



Become an Enlightened Rebel

Stop Doing What You Have Always Done So You Get the Results You Have Always Wanted!

Veterinary leaders have always wanted to achieve excellent business results and build practices that are great places to work. However, the future is becoming increasingly difficult to predict and different approaches to leadership and management are needed for veterinary practices to remain relevant and effective.

The world has become one giant network, where information is instantly accessible and immediately shareable, no longer bounded by geographical limitations. Information can now rewrite the future as quickly as it can be understood, causing “change” to not be an aberration, but the new norm. This environment is drastically different than that in which businesses have traditionally operated, requiring a totally different approach to dealing with change. Unfortunately, most businesses, including veterinary practices, still rely on a way of working that was designed over 100 years ago for the challenges and opportunities of the Industrial Age. Our client base and their expectations are changing. And sadly, the percentage of employees who are happy and engaged in their work environment has not significantly improved in the 60 years since this statistic has been measured.

It’s time to question some of the long accepted workplace leadership and management practices that no longer serve us. Einstein’s definition of insanity – doing the same things over and over while expecting different results – is truer today than it has ever been. To deal with a future of rapid change, we need to reframe the way we think about work. We need to redefine leadership as a collective capacity (not just an individual competency), redesign our businesses as networks (not hierarchies), and revitalize our workplaces with humanity and purpose.

As an Alliance member, you will learn how to become an Enlightened Rebel, to break the mold of “business as usual,” and to be equipped to create an inspired workplace by unleashing the power of an innovative and collective approach to leadership and veterinary practice management.

Let's Take a Time-Out from Time-Outs!

Reframe Your Paradigm from Parenting to Partnering to Re-Energize Your Team

The parent-child paradigm is pervasive in the workplace in general and especially in veterinary practice environments. It is characterized by an underlying belief that "people need to be motivated and taken care of to be productive." This results in our (mostly unconscious) attempts to provide the right kind of parenting and we then play the role of the caring parent, or perhaps the critical or coercive parent, to try to get people to do what we want them to do. But, unfortunately, many of the "people" challenges we face at work – things like lack of responsibility, low trust, workplace tension and negativity, unmotivated staff, and poor communication – can be related to our misguided attempts at being someone else's parent.

The alternative to parenting, partnership, creates an adult-adult culture that can liberate your team's creativity and collective intelligence, creating a workplace that's nourishing rather than depleting. As an Alliance member, you will assess your own leadership style on the continuum between parenting and partnering, identify the principles of partnering that are important for you to adopt in your leadership role, and design an action plan to implement the paradigm shift in your work and life.

The Buck Stops Where?

Redefine Your Leadership to Increase Employee Accountability and Psychological Ownership

As a leader, are you feeling the burden of responsibility for leading your team? Are you tired of trying to motivate and inspire others to do their jobs? It's time to move beyond the traditional "top-down" management practices you grew up with. Leadership today is about influence, not power or authority. It's a "together" process that is grounded in the collective and cumulative strengths of multiple partners.

As an Alliance member, you will examine a new, collective definition of leadership and determine how it impacts your role as a positional leader in your practice. You will reflect on the personal attributes and skills necessary for success and formulate specific objectives to "redefine leadership" within your practice.

Specific management/leadership practices related to redefining leadership that we will explore include ...

- The mindset required for Enlightened Rebel leadership
- Cultivating leadership in every employee
- Coaching skills development
- Replacing annual performance reviews with regular feedback (leader to employee & peer to peer)

- Discovering shared purpose and values
- Team-driven selection/hiring
- Team vs. individual incentives

Pyramids Belong in Egypt – Not in Your Practice!

Redesign Your Business to Improve Communication and Team Effectiveness

It's time to question how we have done business. The hierarchical approach to running a business is perfectly designed to create many of the painful challenges and frustrations that we experience in our daily work life. We need a fundamentally different approach to how we structure our businesses and organizations. We need to design a flexible, interdependent network of teams, share power and control, and move away from the rigid pyramidal business structures that we have inherited.

What's specifically needed are new approaches to encourage autonomy, self-management and good decision-making as well as equipping your team with the skills needed to have adult-adult interactions and constructive conflict. As an Alliance member, you will consider where your business falls on the continuum between hierarchy and network and what might be getting in the way of team effectiveness. Based on your practice's unique challenges, you will choose one or two immediate "next steps" to focus on when you return to work.

Specific management/leadership practices related to redesigning businesses that we will explore include ...

- Principles of self-management (e.g. autonomy, using the advice process for decision-making, team-driven scheduling, etc.)
- Fostering adult/adult dynamics for communication and conflict resolution that support personal accountability and responsibility
- Open book management and developing "business literacy" in all employees
- Replacing power hierarchies with competency hierarchies
- Individual roles & responsibilities vs. rigid job descriptions
- Limiting bureaucracy and unnecessary rules
- Adopting a "sense & respond" vs. a "predict & control" approach to business planning

Are We Having Fun Yet?!

Revitalize Your Workplace to Increase Employee Engagement and Keep Your Best Staff

Work should be fun. Work should be something we look forward to every day. Work should be a place where we can express our gifts, talents and experiences. Work should be a place to partner with others to make a difference. Work should be a place you feel empowered. Work should be a place where you can be yourself.

For these things to happen, practice leaders must pay particular attention to the human experience within the workplace and, in particular, they must intentionally balance the drive for task completion and getting things done (i.e. the “what” and “when”) with a focus on process and relationship building (the “how” and “why”). This is often overlooked in busy workplaces. As an Alliance member, you will analyze what a commitment to individual employee wholeness and wellness looks like for your practice and outline specific ways that you can enhance employee engagement.

Specific management/leadership practices related to revitalizing workplaces that we will explore include ...

- Key elements of employee engagement (e.g. autonomy, mastery, purpose, relatedness, intrinsic motivation, etc.)
- Balancing task focus with process/relationship development
- A commitment to individual wholeness, human potential, and wellness; providing opportunities for ongoing adult development (Kegan’s model)
- Building trust and psychological safety

We invite you to become an Enlightened Rebel, to break the mold of “business as usual,” and to be equipped to create an inspired workplace by unleashing the power of an innovative and collective approach to leadership and veterinary practice management.

Create a business that delivers excellent bottom line results while being a great place to work. Join the #3RRevolution and become a member of the Enlightened Rebel Alliance!



GIFTED LEADERS

Innovative Leadership • Inspired Workplaces

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