



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 6

RESULTS

Results are visible, but they are never disconnected from what happens below the surface.



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— SHIFT **6** —

RESULTS

The Bloom

Results reflect effectiveness.

Shared effort turns relational
strength into measurable impact.



STRONG ROOTS. STRONG TEAMS. BEAUTIFUL RESULTS.

Six Relational Shifts That Strengthen Veterinary Teams

SHIFT 6 **RESULTS**

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
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Results
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Trust creates safety. Communication creates clarity.
Commitment creates alignment. Accountability protects follow-through.
Wellbeing sustains capacity. Results become the evidence



SHIFT 6 - RESULTS

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
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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 _____



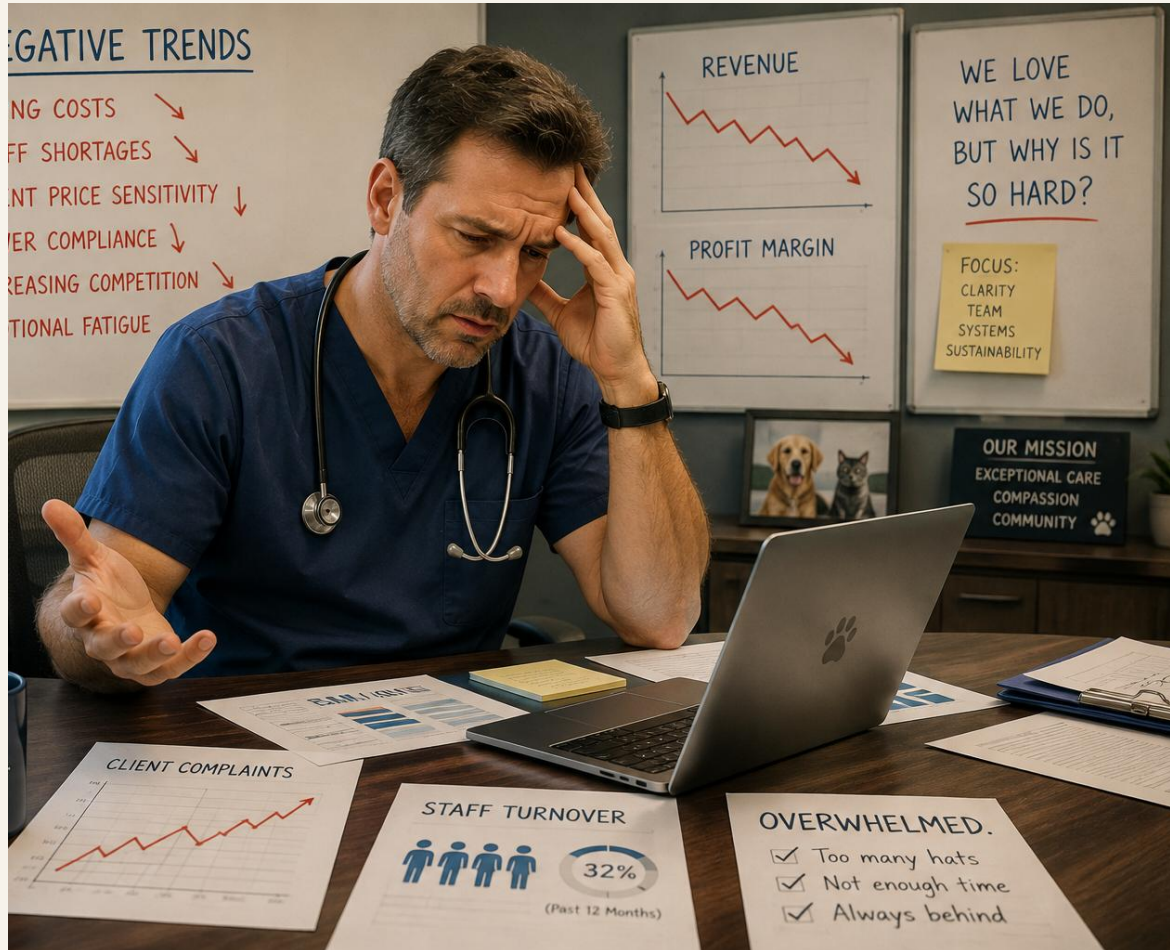
Many teams focus entirely on the results

Revenue,
Production,
Retention,
Efficiency,
Client satisfaction,
Scheduling,
Growth

They all matter — but they are not
connected to the relational system.



The numbers drive operational solutions



Visible Symptoms

- Employee turnover increasing.
- Client complaints more frequent.
- Morale lower.
- Financial performance plateauing.



The numbers follow the relationships.



Different questions

Did team members trust one another?

Were difficult conversations happening early?

Were expectations clear?

Was accountability consistent?

Were people exhausted?

Were we supporting each other?





Healthy practices pay attention to four categories of results.



Patient outcomes

quality of care,
continuity,
compliance, standards



Client outcomes

trust, satisfaction,
loyalty, referrals



Team outcomes

retention, engagement,
collaboration,
psychological safety



Practice outcomes

efficiency, profitability,
sustainability, culture





Before implementing a new initiative, we ask: will this improve outcomes for...

Results improve when effort aligns with purpose.

The Pet



**The Pet
Owner**



**The
Veterinary
Team**



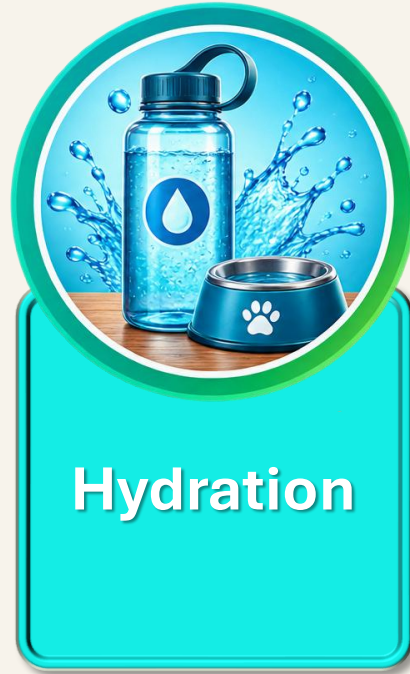
**The
Veterinary
Practice**



SUSTAINABLE RESULTS

**Wellbeing is not separate from performance.
Wellbeing fuels performance and sustainable results**

Sustainable teams balance these.



Lagging indicators tell us what happened. Leading indicators tell us what may happen next.



- Monthly revenue
- Employee turnover
- Client complaints
- Profitability
- Production numbers



- Trust
- Communication quality
- Recognition
- Role clarity
- Psychological safety
- Accountability consistency



The six **relational** shifts become a cohesive, practical, team operating system that generates our results



Patients benefit. Clients benefit. Teams benefit. Practices benefit.

MY ONE FOCUS: being intentional with relational results

If I could strengthen only one area over the next 30 days, it would be?



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WHY

Why this focus matters now?



Celebrating the Wins

Transactional and relational wins working together



Transactional WINS

Heartworm
client
education
targets met.

Relational WINS

Our conversation
on practice
priorities that felt
safe.

Brainstorm a list of transactional and relational wins you are passionate about in your NEWVET clinic





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



SMART Goal Development



SPECIFIC

What exactly are we trying to improve?



MEASURABLE

How will we know progress is occurring?



ACTIONABLE

What actions will we take?



RELEVANT

How does this support:



TIMELY

SMALL WINS CREATE MOMENTUM

**Results do not always
arrive dramatically.
Often, they appear
gradually.**

A smoother handoff.
A repaired relationship.
A team member who stays.
A grateful client.
A more productive meeting.



The 30-Day Results Commitment

Choose one result that matters to you.

My focus area

**The behavior that most influences
this result**

How I will measure progress

**Make it visible.
Make it meaningful.
Make it shared.**

- Celebrating progress reinforces positive behaviors.
- Positive behaviors strengthen culture.



HANDOUT INTEGRATION



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WHAT'S BEEN MOST VALUABLE?

Healthy teams create healthy outcomes.

- 
- The background image shows a modern veterinary clinic. In the foreground, a woman in grey scrubs is looking down at a clipboard. Behind her, a man in blue scrubs is holding a golden retriever. To his right, a woman in teal scrubs is talking to him while holding a tablet. Further back, a woman in grey scrubs is talking to a man in blue scrubs who is holding a clipboard. In the bottom right, a woman in maroon scrubs is examining a tabby cat on a table. In the background, there is a reception desk with a woman in blue scrubs and a sign that says "COMPASSION VETERINARY CLINIC" with a paw print logo.
-  Trust strengthens relationships.
 -  Communication improves coordination.
 -  Commitment aligns effort.
 -  Accountability reinforces standards.
 -  Wellbeing sustains capacity.
 -  Results become evidence of a healthy team



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