



A Balancing Act

Decision-Making Process in Animal Sheltering and Shelter Medicine

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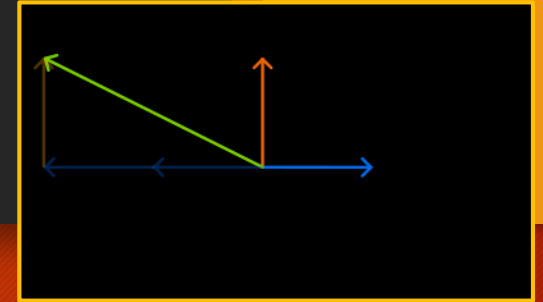
- I. Factors in Decision-making
- II. Conflicts
- III. DACC Solution : Shared Leadership
- IV. Key Learning
- V. Question & Answer

Decision Making

Key Factors Influencing Decisions



Basis for Decision Making



Veterinarian

- The Patient
- Veterinary Medicine is a Discipline
- Veterinary Practice Standards
- Veterinary Code of Ethics

Manager

- The Problem
- Management is a Science & an Art
- Federal, State, & Local Law
- County Policy

Focus



Focus



The Shelter Veterinarian

- Mission
 - Animal Health
 - Animal Welfare
- The Patient
 - Individual vs Herd
- Shelter Medicine
- One Health Initiative

The Shelter Manager

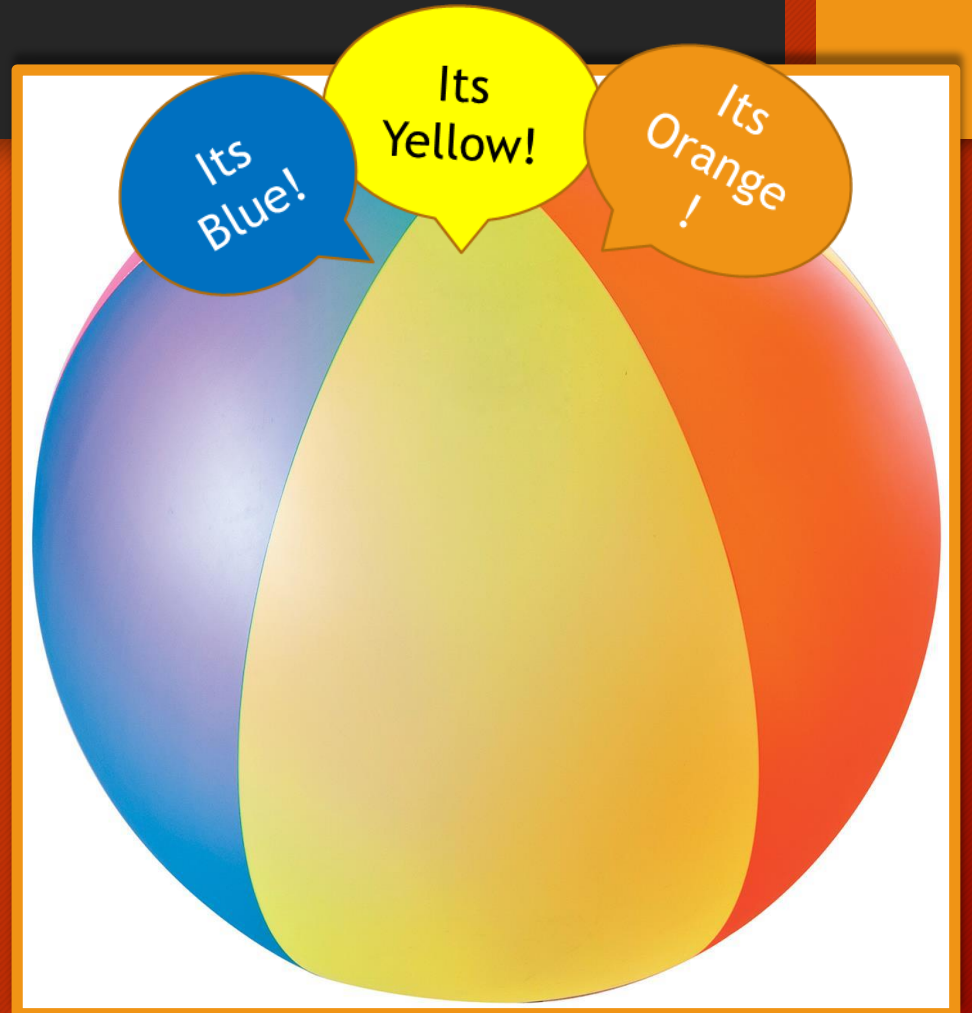
- Mission
 - Animal Care
 - Public Safety
- The Problem
- The Organization
 - The Shelter
 - The County System
- The Community

Conflicts ?



The Beach Ball Perspective

“You cannot solve a problem from the same consciousness that created it.
You must learn to see the world anew”
-- Albert Einstein



DACC Solution



shared
leadership

Shared Leadership

*shared
leadership*

Maximizing all of the human resources
in an organization
by empowering individuals
and giving them an opportunity
to take leadership positions
in their areas of expertise.

How?

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How to Share Leadership

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Create a Culture

- 1) *Give power away*
- 2) *Define limits*
- 3) *Cultivate initiative*
- 4) *Allow autonomy*

Support Your Leaders

- Don't second guess decisions
- Be a resource
- Follow-up
- Hold self and others accountable

Walk the Talk

- *When do I speak?*
- *When do I listen?*
- *How do we reach resolutions together?*

*shared
leadership*

Create a Culture

Shared Leadership

Create a Culture...

Give power away to the most qualified individuals to strengthen their capabilities

shared
leadership



Give power away to the most qualified individuals to strengthen their capabilities.

1. Give Power Away

Create a Culture ...

shared
leadership

2. Define Limits

Define the limits of decision-making power.

Are you the most qualified person available to make this decision?

Does the decision need to be made now?

The “Just Do It” Card

Ask these questions:

- ✓ Is it legal and ethical?
- ✓ Is it good for my customer?
- ✓ Am I willing to be held accountable for it?
- ✓ Is it consistent with our shared vision?

If the answer to the 4 questions above is “yes,” don’t ask for permission—you already have it!

Just do it!

Create a Culture...



3. Cultivate Initiative

Cultivate a climate in which people feel free to take initiative on assignments.

Climate is the way it feels to work in a group, “the way we do things here.”

The most critical influencer of workplace climate is the work unit leader – the direct supervisor.

Critical Message for Work Unit Leaders

- ✓ Know your staff & establish a good working relationship with them.
- ✓ Know yourself, what you value, how you behave under stress
- ✓ Provide challenge, clarity & support to your staff.

Create a Culture...

4. Allow discretion and autonomy

Give qualified people discretion and autonomy over their tasks and resources and encourage them to use these tools.



shared Leadership

Support Your Leaders

Shared Leadership

Support Your Leaders

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leadership

- ➔ Don't second guess the decisions of those you have empowered to make decisions.
- ➔ Consider yourself a resource rather than the manager.
- ➔ Set appropriate follow-up meetings to review progress and take corrective action if necessary.



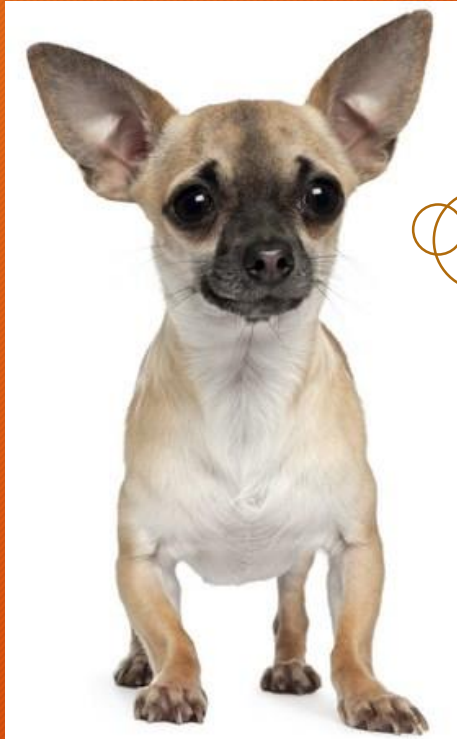
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Walk the Talk

Shared Leadership

Walk the Talk

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leadership



- *When do I speak?*
- *When do I listen?*
- *How do we reach resolutions together?*

How did we apply Shared Leadership?

County of Los Angeles, Department of Animal Care and Control

Implementation

How we prepared our leaders

Visioning Session

Communication Workshop

Shared Leadership Workshops

Monthly Meetings

How we supported our leaders

Gave Power Away

Defined Limits

Redirection Toward Solutions

Supported Decisions

Provided Resources

Integration



Inclusion



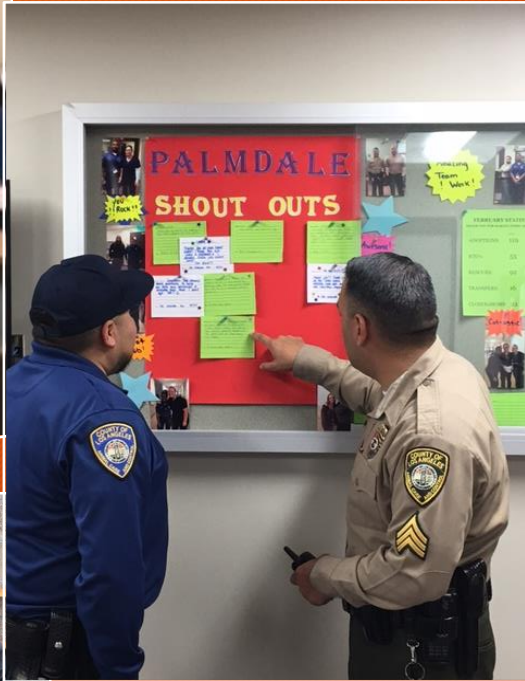
- **Partnership** between operations and technical leaders.
- **Result ?**
 - Improved Communication
 - Collaborative Efforts
 - Improved Climate

shared
Leadership

Moving Forward at DACC

Shared Leadership

shared leadership @ LAC DACC



Beyond the Veterinarians and Managers

Expanding Shared
Leadership to all
Staff

The Harmony Project



- Purpose:
 - To create a happy, harmonious working environment
 - Where employees are able to express their dedication to and love for their work.
 - To create a destination people want to come to for assistance, education, adoption and care.
 - Where employees remain proud of the wonderful work they do.

Key Take-Aways

- Operational and Technical Decision-makers
- Conflicts may arise
- Communicate to share, communicate to understand
- Share the leadership, share the goals
- Leadership is not in the position being held
- Feedback is important

Resources

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Photos

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- Slide 3: Amanda Jones, Pug Head, obtained March 9, 2017 from <https://www.pinterest.com/aboutpug/the-pug-head-tilt/>
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- Slide 5: Obtained March 9, 2017 from shutterstock.com
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- Slide 9: Obtained March 9, 2017 from <http://www.spinnerpr.com>
- Slide 14: Obtained March 9, 2017 from <https://mzsunflower.blog/author/mzsunflower/page/52/>
- Slide 18: From Dilbert.com, DilbertCartoonist@gmail.com

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Questions ?



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