


**Learning to Lead:
Take a Starring Role in Your Practice**

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Learning Objective

- ▶ Everyone can be a leader in the successful veterinary practice. You can be a top notch team player without being “the boss.” Leadership isn’t a position. It’s an attitude and a process.
- ▶ Attendees to gain different perspectives on what it means to be a leader others will naturally want to follow and emulate.
- ▶ Discover behaviors that are highly effective in supporting a healthy practice culture and your personal reputation as a leader.


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Increasing Your Personal Awareness

- ▶ Bring home value from AAEPV
- ▶ Exercise
 - ▶ What are your expectations from your colleagues at AAEP and AAEPV?
 - ▶ What is your expectation and hope of AAEPV facilitators & teachers?
 - ▶ What is your “head chatter”?
 - ▶ What is keeping you from focusing on this process?
 - ▶ Example: “I don’t want to be here today”
 - ▶ Recognize and be mindful of it, so that you can see it and let it go

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What is a “Leader” to you?

When most of us think of “leaders” we would like to follow, we think of *other* people

- ▶ Extraordinary passion
- ▶ Unusual intelligence
- ▶ Super-human energy
- ▶ Fearless
- ▶ Courageous
- ▶ On the front line
- ▶ Steadfast
- ▶ Truthful




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But, then when you think of...

- ▶ Mother Theresa or Martin Luther King,
- ▶ a favorite teacher or coach or mentor, or
- ▶ the best supervisor you ever had,


what is it about those individuals that caused you to see them as outstanding leaders?

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What if all you had to do to be a leader was speak and listen in a slightly different way, and suddenly, you would be connecting with others and changing the world?”


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Your Leadership Story

- ▶ We are surrounded by natural leaders
- ▶ We are ALL natural leaders
- ▶ YOU are a natural leader

- ▶ Let's explore a NEW way of thinking and talking about YOUR story

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Leadership Attraction

A compelling story that motivates and inspires others

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If you want to change the world

- ▶ Speak like a leader
- ▶ Attract (not attack!)
- ▶ Use feeling – be passionate
- ▶ Talk about what brings you joy

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Consider this...


- ▶ Many (most?) people think and talk about what they are AGAINST...
Poverty, War, Politics, The Government
- ▶ When you are against something, your words create
 - ▶ Anger
 - ▶ Division
 - ▶ Conflict
- ▶ Ultimately, you turn people away..

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Take a Different Path

- ▶ Define yourself
- ▶ How?
 - ▶ Choose to stand for something larger than you
 - ▶ Carry a banner for your cause
 - ▶ Be optimistic and positive about this larger purpose



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What is your leadership story?


- ▶ Find a problem to solve..
 - ▶ Disease that needs a cure
 - ▶ Species that are on extinction's doorstep
 - ▶ Environment abuse
- ▶ Tackle an injustice
- ▶ Know what you love...your passion
 - ▶ Your emotional commitment will incite the passion to help in others

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Don't make this common mistake:

- ▶ Don't define what you are against;
- ▶ **Define what you are FOR.**
- ▶ People don't connect when you say you are against something.
- ▶ People do join up when you say you are for something and it resonates with them

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"I have a dream..."

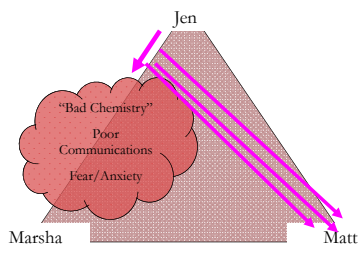
Speak about the future you would like to see

- ▶ What inspires you?
- ▶ What brings joy?
- ▶ Paint a vision
 - ▶ Perhaps radically different from the present
- ▶ Decide to share
- ▶ Describe where our team wants to go
- ▶ Discuss how we plan to get there
- ▶ Listen to others respectfully and attentively
- ▶ Turn away from negativity


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Drama Triangles




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How do drama triangles form?

- ▶ Judging and blaming
- ▶ Poor communications
- ▶ Lack of clear roles
- ▶ Unclear about responsibilities
- ▶ Bad chemistry
- ▶ Lack of respect
- ▶ Lack of trust
- ▶ Conflict avoidance – no resolution

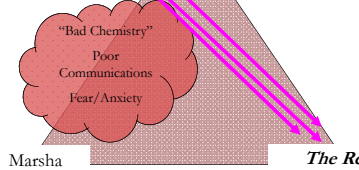
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Drama Roles

The Victim

- Downtrodden
- Helpless
- Complains of Unmet needs




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The Rescuer

- Overly helpful
- Self-sacrificing
- Needs to be needed

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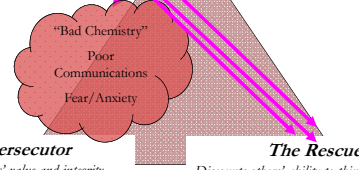


Drama Roles

The Victim

Discounts Self

- Downtrodden
- Helpless
- Complains of Unmet needs



Marsha

The Persecutor

Discounts others' value and integrity


- Aggressive
- Angry
- Judgmental

The Rescuer

Discounts others' ability to think for themselves


- Overly helpful
- Self-sacrificing
- Needs to be needed

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Ways of Judging & Blaming

- ▶ Determining who is wrong in order to establish who is more right
- ▶ Assessing who is on your side and who is against you
- ▶ Engaging in unchecked interpretations and assumptions
- ▶ Wishing that someone else would change



How to stop Judging & Blaming

- ▶ Catch yourself (self-awareness), stop it & change to proactive responsibility
- ▶ Reclaim your power by acknowledging your role in creating the problem
- ▶ Know and manage the buttons that trigger you into justifying, judging, and blaming
- ▶ Prepare and lead your responsibility by learning how to have caring, candid conversations



Shift from Drama to Empowerment

Effective leaders achieve results through others.
Identify harmful roles you are playing; extract yourself from any triangles.


Converting Drama Players into Empowered Team Members	
Dysfunctional Drama Culture	Emotionally Intelligent Culture
Victim Believes self to be powerless and at mercy of life circumstances; doesn't take responsibility for what happens in his own life.	Creator Visionary; focuses on desired outcomes and takes responsibility to act and achieve goals.
Persecutor Thinks winning is important regardless of consequences; controls others through blame, criticism, and oppression.	Challenger Sparks learning by challenging assumptions and the status quo, with focus on improvement and holding team members accountable for action.
Rescuer Likes hero role and intervenes on behalf of perceived victims; fosters dependency by relieving others of responsibility for own actions or inactions.	Coach Empowers others with inquiry to gain clarity.

Christine Comaford, *Smart Tribes: How Teams Become Brilliant Together*




What to do if you find yourself in a triangle

- ▶ Side with issues, NOT with people
- ▶ Speak clearly, concisely, and calmly about:
 - ▶ What you know
 - ▶ What you believe
 - ▶ What you intend to do
 - ▶ Others should have a realistic idea of what to expect from you
- ▶ Maintain an independent relationship with each of the other members of the triangle




Communication Suggestions

- ▶ "I'm just venting."
- ▶ "I really believe you need to have a conversation with _____."
- ▶ "Have you spoken with _____ about that?"
- ▶ 48 hour rule
- ▶ 2 time rule
- ▶ Maintain an independent relationship with each of the other members of the team



REA


- ▶ **Responsibility**
 - ▶ Ownership for task or job
- ▶ **Empowerment**
 - ▶ Personal action while acknowledging one's indirect authority in order insure agreed-upon results
- ▶ **Accountability**
 - ▶ After the fact willingness to answer for the results of your behaviors and actions regardless of how things turn out



REA

Responsibility

- Ownership for task or job
 - Agreement
 - Somebody owns it
 - Benefits are clear
 - Avoid "we" syndrome




REA

Empowerment

Personal action while acknowledging one's indirect authority in order insure agreed upon results

- Decide what steps to take
- Ask for assistance
- Overcome barriers
- Stay on track




REA

Accountability


After the fact willingness to answer for the results of your behaviors and actions regardless of how things turn out

- If unsuccessful, avoid placing blame
- Take responsibility for fixing the problem
- Learn from your experience
- Avoid the "Should" syndrome



Recap: REA


- Responsibility**
 - Ownership for task or job
- Empowerment**
 - Personal action while acknowledging one's indirect authority in order insure agreed upon results
- Accountability**
 - After the fact willingness to answer for the results of your behaviors and actions regardless of how things turn out



Recommended Development Aids

- DiSC Behavior Assessment**
 - Know Thyself – to what behaviors are you blind, that adversely impacts your effectiveness with others?
- Emotional Intelligence Assessment**
 - Identify and manage your own emotions and handle interpersonal relationships judiciously and empathetically
- The Work of Byron Katie**
 - A path to identifying and questioning thoughts that are the cause of all your suffering and quell the mind's circuitous messaging that derails happiness

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