



CHAOS TO COHESION

Six Relational Shifts
That Strengthen Teams

Michael Walker & Rebecca Rose

CO-AUTHORS • SPEAKERS • TEAM DEVELOPMENT EXPERTS



Rebecca Rose, RVT

Rebecca brings RVT wisdom, leadership energy, and real-world veterinary team experience to every session. She has a gift for turning experience, empathy, and team insight into practical tools that help people feel heard, supported, and ready to lead.



Michael Walker, Q.Med

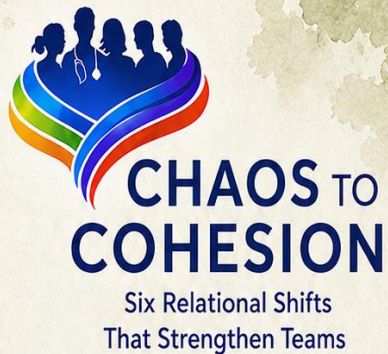
Michael is the conversation coach in the room — part mediator, part leadership guide, and part professional “let’s talk about the thing everyone is avoiding” enthusiast.



SHIFT 4

ACCOUNTABILITY

The Fiber That Strengthens Consistent Action and Ownership



— SHIFT **4** —

ACCOUNTABILITY

The Fiber

Accountability protects standards.

Clear ownership turns
expectations into
consistent action.



STRONG ROOTS. STRONG TEAMS. BEAUTIFUL RESULTS.

Six Relational Shifts That Strengthen Veterinary Teams

SHIFT 4

ACCOUNTABILITY

Clear Ownership That Strengthens
Consistent Action



Trust
The Soil



Communication
The Roots



Commitment
The Trunk



Accountability
The Fiber



Wellbeing
The Nutrients



Results
The Bloom

The 6-session arc



Today we build the trunk: the place where clarity becomes aligned action.



Trust
The Soil



Communication
The Roots



Commitment
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Accountability
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Wellbeing
The Nutrients



Results
The Bloom

Trust creates safety. Communication creates clarity.
Commitment creates alignment. Accountability protects follow-through.



SHIFT 4 - ACCOUNTABILITY

The Personal 6-Shift Worksheets
continue as the through-line.

Each session.
One shift. One Focus.
One Celebration.



PERSONAL WORKSHEET

Results Are the Bloom

The bloom is what everyone sees. The roots are not. Yet the roots create everything the bloom becomes.



TRUST
The Soil



COMMUNICATION
The Roots



COMMITMENT
The Trunk



ACCOUNTABILITY
The Fiber



WELLBEING
The Nutrients



RESULTS
The Bloom

Use this worksheet to identify one relational shift that matters now, translate it into a clear 30-day commitment, and notice the difference it makes for the pet, the pet owner, the veterinary team, and the hospital.

NAME _____

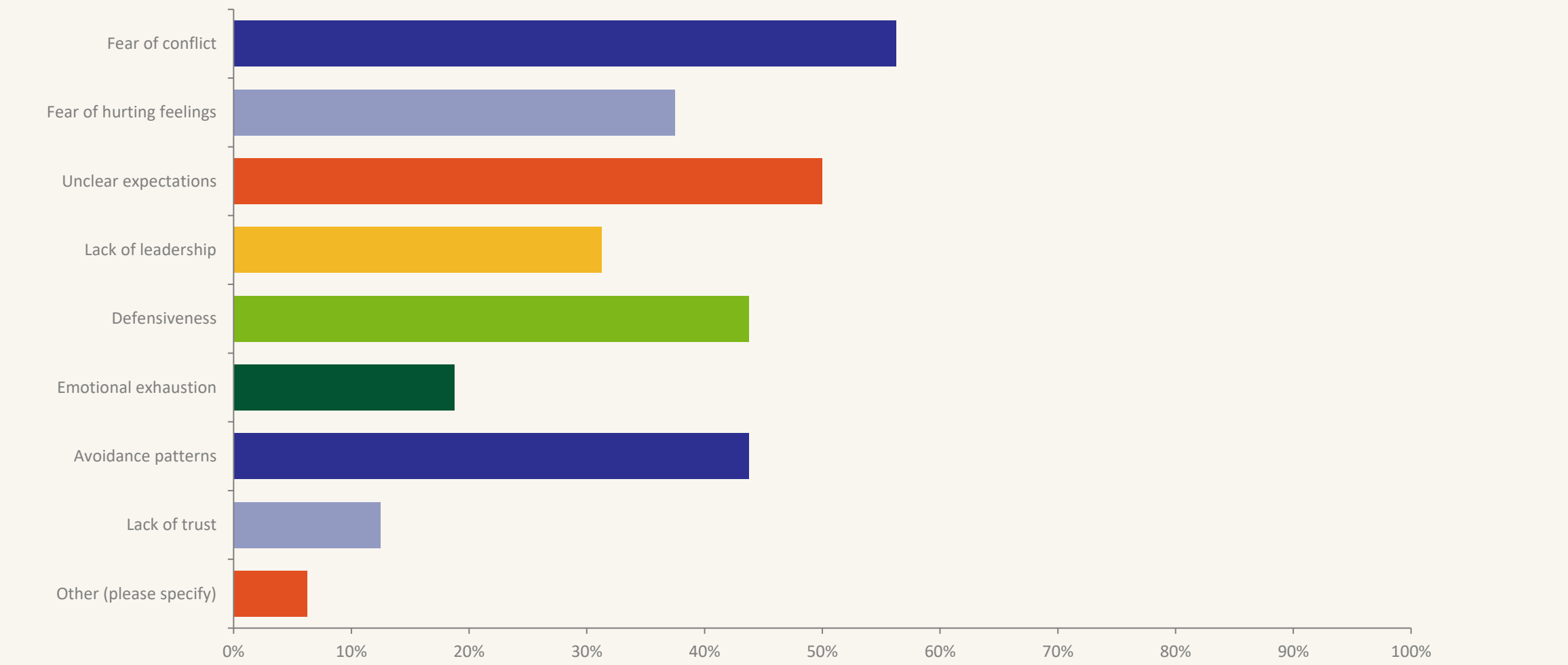
ROLE _____

HOSPITAL OR ORGANIZATION _____

DATE _____



What makes accountability difficult within veterinary teams



WHY ACCOUNTABILITY MATTERS NOW

What are your experiences with accountability?

Accountability is not the enemy of trust it is how trust is protected.



THE VETERINARY REALITY

Accountability is not about pretending pressure does not exist.

It is about addressing concerns openly and learning without shame.

mistakes happen

communication gaps occur

tasks are missed

assumptions develop

priorities shift





Accountability Versus Blame.

Blame looks backward for fault. Accountability looks forward for ownership.

CONTRAST

BLAME

Who caused this?

Who is at fault?

How do we protect ourselves?

ACCOUNTABILITY

What did we agree to?

What got in the way?

What happens next?



What accountability is — and is not

Healthy accountability protects standards without damaging trust.



BLAME

CLARIFY

- Focuses on fault
- Creates fear and defensiveness
- Looks backward
- Protects ego
- Seeks a culprit
- Weakens trust
- Stops learning

ACCOUNTABILITY

- Focuses on responsibility
- Creates clarity and ownership
- Looks forward
- Protects standards
- Seeks a solution
- Strengthens trust
- Encourages growth

Accountability becomes safe when it is predictable, direct, and connected to shared purpose.....VISION!



The Accountability Conversation I Avoided

What's at risk? What's at risk not to?



Think about a conversation you knew needed to happen but postponed.

- someone consistently arrived late.
- callbacks were not completed.
- patient records were incomplete.
- a team member repeatedly failed to communicate important updates.



The Accountability Conversation I Avoided

What's at risk? What's at risk not to?



Think about a conversation you knew needed to happen but postponed.

What prevented you from having the conversation?

What happened because the conversation did not occur?

What would accountability have looked like in that moment?



Write first. Then share one sentence.



A structured approach for clarity without accusation.



C

Clarify

Describe what occurred using objective observations.



A

Acknowledge

Explain why the issue matters.



R

Request

Clarify the expectation moving forward.



E

Evaluate

Follow up and reinforce progress.



How CARE could sound.....



Clarify

“I noticed patient callbacks were incomplete on three hospitalized patients this week.”

Acknowledge

“This affects continuity of care and may impact client confidence.”

Request

“Callbacks need to be documented before the end of each shift.”

Evaluate

“Let’s check in next week to see how the process is working.”



Accountability strengthens relationships when it is clear, consistent, and respectful.



The 30-Day Accountability Commitment

Choose one accountability behavior to strengthen over the next 30 days.

My accountability commitment:

What this looks like in practice:

How I will know it is working:



**Where does
accountability begin?**



HANDOUT INTEGRATION



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NAME _____

ROLE _____

HOSPITAL OR ORGANIZATION _____

DATE _____



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OUR TEAM SMART GOAL

TURNING OUR FOCUS INTO ACTION

RESULTS ARE THE BLOOM

The roots create the bloom.



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Use this worksheet together to choose one shared focus, define the team behavior that will move it forward, and create a visible 30-day plan for action, support, accountability, and celebration.

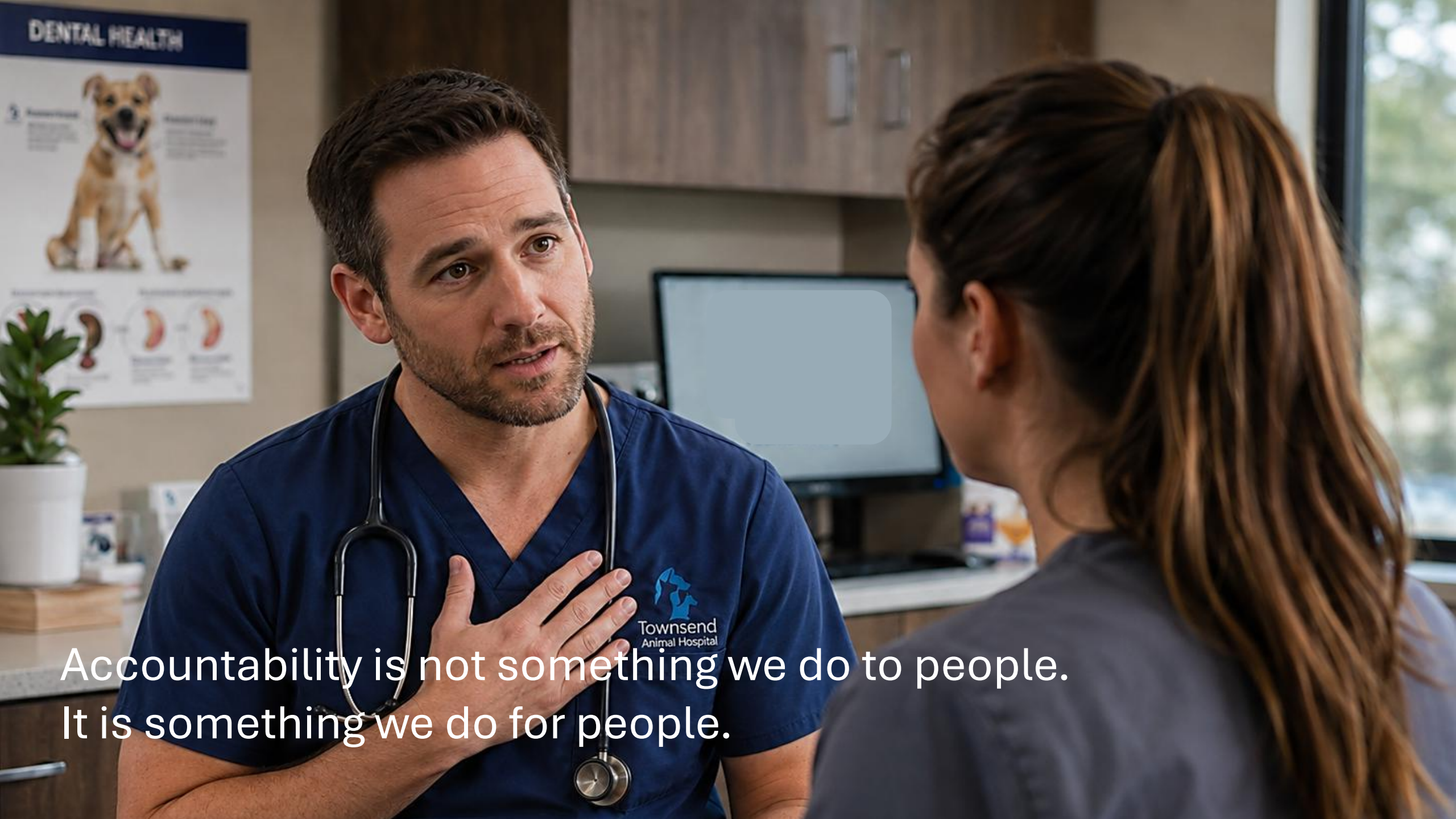
TEAM OR DEPARTMENT _____

VETERINARY HOSPITAL OR ORGANIZATION _____

FACILITATOR _____

DATE _____

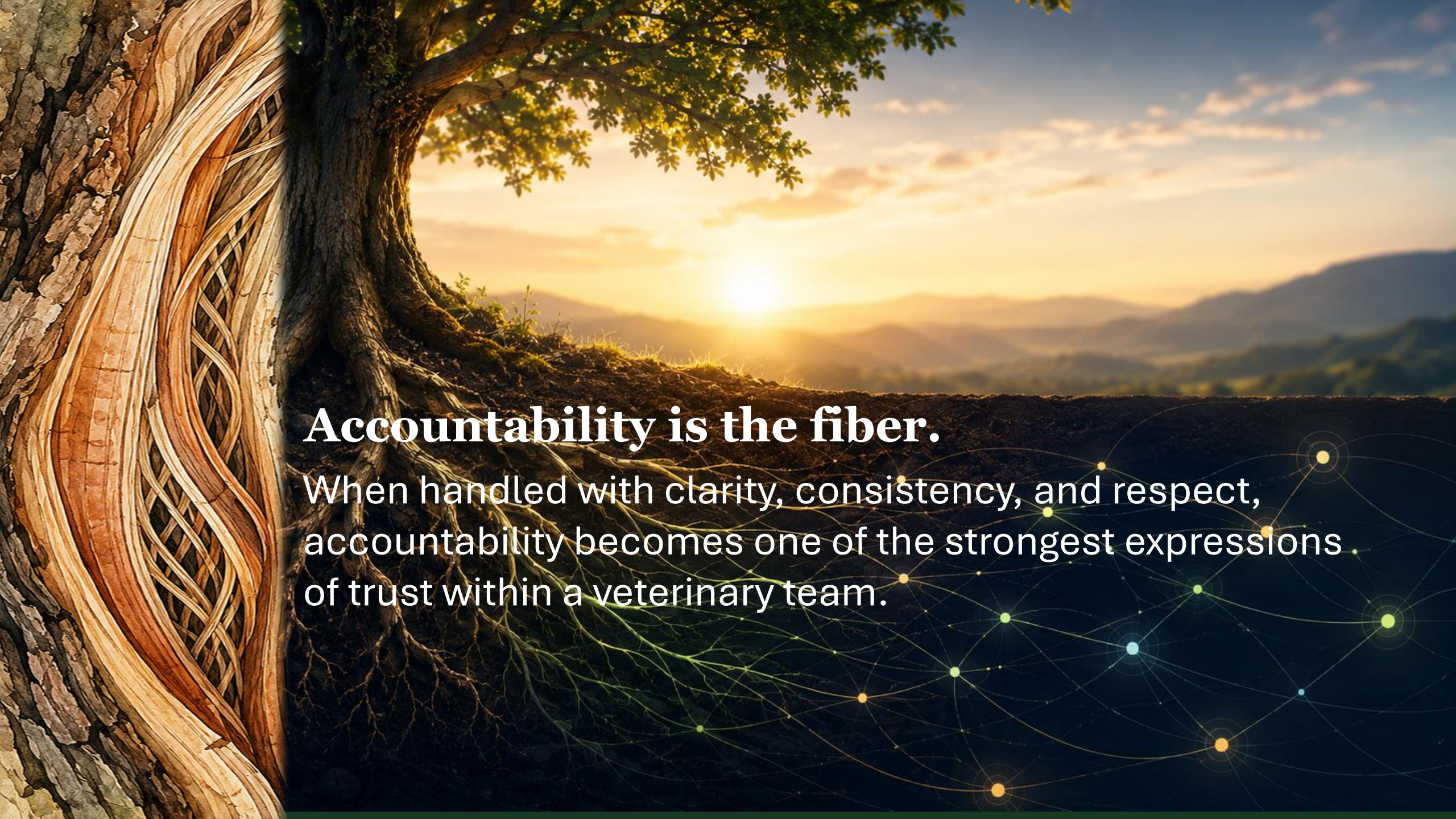




Accountability is not something we do to people.
It is something we do for people.



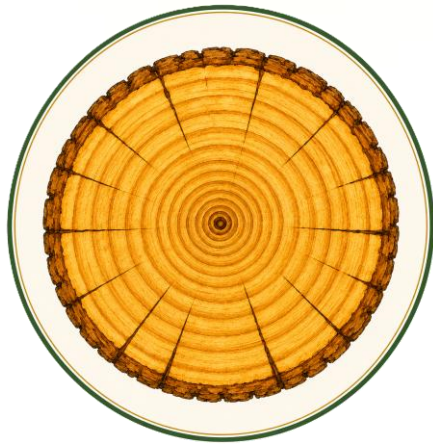
WHAT'S BEEN MOST VALUABLE?

The background of the slide features a large, ancient tree on the left side, with its thick, gnarled trunk and exposed, light-colored roots extending into the ground. The tree's canopy is visible at the top, with green leaves silhouetted against a bright sunset sky. The sun is a glowing orb on the horizon, casting a warm, golden light across the scene. In the distance, rolling hills or mountains are visible under the soft light of the setting sun. Overlaid on the lower right portion of the image is a network diagram consisting of numerous small, glowing nodes in yellow, orange, and blue, connected by thin, light-colored lines, suggesting a complex web or system.

Accountability is the fiber.

When handled with clarity, consistency, and respect, accountability becomes one of the strongest expressions of trust within a veterinary team.

From Accountability to Wellbeing



Accountability strengthens follow-through together.
Follow-through together strengthens wellbeing.

Next session: WELLBEING

How do we
sustain the
people doing
the work?

