

Teamwork!



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Two heads are better than one!



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Teamwork Goals

- Identify the four stages of teamwork
- Identify the risks & requirements at each stage
- Provide team exercises to learn, problem-solve & build skills

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You know teamwork when
you see it!



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Teamwork is the fuel
that allows
common people
to accomplish
uncommon goals.

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What is a team?

A team is a group of individuals united in common purpose to accomplish goals.

Each member of the team has a their own distinct role and each supports the other members of the team in accomplishing the team's goals.

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Mission Statement

To develop trusting partnerships with pet owners in a caring, professional environment of medical excellence for pets.

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Who is on your team?



Practice Owner	Dept. Leads	Receptionists
Practice Manager	Technicians	Kennel Attendants
Medical Director	Assistants	

Job Description

Receptionist

1. Patient Care
2. Professional
3. Production/Productivity
4. Other Responsibilities

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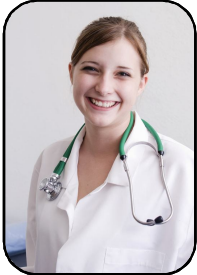
Job Description

Receptionist

1. Patient Care: Enter correct data
2. Professional: Appearance & skill sets
3. Production: Bills accurate & complete
4. Other: Team player

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Should an Associate have a Job Description?



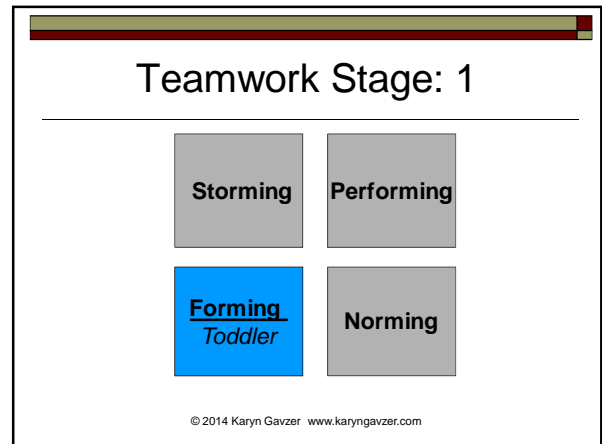
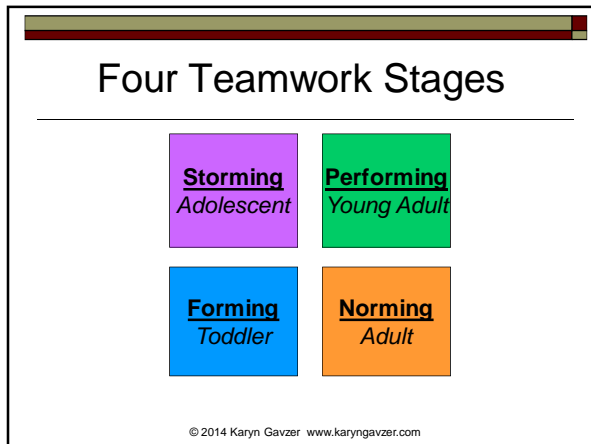
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Job Description

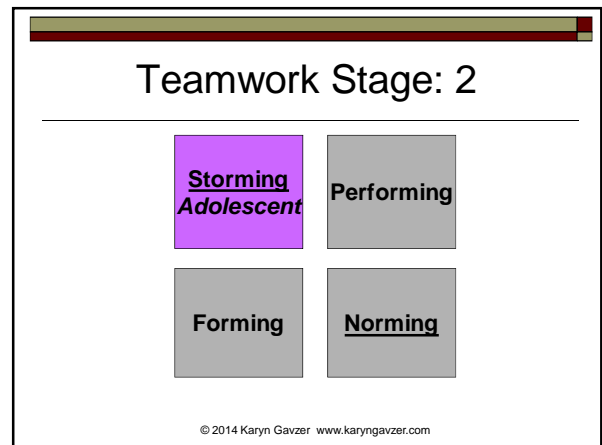
Associate Veterinarian

1. Patient Care
2. Professional
3. Production/Productivity
4. Other Responsibilities

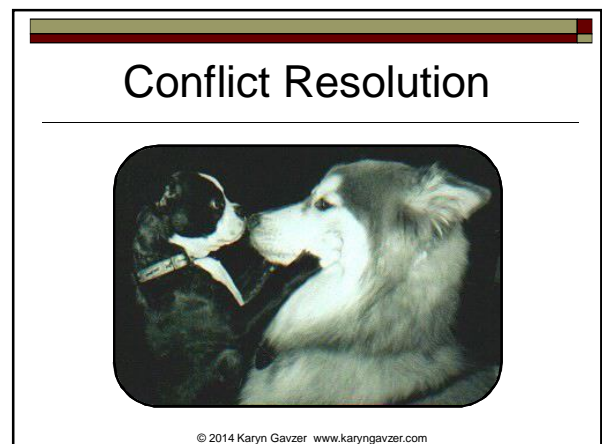
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- ## Teamwork: Forming
-
- Dependency & Inclusion
- Dependence on the leader
 - Compliance with leader's ideas
 - Need to feel safe from ridicule, retaliation and rejection
 - Want to feel included/accepted/safe
 - Overly polite; *consensus assumed*
- Leader's Role: Provide direction & safety
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- ## Teamwork: Storming
-
- Counter-dependency & Disagreement
- *Necessary conflict!*
 - More openness in expressing opinion
 - Need to learn to constructively handle disagreements & build trust
 - Begin to develop goals, procedures
- Leader's Role: Teach conflict resolution
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Conflict Resolution

- Different opinions are *normal & healthy*
- Seek first to understand
- Do *not* make it personal or take it personally
- Find the common ground – what do you agree on? Values? The outcome?
- Keep the goal in mind
- Mind the *relationship*

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Conflict Resolution

Exercise

- Find a partner. Dig out \$20 .00
- Person #1 - Put the money in your hand & close it tight. Do *not* give up the money!
- Person #2 - *Get the money!*

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Meeting Ground Rules

- Start on time
- No mobiles
- Show respect to others
- Everyone participates
- Listen to each other
- Stay on task
- Other? _____



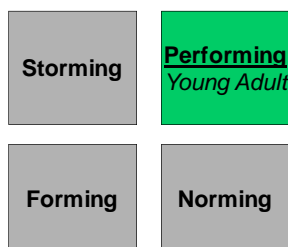
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Teamwork Stage: 3



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Teamwork: Performing

Trust & Structure

- More mature negotiations about goals, roles and organization
- Trust, openness, and willingness to cooperate increase
- Communication is mainly task-driven
- Members more satisfied & see results

Leader's Role: Letting go and guidance

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Setting "SMART" Goals

- **S**pecific – *Not global*
- **M**easurable – *Numbers, not %*
- **A**ccountable - *Names*
- **R**elated to Mission ...

Remember this? --

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- **A**ccountable -- *Names*
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- **T**ime-limited -- Start dates

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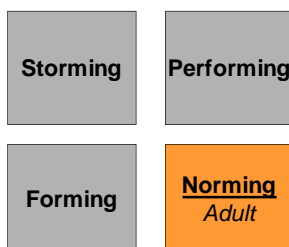
Make a **SMART** goal

You have 4,000 pets in your practice. Last year, only 2,800 annual visits (70%) were kept. Client surveys show fee sensitivity. Make a SMART goal to fix this --

- **Specific** – *Not Global*
- **Measureable** – *Numbers, not %*
- **Accountable** – *Names*
- **Related to your Mission**
- **Time-limited** – *Start Dates*

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Teamwork Stage: 4



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Teamwork: Norming

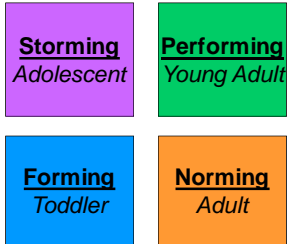
Productivity & Effectiveness

- Process & procedures are routine
- Reliable - success is the expectation
- *Conflict is frequent, but healthy*
- Trust is high
- Measure, monitor, provide feedback on decisions implemented

Leader's Role: Delegate, consult & enjoy!

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Four Teamwork Stages



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Thank You!

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Resources

"What is your leadership role? A leader's role must change at each stage of a team's development."

Karyn Gavzer, DVM NewsMagazine, February 2005

"Creating Effective Teams, A Guide for Members and Leaders." Susan Wheeland, SAGE Publications ISBN 0-7619-1817-5

"The Five Dysfunctions of a Team," Patrick Lencioni, Jossey-Bass, ISBN 0-7879-6075-6

"Teamwork: 50 Ways to Make it Work in Your Practice," from the AVMA 1-800-248-2862

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