



EDUCATION | INSPIRATION | MOTIVATION



# Human Capital: The ultimate leadership challenge

Jennifer Hock

EDUCATION | INSPIRATION | MOTIVATION



# Jennifer Hock

- Victor, CO
- 16 years practice management
  - Private - Referral - Corporate
- Consulting Background
- Patterson Veterinary
  - Technology Specialist
  - Leadership Specialist
- BS Organizational Leadership
- MS Strategic Leadership
- PhD Executive Leadership



Dolly



# Human Capital

The collective skills and knowledge that individuals possess that create economic value for an employer





# Leaders are...

- Leaders are effective visionary agents of change affecting the thoughts, behaviors and actions of others through direct and/or indirect means



# Leadership is...

- Leadership is a process of influence by which an individual or group is compelled to pursue and value objectives shared by the leader





# Leadership

- Leadership is a function of what leaders do much like management is a function of what managers do
- Leadership involves the mastery of people whereas; management involves the mastery of skills and tasks

We Manage things but we Lead people



# Agenda for the day

- Part I: Setting the stage for high performance
- Part II: Creating a culture of accountability
- Part III: Creating leaders among followers





# Part I: Setting the Stage for high performance



EDUCATION | INSPIRATION | MOTIVATION



# Worthiness

- Is your practice worthy of great talent?
- Does your practice provide the right kind of leadership that retains great talent?
- Have you created an environment and culture that not only attracts great talent but allows for creativity and professional and personal growth?



EDUCATION | INSPIRATION | MOTIVATION





# Why people leave

## ***Failing to unleash their passion –***

- Position versus position placement
- Do you have the right people in the right position, according to their passion?



# Why people leave



***Failing to challenge their intellect –***

- Intelligent people do NOT like to live in a world of boredom





# Why people leave

## *Failing to engage their creativity –*

- People want to leave their mark
- What's the point of having a race horse if you don't let them run?



# Why people leave

## *Failing to develop their skills –*

- Regardless of position or title, everyone needs to sharpen their skills
- Help realize your team's value potential





# Why people leave

## ***Failing to give them a voice –***

- Talented individuals have great ideas and wealth of experience
- Keep in mind that the combined years of experience in a practice is not limited to veterinarians



# Why people leave



## ***Failing to lead –***

- “employees don’t quit working for companies, they quit working for bosses.”
- The best testament to the value of great leadership, is what happens in the absence of it





# Why people leave

## ***Failing to recognize their contributions –***

- Great leaders rarely take credit for themselves
- Nothing is more deflating than not being given credit for your contribution



# Why people leave



## ***Failing to increase their responsibilities –***

- You cannot confine talent
- As your team grows, so must their responsibilities. Give them authority while holding them accountable





# Why people leave

## ***Failing to keep your commitments –***

- Promises made are worthless, but promises kept are invaluable
- Never break trust with those you lead



# Creating a winning culture

- To set the stage for high performers, you have a responsibility to create an environment that fosters **ethics**, **collaborative capacity** (teamwork), **recognition for achievement** and **professional development**





# Ethics

- Ethics is at the heart of authentic leadership
- People want to work for an organization that holds ethics and integrity as one of its core values



# Collaborative Capacity (Teamwork)

- Greatness is rarely achieved alone
- Allows for collective learning and shared knowledge
- Strong CC = stronger adaptability and resilience
- Attracts high performing individuals





# Recognition for achievement

**Performance = Ability X Motivation**

- People want to be recognized for having accomplished something worthwhile or achieving professional or personal goals
- As leaders, you must recognize accomplishments as well as behaviors that support the practices shared values



# Professional Development

- If your people fail to grow then so does your practice
- Invest in your human capital, high performers crave new knowledge and experiences





## Employer of choice

Leadership is not about changing people but rather about creating space where change can take place

Within that space:

- Inspire
- Encourage integrity
- Foster teamwork
- Continued growth

Worthiness is a distinction bestowed by your team



# Part II: Creating a culture of accountability

*Savage Chickens*

by Doug Savage



[www.savagechickens.com](http://www.savagechickens.com)



EDUCATION | INSPIRATION | MOTIVATION





# Part II: Creating a culture of accountability

Accountability is often viewed as a consequence for poor performance or poor behavior – Consider a new definition...

***Rising above one's circumstances to demonstrate the ownership necessary for achieving and exceeding expectations***



# Culture

- The key is to create a culture that not only incorporates accountability as a core competency but also celebrates it

***How do we do that??***

- We must change the way we evaluate our team members





# Performance factors

Employees should be evaluated in three distinct areas:

- Demonstrated ethics
- Performance within the job description
- Ability to work within a team environment

\*\*All three performance factors are equal in weight in accountability and should be an all or nothing proposition in your practice



# Demonstrated ethics

- Looking for behavior that demonstrates the *virtues of ethics*
- *Virtues of ethics* sets the expectations of appropriate behavior in the practice
- **Honesty**
- **Independence**
- **Attitude**
- **Justice**





# Honesty

- Is this employee(s) honest in his or her dealing with you, other employees and clients?
- Does integrity seem to be an important and intrinsic value for your employee(s)?



# Independence

- Does your employee(s) accept his or her responsibility in their role within the practice?





# Attitude

- Does your employee(s) show up every day with the right attitude?



# Justice

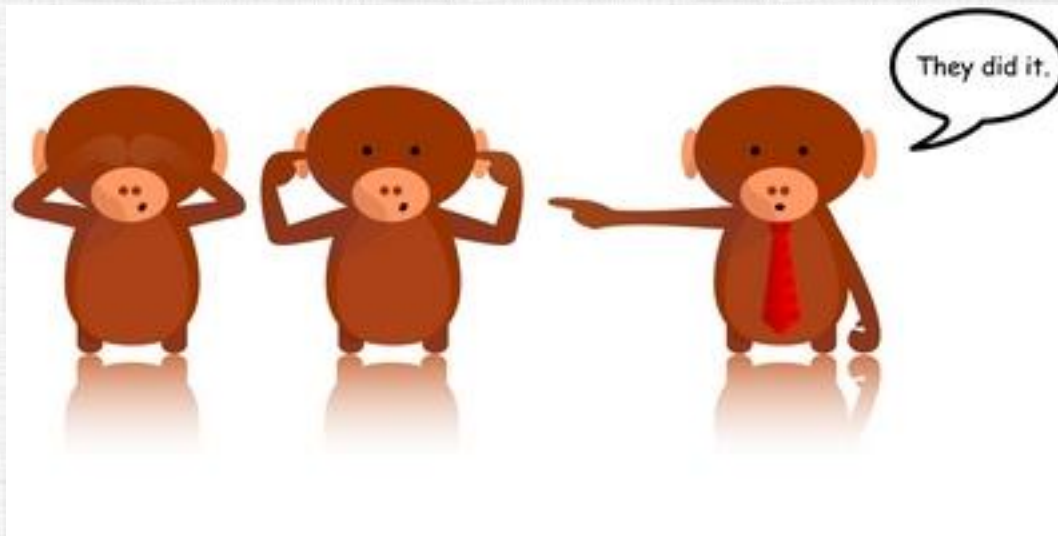
- Does you employee(s) have a sense of right and wrong and demonstrate respectfulness to others?





# Self accountability

- These *virtues of ethics* are related to one's character. Demonstration of ethics is holding one's self accountable on a fundamental level



# Performance within the job description

- Showing up for work day to day does not constitute a good performance!
- We often mistake loyalty for performance, and end up with enough dead weight to sink the Titanic





# Questions

- Should merit increases be earned?
- If you have an employee performing at the exact same level they were three years ago, is it appropriate to continue giving merit increases?
- Should your employee's take responsibility for their own professional development?



# Taking Responsibility

- Merit increases are **based on their initiative** to improve their skills using any and all resources available to them
- **Your responsibility** is to provide opportunities and resources throughout the year for employees to sharpen their skills





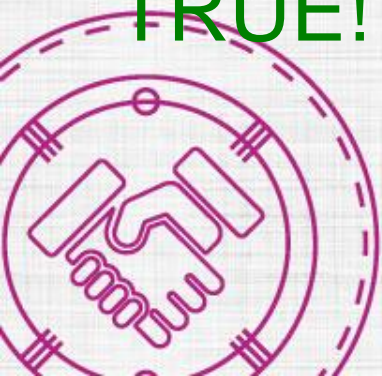
# Ability to work within a team environment

True or False? Veterinary medicine is a team activity?

**TRUE!!**

True or False? Any one person's inability to work in a team setting is a threat to the practice's culture and overall effectiveness?

**TRUE!**



# Questions

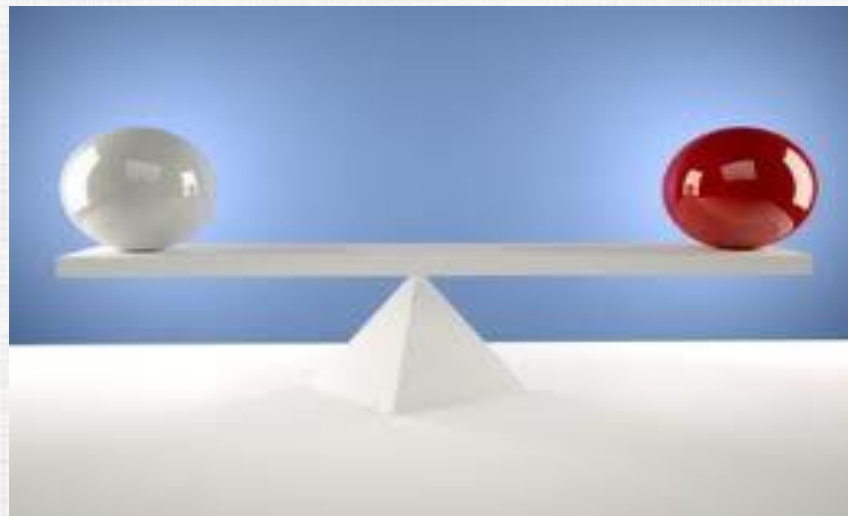
- Does your employee(s) demonstrate behavior that breaks down the team such as gossip, selfishness, lack of respect, lack of common courtesy, etc..?
- Is your employee(s) willing to teach what they know or willing to learn from others?
- Is your employee(s) willing to sacrifice self for the sake of the whole team?





# Accountability through ownership

- All three performance factors, demonstrated ethics, performance within the job description and ability to work in a team environment are equal in weight



# Part III: Creating leaders among followers



EDUCATION | INSPIRATION | MOTIVATION





# Employee value potential

Current performance + future potential = **Employee value potential**

- Stuck in current performance
- Lose focus on future potential
- Create space for employees to grow into their future potential by giving them the authority to do their job to the best of their creative ability

“The best executive is the one who has sense enough to pick good people to do what he wants done, and the self-restraint enough to keep from meddling with them while they do it.” – Teddy Roosevelt



# Leading from where you are

- Employees taking ownership of their job regardless of position and use the authority we give them to creatively, efficiently and effectively perform





# Employee Value Potential

Four things to remember about people in understanding value potential...

1. Everyone has value regardless of position or status in an organization. The key is find what area maximizes their value potential



# Employee Value Potential

2. Anyone can be reinvented or discovered. It is possible to make superstars out of almost anyone. People need to know someone believes in them. When shown the vision of their success, they will rise to challenges





# Employee Value Potential

3. Everyone needs and deserves to be validated. Everyone matters. Validation is the first step to motivation



# Employee Value Potential

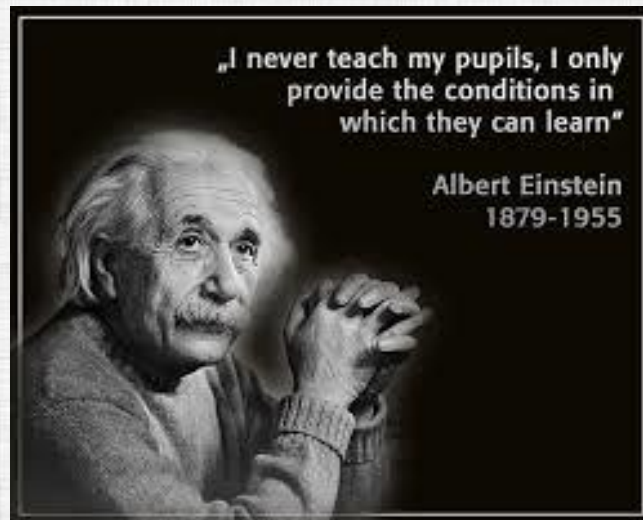
4. If properly motivated, people will rise to challenges beyond our expectations





# Formula for creating leaders

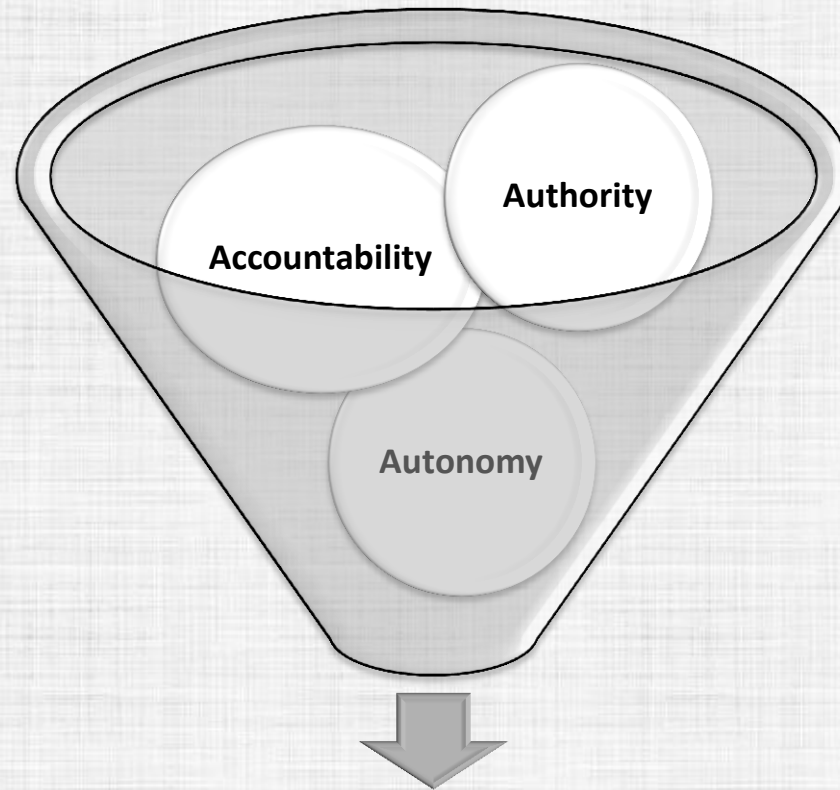
**3 A's = 3 P's**



EDUCATION | INSPIRATION | MOTIVATION



# 3 A's = 3 P's




Producers, Problem Solvers  
and Peacemakers





# Authority

- Empower your employees and let them have the authority to be high performers without meddling
- **When giving authority, you need create a safe environment to fail**



Authority is permission to act  
without permission.



# Accountability

- Whenever we give authority (empower others), it is essential that they are held accountable





# Autonomy

- Allow your employees the flexibility to choose their own methods of completing tasks



# Producers

- At the end of the day empowered people produce. Productivity is the single most important measure of success for a leader





# Problem Solvers

- When employees are empowered they find workable and reconcilable solutions to problems you may not know you had



# Peacemakers

- When employees are held accountable they navigate through their inherited situation and become more interested in serving others





# Formula for success

3 A's = 3 P's

- Significantly increases people's belief in their own ability to make a difference
- Instinctively take on a leadership mindset
- Supports creating space for growth and leadership initiatives
- **Creates leaders among followers**



A decorative wavy line in a vibrant magenta color, with a subtle grey shadow beneath it, curves across the bottom of the slide.

EDUCATION | INSPIRATION | MOTIVATION



# Contact Information

Jennifer Hock

281.825.8311 (cell)

719.247.9931 (Office)

[Jennifer.hock@pattersonvet.com](mailto:Jennifer.hock@pattersonvet.com)



EDUCATION | INSPIRATION | MOTIVATION

