animal welfare experience may not be crucial
- Management skills, creates clear expectations, accountability
- Decision-making – timely efficient
- Fundraising, relationship building
- Budgeting, growth opportunities not just cost cutting



Tune Up Your Organization

Hiring the Right Person



Questions to ask references:

- In what capacity did you work with this person? How long?
- How would you characterize your experience working with this person?
- What positive impact has this person had on the organization?
- What was challenging for this person and how did they overcome these challenges?
- Anything else you would like to share?
- Would you hire or work with them again? Why or why not?

Tune Up Your Organization

Hiring the Right Person

Onboarding new staff – more than policies, paperwork, and forms



- Mission and goals
- Safety and animal handling training
- Introductions
- Facility tour
- Hands-on training with mentor
- Check-ins to see how things are going

Create Your Road Map

Quick Poll



Do you feel that your board of directors is effective?

- Yes, most of the time
- Sometimes
- Rarely
- Not sure or not applicable

Tune Up Your Organization

Building an Effective Board of Directors

Stanford University survey of non-profit board members:

- 27%—colleagues lack understanding of organization's mission and strategy
- Over 50%—colleagues lack understanding of their own roles and responsibilities



Tune Up Your Organization

What is the role of the Board of Directors ?



As an organization grows, the role of the board evolves.

Tune Up Your Organization

What every board member should know

- Mission, goals and key strategies
- Board members' role and requirements:
 - Legal: "Duty of care, loyalty, good faith"
 - Your group's requirements
- Bylaws and major policies
- Annual operating budget and financial status
- Fundraising plan
- Key statistics: animals helped
- Essential programs
- Key messaging



Tune Up Your Organization

Understand the Differences: Board and Staff Roles

Board = Governance	Staff = Management
Select, support, evaluate ED	Run the organization Keep board informed Seek their counsel
Make major decisions	Provide accurate, complete info Current best practices
Approve high-level goals/policies	Recommend goals, policies Manage the organization
Oversee organizational performance	Provide timely info Candor and responsiveness
Fundraise Ambassadors/Advocates	Create & work development plan Leverage board connections Provide training/support
Ensure legal, financial, ethical integrity	Sound business practices Compliance and transparency Timely and accurate info
Build a competent board	Assist with recruitment, orientation

Tune Up Your Organization

Building an Effective Board of Directors



Prevent Problems

- Board member contract sets clear expectations including fundraising
- President holds board members accountable for fulfilling responsibilities
- Terms of office, Term limits

Problems?

- Peer-to-peer communication most effective
- Consider outside consultants or a self-assessment tool
- Increase board to include skilled, experienced board members

Tune Up Your Organization

Building an Effective Board of Directors

Develop an on-boarding process for new board members

- Clearly written expectations
 - Board member contract
 - Orientation package about organization
- Tour of the facility
- Time with the ED and President
- Answers to their questions



blueavocado.org
boardsource.org

Tune Up Your Organization

Building an Effective Board of Director

Helping board members fundraise

- Clear expectations from the start
 - Making personal gifts
 - Participating in events/campaigns
- Engaging with donors at events
- Accompanying the ED for donor meetings
- Handwritten thank yous to donors
- Making connections
- Soliciting auction items, prizes
- Community speaking engagements
- Sharing on social media and via email
- Thank-a-thon calls



Tune Up Your Organization

Review: Strategies to Tune Up Your Organization



Create a unified team

- Effective internal communications
- People management
- Hiring the right people

Build an effective board

- Clear expectations
- Getting the board involved in fundraising

“Anything which is not managed deteriorates.”

– Adage

Tune Up Your Organization

Next week is part one of the Powering Your Journey

You'll learn how to:

- Raise the funds you need for your organization

Powering Your Journey part two:

How to increase public engagement with your organization to help you raise more funds.





Bonney Brown and Diane Blankenburg

858-395-3677 ♦ info@humanenetwork.org

www.humanenetwork.org



This webinar is made possible by the
Petco Foundation.

The Petco Foundation is creating a
national lost and found database for
pets. Learn more and join the initiative
by visiting petcofoundation.org/lostpets

Questions?





Bonney Brown and Diane Blankenburg

858-395-3677 ♦ info@humanenetwork.org

www.humanenetwork.org



This webinar is made possible by the
Petco Foundation.

The Petco Foundation is creating a
national lost and found database for
pets. Learn more and join the initiative
by visiting petcofoundation.org/lostpets