

A photograph of a dirt path winding through a dense forest. The path is dark brown and appears slightly damp. On either side of the path, there is lush green vegetation, including ferns and other forest plants. In the background, tall, straight tree trunks rise up, partially obscured by a light mist or fog. The overall atmosphere is serene and natural.

**From Keeper to Curator:
Becoming the Leaders
of Tomorrow**

**Janée
Zakoren**

THIS IS AN ADVENTURE!!



- Personally



- Professionally

NO SUCH THING AS A YELLOW BRICK ROAD



Our journey in life and career more closely resemble
a complex highway interchange.

WHERE DID YOUR ADVENTURE BEGIN??

- Understand and know where YOU come from.
- Understand and know history of your profession.
- Understand and know the history of the facilities that you work for.



If you know where you come from, you can have a better understanding and ability to know where you are going.

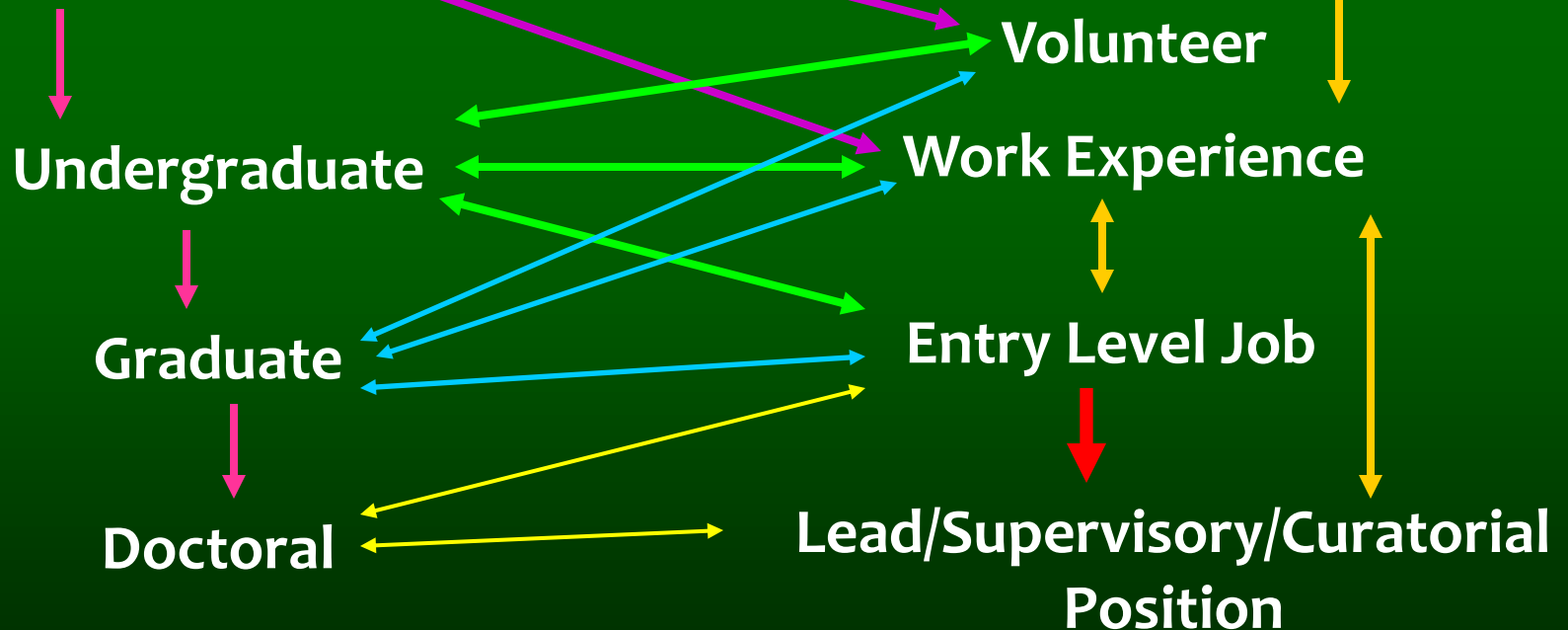
MAPPING YOUR ADVENTURE!



Many roads lead to great adventures.

Which road is right for you??

EDUCATIONAL MAP



THE NEXT STOP IS....

**Professional
Experience**



ZOO KEEPING ROCKS!

- The Value of Zoo Keeping



Zoo Keeping
is an
AMAZING
career!

BE PROACTIVE

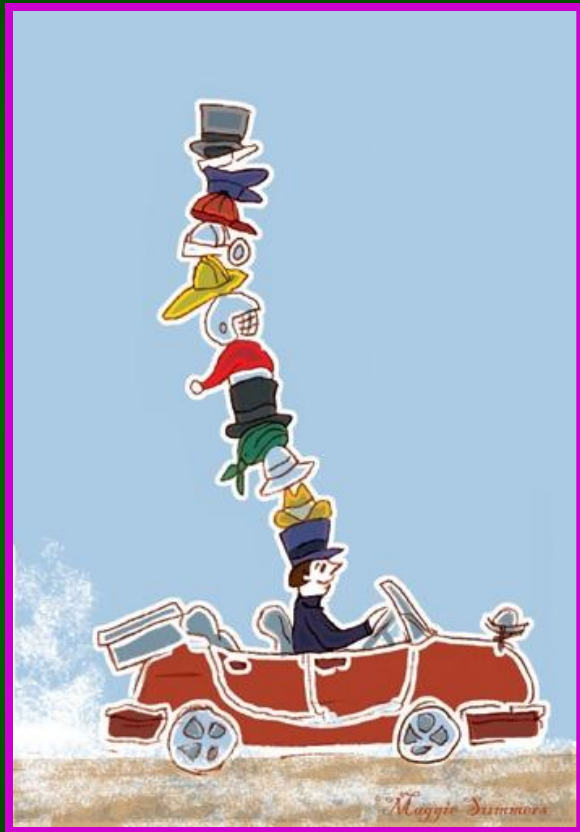


This is your adventure and only

YOU

can make it happen!

BEGIN WITH THE END IN MIND



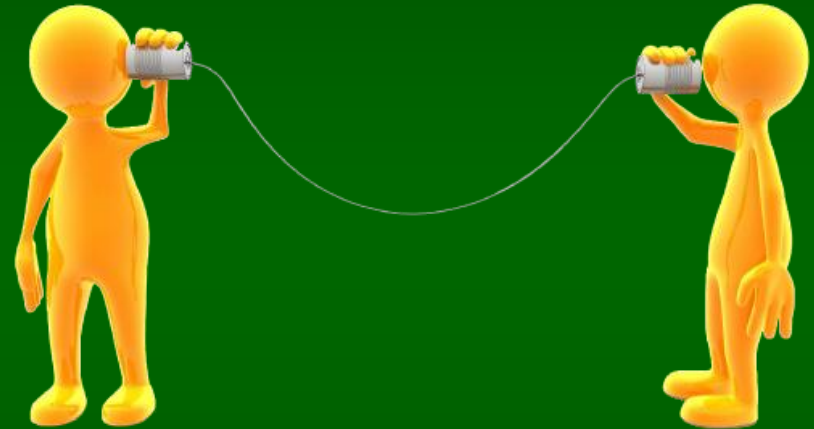
Small institution



Large institution

INTERDEPARTMENTAL COMMUNICATION

- Animal care
- Education
- Administration
- Marketing
- Research & Conservation
- Operations/Maintenance/
Grounds Crew
- Guest services
- Government agencies



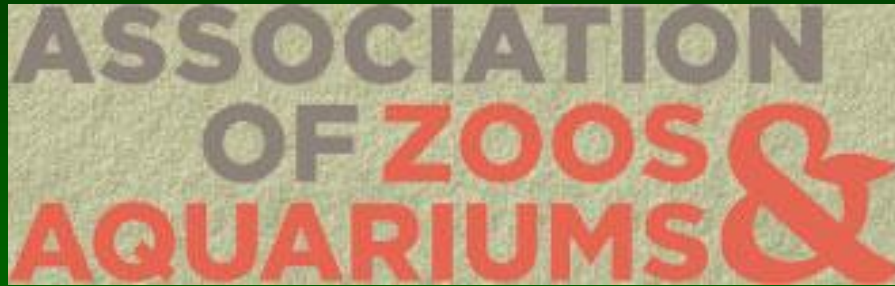
When you think you have
communicated enough,
communicate even more!

EMERGENCY RESPONSE

- **Animal**
- **Natural Disaster**
- **Guest Related Emergency**

Think about the “what if’s”....

AZA ACCREDITATION & STANDARDS



What is Accreditation?

- In AZA, "accreditation" means official recognition and approval of a zoo or aquarium by a group of experts. These experts, called the AZA Accreditation Commission, carefully examine each zoo or aquarium that applies for AZA membership.
Only those zoos and aquariums that meet our high standards can become members of AZA.
- Fewer than 10% of the approximately 2,400 animal exhibitors licensed by the United States Department of Agriculture are AZA accredited!

AZA ACCREDITATION & STANDARDS

- Information is readily available
- Do not have to be an AZA member to access information
- Even if you are not currently working for an AZA accredited institution, you should still familiarize yourself with the information.

THIS IS YOUR ADVENTURE

ONLY YOU

CAN MAKE IT

HAPPEN!!

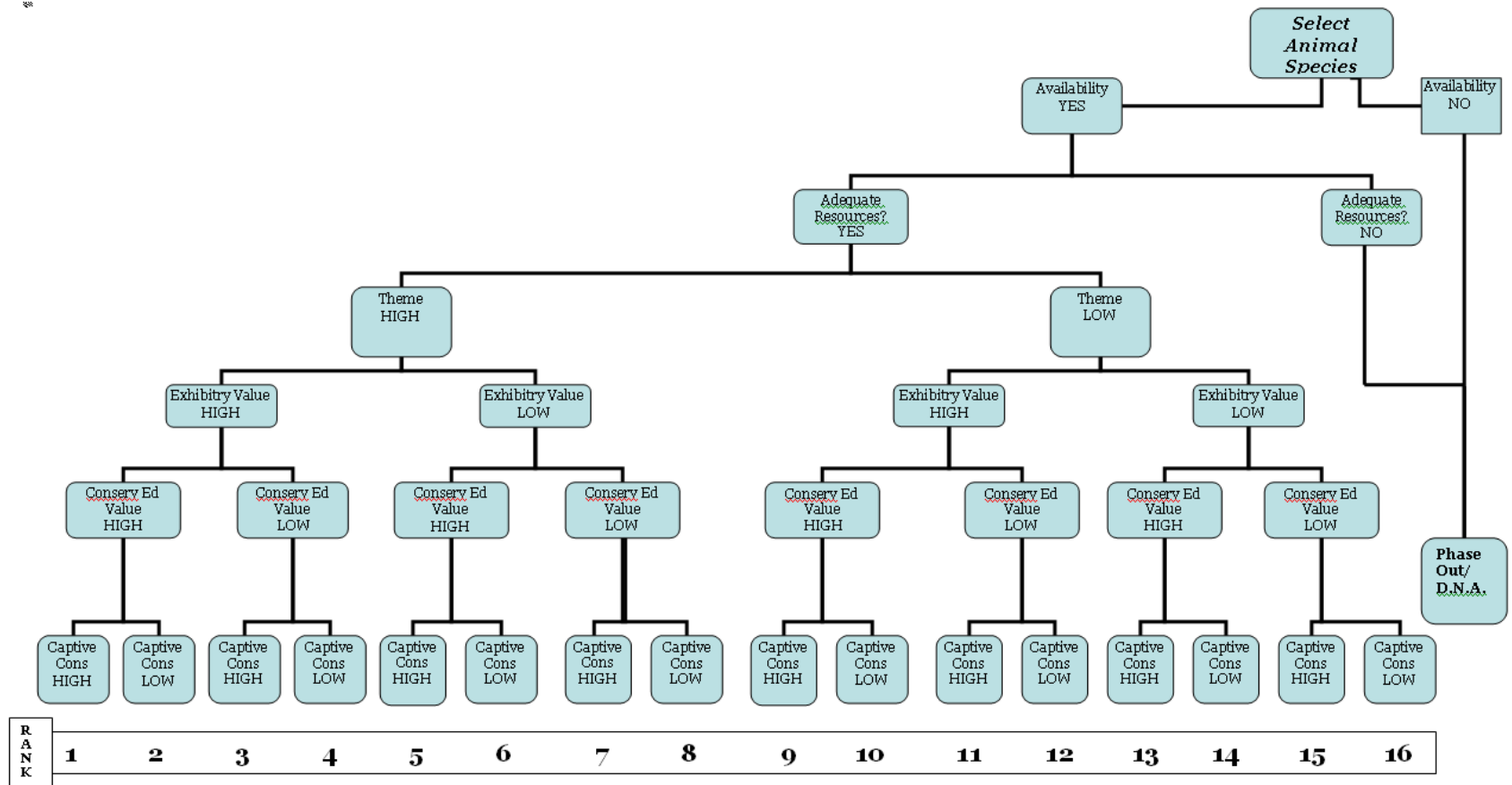
PIT STOP!!

Professional Development

- Species Survival Plan
- Taxon Advisory Groups
- Population Management Plans
- Studbook Keeping
- Master Planning
- Institutional Collection Planning

INSTITUTIONAL COLLECTION PLAN FLOW CHART

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PIT STOP!

Professional Development

Animal Transfers and Permitting Process

Exhibit Design

Maintenance

Budget

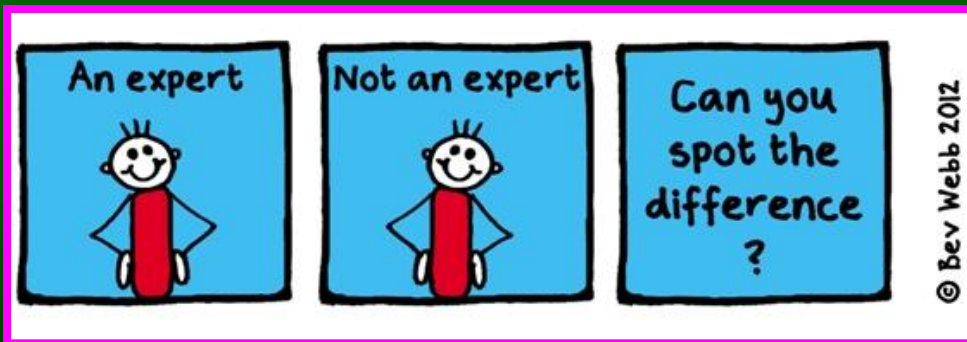
**Develop a strong personal library and subscriptions
to journals devoted to current science
of various areas of expertise**

**CITES: develop an understanding of legislation surrounding our industry
and policies surrounding our institutions**

Conservation Projects: both in-situ and ex-situ

REMEMBER:

No one is born an expert. It takes
YEARS to gain expertise,
it will **NOT** happen overnight!



PIT STOP!



Public Speaking:

Addressing the public and the Media

Writing:

Publish, Publish, Publish!

Management & Supervisory Skills:

Managing people- 10% of staff will occupy 90% of your time

BECOMING A SUPERVISOR

- **No longer one of the Keepers. Transition can/will be hard because comradery is now gone. You are now a BOSS!**
- **Reading and taking courses are extremely useful in preparing you, but it is all academic talk until you actually are a supervisor!**
- **Personnel, hiring/firing, scheduling- most often the Bane of a curators, but a necessary part of the job.**

ACTIVITY!!

**Do not Disturb:
Curating in Progress**

BECOMING THE LEADERS OF TOMORROW

Becoming a supervisor does not guarantee that you will be a good leader.

Management is doing things right.

Leadership is doing the right things.

- **What is Leadership???**

A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task.

PIT STOP!

Who knew there were levels of leadership??

LEVEL 5 LEVEL 5 EXECUTIVE

Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

LEVEL 4 EFFECTIVE LEADER

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.

LEVEL 3 COMPETENT MANAGER

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

LEVEL 2 CONTRIBUTING TEAM MEMBER

Contributes to the achievement of group objectives; works effectively with others in a group setting.

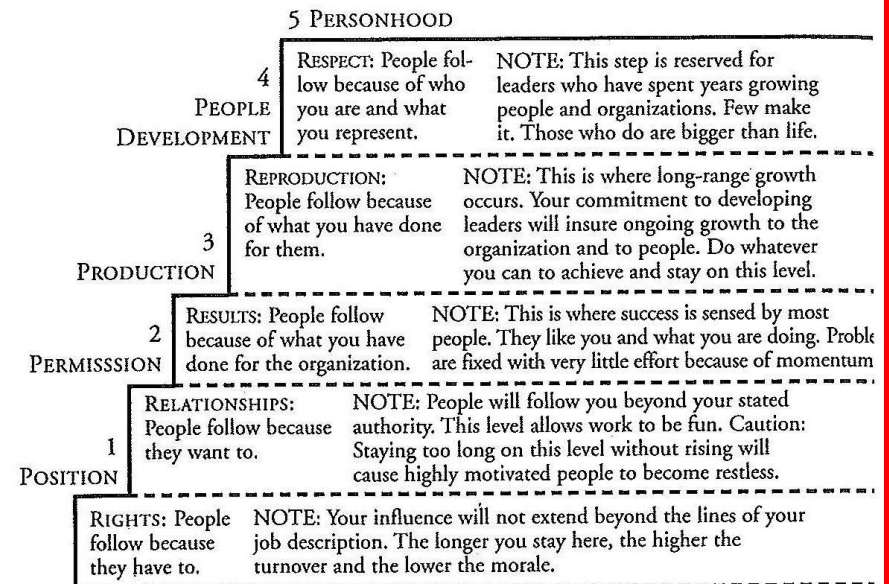
LEVEL 1 HIGHLY CAPABLE INDIVIDUAL

Makes productive contributions through talent, knowledge, skills, and good work habits.

HARVARD BUSINESS REVIEW

THE LEVELS OF LEADERSHIP

We can increase our influence and leadership potential if we understand the following levels of leadership:



LEVEL 1: POSITION

- People Follow you because they have to.
- A Leadership position is usually given to people because they have leadership potential
- Good Leaders are always good learners. To be an effective leader, you must believe that the leadership position you receive is merely an invitation to grow.
- “It’s not about what you do know, it’s about what you don’t know” -Shane Good

LEVEL 1: POSITION

- Positional leadership is often lonely
- Good leadership is about walking beside people and helping them to climb the hill with you.
- The position does not make the leader- the leader makes the position.
- People quit people, not companies.
- Good leaders don't take anything for granted. They keep working and keep leading. They understand that leadership must be earned and established.

LEVEL 1: POSITION

- Leadership is action. Not position.
- Shift from position to potential
- Focus on the vision
- Initiate contact with your team
- Do not mention your title or position
- Learn to say, “I don’t know”
- Find a leadership coach!

LEVEL 2: PERMISSION

- People follow you because they want to
- Building relationships develops a foundation for effectively leading others.
- Leadership always means that people are going somewhere. They aren't static. No journey, no leadership.
- Shift from *me* to *WE*!
- Stop trying to impress others to maintain your position and start developing trust to maintain relationships.

“You see, when there is danger, a good leader takes the front line. But when there is celebration, a good leaders stays in the back room. If you want the cooperation of human beings around you, make them feel that they are important. And you do that by being humble.”

Nelson Mandela 1918~present

President of South Africa 1994-1999

LEVEL 2: PERMISSION

- **Connect with yourself before trying to connect with others- self awareness.**
- **If you don't take responsibility for yourself, then don't expect your life to become any different from what it is right now.**
- **Practice the golden rule.**
- **Become the chief encourager of your team!**

LEVEL 2: PERMISSION

- Have the right attitude towards people
- Connect with yourself
- Understand where you are coming from
- Express value for each member on your team
- Evaluate where you are with your team
- Accept the whole person as a part of leading
- Make fun a goal
- Give people your undivided attention
- Practice care and candor

LEVEL 3: PRODUCTION

“There are two types of people in the business community: those who produce results and those who give reasons why they didn’t”

Peter Drucker 1909-2005

Management consultant, educator, and author

LEVEL 3: PRODUCTION

- People follow because of what you have done for the organization.
- Productive leaders provide a clear link between the vision of the organization and the everyday production of the team. They show how the short term impacts the long term.
- A good team is always greater than the sum of its parts and is able to accomplish more than individuals working alone.
- Provide regular feedback about performance. People want to know how they are doing.

LEVEL 3: PRODUCTION

- Be the team member you want on your team
- Translate personal productivity into leadership
- Understand everyone's productivity niche
- Cast vision continually
- Build your team
- Use momentum to solve problems
- Discern how team members affect momentum
- Practice Pareto Principle (80/20 rule: 80% of time on top 20% tasks)
- Accept your role as a change agent
- Don't neglect level 2!

LEVEL 4: PEOPLE DEVELOPMENT

- People follow you because of what you have done for them.
- Requires you to believe in people and will require you to share the work load.
- Never forget that leadership is the art of helping people change from who they are thought to be to who they ought to be.
- Let your team know you are responsible to them, but not for them. They must take responsibility for their growth through their choices, attitude, and commitment.

LEVEL 4: PEOPLE DEVELOPMENT

- If you want to be an effective leader, you must move from perfectionist to pragmatist.
- The highest goal of leadership is to develop leaders, not gain followers or do work.
- Good character makes trust possible. Trust makes strong relationships possible. Strong relationships make mentoring possible.

LEVEL 4: PEOPLE DEVELOPMENT

- Be willing to keep growing yourself
- Decide that people are worth the effort
- Work through your insecurities
- Recruit the best people you can develop
- Commit to spend the time needed to develop leaders
- Create a personal development process
- Never work alone
- Blend the soft and hard sides of development
- Take responsibility for energizing others
- Remain approachable as a leader, role model, and coach

LEVEL 5: PINNACLE

- People follow you because of who you are and what you represent
- You have an opportunity to make an impact beyond your tenure and possibly beyond your own lifetime. You do that by developing a generation of leaders who will develop the next generation of leaders
- If you are through learning, you are through.

LEVEL 5: PINNACLE

- Never forget that like everyone else, you started at the bottom as a positional leader.
- Leadership should always be about others, not about the leader
- Seeing what is takes very little talent. Seeing what could be- and helping to make it a reality- takes vision, imagination, skill, and commitment.
- There is much more to life than success. You want to make a difference.

LEVEL 5: PINNACLE

Create and Identify the crucial leadership lessons:

- Integrity
- Vision
- Influence
- Passion
- Servanthood
- Confidence
- Problem-Solving
- Communication
- Creativity
- Teamwork
- Attitude
- Self-Discipline.

LEVEL 5: PINNACLE

- **Look for unexpected Crucible moments to learn from**
- **Use your own crucible moments as guidelines to teach others**
- **Expose them to other people and organizations that will impact them**

LEVEL 5: PINNACLE

- **Remain humble and teachable**
- **Maintain your core focus**
- **Create the right inner circle to keep you grounded**
- **Create a supercharged leadership environment**
- **Create room at the top**
- **Develop your top leaders**
- **Plan your succession**
- **Plan your legacy**
- **Use your leadership success as a platform for something greater.**

THINK ABOUT YOUR OWN LEADERSHIP EXPERIENCES

Where and how did you develop your leadership skills?

What kind of leader would/do you follow?

Each individual you interact with, you will be on a different level.

How can you improve?

Ask for feedback!

PIT STOP!

Resources & References:

There are countless resources available for developing leadership and management skills. Find what works best for you!

PIT STOP!

The Five Levels of Leadership

By John Maxwell

1. Position
2. Permission
3. Productivity
4. People Development
5. Pinnacle

PIT STOP!

The Seven Habits of Highly Effective People

By: Stephen Covey

BE PROACTIVE
BEGIN WITH THE END IN MIND
PUT FIRST THINGS FIRST
~~think~~ WIN-WIN
SEEK FIRST TO UNDERSTAND
THEN TO BE UNDERSTOOD
SYNERGIZE
SHARPEN THE SAW

PIT STOP!

Switch:

How to Change Things When Change is Hard

By: Chip and Dan Heath

- 1. Direct the Rider**
- 2. Motivate the Elephant**
- 3. Shape the Path**

PIT STOP!

Other highly recommended books:

FYI: For Your Improvement

By: Michael Lombardo

First, Break All the Rules:

By: Marcus Buckingham & Curt Coffman

Getting Past No

Negotiating in Difficult Situations

By: William Ury

Thinking in Systems

By: Donella Meadows

Man and Animal in the Zoo

By: Heini Hediger

WHERE WILL THE NEXT
GENERATION OF CURATORS
AND ZOO DIRECTORS
COME FROM??

**THIS VERY
ROOM!!**

PIT STOP!

YOU take responsibility
for YOUR career and advancement!



PIT STOP!

Remember, this is **your** journey, **your** adventure and it is unique to **you!**

Only **YOU** can make it happen!

Map your adventure, so you can visually see where you have been and where you are going!

SUMMARY:

“By working faithfully eight hours a day. You may eventually get to be the boss and work twelve hours day”

Robert Frost 1874-1963 American poet

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Now go on...

**MAKE YOUR OWN
ADVENTURE
HAPPEN!!**

