

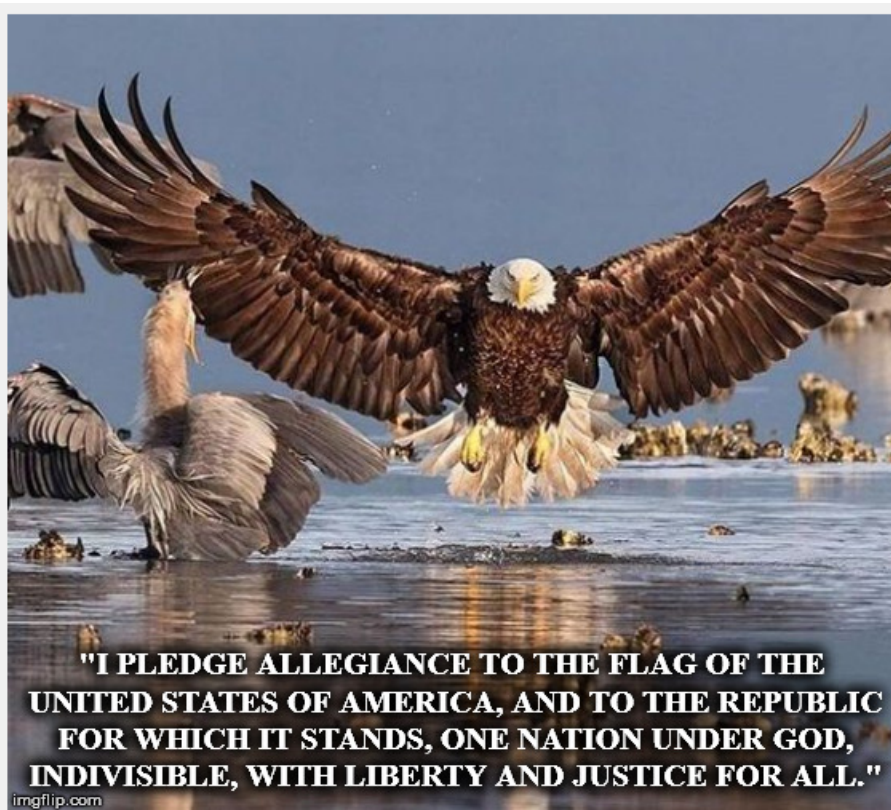


# Leadership Fundamentals and Veterinary Technician Utilization

"85% of the reason you get a job, keep that job, and move ahead in that job has to do with your '**people skills**' and people knowledge." – Cavett Robert

*Dr. Jim Hurrell*  
*Director Emeritus, Penn Foster Veterinary Academy*

# The Pledge of Allegiance



**"I PLEDGE ALLEGIANCE TO THE FLAG OF THE  
UNITED STATES OF AMERICA, AND TO THE REPUBLIC  
FOR WHICH IT STANDS, ONE NATION UNDER GOD,  
INDIVISIBLE, WITH LIBERTY AND JUSTICE FOR ALL."**

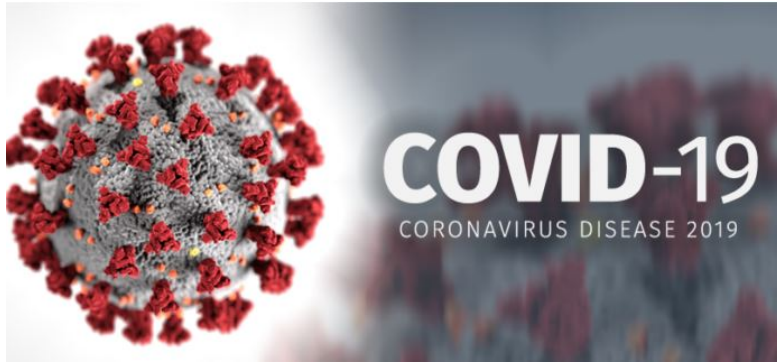
imgflip.com

# Putting Things in Perspective – Who Are Your Students?

- Many students coming into our Programs are **introverts**
- They are shy and often brilliant, and want to become perfect at all academic and clinical skills (**Workaholic Perfectionists???**)
- They are usually NOT interested in “soft skills” (“people skills”)
- So how do we teach them how to have **leadership skills** and how to **increase their value and utilization** on their future Veterinary Health Care TEAMS???



# Today's World! WOW! What in the World Is Going On???





# How Have Our Students Been Learning About Leadership? Barbarian Mindset???

Video War Games?



Drama on Social Media?



# How Have Our Students Been Learning About Leadership? Political (Barbarian) Mindset???

TV News?



Politics?



# Where Is This **GREAT** Profession Going, You Ask? 😊

- “Good medicine is good business”!

AVMA 2007 Survey – College-trained Credentialed Veterinary Technician adds ~\$93,000 to a veterinary practice bottom line! More recent survey shows ~\$160,000 per CVT!!!

- Increasing demand for Credentialed Veterinary Technicians

**Soft Skills, Leadership/Management Skills**

**Clinical Skills**

**Technician Appointments**

**Telemedicine**

- Entry level pay is low now – \$14.00-\$16.00 per hour
- Increased R E S P E C T !
- ONE NATIONAL CREDENTIAL! Veterinary Nurse Initiative?

# So How Do We Teach Leadership Skills to Our Students?



# Let's Teach & Model **MINDSET** to Them First!!!

- She's a badass with a good heart
- Soft but strong
- Unapologetic and honest





# Your Mind Is Like a Parachute.....



# MINDSET!!!



## Mindset

- "Watch your **thoughts**, they become words. Watch your **words**, they become actions. Watch your **actions**, they become habits. Watch your **habits**, they become character. Watch your **character**, it becomes your **DESTINY**." – Frank Outlaw  
[#wisdom](#) [#mindset](#)

# MINDSET!!! Our Biggest Asset!!!

The biggest asset in the world is your **mindset**.



# Leadership Is a **MINDSET!**

Train your mind to see the  
good in everything.  
Positivity is a choice.  
The happiness of your life  
depends on the quality  
of your thoughts.

8-IMAGES.BLOGSPOT.COM



# Leadership Is a **MINDSET!!!**

Be strong, but not rude.  
Be kind, but not weak.  
Be bold, but don't bully.  
Be humble, but not shy.  
Be proud, but not arrogant.

-Jim Rohn



Mindset is what  
seperates the best  
from the rest!

 your  
better life



# Leadership MINDSET = Growth MINDSET!!!

## Fixed Mindset

Believes talent is inborn

*Desires to be seen as perfect and talented, so...*



A blonde cheerleader with a blue bow in her hair, wearing a blue and orange uniform, stands with hands on hips. Five orange speech bubbles surround her, each containing a negative trait of a fixed mindset.

- She avoids challenge
- Gives up easily
- Sees effort as temporary
- Gets frustrated or ignores feedback or criticism
- Feels threatened by others' success

*Leads to a very emotional cheerleader that is constantly trying to regulate herself and the way others view her. This creates a rigid and difficult athlete that is limiting her potential.*

## Growth Mindset

Believes ability can be developed

*Ultimate desire is to learn and improve, so...*



A brown cheerleader with a green bow in her hair, wearing a blue and green uniform, stands with hands on hips. Five green speech bubbles surround her, each containing a positive trait of a growth mindset.

- She embraces challenge
- Pushes through setbacks
- Believe her effort is most important
- Uses feedback and criticism as a way to improve
- Is inspired by and learns from others' success

*Leads to a hard working cheerleader that is constantly looking to better herself. This creates a calmer, more open-minded athlete that is coachable and can reach her fullest potential.*

# Veterinary Health Care TEAM



**T**OGETHER **E**VERYBODY **A**CHIEVES **M**ORE



**“How Do You Feel About Your TEAM?”**

Do You Teach this **MINDSET** of “Team” to Your Students?



**SURROUND YOURSELF WITH**



**THOSE ON THE SAME  
MISSION AS YOU**



# Veterinary Health Care TEAM – AVMA Brochure

Every veterinary hospital staff consists of a team of caring individuals, each contributing his or her unique abilities to ensure high quality veterinary care for animals and compassionate interactions with animal owners. Depending upon the size of the hospital, the team may employ from three to more than 30 people but, regardless of size, dedication to service remains a top priority.

## The Veterinarian – Leading the Team

Veterinarians are doctors trained to protect the health of both animals and people. In a clinical hospital environment, veterinarians work with large and small animals to evaluate animals' health, diagnose and treat illnesses, provide routine preventive care (such as vaccines), prescribe medication, and perform surgery. Like physicians, some veterinarians specialize in areas such as surgery, internal medicine, ophthalmology or dentistry.

In addition to opportunities in clinical practice, veterinarians may choose to work in zoos, wildlife parks, or aquariums; or focus on public health, regulatory medicine, academia, or research. Personal attributes that contribute to a successful career as a veterinarian in clinical practice include a strong science and math education, the ability to work well with animals and their owners, basic business and management training, and leadership and organizational skills.



## The Veterinary Technician

Veterinary technicians perform valuable medical and non-medical services in clinical practice. They are graduates of an AVMA-accredited program in veterinary technology usually leading to an Associate or Bachelor degree. The veterinary technician is educated and trained to support the veterinarian by assisting with surgery, laboratory procedures, radiography, anesthesiology, prescribed treatment and nursing, and client education. Almost every state requires a veterinary technician to pass a credentialing exam to ensure a high level of competency.

Some veterinary technicians pursue specialties in emergency and critical care, anesthesiology, internal medicine, animal behavior, or dentistry. Personal attributes that contribute to a successful career as a veterinary technician in clinical practice include a strong science background, an ability to work well with people and animals, and good communication and decision-making skills.

## The Veterinary Hospital Manager

Most large veterinary hospitals find that having a hospital (or practice) manager greatly improves the team's efficiency. This person is responsible for managing the business functions of the practice. Depending upon the size and type of hospital, the manager's duties could include personnel hiring and supervision, budget and inventory management, accounting, marketing, and developing recordkeeping and other business standards for practice. A strong business background, computer knowledge, and desire to work with people are key attributes for success as a hospital manager.

## The Veterinary Assistant

In some hospitals, a veterinary assistant supports the veterinarian and/or the veterinary technician in their daily tasks. The assistant may be asked to perform kennel work, assist in the restraint and handling of animals, feed and exercise the animals, or spend time on clerical duties. There is no credentialing exam for the veterinary assistant; however, training programs are available (see [www.navta.net](http://www.navta.net)). The ability to listen, communicate efficiently, and handle multiple assignments are skills that make a veterinary assistant an important member of the hospital team.

## The Receptionist

The receptionist or client service representative is usually the first person to welcome a client into the hospital and the last person the client sees when they leave. The interactions he or she has with a client can determine how the client perceives the quality of medical services being offered. A good receptionist must have excellent communication skills and be able to handle a variety of questions and requests from clients and the public. In addition to setting appointments, responding to inquiries about hospital services, greeting clients, and managing callbacks, a receptionist may also perform accounting, marketing, or client counseling duties. A customer service attitude, the ability to manage multiple tasks, and professionalism under stress are important attributes for a hospital receptionist.

## Other Team Members

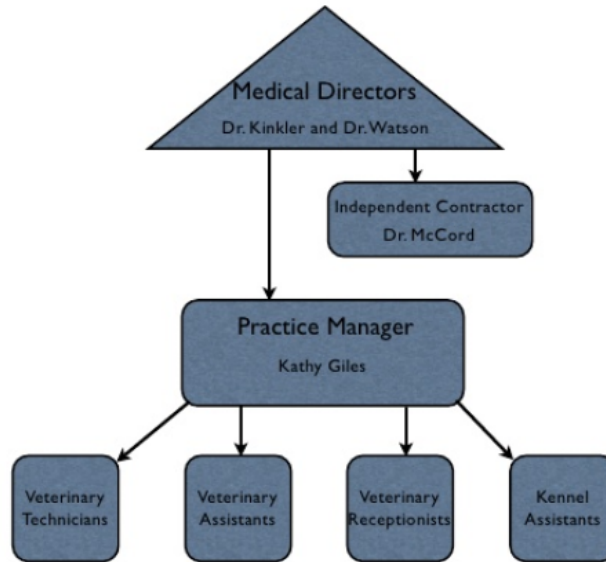
The hospital team may also include an adoption counselor, a grief counselor, administrative assistant, kennel or barn workers, and part-time volunteers. Everyone has an important role to play in assuring the health and well-being of the hospital's patients and the owners who care for them.





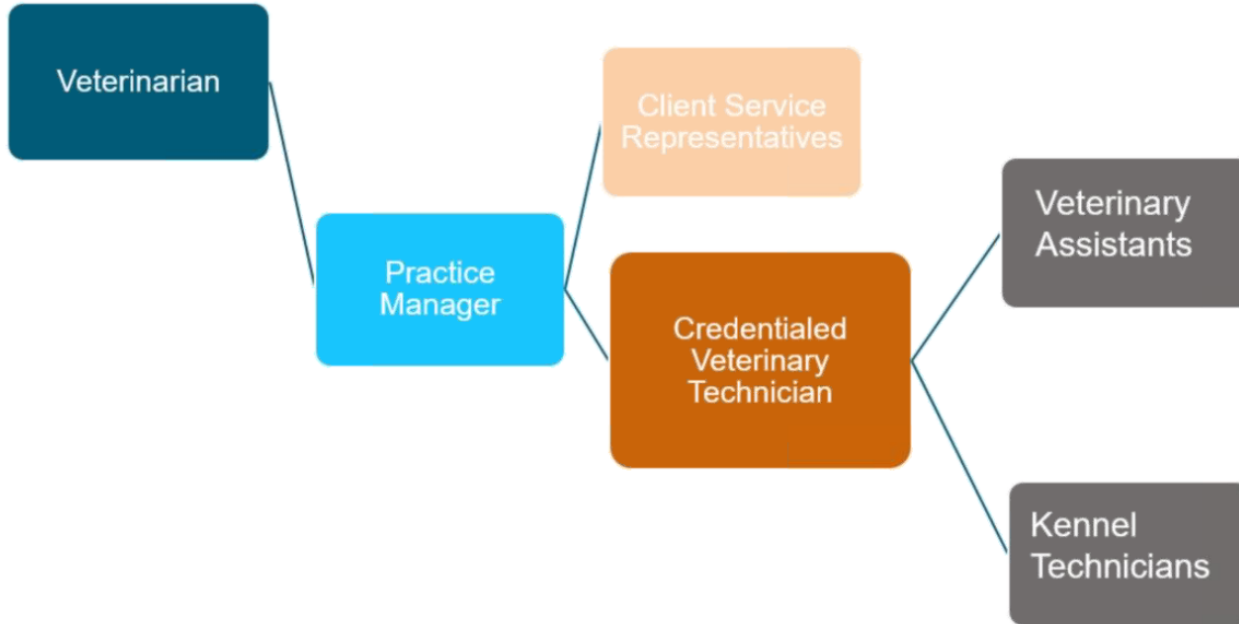
# “Typical” Veterinary Practice Org Chart – Veterinary Health Care TEAM

## Hierarchical Mindset



2-Doctor Pet Clinic  
Organization Chart

# Another Way to Look at It

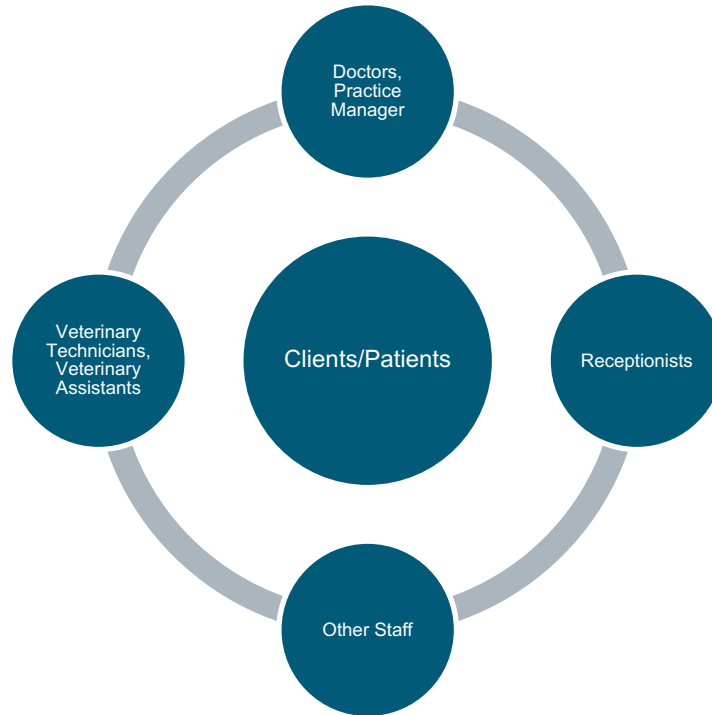


# The Veterinary Health Care TEAM – Dr. McCurnin

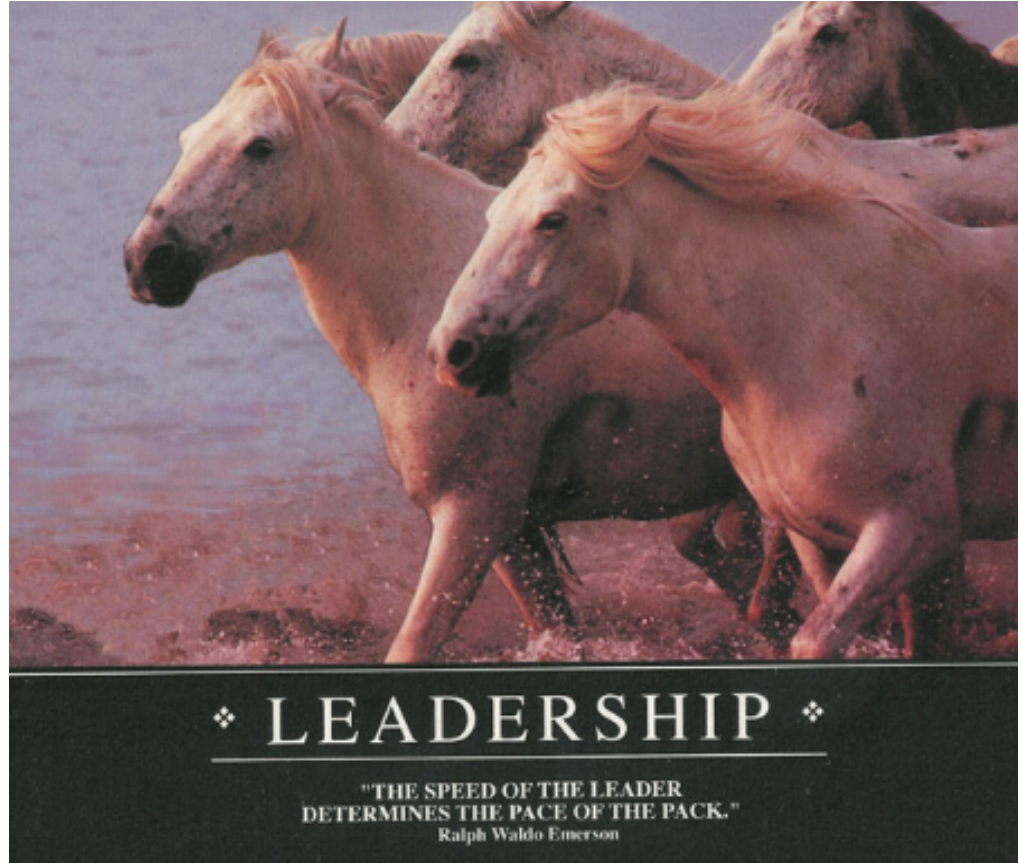
- **CLIENTS!!!**
- Veterinarians
- Credentialed Veterinary Technicians
- Veterinary Practice Manager
- Veterinary Assistants
- Receptionists
- Others



# Ideal Veterinary Practice Org Chart – Veterinary Health Care TEAM Client/Patient Centric Mindset



# IDEAL Leadership MINDSET in a Veterinary Practice?





# A Veterinary Practice with No Leadership???



# Hierarchical Org Chart – Leader or Boss **MINDSET?**



Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— Steve Jobs —

# Problem – Leadership **MINDSET** Is Thin in Many Practices! Why???



It's  
hard to  
soar with  
**EAGLES**  
when you  
work with  
**TURKEYS!**



"What we need is a decision, not more  
foot-dragging."

# Is Leadership MINDSET Taught in Veterinary Colleges? NOT!!!

Overview of the Illinois Integrated Veterinary Professional Curriculum

Time of year	Year 1	Year 2	Year 3	Year 4
Fall semester 1 <sup>st</sup> half	VM 601 Clinical Practice I	VM 605 Pathobiologic Basis of Disease I	VM 609 Diagnosis, Treatment, and Prevention I	VM 614 Clinical Practice V
Fall semester 2 <sup>nd</sup> half	VM 602 Structure and Function I	VM 606 Clinical Practice II Milestone Examination I	VM 610 Diagnosis, Treatment, and Prevention II	VM 615 Clinical Practice VI
Spring semester 1 <sup>st</sup> half	VM 603 Structure and Function II	VM 607 Pathobiologic Basis of Disease II	VM 611 Diagnosis, Treatment, and Prevention III	VM 616 Clinical Practice VII
Spring semester 2 <sup>nd</sup> half	VM 604 Structure and Function III	VM 608 Pathobiologic Basis of Disease III	VM 612 Clinical Practice III Milestone Examination II	VM 617 Professional Development GRADUATION
Summer	vacation	vacation	VM 613 Clinical Practice IV	employment

This table is an example of a common curriculum schedule during veterinary school.



If you could design the vet school curriculum, what classes would you add? ( )

# Vet School Disconnect!

<https://www.dvm360.com/view/they-didnt-teach-us-emotional-intelligence-veterinary-school>

- How About in Your Veterinary Technology Program?
- Are you teaching soft skills and **Leadership MINDSET**?

There's a disconnect between  
required classes in **vet school** and  
required skills in **everyday practice.**



In this series we explore those  
post-graduation pain points  
and offer ideas and solutions  
to be a faster, better, more  
confident vet professional.



# What Is “Leadership”?



**YOUR DEFINITION?**

# Leadership Fundamentals

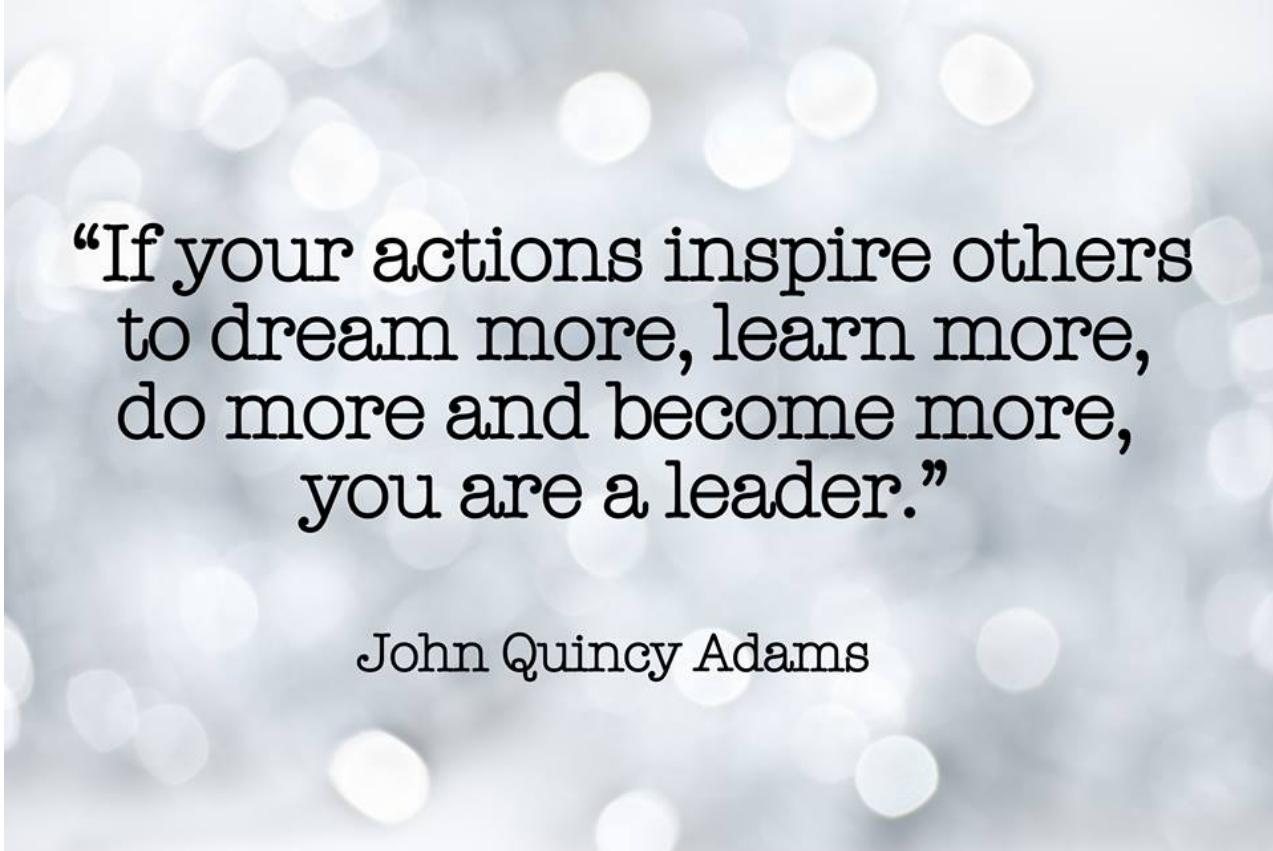
Quote from Vet Tech Life (<https://vettechlife.com/>)



**Although there may be those born to be great leaders, they are few.** But what is vast, are leaders that have grown and developed throughout their career. Leaders are continually learning, continually doing, and therefore, impacting those that are around them. Veterinary technician leaders are always looking for ways to improve patient health care, client interactions, and team growth. They are visionaries and pioneers. Are you?

*Pamela Maurer, RVT, MBA, MSc IHRM*

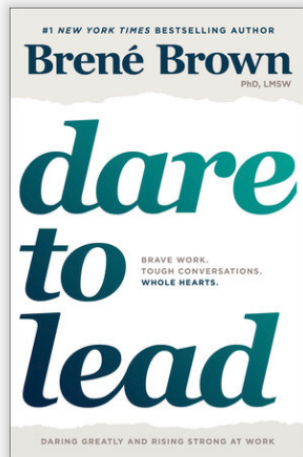
Are You a Leader As a Veterinary Technician Educator? YES!!!!

A quote by John Quincy Adams is centered on a rectangular background with a soft, out-of-focus bokeh pattern of light blue and white circles. The quote is written in a black, typewriter-style serif font and is enclosed in quotation marks.

“If your actions inspire others  
to dream more, learn more,  
do more and become more,  
you are a leader.”

John Quincy Adams

# LEADERSHIP – A Book for You! 😊



[Look Inside](#)

## Dare to Lead

**BRAVE WORK. TOUGH CONVERSATIONS. WHOLE HEARTS.**

By **BRENÉ BROWN**

Category: [Business](#) | [Psychology](#) | [Personal Growth](#)

Hardcover

**Hardcover**

Oct 09, 2018 | 320 Pages

[BUY](#)

Ebook

Audio (2)

### ABOUT DARE TO LEAD

**#1 NEW YORK TIMES BESTSELLER** • Brené Brown has taught us what it means to dare greatly, rise strong, and brave the wilderness. Now, based on new research conducted with leaders, change makers, and culture shifters, she's showing us how to put those ideas into practice so we can step up and lead.

Leadership is not about titles, status, and wielding power. A leader is anyone who takes responsibility for recognizing the potential in people and ideas, and has the courage to develop that potential.

### ABOUT BRENÉ BROWN

Brené Brown, PhD, LMSW, is a research professor at the University of Houston, where she holds the Huffington Foundation–Brené Brown Endowed Chair at the Graduate College of Social Work. She has spent the past two decades studying courage, vulnerability, shame, and... [More about Brené Brown](#)

# How Do We Teach **Leadership MINDSET** to Our Students?

## 17 HARD THINGS YOU HAVE TO DO TO BE A **GREAT LEADER**

You have to make the call you're **afraid** to make.

You have to **get up earlier** than you want to.

You have to give more than you get in return right away.

You have to care more about others than they care about you.

You have to feel unsure and insecure when playing it safe seems smarter.

You have to lead when **no one else is following** you yet.

You have to invest in yourself even though no one else is.

You have to **grind out the details** when it's easier to shrug them off.

You have to deliver results when making excuses is an option.

You have to search for your own explanations even when you're told to accept the "facts".

You have to make mistakes and **look like an idiot**.

You have to **try and fail and try again**.

You have to **run faster** even though you're out of breath.

You have to be kind to people who have been cruel to you.

You have to meet deadlines that are unreasonable and **deliver results that are unparalleled**.

You have to be accountable for your actions even when things go wrong.

You have to **keep moving towards where you want to be** no matter what's in front of you.



# Teaching Leadership MINDSET!!! Becoming a GREAT Leader!!!

## The 13 Most Important Tips For Becoming a Great Leader

1. Encourage others to grow.
2. Lead by example
3. Have a strong vision.
4. Increase Your emotional intelligence.
5. Keep Developing Yourself.
6. Learn from your mistakes.
7. Find a mentor.
8. Understand your own motivation.
9. Engage in honest, open communication.
10. Keep a positive attitude.
11. Care about everyone on your team.
12. Empower your team.
13. Practice empathy.



Leadership First

384,856 followers

10h • 🌐

...

Research clearly shows that positive, inspiring, and empowering leaders always turn out to be great leaders. They are valued more by their team, and they create great performing teams as a result.

A "team" is not just people who work at the same time in the same place. A real team is a group of very different individuals who share a commitment to working together to achieve common goals.

A recent study by the Center for Creative Leadership, according to Skye Schooley, showed that roughly 38% to more than half of new leaders fail within their first 18 months. Leaders can avoid becoming part of this staggering statistic by incorporating good leadership strategies that motivate and inspire their team members to accomplish their goals.

Consider these 13 tips because employees who work under great leaders tend to be happier, more productive, and more connected to their organization – and this has a ripple effect that reaches your business's bottom line.

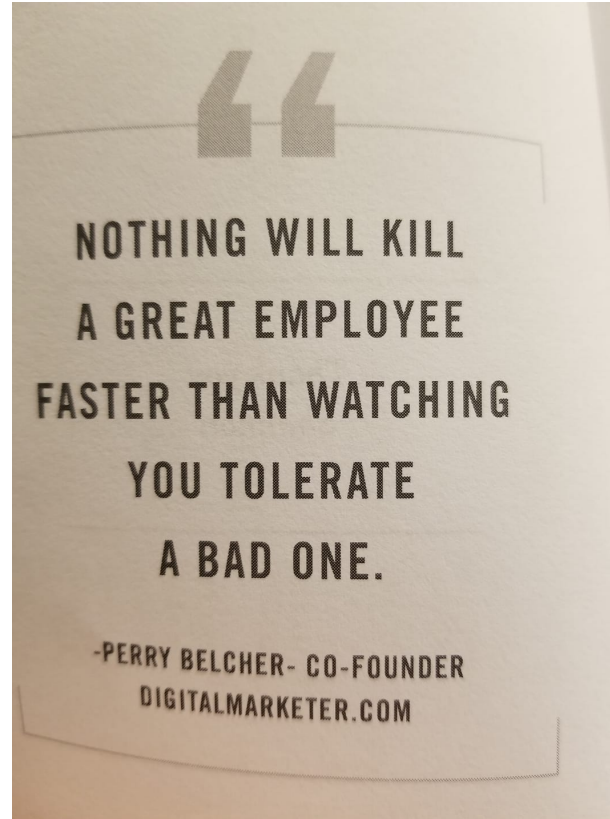
# Teaching about a Toxic Workplace? Bad Boss? Bad Employee?

## **“Go Where You Are Celebrated! Not Where You Are Tolerated!”**

### **15 Signs Of A Toxic Workplace.**

1. There's too much drama
2. Favoritism
3. Narcissist leaders think rules are beneath them
4. More people are resigning or job hunting
5. Your boss is not “human”
6. Lack of appreciation
7. Your gut is telling you something is wrong
8. Your opinion doesn't matter
9. It's obvious you're not given the chance to grow
10. They don't trust you enough to make decisions
11. People are treated like objects
12. There's no transparency
13. People are always getting sick
14. Teamwork doesn't exist
15. You can't talk to your boss about your

# Toxic Work Place Solution? Get Rid of the Bad Apple!



# Today's Veterinary Business Article – January 2020

<https://mydigitalpublication.com/publication/?m=60566&i=648811&p=48>



Community

CREATIVE DISRUPTION



By Bob Lester, DVM

## We can't afford to wait

Virtual care and reinvention of the veterinary nurse will take our profession to the next level. The taxi and recording industries were asleep at the wheel at crucial moments in history. Look where it got them.

**Consumers will get what they want, when they want it and where they want it at a value they deem appropriate, and with little regard for who provides it. For example, consumers desired a taxi service that was more convenient, tech-forward, clean and at a good value. Frustration with the taxi industry was rampant. Similarly, dissatisfaction with the record industry proliferated. Purchasing a single song required buying an entire \$15 CD at a brick-and-mortar store and playing it on old technology.**

Creative Disruption columnist Dr. Bob Lester is chief medical officer of WellHaven Pet Health and a founding member of Banfield Pet Hospital and the Lincoln Memorial University College of Veterinary Medicine. He serves as vice president of the North American Veterinary Community.

# Leadership Roles for Credentialed Veterinary Technicians





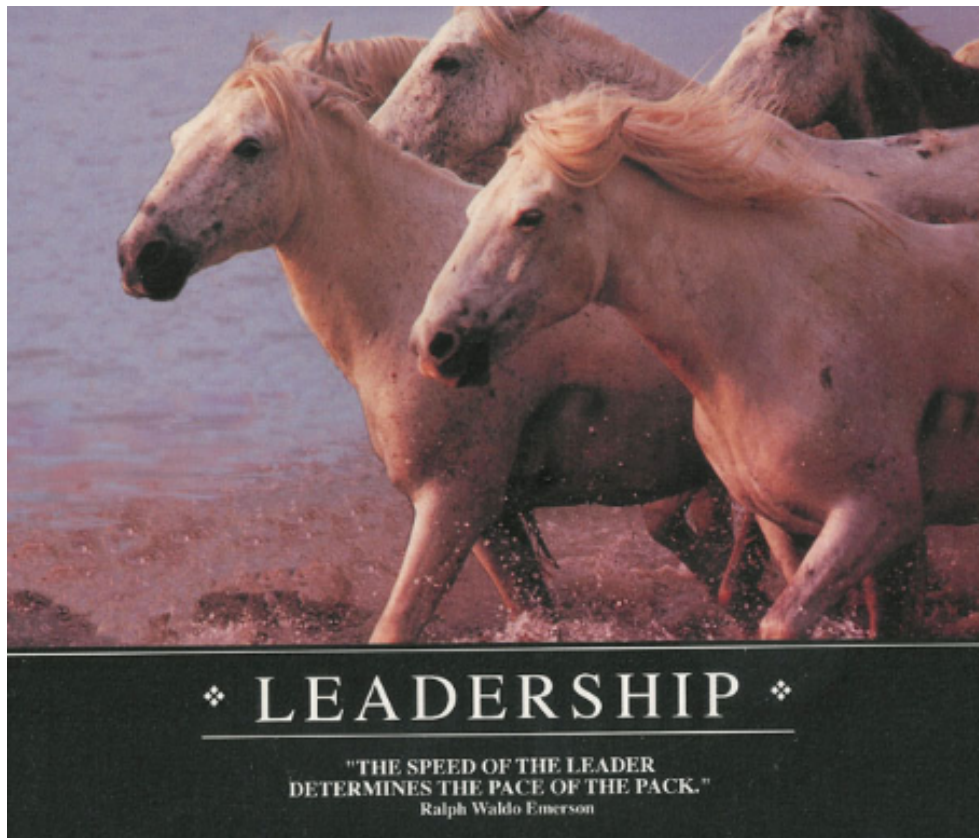
# Leadership Roles for Credentialed Veterinary Technicians in Practice



1. **MODELING SERVANT LEADERSHIP MINDSET**
2. **THOUGHT LEADERSHIP**
3. **ANIMAL ADVOCACY**
4. **INCREASED VETERINARY TECHNICIAN UTILIZATION THROUGH RESPECTFUL DISRUPTION (QUIET ASSERTIVENESS)**

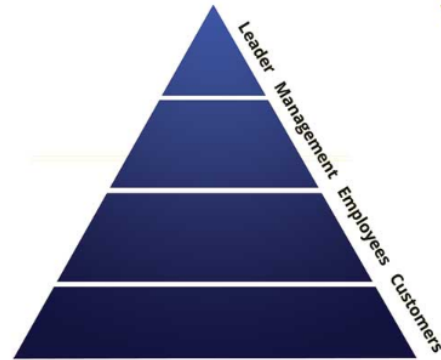
# 1. Modeling Servant Leadership MINDSET to Your TEAM

## **“The Speed of the Leader Is the Speed of the Group”**

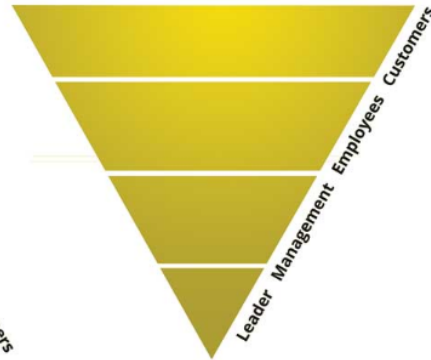


# What Is Servant Leadership **MINDSET**?

- **Definition – The Golden Rule**
  - Doing for others, to care for the needs of all others around them, in order to ensure growth of future leaders
  - Displaying this **MINDSET** that you want others on your **TEAM** to show
  - **Servant leadership** focuses on the **TEAM** employees for influence, power and direction

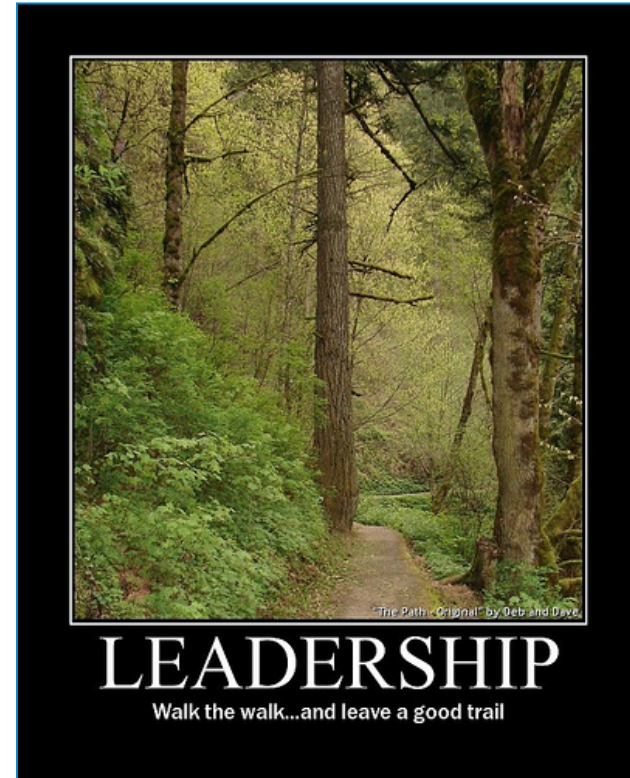
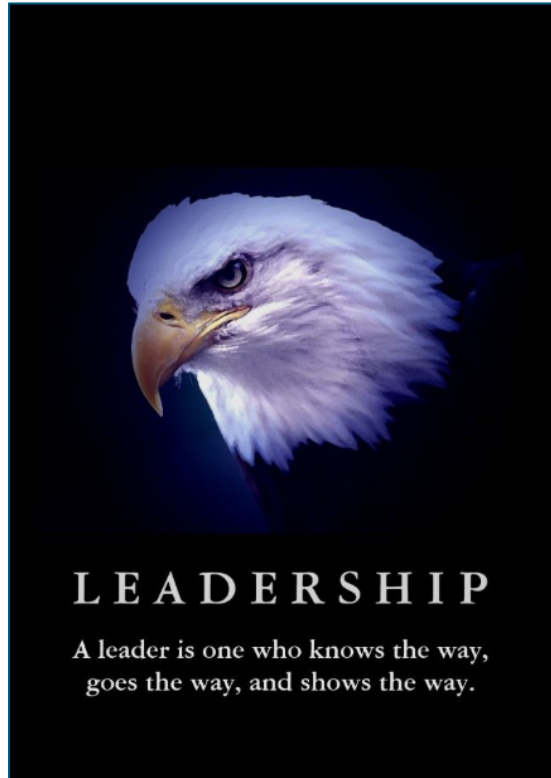


Traditional Leadership



Servant Leadership

# Leadership **MINDSET** Modeling



## 2. Thought Leadership

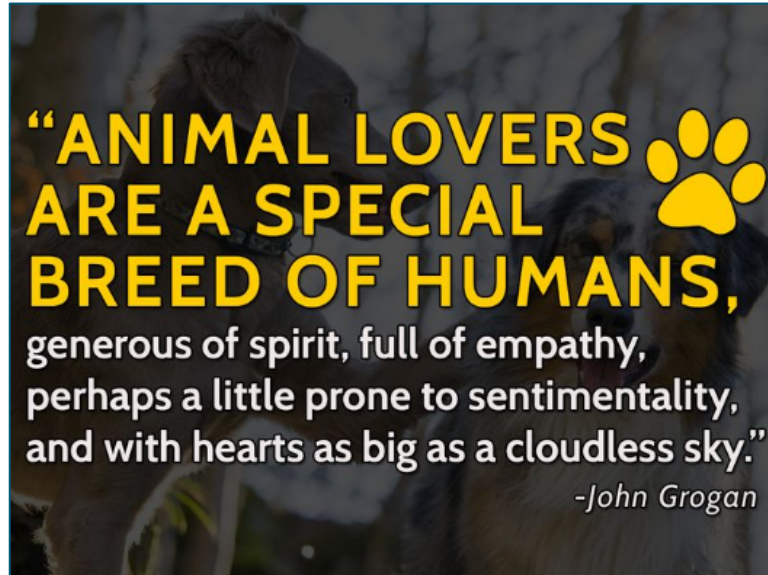
- **Definition** – The ability to influence an industry
  - **Thought leaders** don't just have opinions about their industry
  - **Thought leaders** challenge the status quo, and begin powerful trends that others follow
- **RESPECTFUL DISRUPTION!**
  - Examples – “I think there is a better way to.....” or “Why do we do this?”





### 3. Animal Advocacy

- **Definition** – Moving toward improvements in animal care and a reduction of animal suffering
  - Examples – Increasing Standard of Care for patients; Fear Free techniques; others?



## 4. Let's Talk Veterinary Technician Utilization!!!

---



# Veterinarian



Diagnose  
Prescribe  
Surgery

# Credentialed Veterinary Technician



Use skills and  
knowledge to the  
fullest to assist  
veterinarian in all  
areas of veterinary  
medicine

# Veterinary Assistant



Assist  
veterinarians  
& technicians

# INCREASED VETERINARY TECHNICIAN UTILIZATION!!!

- **Results of 2003 Ontario Association of Veterinary Technicians (OAVT) Study on Veterinary Technician Utilization**
  - Goal is 2 Credentialed Veterinary Technicians per Veterinarian in practice
  - Goal is 1 Veterinary Assistant per Credentialed Veterinary Technician
  - Veterinarians: diagnose, prescribe, surgery, prognosis (the Credentialed Veterinary Technician should do everything else)



# The “How” Questions for Students!!!

- How do we get paid better?
- How do we get respected more?
- How do we get utilized better and use all of the skills that we learned in school?
- MINDSET!!! BE RESPECTFULLY DISRUPTIVE!!! 😊

# This Is NOT Being “Respectfully Disruptive”!!! 😊





TIME TO  
DISRUPT



*Respectfully*

**Being a disruptor means that** in peaceful and nonviolent ways, we will publicly challenge any organization or individual that presents false information. We are *compelled* to disrupt wherever necessary.

**Being respectful means that we** will respectfully challenge, because most individuals, companies, and organizations are composed of good people and have done good things. They are just doing the best they can with what they have.

Soooooooooooo.....



HOW DO I BECOME A **LEADER**?



# Be a Good **Follower!**

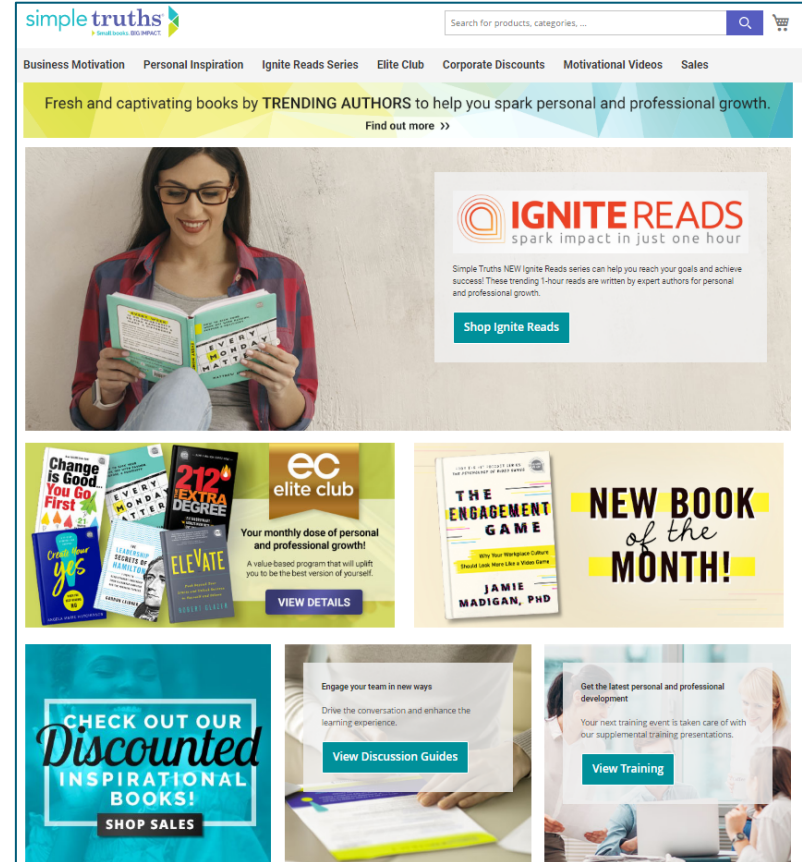


**DEVELOP YOURSELF  
LEARN FROM OTHER LEADERS**

# Personal and Professional Development

<https://www.simpletruths.com/>

- Learn! Learn! Learn! Learn! Learn! 😊
- Mentoring with a successful person that you want to become like
- Seminars/Webinars/Conferences on Leadership
- Books
- Online resources (“on track”!!!)
- Try new things
- **CHANGE!!!**



# Top Three **LEADERSHIP MINDSET** Takeaways

## Edification

- Lift EVERY TEAM member up!

## Servant Leadership

- “No job too small!”
- Model this 24/7

## Respectful Disruption

- **Respectful Disruption**
- “Why do we do that?”





**Any  
Questions?**



**THE END!**



