



# Developing a Vision to Create the Practice You Want

Staff Video Course Guide

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## Staff Video Course Guide

Welcome to *Developing a Vision to Create the Practice You Want*. In order to transform your practice into the workplace of your dreams, you must begin with constructing a clear vision, collectively, of what you want your practice and your workplace to become. This course will take you through the steps needed to build that vision and help you to consider what you need to do to achieve that vision.

As you watch the course video with your team, you'll be asked to stop periodically and complete activities. Pages 3-14 of this guide provide instructions for each activity along with a place to capture your answers. The activity type is indicated by an icon and a bold heading.



### **Group Activity**

Group activities are meant to be completed with your teammates, which means everyone - including you - should participate in the discussion.



### **Individual Activity**

Individual activities are meant to be completed by yourself. In some cases, you will be asked to share your answers.

On page 2, you will also find an explanation and definition of a vision statement. On page 15, you will find a tip sheet for maintaining momentum towards creating your ideal practice once this meeting is over.

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### What is a Vision Statement?

A vision is a description of what you want your practice to become. A vision works as a reminder of what you and your team want to accomplish together and the commitments you have made to one another about how you will get there.

When you create a collaborative vision for your practice, it becomes a touchstone for all of the decisions you and your employees make. Behaviors and actions that are moving you towards your vision should be supported and committed to, while those that are moving you away from it should not. When everyone in your practice does this, you get closer to creating the workplace you want.

Below is a sample vision statement crafted by a veterinary practice Randy worked with in the past.

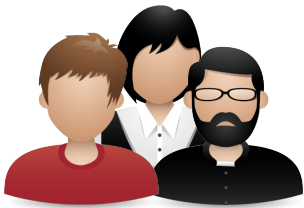
*We want to build a culture where we work hard in a busy but fun environment. We want this hospital to be a place where we are positive and energized as we continue to make a difference, learn and grow and deliver amazing care and service.*

*We want to work together as a team, assume the best about others around us and care about how we individually impact the team and the culture. We want to show up at our best each day and feel rewarded by the difference we make in the pets' lives and in the lives of the people that trust us to care for those pets.*

*We believe creating this kind of culture matters for our patients, our clients and for each other and we are each willing to work every day on becoming a team member that helps us move steadily towards this vision of the future.*

# Developing a Vision to Create the Practice You Want

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### **Vision Questions – Group Activity**

Discuss the questions below as a group.

How would you describe what a vision is, in your own words?

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What is the purpose of creating a collaborative vision for your practice?

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How might creating this kind of vision positively impact your practice?

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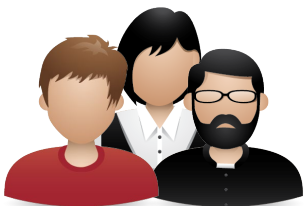
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### **Creating Your Ground Rules – Group Activity**

Discuss the questions below as a group.

What ground rules, if any, do you want to establish for this meeting?

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### Visualizing Your Dream Vacation -- Individual Activity with Discussion

Imagine you have saved up for a dream vacation. Take a few minutes to jot down a description of what this vacation would be like.

- Where would you go and who would you go with?
- What would you do, see, and eat on your trip?
- How would you feel the morning you were supposed to leave?
- How would you describe your trip to friends or family once it was over?

Be prepared to share your answers with a partner.

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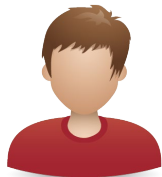
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### Describing the Ideal Practice Part 1 -- Individual Activity

Imagine it's five years from now and you're part of an incredible team in your dream practice. Write down a short description of what this practice is like. Answering some or all of the questions below might help you.

- What do you feel like as you drive into work?
- What do you tell your friends or family about the place you work and the people you work with?
- How do you feel at the end of the day?
- What kind of attitude do you have when you show up?
- What would you tell someone about the practice if they were interested in working here?
- How do you solve problems with your coworkers?
- How productive and efficient is this practice?
- What level of care does this practice provide?
- What level of service does this practice provide?
- How much fun do you have working here?

Be prepared to share your answers with the group.

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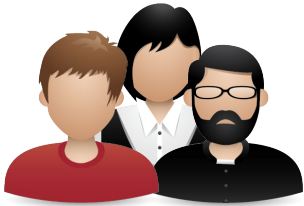
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### Describing the Ideal Practice Part 2 – Group Activity

Take turns sharing the descriptions of your ideal practice. As you do:

- Be sure everyone shares at least one answer
- Capture the key points from each person’s answer on a flipchart or whiteboard
- Follow any ground rules you created as a team
- Make this a judgement-free zone by avoiding commenting on other people’s answers

You can capture your teammates’ answers in the space below.

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### Changing to Achieve Our Vision – Individual Activity

What kinds of changes is your team going to have to make to become the hospital you've described?

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What kinds of changes are you going to have to make to help your team get there?

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## Staff Video Course Guide



### Defining “The Why” – Individual Activity with Discussion

To think about your “why” for the changes you will have to make to achieve your vision of the ideal practice, answer the questions below.

What difference will it make for you to work in a practice like the one you and your teammates have described? How would working in this kind of practice impact you personally and professionally? Use the questions below to help you come up with answers.

- How will your evenings be better?
- How will your mornings be better?
- What will change about your stress level?
- What will change about your happiness?
- How will the amount of energy you have change?
- Why is making this change important to you?
- What will you learn by making this change?
- Why is the future state you and your teammates have described worth creating?
- How will work be more fulfilling if you can make this future state a reality?
- What will be better for the animals?
- What will be better for your clients?

Be prepared to share your answers with the group.

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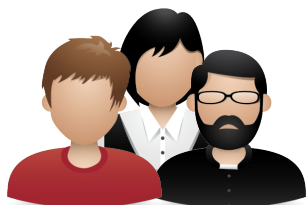
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## Staff Video Course Guide



### Defining “Towards” Behaviors Part 1 -- Group Activity

Answer the question below as a group.

What behaviors do we have to engage in every day to help us create the kind of practice we've just described? Use the questions below to help you come up with answers.

- How will we need to show up in the morning?
- How will we need to treat each other?
- What will we do to make sure we are ready to be at our best each day?
- What will we do if we notice someone is having a rough day or struggling to execute the behaviors we've all agreed on?
- What will we do if someone gives us feedback on our behaviors?
- What will we do when we have conflict?
- What kind of people will we hire?
- What will we do if we are in a bad mood?
- How will we plan to have a great day here?
- What will we do if we feel like things aren't heading towards our best future?
- What else defines acting as our “best self” as we work through this change?

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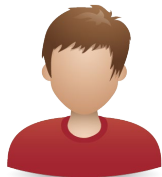
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### Defining “Towards” Behaviors Part 2 -- Individual Activity

Look at the list of “towards” behaviors you’ve created with your coworkers. Choose 1-2 of the behaviors you personally want to work on. Write them in the space below.

Towards Behavior

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Towards Behavior

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Now, make a plan for accomplishing the behaviors you’ve listed by answering the following questions:

What actions can I take to do this?

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How can I do this, even when it’s hard?

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How can I prepare to make this happen?

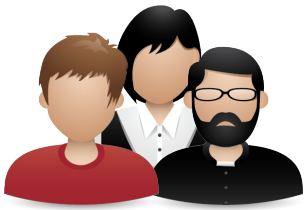
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How can I be sure I do this, even though I might not have done it consistently in the past?

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### Defining “Away” Behaviors Part 1 – Group Activity

Answer the questions below as a group.

- What behaviors might cause the changes we want to make in our practice to fail?
- What individual habits, if we don’t replace them, would derail our efforts to create this kind of workplace?
- What might we do that’s comfortable or easier, but won’t be helpful as we work on this change together?
- Are there any ways we currently treat each other that would keep us from creating the practice we want?

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## Staff Video Course Guide



### Defining “Away” Behaviors Part 2 – Group Activity

Now that you have defined your “away” behaviors, work with your team to turn them into “towards” behaviors. To do this, rephrase them so that they focus on what you can do, not what you want to avoid doing.

For example, “being short with clients when I’m busy,” can be turned into, “be polite and patient when dealing with clients, even when I’m busy.” Or “coming to work with a negative attitude,” can be turned into, “coming to work with a positive attitude.”

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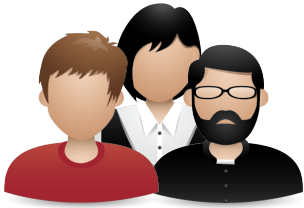
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### Group Activity

Identify one thing you will do differently as a result of this meeting. Be prepared to share your answers with the group.

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## Staff Video Course Guide

### Maintaining Momentum

Creating a collaborative vision for your practice is exciting, but implementing the changes that you have discussed can be hard. Here are a few tips for sustaining momentum even when it is difficult:

- 1. Constantly remind yourself of the vision.** Once your vision is created, constantly reference it to remind yourself what you are working towards.
- 2. Remember your why.** Write your “why” down in a place you can easily access it and reference it regularly.
- 3. Focus on incremental changes.** Instead of trying to implement all of the “towards” behaviors immediately, pick one “towards” behavior and work on doing that one behavior consistently for three weeks.
- 4. Hold each other accountable.** Everyone has to be working towards your collective vision if you want to achieve it. Hold each other accountable, talking to one another if someone is not doing what the team has agreed upon.
- 5. Identify and share one thing that you want to do differently because of this meeting.** This is the beginning of the commitments you are making to your team. Listen to your coworkers and help them keep their commitments as well.
- 6. Celebrate progress.** Celebrate all of the small wins you have along the way.
- 7. Remember that you have the power to change your practice.** If you want to work in the practice of your dreams, you can simply start by taking the actions needed to get you there.