

Leadership

Everything is Figureoutable

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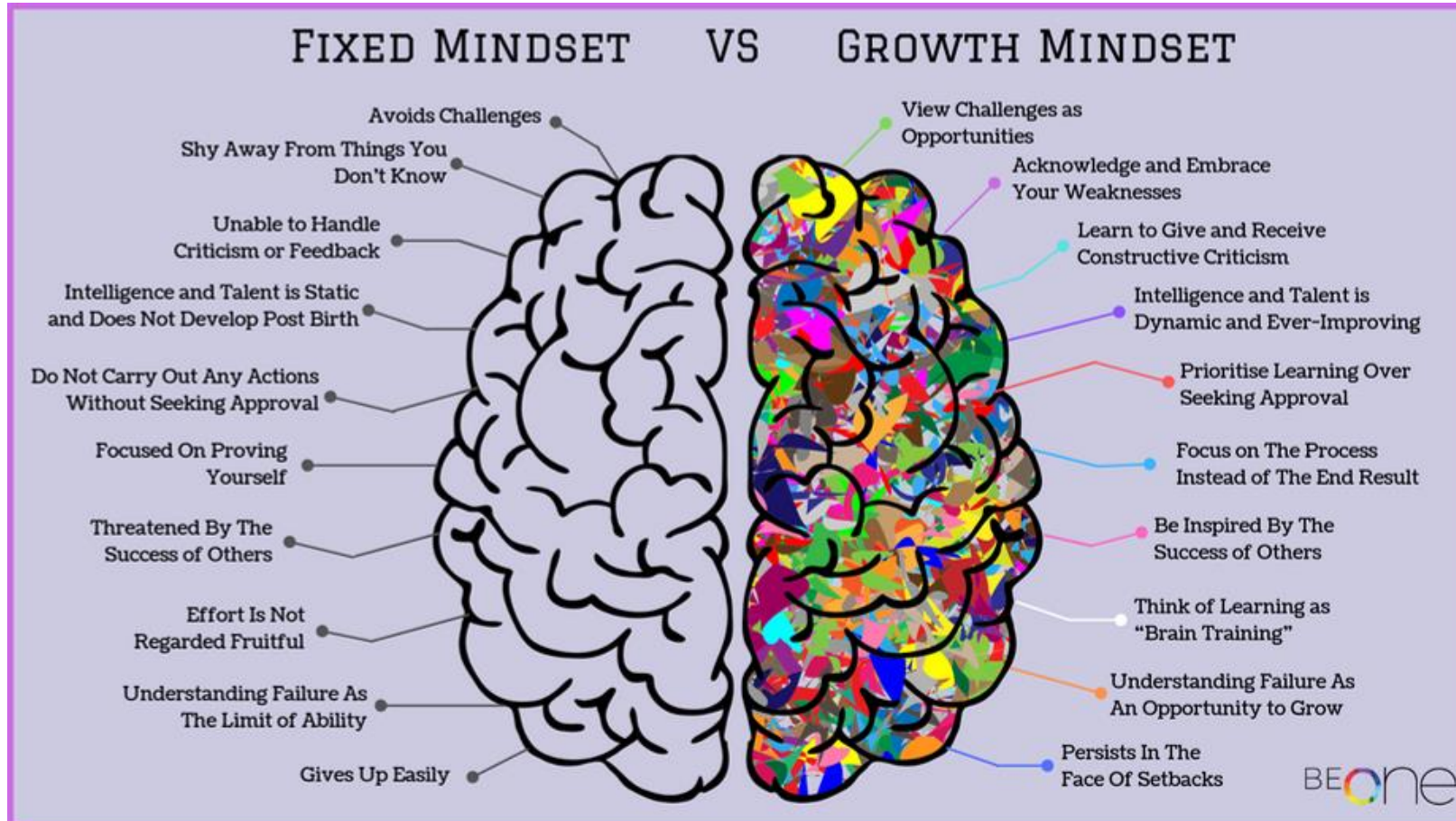
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Business Leadership in Veterinary Medicine

- What kind of leader are you?
 - Authoritative "follow me"
 - Autocratic "Do as I say"
 - Coaching style" you can do it-don't give up"
 - Pacesetter-goal oriented, seeks to achieve fast results
 - Servant leadership-"people first" believes that when team members are personally and professionally fulfilled are more effective and will collaborate and grow as a whole
- Who are you leading?
 - Clients, DVMS, Techs, CSRS?
- Where are you leading your team?
 - Short term, intermediate term, long term goals

Leadership requires a growth mindset



COVID 19 WAS FOOD FOR THE GROWTH MINDSET

Basically how I'm handling life



Leading people

Recruiting requirements for the organization

Must provide:

- transparency
- psychological safety
- supportive

This applies to every position in a veterinary hospital
Challenging in the 24 hour Emergency/Specialty landscape especially

Communication with team members

- Communication about changes, mis steps, successes should be prompt, professional and collegial
 - NO GOSSIP
 - Notice each team member- say hello, make eye contact, know their name, learn about their family, interests, pets
 - Affirm people-help them see their strengths, point out of what they bring to the hospital- everyone brings something
 - Help them see how they contribute to the mission/purpose of the organization
 - Remind them they BELONG HERE

Dealing with conflict
between team
members

PERSPECTIVE
IS
IMPORTANT



- Each person sees things with their own bias, previous experiences and stresses
 - Implicit Bias”...unconscious attitudes and stereotypes that can manifest in the criminal justice system, workplace, school setting, and in the healthcare system.”
 - Be aware of your own bias-Harvard’s Project Implicit
- Meeting with each person individually
- Facilitate a conversation
- Be an active listener- don’t listen to speak, listen to hear what they are saying
- Note non verbal clues



Terminating work relationships

- Transparency
- Clarity
- Compassion
- Kindness

Delegation

- You can not do it all yourself
- Collaborative work environments are more creative
- If you expect your team to trust you, you also have to trust them
- Growth mindset-view challenges as opportunities
- Transparency is vital if the organization needs something handled differently next time.
 - Prompt
 - Professional

Conflict Resolution

- Clients:

- Understand and Identify the barriers

- emotions-panic, grief, anger, guilt

- fear- fear of loss, financial concerns

- language barriers

- physical barriers-hearing issues, cognitive issues

How do you recognize the barriers

• LISTEN

- Don't judge a person by appearances, language(implicit bias)
- If no physical threat
 - Sit down so the client is looking down on you
 - KNOW THE PETS NAME and GENDER!!
 - Let the owner speak fully and completely(no cursing or threats)
 - Give them your full physical and mental attention
 - Repeat the summary of what the owner is saying to you. Start by saying" I hear you saying...please stop if I am wrong"
 - Acknowledge and name the emotions "I can see you are ..angry, frustrated,"
"I am sorry for the additional stress this is causing you"

- Don't invade personal space
- Open body posture- no crossed arms
- Use lower tones, as they get louder you get quieter in your voice
- Speak slowly and deliberately
- Don't interrupt
- Be respectful

Sympathy vs Empathy



Navigating Change





Change is a comin!!

- Be Transparent
- Give team members a voice- change the narrative
- Anticipate the hiccups
- Give grace as well as the benefit of the doubt to team members
- Give a time frame ie this will happen on....
 - We will re evaluate this on

Some superheroes don't wear
capes. They're called
VETERINARIANS.