

# Managing the Transition

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# It's all about believing

- Passion to save lives
- Set audacious goals
- Other communities have accomplished; with diverse demographics
  - San Francisco, Tompkins County, Reno, Charlottesville, Richmond, Orange County
- Apply other proven programs: foster, customer service, adoption marketing, operational efficiencies



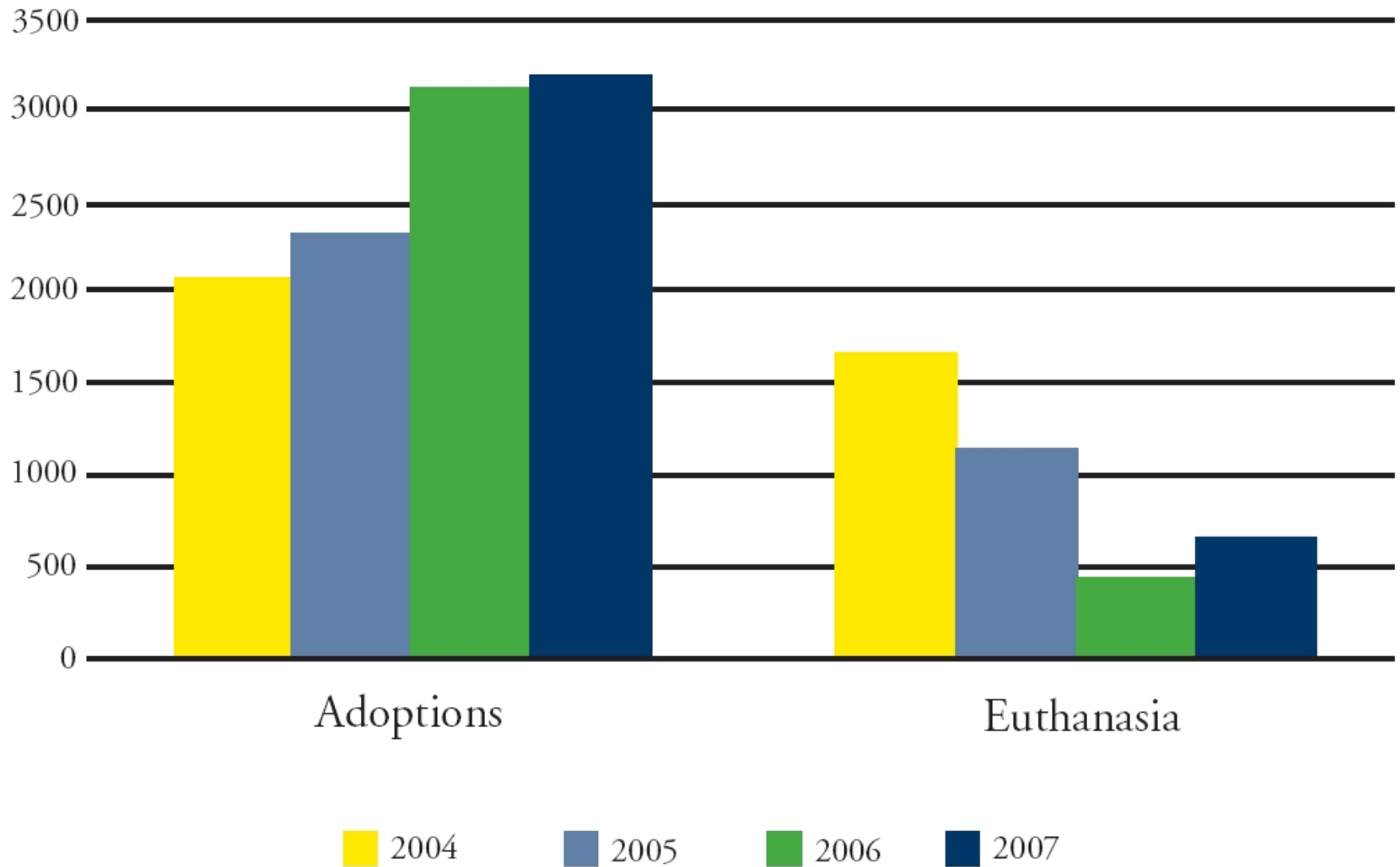


# Key leadership ingredients

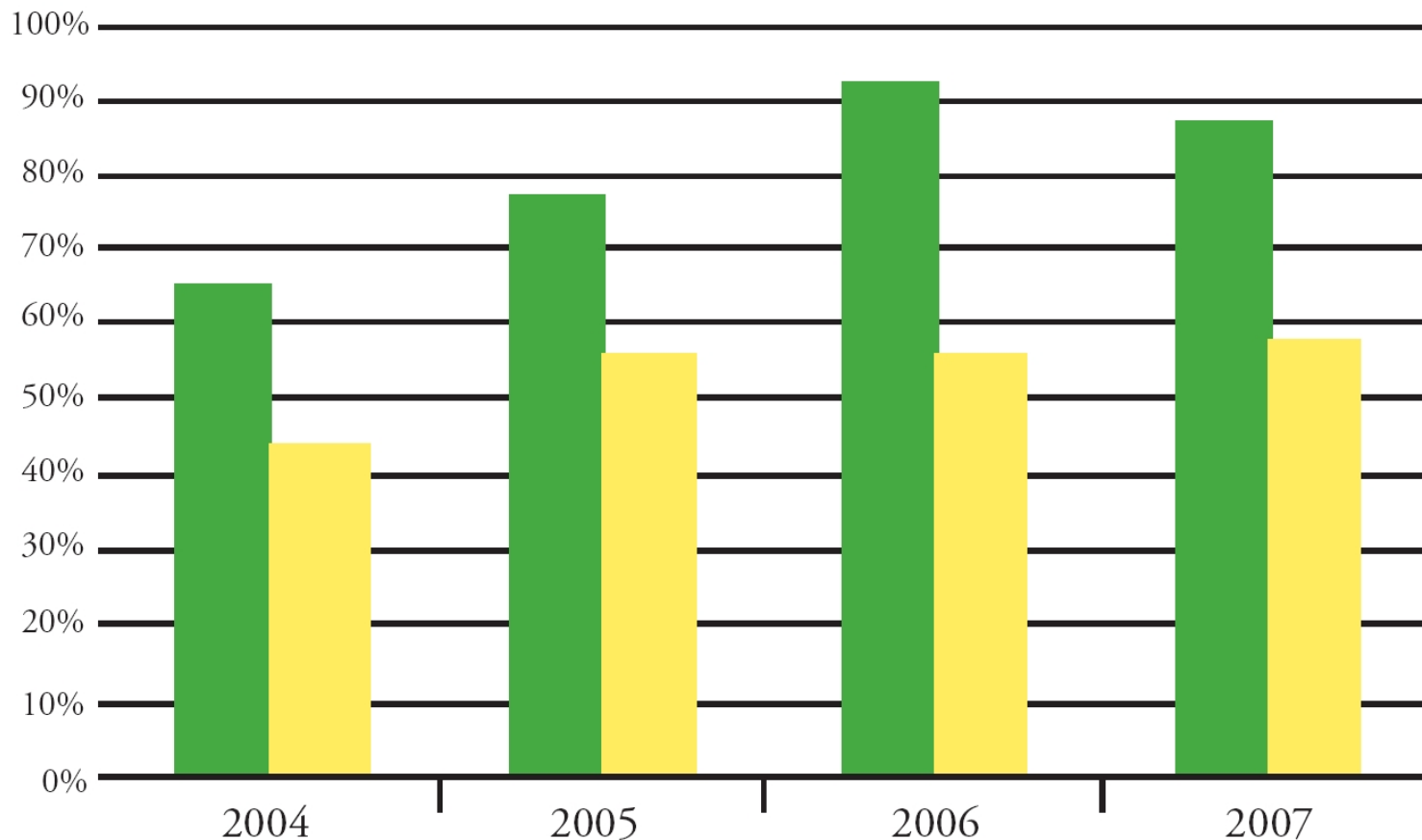
- Focus on the positive
- Keep it movin'
- Willingness to make difficult decisions
- Learn from mistakes
- Determination (lead by example)
- Let go of the past



## ADOPTION AND EUTHANASIA RATES 2004 - 2007



# SPCA'S TOTAL SAVE RATE COMPARED TO SAVE RATE IN THE COMMONWEALTH OF VIRGINIA<sup>1</sup>

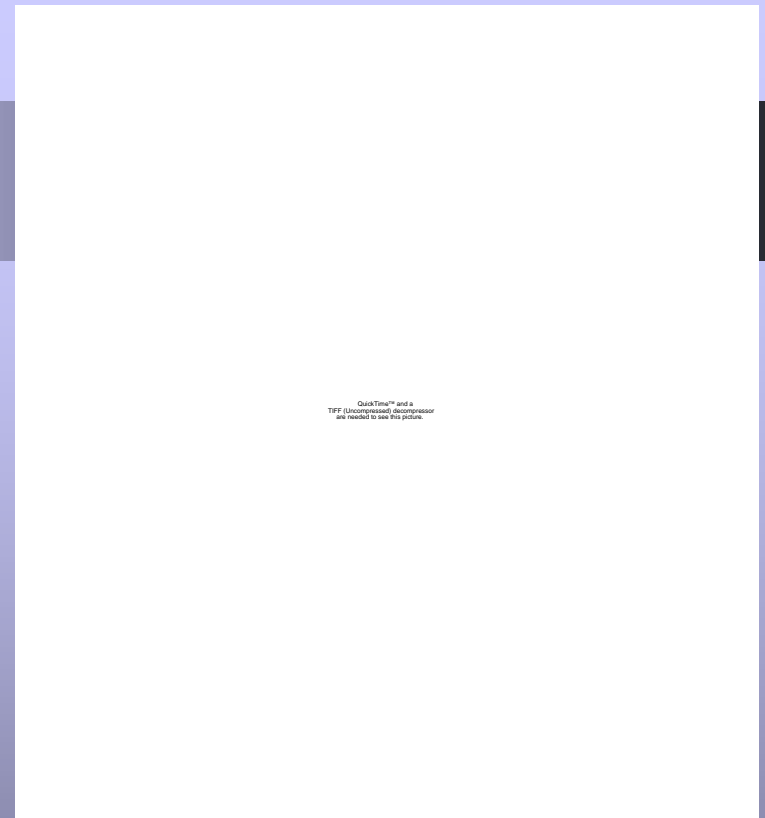


■ SPCA Total Save Rate  
■ Virginia Total Save Rate



# Assess

- Strategy/assumptions
- Get down and dirty
  - Develop respect/trust
  - Learn the talk first hand
  - See the commitment
  - Meet and listen
- Challenge and encourage
- Evaluate how to bring together





# Establish ground rules

- Focus on the future (VB)
- Stay positive (S)
- No gossip/everyone has clear slate (VS)
- No complaining without suggesting solution (VBS)
- Elimination of words from vocabulary (S)
  - Can't because
  - Will not work
- ED job was open to anyone (VBS)

QuickTime™ and a  
PDF document viewer  
are needed to see this picture.



# Who will be on your bus



- Get the right people on

- Good to great: key factor is not how much you pay, but who you have on the bus
- Great companies - focus on getting and keeping the right people... “those who are productively neurotic, self-motivated, self-disciplined... who wake up every day compulsively driven to do the best they can simply because it is part of their DNA.”\*
- Courage, the ability to face danger, difficulty, uncertainty, or pain without being overcome by fear or being deflected from a chosen course of action

- Get the wrong people off

- Discourage: 1) to tend to prevent something from happening by making it more difficult or unpleasant; 2) to try to stop somebody from doing something; and 3) to make somebody feel less motivated, confident, or optimistic

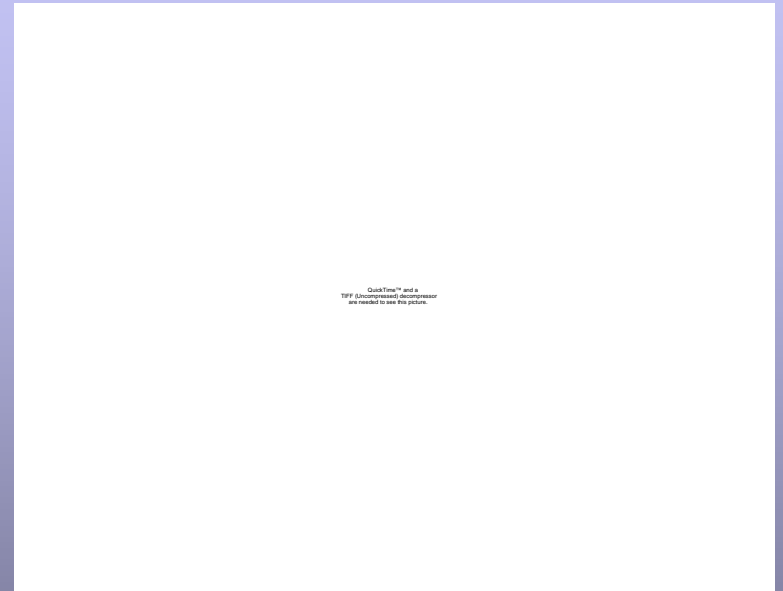
- In the right seat

\* Good to Great and the Social Sectors, A Monograph to Accompany Good to Great, Jim Collins



# Shake it up baby

- Programs, policies/guidelines and operations
- New ideas: all ideas are good, even bad ideas
- It may not always be pretty
- Do not give up
- Try again
- Focus on the positive







# Foster Care



	2004	2005	2006	2007
Total Intake	4585	4624	4776	4745
Total in Foster	300	992	1750	1741
Cats		701	1235	1254
Dogs		291	515	487



# Customer Service

- Welcoming
- Thankful
- Helpful
- Non-judgmental
- Solution Oriented
- Create an Animal Fun Center

QuickTime™ and a  
TIFF (Uncompressed) decompressor  
are needed to see this picture.

# Adoption Events



# Purrin at Pantops



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# Too many animals and not enough homes

- Cats owned 69-90 million (2.3 per household)
- Dogs owned 62-75 million (1.7 per household)
- Households owning
  - Cats 30 million (18% adopt from shelters)
  - Dogs 36 million (10% adopt from shelters)
- Merely need to capture an additional 5 to 10% and all shelters animals would have a new home

*The problem is NOT not enough homes,  
The problem is owners are not getting from shelters*



# One final quote

The single most important point in all of Good to Great.

*Greatness is not a function of circumstance.*

*Greatness, it turns out, is largely a matter of conscious choice, and discipline.*

Jim Collins.