

# SUPERVISOR SKILLS CASE STUDY

## FAST FACTS:

- + \$10-14M annual revenue
- + 11 DVMs
- + Multi-location practice in the South West
- + Open 6 days a week
- + Specializes in small animals, avian and exotics

## CASE BACKGROUND AND CHALLENGES:

Supervisors can make your hospital the premier place of employment, or can make it the pariah of your community.

For this multi-location practice, although they were financially successful, they wanted to continue to develop their management team's soft skills for the betterment of the practice and the staff. While they did hold regular management meetings, and there was solid communication, the owners wanted to be more hands-off, and wanted the managers to be more independent and less reliant on the owners. In a nutshell, they wanted to empower their management team.

“My management team was good at their jobs and I was able to depend on them for most things, but I was never able to completely step away from them. I found that they often relied on me to give them the answer, even though I knew they already knew what to do. It was often times frustrating, and I really needed to figure out a way to help build their confidence up so I could confidently step away from the practices for short periods of time. iVET360 helped me take my management team from good to great!”

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## ANALYSIS:

Most supervisors aren't in their role because they are great leaders, but instead because they were great techs, or great receptionists. If we don't offer them leadership training, they can quickly ruin an excellent team, driving out the best performers.

## ACTION:

We assisted the hospital administrator in engineering one-on-one check-ins for their managers with our HR and Training Manager. The goal of this endeavor was to bring in an outside perspective, which would help the team know that their thoughts and ideas were not just coming from the owners. We also established monthly one-on-one sessions regarding various HR and training topics.

Eventually these practice's managers started opening up about their day-to-day struggles. Our HR and Training manager patiently and successfully coached them on how to handle a variety of different situations, which benefitted the hospital's culture in the long term.

We then set up a system in which their meetings would be recapped with hospital owners and the hospital administrator, so they could follow up with any loose ends. During our routine calls with this client, we would also set up agendas for future one-on-ones, to establish goals and accountability.

## RESULTS:

Over time, the practice owners and hospital administrators began noticing that the managers were less dependent on the guidance of the hospital administrator. These managers also began applying the skills that they developed from our HR and Training manager—these skills were apparent during one-on-one meetings with their teams and individuals. The hospital administrator began feeling more comfortable leaving their managers on their own, thus freeing them up to focus on more pressing priorities.

We still have routine one-on-one meetings with the management team, but instead of coaching sessions, they have advanced to brainstorming and check-in sessions.