



**THE DONKEY
SANCTUARY**

STRENGTHS · PROFILE

CASE STUDY

The Donkey Sanctuary is an international animal welfare charity that employs over 650 people. In August 2018, the charity announced that it had been awarded a Princess Royal Training Award for its inspirational commitment to the learning and development of its staff. This is their second award of its kind, winning in 2016 for their Leadership Programme.

The Challenge

The Donkey Sanctuary believes in getting the most from its people – pinpointing learning needs, developing talent and promoting internally where they can. To do this they needed to understand its people's potential – what they are capable of doing rather than what they are achieving now.

To help them with this they worked with Strengths Profile and are now beginning to see real results.

Our Approach

The animal welfare charity has worked with Strengths Profile for four years, using it to profile individuals and to give managers the tools to further engage with staff.

The Donkey Sanctuary has 10 sanctuaries around the UK and Europe, providing lifelong care to over 7,000 donkeys and mules. The organisation has a varied workforce from graphic designers, research scientists, veterinarian nurses to farm supervisors and fundraisers. Over 100 identified staff have been profiled and are now putting what they have learned into practice.

The charity combined Strengths Profile with a skills analysis to inform the talent mapping process for staff and to build a strengths-based development strategy to meet its five-year growth plan.

The Outcome

Over the last 12 months, internal promotions at The Donkey Sanctuary have grown from 33% to 42%, with the organisation showcasing specific examples of staff whose careers have developed as a result of Strengths Profile. Centre Manager Nicky French praised using the tool with the Donkey-Assisted Therapy team in Sidmouth:

"It's great to be able to utilise the tools in a proactive way. We have used strengths profiling to provide an overview of our supervisors and line managers, and it's been a really useful tool for identifying key strengths and areas for development. We also used it to help with the selection of an equine coordinator to gain a better understanding of personal strengths and how they could use them effectively in their new role."



"Strengths Profile gives us the ability to spot what our staff do best and help them to do more of it. It is very well received by everyone as it uses language that is appropriate to all individuals, as well as informing managers."

Steve James, Learning and Development Manager