Dear Participants:
Most of the questions we will be exploring during the workshop will appear in the form of power point prompts. Below is an exercise that is better examined in handout form. I have provided resources at the end of this handout, should you desire to learn more about concepts presented today.

What values best represent you?
Working individually, select the four to six words that best represent the fundamental nature of who you are and circle them.

Honest    Cheerful    Competent    Motivated    Clear    Client Centered
Friendly   Honest      Teamwork   Reliable    Dedicated  Compassionate
Fair       Passionate  Innovative  Adaptable  Inspiring  Knowledgeable
Empathetic Integrity  Responsive  Focused    Principled Communication
Warm       Respectful  Trust      Quality    Committed  Professional
Experienced Energetic  Effective  Efficient  Generous  Results Focused
Trustworthy Friendly   Consistent  Loyal     Accountable Community Oriented
Collaborative Sincere   Responsible  Sensitive Caring  Continually Improving

Other Descriptive Terms:_________________________________________________________________

Your Final Values:
____________________     ______________________  ______________ _______
____________________     ______________________  ___________________

How would your values align with those of your teammates?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
How do your values align with your hospital “Why” and Core Values?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Why do they or don’t they match?
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

Shared Values

In written format, the leadership team has every member of your team answer the following question:

What are the top 3 words YOU would use to describe the personality of ___________ Animal Hospital?

The words are then combined into common terms (example: educator and teacher). From these words, the team chooses the top 4-6 shared values that best describe the organization’s identity as shared by the team. These words define the organization and are used to govern every aspect of the hospital, from hiring and firing to personnel development and business strategy.

RESOURCE PAGES

PUBLICATIONS

Leadership

1. Angela Duckworth; GRIT: The Power of Passion and Perseverance
2. Ken Blanchard; Self Leadership and the One Minute Manager: Increasing Effectiveness Through Situational Self Leadership
3. Craig Hickman, Tom Smith, Roger Connors; The Oz Principle: Getting Results Through Individual and Organizational Accountability
4. Susan Fowler; Why Motivating People Doesn’t Work…and What Does
Emotional Intelligence

Culture

WEBSITES AND ON-LINE RESOURCES
AAHA mentorship guidelines: https://www.aaha.org/professional/resources/mentoring_guidelines.aspx#gsc.tab=0

AAHA Education: https://www.aaha.org/professional/education/#gsc.tab=0
AAHA ExCEllence Series; Veterinary Management Institute, Veterinary Management School

ORGANIZATIONS AND ADDITIONAL TRAINING
Partners for Healthy Pets: www.partnersforhealthypets.com
Veterinary Hospital Managers Association: http://www.vhma.org/
Jeff Thoren and Sally Starbuck Stamp, Gifted Leaders (http://www.giftedleaders.com/)
FRANK Communications Workshop, Colorado State University; http://www.cvmbs.colostate.edu/clinsci/ce/products/48-frankworkshop.aspx
Womens Veterinary Leadership Development Initiative; http://womenveterinarians.com/
AVMA : https://www.avma.org/ProfessionalDevelopment/Personal/Pages/default.aspx
This resource includes links to a leadership toolkit for veterinarians as well as the AVMA Veterinary Leadership Conference and the Future Leaders Program