



## CATALOG OF PRESENTATIONS

Thank you for your interest in Shawn McVey and [McVey Management Solutions](#)! In this catalog, you'll find Shawn's biography, his fees for speaking, and descriptions of his many engaging presentations. Shawn can adapt most presentations to your timeframe—just ask!

For more information or to schedule an event, please [email](#) Cindy Oliphant, or call her at 888-759-7191. We look forward to working with you!

### **Stay in Touch!**

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## **Biography of Shawn G. McVey, MA, MSW**

Shawn McVey completed his graduate studies in 1991 in political social work and behavioral science. He then pursued a career as a psychotherapist and program director in psychiatric facilities. He transitioned into veterinary practice administration in 1994. He served as the CEO of Eye Care for Animals—a Phoenix, Arizona–based veterinary ophthalmology company that owns 30+ practices throughout the United States—among other administration roles.



In 2001, Mr. McVey founded [McVey Management Solutions](#), a consulting business that specializes in improving veterinary health care delivery systems and improving workplace culture. Shawn is the founder and co-owner of [Veterinary Specialists in Private Practice](#) (VSIPP), an annual conference that provides continuing education for veterinarians and administrators in specialty medicine. In addition, Shawn is the Chief Executive Officer of and partner in [Pathway Partners](#), a management service company that directs the operations of 10+ hospitals.

Mr. McVey is a graduate of Purdue’s Veterinary Management Institute (now known as [Veterinary Practice Management Program](#)), and is the first non-veterinarian to be named to the Board of Directors of the [American Animal Hospital Association](#). Shawn is a member of the Editorial Advisory Board of [Veterinary Economics](#) and FirstLine Live magazines and has been named speaker of the year at both [The North American Veterinary Conference](#) and the [Western Veterinary Conference](#). Shawn trains and consults with veterinary practice teams approximately 50 times per year.

## **Onsite Speaking and Training**

**Full day: \$7,500 plus Shawn's travel expenses**

**Half day: \$4,000 plus Shawn's travel expenses**

Shawn is happy to design a training program for you based on your needs, or you can choose your own. We'd be happy to consider your request for a half day based on Shawn's existing travel schedule to your region.

### **COMMUNICATION**

#### **1. Crystal Clear Communication in 5 Easy Steps**

Does the thought of confrontation at work make you run scared? Learn the value of confronting problems as part of a five-step communication process that applies to every situation. Understand where your skill level is as a communicator and take home specific language to use in your very next interaction.

After attending the session, you will be able to:

- Assess whether you possess the five characteristics of effective communicators
- Validate employees' basic human needs with prepared questions and responses
- Leverage "I" statements while giving feedback to elicit nondefensive reactions
- Adapt your word choices in each step of the communication process

#### **2. Win Friends, Fame, and Fortune by Speaking Fluent Body Language**

Learning how to speak fluent body language will make you a master communicator. You'll leave this session with a greater knowledge of which emotions underlie which physical signs, how to tell when someone is lying, and how to run meetings more effectively.

After attending this session, you will be able to:

- Appreciate the importance of focusing on nonverbal body language and all that it communicates
- Be more aware of which nonverbal signals you may be missing
- Understand which physical signs indicate that someone is lying
- Run more effective meetings by responding to the nonspoken messages of the group

#### **3. Essential Strategies for Coping with Boot-lickers, Buzz-saws, and Other Difficult People**

Those "difficult people" at work drive you crazy and create a toxic culture if you don't deal with them. Learn what motivates these impossible bosses, colleagues, and employees so that you can better understand them. And most importantly, learn how to communicate with them effectively and still maintain your composure.

After attending this session, you will be able to:

- Understand the characteristics of common difficult personalities
- Employ listening skills strategically to meet the needs of these difficult folks
- Come up with appropriate responses based on Shawn's specific language and examples

#### **4. How to Be a Black-Belt in Difficult Conversations**

Authentic, honest conversations foster the positive work environment we all crave. To create a culture of respect, you must become a black-belt in difficult conversations. Learn what to expect from them, how to avoid the common mistakes that make them harder than necessary, and how to tell the truth.

After attending this session, you will be able to:

- Appreciate the benefits of difficult conversations
- Understand what to expect from difficult conversations
- Avoid the common mistakes that make conversations more difficult than necessary
- Know how to motivate yourself to engage in truth-telling during difficult conversations

#### **5. Empathy: It's More than Just a Warm Fuzzy**

If you think empathy is only for sissies, think again. Empathetic leaders engender more loyalty and higher productivity, so it makes good business sense. You'll learn exactly what empathy is, how to show it, why it's vital to show empathy at work, and how to actively listen for understanding.

After attending this session, you will be able to:

- Value the importance of empathy in a business environment
- Identify the characteristics of an empathetic leader
- Listen for understanding in order to respond empathetically

#### **6. Negotiation: The Art of Getting Past No**

Does negotiation seem like a dirty word to you? A process where everyone loses? Learn how to reframe negotiation into joint problem-solving. After this session, you'll be able to recognize your own barriers to cooperation and move past them, as well as neutralize confrontations by giving appropriate responses.

After attending this session, you will be able to:

- Understand your own barriers to cooperation and how to move past them
- Neutralize confrontations by recognizing your patterns and giving appropriate responses
- Reframe negotiations into joint problem-solving opportunities

#### **7. Stop Driving Each Other Crazy: The Boss/Employee Relationship**

Want to know everything your boss doesn't tell you about what drives him crazy, or what you do to drive your employees crazy? We'll tell you, as well as how to reframe the "problem" into a work-in-progress relationship with opportunities for improvement.

After attending this session, you will be able to:

- Depersonalize the behaviors of your boss in order to work towards an improved relationship
- Recognize your own behaviors that may be negatively impacting your relationship with the boss
- Reframe your difficulties with a boss to that of a work-in-progress relationship with opportunities for improvement



### **8. Bring Your Whole Self to Work: Lessons from the Johari Window**

If you sometimes walk away from conversations feeling puzzled about what just happened, this course is for you. Learn how to recognize the different types of communication and recognize the roles that individuals and the group play during interactions. You will also learn when self-disclosure is appropriate for effective communication.

After attending this session, you will be able to:

- Recognize the different types of communication and communication processes
- Identify when self-disclosure is appropriate for effective communication
- Recognize the roles individuals and the group as a whole play during interactions

## CHOICES AND ATTITUDES

### **9. When Enough Is Enough: Being Assertive at Work**

Ever been told you're too aggressive at work? Or not assertive enough? Understand the difference between assertiveness and aggressiveness by defining them, testing yourself for these traits, and responding to hypothetical scenarios. You'll learn tons of specific language, tips, tricks, and techniques for being appropriately assertive in the workplace.

After attending this session, you will be able to:

- Understand your own levels of assertiveness and aggressiveness and where those stem from
- Value the importance of using assertiveness in appropriate ways at work
- Be confident in your ability to balance assertiveness with aggressiveness to meet your own needs and those of your colleagues

### **10.No Pain, No Gain: Solving Problems at Work**

Does life at work seem rife with problems? Learn how to turn your attitude around from, "Life is hard," to "This is a challenge that will help me grow." After attending this session, you will be able to see the benefits of reframing problems into challenge-management.

After attending this session, you will be able to:

- See the benefits of reframing problems into challenge-management
- Understand the impact on work when neurosis and denial run rampant
- Be open to being challenged

### **11.Take the Test: Are You the T in Toxic?**

Do you have a toxic work environment that's stressful and disempowering? Learn what the signs are, how you may be contributing to toxicity, and how to implement realistic changes to detoxify your work. You'll leave this session with several important strategies for preserving your health and sanity long term.

After attending this session, you will be able to:

- Distinguish your practice's unique issues from the overall toxic mess
- Identify what level of toxicity is normal and what needs to change
- Acknowledge how you are personally contributing to the toxicity at work
- Implement realistic changes to help detoxify your environment
- Revitalize your career

### **12.Sure-Fire Ways to Make Your Boss Crazy**

You may not like your boss, but if you want to keep your job, you have to play nicely at work. Learn how to avoid the obvious (and not so obvious) behaviors that make your boss crazy, along with the warning signs that you are about to get fired.

After attending this session, you will be able to:

- Avoid the obvious (and not so obvious) behaviors that might lead to getting fired
- Recognize the warning signs that you are about to get fired

### **13. Respect: Find Out What It Means to Me**

If you've ever disrespected people at work, or been the victim of their disrespect, you know the fallout can be devastating. Learn exactly how to demonstrate respect at work in clear, productive ways and recognize the common negative behavior patterns that undermine you and your colleagues.

After attending this session, you will be able to:

- Value the importance of demonstrating respect in the workplace
- Recognize common negative behavior patterns that undermine respect
- Execute specific strategies to demonstrate respect in clear, professional, and productive ways

### **14. How You Bring Your Attitude to Work**

Got an attitude? Well, we all do. Learn how you got your attitude and how your teammates got theirs. Attitude affects actions, and actions affect attitude. We'll tell you why that cycle is important and how it relates to your behavior at work.

After attending this session, you will be able to:

- Define the types and origins of attitudes
- Understand how attitudes are learned
- Explain how actions affect attitudes and how attitudes affect actions

### **15. Personal Leadership: How to Feel in Control of Your Life**

Take charge of your own happiness! Social trends and generational differences guarantee constant change at work. We'll teach you how to incorporate certain work habits to successfully navigate that change. You will also learn new habits that help you feel in control and connected to others. Don't worry. Be happy!

After attending this session, you will be able to:

- Recognize that you are in charge of your own happiness, personally and professionally
- Appreciate how social trends impact your changing work life
- Develop habits to help cope with change, feel in control, and connect with others

### **16. Calm, Cool, and Collected: Dealing with Conflict Like a Pro**

Conflict is inevitable, but stressing out about it is not. After this session, you'll understand why it's crucial to be conflict-competent and how to build the skills you need to stay calm, cool, and collected during tough conversations.

After participating in this session, you will be able to:

- Appreciate the importance of developing your skills in conflict competence
- Define the basic dynamics of conflict
- Understand strategies to more effectively engage in conflict
- Identify your personal triggers and hot buttons

### **17. Your Look Is Your Brand: Dressing for Success at Work**

Like it or not, your look is your brand. We'll tell you all about the assumptions people make about you and your company based on your appearance. You'll also learn how to improve your first impression by dressing for your body type and following professional dress guidelines.

After attending this session, you will be able to:

- Appreciate the importance of managing your appearance, and that of your clinic
- Understand common assumptions people make based on your appearance
- Improve your appearance by dressing for your body type and following other important professional dress rules

### **18. The 7 Qualities of Highly Effective Veterinarians**

Being a good doctor is more than academic excellence. It involves the right attitude, aptitude, character, commitment, demeanor, and above all, a heart of service. Learn all about the seven characteristics of excellent veterinarians and what people say they want in a doctor.

After attending this session, you will be able to:

- Identify the seven major qualities that comprise a good doctor
- Describe the important attributes that Mayo Clinic studies say patients are looking for



## TEAMWORK

### **19. Teams that Play Together Stay Together**

Does your team sometimes seem more like a group than a team? Use our techniques, tips, and tricks to build trust and create a team that works well together. Learn how to foster increased communication, avoid common communication barriers, and build a strong team with clearly defined roles.

After attending this session, you will be able to:

- Identify the core differences between groups and teams
- Foster increased communication in your teams
- Avoid common communication barriers
- Build strong teams with clearly defined roles
- Build a sense of trust and optimism about addressing new challenges

### **20. How to Build Your A-Team**

Is it every person for himself or herself at your practice? Working in teams can be a much more efficient way to get things done. Learn how to build teams from the ground up and keep them running smoothly.

After attending this session, you will be able to:

- Design teams by analyzing required tasks and assigning the appropriate people to those tasks
- Identify roles for each team member
- Define the process for team interaction
- Optimize team performance and deal with performance problems

### **21. Teach Your Team How to Fight Fair**

Avoiding a good fight causes poor decision-making, anxiety, and interpersonal conflict. Learn strategies for reducing conflict while ensuring the team works together to find a solution that's best for the practice. After this session, you'll be a black-belt in difficult conversations who can manage conflict with grace.

After attending this session, you will be able to:

- Identify what your team should be fighting about
- Understand the impact of spending too little time on decision-making
- Assess how often you are willing to tell the truth and fight fair
- Manage conflict with specific tactics
- Lay out your own road map for becoming a black-belt in difficult conversations

## **22. The 4 Social Styles Hard at Work**

The degree to which you hold back or show your emotions, as well as how assertive you are, determines your work style. Analyticals, amiables, drivers, and expressives respond very differently to the same situation. Understanding how to approach type of person makes for a harmonious, productive work environment.

After attending this session, you will be able to:

- Recognize the four main working styles in yourself and your colleagues and clients
- Appreciate the strengths and weaknesses of each of the four styles
- Adapt your communication style to meet the needs of each of the four working styles

## **23. Seeing Is Believing: Managing Your Employees' Multiple Realities**

Mix up emotions, mental abilities, attitudes, beliefs, and values, and what do you get? Unique individuals who react very differently to the same situation. Understand the difference between personality and attitude, what affects behavior on the job, and how to measure job satisfaction in order to maximize your employees' productivity.

After attending this session, you will be able to:

- Identify how personality and attitude differ
- Measure job satisfaction
- Fit personalities to jobs to maximize productivity

## LEADERSHIP

### **24. Emotional Intelligence: Taking Your Leadership Up a Notch**

Ever witness the devastation that you, the boss, leave in your path when you're in a bad mood? Great leaders are emotionally aware, of self and of others. In this session, you will learn how to positively influence the group's emotions, differentiate between common leadership styles, and apply them at the right time. You will also chart your own path to becoming an emotionally intelligent leader. Don't be that person who leads the team right down the drain!

After attending this session, you will be able to:

- Understand that effective leaders move the collective emotions of the group in a positive direction
- Recognize the most common ways people demonstrate lack of emotional intelligence
- Avoid typical emotional intelligence challenges common to veterinary leaders by practicing the techniques we recommend

### **25. The Truth about How to Be a Great Leader**

Out with the old; in with the new! The "work harder and be more disciplined" attitude doesn't cut it anymore. Learn the five key leadership drivers, such as influencing and energizing, along with the many myths and truths of leadership, in order to create a new paradigm of mutual respect.

After attending this session, you will be able to:

- Identify the key drivers of effective leadership
- Distinguish between truths and myths of effective leadership
- Define the specific daily actions you must take to create the new paradigm of effective leadership

### **26. Use Your Words: 12 Ways to Influence People**

Knowing when to use power versus influence is a skill that separates mediocre leaders from great ones. In this session, you will learn when and how to use power and influence, as well as 12 specific tactics, such as boundary setting and storytelling.

After attending this session, you will be able to:

- Understand the differences between power and influence and when to use each one
- Use direct influence with strategies such as setting boundaries and "I" statements
- Use indirect influence with strategies such as modeling and storytelling

### **27. Lead, Manage, or Get Out of the Way**

When it comes to managing people, play chess, not checkers. Know how each piece moves in relation to others, and think several moves ahead. In this session, you'll learn the key skills you need to be a great manager, including recognizing and capitalizing on employees' individuality and coaching them effectively.

After attending this session, you will be able to:

- Identify key skills needed to be a great manager
- Appreciate the need to coach employees according to their unique learning styles and strengths
- Handle employees' failures and coach them up or out of your organization

### **28. Own It, Work It, Live It: From Manager to Leader**

Are you prepared to take the step from manager to leader? Learn how to define your daily tasks as leadership or management, recognize what success in both management and leadership looks like, and understand the leadership drivers you'll need in order to successfully fulfill your role as an administrator.

After attending this session, you will be able to:

- Define your daily tasks as leadership or management
- Recognize what success in both management and leadership looks like
- Understand the leadership drivers required in order to successfully fulfill your role in an administrative position

### **29. Leave a Legacy: Leadership in the New World**

You're a success as a leader and a business. What's next? Learn new work habits that allow you to flex with a rapidly changing world. You'll leave this session with a new understanding of how to be an effective leader, set the direction for your practice, and leave a legacy!

After attending this session, you will be able to:

- Let go of what worked in the past so that it doesn't become your crutch in the future
- Develop new work habits to keep pace with a rapidly changing work environment
- Be a leader who can set the direction of the business
- Understand the drivers of effective leadership

### **30. Follow the Leader: How to Manage Managers**

Hired a manager? Tempted to abdicate the throne or take a break? Learn the common mistakes that managers of managers make and the effects those mistakes have on the practice. Use your skills and your managers' skills in a way that builds an efficient, effective management team.

After attending this session, you will be able to:

- Appreciate the importance of clarifying each team member's role
- Delineate the manager's and owner's specific roles and tasks in order to best serve the business
- Recognize and avoid common senior-management errors, which helps you avoid stressful and costly mistakes

### **31. Setting Intentions: How to Craft Your Mission, Vision, and Values**

Do you struggle with direction or strategy? Does the team seem to go in 10 different directions at once? Learn how to build the fundamentals of any business: mission, vision, and values. You'll leave this session with a new understanding of your ideal future and how to create it.

After attending this session, you will be able to:

- Understand how having core values, purpose, mission, and vision ensures that your team consistently moves in the same direction
- Identify where your organization is headed and the steps you need to take next to create your desired future
- Communicate your core values, purpose, mission, and vision in a way that the staff finds motivational and builds personal accountability

### **32. Pathway Planning: How to Get Traction**

Pathway Planning is a simplified way to turn the hard work of your strategic planning into a usable tool that gets your practice on a 90-day cycle of accomplishment. It makes mission/vision/values an interactive part of everyday planning and action. You will leave with a scorecard that you customize for your practice.

After attending this session, you will be able to:

- Develop a concise strategic plan
- Translate your strategy into actionable steps
- Track only your most important metrics
- Become an excellent problem solver
- Maintain a 90-day cycle of accountability
- Hire the right people for the right job

### **33. Turn Talent into Performance: Creating a Highly Productive Workplace**

Unlock and unleash all of your employees' talent. You will leave this session with tools and questions you can use to identify each person's talents, set outcome-based goals, and give meaningful feedback. Learn how to coach effectively and watch employees soar to their highest performance and commitment levels.

After attending this session, you will be able to:

- Better understand the differences between talents, knowledge, skills, and strengths
- Use your employees' abilities to improve performance
- Create goals tailored to each employee
- Use effective coaching strategies
- Prioritize time with star performers

### **34. How the Bully Became Beloved: Handling the Toxic Doc**

Have you worked with alpha doctors who don't play well with others? Learn how to recognize them, what motivates them, and their strengths and weaknesses so that you can coach them effectively. In this session, you'll learn which tools to use and how to avoid getting defensive yourself.

After attending this session, you will be able to:

- Recognize the alpha doctor's characteristics, drivers, and motivations
- Adapt your coaching style to communicate effectively with alpha doctors
- Support alpha doctors' growth

### **35. Are You Driving Them Nuts? What Bosses Do that Make Employees Crazy**

There's a long list of reasons why employees hate their bosses—do you know what's on it? Learn the specific behaviors that employees dislike and why, how these behaviors negatively impact your culture, and which new strategies to use to overcome past mistakes. Make them happy, not crazy!

After attending this session, you will be able to:

- Understand specific behaviors that employees dislike and why
- Recognize how these behaviors negatively impact your culture
- Employ specific strategies to overcome past mistakes by practicing new behaviors

### **36. From Good to Great in 6 Steps**

Can your practice go from good to great? We'll teach you the six steps every company has taken to get there and how to identify where you excel and where you need work. At the end of this session, you'll feel motivated and challenged to make your company great!

After attending this session, you will be able to:

- Explain the six concepts that define companies that have gone from good to great
- Identify which of the six steps your company is good at and which need work
- Appreciate the need to challenge yourself and your company to achieve higher levels of success

## OPERATIONS

### **37. Become a Marketing Expert: How to Apply the 4P's to Your Practice**

Product, price, place, and promotion: Learn how to apply the 4 P's of marketing to your practice. Have you identified your target market? We'll show you how to do it, as well as how to differentiate yourself from the competition and define your pricing strategies and value proposition.

After attending this session, you will be able to:

- Identify your target market
- Differentiate your practice from the competition
- Define your pricing strategies

### **38. You're Missing the Point : Marketing Is All Warm Fuzzies**

Marketing is not just advertising. It's about building relationships and clear communication. Understanding how your services are viewed by the client, the general practitioner, and the specialist veterinarian is the first step in creating a meaningful marketing plan. You'll leave with several specific ideas to take home and implement immediately.

After attending this session, you will be able to:

- Appreciate general practitioners', specialists', and clients' perspectives in the referral process
- Understand why some general practitioners don't refer
- Cultivate relationships with general practitioners by focusing on shared goals and needs
- Market to general practitioners using relationship-based communication

### **39. Make Every One Count: Meetings that Work**

Do you have too many meetings, or meetings that aren't productive? We give you proven guidelines for what you should and shouldn't do in order to make meetings effective, including not meeting in the first place!

After attending this session, you will be able to:

- Evaluate whether or not your current meetings are effective
- Hold more effective meetings by using simple, easy-to-follow guidelines

### **40. Applying the Golden Rule to the Referral Process**

Apply the Golden Rule to the referral process by building relationships and communicating clearly. Learn how your services are viewed by the client, the general practitioner, and the specialist veterinarian and how to move the specialist/family veterinarian relationship to a deeper level by focusing on trust and shared goals.

After attending this session, you will be able to:

- Appreciate general practitioners', specialists', and clients' perspectives in the referral process
- Cultivate relationships with all parties by focusing on trust and shared goals

#### **41. Which Money Type Are You? Evaluating Your Relationship with the Almighty Dollar**

The veterinary industry has suffered in a dysfunctional relationship with money since the beginning of the profession. Take our quiz to learn which money personality you are and how your own attitudes about money affect your beliefs about the value of your work.

After attending this session, you will be able to:

- Understand what “money personality” best describes you and your colleagues
- Identify how your “money personality” impacts your work and those of your colleagues

#### **42. Feeling Good about Fees: Client-Centric Pricing**

With an understanding of the client’s perception of value, you can create client-centric pricing that the team feels good about, too. In this session, we look at the factors that affect value, how to present estimates more effectively, and what to say in tough situations. We also address discounting and alternative payment options. You’ll finish this session with new skills, suggested scripts and conversation starters, and an appreciation of the role you play in making everyone more comfortable with the “money talk.”

After attending this session, you will be able to:

- Identify how your own feelings about money impact the way you talk to clients
- Redefine money in terms of perception of value
- Present estimates more effectively
- Handle touchy client-interaction situations with specific scripts and conversation starters

#### **43. Finding the Time: A New Approach to Time Management**

How do they do it? Some folks seem to get a whole lot more done than everyone else and feel great about it. Learn specific techniques for auditing your time, setting time-related goals, and monitoring your progress. You will be one of “those people” who gets everything done!

After attending this session, you will be able to:

- Understand the fundamental strategies of time management
- Overcome the most common obstacles to time management
- Develop strategies to audit and monitor your time
- Focus on your most rewarding and highest-priority tasks

#### **44. The Rules of the Road: How to Start a Practice from Scratch**

Flummoxed by how to start up a new practice? Taking over a practice that’s broken? Learn the nine core characteristics of good governance and how to get a solid strategic plan in place that you can execute against.

After attending this session, you will be able to:

- Establish your business in a way that creates lasting success
- Conduct effective strategic planning, beginning with your core values, purpose, vision, and mission
- Create complex systems proactively to allow for growth and smooth governance for the long term



#### **45.From Start-up to Senior: Managing the Stages of Business Growth**

Every small business goes through predictable stages of growth. Learn what those stages are and how to successfully manage to the next one. Once the business has matured, you've got to move into managing the culture. Learn just how to do that, and how to overcome barriers you might face.

After attending this session, you will be able to:

- Understand the common stages of growth of any business
- Identify where your business fits into the business life cycle
- Overcome growing pains by recognizing what your role is during each stage of the business's growth
- Anticipate the future needs of the business

#### **46.Adding a Specialty? Here's What You Need to Know**

If you are considering adding a specialty to your general or specialty practice, there are many financial, human resource, marketing, and operational issues to consider. In this session, you'll learn what those issues are, set related goals, and focus your strategy.

After attending this session, you will be able to:

- Evaluate the pros and cons of adding a specialty from a strategic, financial, and operational focus
- Recognize barriers to entry
- Understand how to address your market and your competition

#### **47.Using Teams to Get Work Done**

Do your team members seem to go in a hundred different directions? In this session, you'll learn about the different types of teams, their functions, and their development. Leave with an understanding of how to create and manage teams that serve your organization and get work done.

After attending this session, you will be able to:

- Understand the specific functions various types of teams have and the purposes they serve
- Appreciate the common stages of team development and team cohesiveness, including periods of conflict
- Understand team composition, team processes, and team member roles, and how to measure team effectiveness
- Create teams to meet the needs of your workplace
- Manage teams in order to accomplish specific workplace goals

#### **48. Lean and Mean: How to Get Things Done**

Do you do and do and do but never seem to get anything meaningful done? In this session, you'll learn what the companies that execute strategy well have in common. You'll leave with a step-by-step guide to becoming a practice that gets things done.

After attending this session, you will be able to:

- Recognize which attitudes contribute to the psychology of nonperformance
- Appreciate specific behaviors that result in organizational effectiveness
- Assess how you compare to other companies in terms of getting things done
- Take steps toward becoming a higher-performing company by focusing on the four elements of strategy execution

#### **49. Do You Know What You Don't Know? Key Questions about Practice Performance**

Not sure if you're on the right track in terms of focusing on the right management issues? Get the big picture by asking yourself key questions about client service, marketing, human resources, and operational practices. You'll feel more comfortable that you've got the bases covered!

After attending this session, you will be able to:

- Know which questions to ask in terms of assessing your business's performance
- Determine if your practice's size is just right
- Focus on key issues with client service, marketing, human resources, and operational practices

## HUMAN RESOURCES

### **50. How to Hire Winners Using Emotional Intelligence Tools**

Frustrated by how quickly your new hires become new fires? Learn how to hire for emotional intelligence and keep the winners on staff. You'll leave with specific tools and questions to use in your very next interview!

After attending this session, you will be able to:

- Understand how emotional intelligence contributes to employee performance
- Hire candidates with strong emotional intelligence competencies
- Use emotional intelligence-based interview questions and behavioral exercises in the employee selection process
- Keep highly qualified winners on your staff by developing your own leadership capabilities related to emotional intelligence

### **51. Hire Right the First Time: How to Choose an Administrator/Manager/Assistant**

Thinking about hiring administrative or managerial help? Learn what kind of help you need, how to hire for the right skills, and what to pay.

After attending this session, you will be able to:

- Understand the various ways that management responsibilities can be divided among managerial staff
- Cover your staffing needs by identifying the specific qualifications, responsibilities, and positions needed for you to achieve your desired outcomes
- Appreciate the full scope of services and value an administrator can provide

### **52. Play Fair and Pay Fair: How to Create an Incentive-Based Doctor Compensation Program**

Wondering how to play fair (and pay fair) when it comes to doctor compensation? Using a concrete example, you'll learn how to apply percentages and bonuses to a doctor's compensation model that accounts for all of the administrative duties, travel, and on-call time.

After attending this session, you will be able to:

- Articulate your expectations of veterinarians
- Understand the six major areas of veterinarian compensation, including some benchmarks for appropriate compensation in each area
- Write good employment agreements for veterinarians
- Create your own compensation plan, following the model of our example doctor



### **53. Make Specialists Feel Special: How to Create Top-Notch Employment Agreements**

Specialists command a high salary. Do you give their compensation and contracts due consideration? In this session, you'll learn about the pros and cons of the different compensation models, including production metrics, and leave with all of the information you need to write an outstanding employment agreement.

After attending this session, you will be able to:

- Create a complete and compelling compensation package for a specialist
- Recognize the pros and cons of various compensation models, including what will work best for your practice
- Appreciate the operational and financial ways your business will be impacted by adding a specialist

## CHANGE MANAGEMENT

### **54. Survival of the Fittest: Embracing Change**

Change is constant and inevitable. You can be afraid of it, panic when it comes, and react in ways that don't serve you. Or you can take initiative, be ready for it, and see it as opportunity. Learn the many negative and positive ways to deal with change.

After attending this session, you will be able to:

- Recognize both positive and negative ways to react to change
- Identify your own attitudes toward change and better understand where they come from
- Appreciate how you may need to make a different choice with regard to change in order to be flexible at work

### **55.10 Steps to Get Everyone on the Bus: Managing through Change**

Are you light on your feet? Change is constant, and it requires you to be fast and flexible. Learn the 10 steps that will get your practice change-ready, how to overcome the barriers to implementing new systems, and how to minimize and manage the negative aspects of change and growth.

After attending this session, you will be able to:

- Facilitate change-readiness by following 10 steps
- Avoid the common barriers to implementation of new ideas
- Manage and minimize the negative aspects of change and growth

### **56. The New Manager's Guide to Implementing Change**

If you've tried to implement change in your practice, you know that there are multiple roadblocks to success. Learn what they are, why they exist, and how to overcome them. You'll leave with several specific techniques and tools for successfully managing resistance to change.

After attending this session, you will be able to:

- Understand the common reasons people resist change
- Take challenges to your authority less personally
- Avoid common mistakes that managers make with regard to managing resistance to change
- Improve your ability to implement change by using a multitude of tools
- Link changes to strategy



### **57. Jack Be Nimble, Jack Be Quick: How to Become a Learning Organization**

Companies that embody the values of a learning culture are nimble and able to deal with change, including economic downturns. Learn the three basic building blocks for creating a learning culture and how to create them in your practice.

After attending this presentation, you will be able to:

- Appreciate the importance of developing a learning culture
- Evaluate how well your individual team members and your organization as a whole support the concept of a learning organization
- Overcome common barriers to becoming a learning organization
- Create a supportive learning environment, concrete learning processes and practices, and a culture that reinforces learning

## CLIENT SERVICE

### **58. Taking Your Practice's Pulse: How to Survey Your Clients**

As a service provider, clients' needs should drive your activities and your mission. You'll learn how vitally important it is to solicit feedback from your most important assets—clients—and how and when to do that. You'll also learn how to make client-centric improvements based on the survey data.

After attending this session, you will be able to:

- Appreciate the importance of soliciting feedback from your clients
- Design and implement effective client surveys
- Make client-centric service improvements by understanding the five quantifiable service dimensions

### **59. Wow Them with Winning Service: Turning Policies into Standards**

Take this test and rate yourself on 39 different ways you show you are a client-driven company! Learn how to turn your general policies into concrete, specific, measurable service standards that wow clients and make providing consistently good service a breeze.

After attending this session, you will be able to:

- Recognize the characteristics of a client-driven company
- Assess where you excel and where you could improve your client service
- Consistently deliver excellent service by utilizing specific, measurable service standards and good client-service habits

### **60. Breaking It Down: The 10-10-10 of Client Service**

Breaking down client service into three parts of 10 simplifies what seems like an overwhelming task. You'll learn the correct and incorrect responses to the 10 most common service situations, 10 good client-service habits, and 10 ways to be a client-service role model. You'll feel like a service pro!

After attending this session, you will be able to:

- Better serve your clients by avoiding the 10 worst service errors
- Provide consistently excellent client service by practicing 10 good client-service habits
- Be a client-service role model for your staff
- Follow a six-step process to improving your client-service process

### **61. What to Do When You Can't Say Yes**

Do you cringe when you have to say no to a client or employee? Learn what your customers' six basic needs are and how to balance their needs with your own. You'll leave this session with specific techniques for saying no while still providing good service.

After attending this session, you will be able to:

- Fulfill your customers' six basic needs
- Say no with confidence and provide acceptable alternatives
- Use the sandwich technique to balance your own and your clients' needs

## **62. Taking Criticism with a Smile: How to Manage Complaints**

Does a complaint make or break your day? Learn how to look forward to complaints as opportunities to improve your process and fix a problem with grace. You'll leave this session with an understanding of how to manage complaints and use the data to guide your strategy and operations.

After attending this session, you will be able to:

- Feel less overwhelmed by complaints and negative feedback
- Capture feedback from clients, staff, and referring veterinarians
- Develop a complaint-management system
- Use complaint data to generate meaningful reports and guide strategic and operational plans
- Respond to complaints more effectively and gracefully

## **63. The 5 Absolute Musts of Service by Phone**

Do you make callers feel warm and fuzzy or cold and crabby? Learn the key attributes of excellent service by phone, including tons of specific tips and tricks you can put to work tomorrow.

After attending this session, you will be able to:

- Recognize the key attributes of good phone etiquette
- Manipulate your tone and scripts to provide exceptional and efficient service
- Handle difficult—and even hostile—callers

## **64. Sweat the Small Stuff: How to Keep Your Clients**

If you want to keep the clients you have, strive to make them happy every time—and deal with it well when you don't. Learn the 10 commandments of customer service and how they relate to client retention, as well as specific protocols to follow.

After attending this session, you will be able to:

- Identify the core components of customer loyalty
- Deal more effectively with customer complaints
- Replace bad customer-service habits with proven strategies

## **65. Service 101: Building Client Relationships**

How would you rate your customer service? How would your clients rate it? Learn what your clients need and how to give it to them. With guided exercises and lots of useful tips, you'll leave this session with a good handle on the basics of client service.

After attending this session, you will be able to:

- Recognize how focused you are on clients' needs
- Understand what customers want and value and how to provide what they are looking for
- Make a plan for how to improve internal and external customer service



### **66.Service 201: How to Focus on the Client**

To what degree is your client-service experience designed around the clients' needs versus your own? In this session, you'll learn all the ways you can add magic to the points of contact in the service process. You'll also learn how to recover from service mistakes by using specific tools.

After attending this session, you will be able to:

- Understand how to provide exceptional client service based on your strategy
- Provide consistent, reliable service that delights your clients
- Recover from service mistakes by using with scripts and other important tools

### **67.Service 301: Managing the Service Puzzle**

Are you fitting together all four pieces of the customer-service puzzle? You'll learn advanced client-service theory, along with practical examples and self-audit questions. If you are ready to define service excellence and take it to the next level, this session is for you.

After attending this session, you will be able to:

- Identify four elements that are critical to the overall service level you can provide
- Recognize the importance of NOT trying to be all things to all people
- Utilize service-design questions to develop integrated approaches to improving your service

### **68.5 Essential Customer-Service Skills**

Learn the two fundamental building blocks of great customer service and the five skills you need in order to build and maintain it. Get motivated to provide great care by learning how your customers react to bad customer service.

After attending this session, you will be able to:

- Identify the two fundamental building blocks of exceptional customer service
- Develop the five core skills required to build, maintain, and improve customer care
- Help your team develop the necessary skills to improve your customer service