

A close-up photograph of a brown and white bulldog puppy lying down. The puppy has a white blaze on its face and is looking towards the camera with a calm expression. It is wearing a red rope leash with a gold-colored metal clasp. The background is plain white.

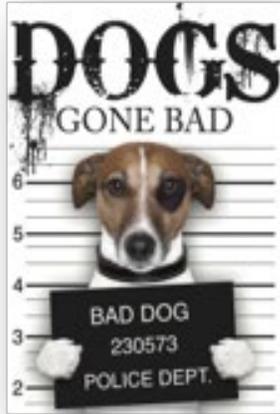
Integrity Unleashed:

Leading with a Clear Conscience



Agenda

- Consequences of Toxic Leadership
- Behaviors of Toxic Leaders
- Behaviors of Strong Leaders.
- Emulating Moral Leadership.
- Transformational Leadership in Vet Med (Leading the Pack).



Consequences and Behaviors of Toxic Leadership

Exploring hospital impact.

Poor Leaders Create Consequences



- **Culture Shock (Organizational Toxicity)**

- Mistrust in leadership.
- Mistrust for the company/mission.
- Reduced productivity.
- Increased absenteeism.
- Dissatisfaction in work.

- **High Turnover**

- Associates feel devalued, demoralized, and hopeless.
- Increased burnout, depression, and decreased commitment.

- **Legal Risk**

- Disengaged > obsessed over issues > hyper-focused on lack of support (perceived or real) > litigious.



Behaviors: Types of Toxic Leaders

“Leggo My Ego”: The Egocentric Leader

- Arrogant and overconfident.
- Often dismisses others and prioritizes their own ideas.
- Fails to see or consider the perspectives around them.
- Interrupts or belittles those around them.
- Manipulates data or facts to fit narrative.
- Fails to communicate effectively.
- Promotes or favors individuals who share their perspective.
- Fails to develop those around them.
- Fails to acknowledge their mistakes and often blames others.



Humility Pays: Fun Fact

In a study of 708 leaders, humble leaders were rated in the 66th percentile for overall effectiveness, whereas leaders who had been assessed as arrogant ranked around the 34th percentile.



Behaviors: Types of Toxic Leaders

The Reckless Renegade

- Reckless disregard for the impact of their decisions.
- Often speaks or (worse) acts before they think.
- Provokes discord amongst their teams.
- Promotes or protects themselves at all costs.
- Acts illegally or unethically (often to achieve desired results).
- May be aggressive and is often impulsive.
- Unattuned to their team's needs or contributions.



Behaviors: Types of Toxic Leaders

The Cowardly Lion: Tough (But Puny)

- Often shrinks from difficult choices, leading to instability for the team.
- Says what people want to hear (often changes with audience).
- Pretends everything is okay, even when it is not.
- Fails to enforce rules for fear of the reaction.
- Engages in backstabbing and oblivious to the impact of their conduct.
- Avoids work or cower behind emails, meetings, or any other excuse.
- Fails to follow through or commit to decisions they made.
- Hides behind power or title (often lashing out or using intimidation).





Play the tape forward as we discuss further...

- **Have you worked for a toxic leader during your career?**
 - How did that impact you or those around you?
 - How has your experience changed the way you lead?

- **Have you worked for a leader you admired?**
 - What did they do differently?
 - What made them stand out?
 - How has your experience changed the way you lead?





Behaviors of Strong Leaders

Considerations for personal impact.

Defining Integrity

The quality of having strong moral principles and honesty.

Basic concept of choosing to abide by a moral code that align to honest-based principles.

Valuing principles such as loyalty, trustworthiness, and reliability.

DEFINING INTEGRITY

| Synonyms | Related Words | Antonyms |
|---------------|--------------------|------------|
| character | appropriateness | badness |
| decency | correctness | evil |
| goodness | decorousness | evildoing |
| honesty | decorum | immorality |
| morality | ethics | iniquity |
| probity | etiquette | sin |
| rectitude | fitness | villainy |
| righteousness | high-mindedness | wickedness |
| rightness | honor | |
| uprightness | incorruptibility | |
| virtue | irreproachability | |
| virtuousness | irreproachableness | |
| | morals | |
| | propriety | |
| | right-mindedness | |
| | scrupulosity | |
| | scrupulousness | |
| | seemliness | |

Objectivity: What Does it Mean?

Objectivity is the ability to maintain perspective and keep personal biases to a minimum.

Relying on facts or data as opposed to judgments or interpretations.

Refraining from personal relationships or influence to determine decisions.



Is it possible to be too objective?

In a sense, no, but it is possible for leaders to focus too strongly on the data and forget that there are people and emotions tied to their decisions.

Be mindful to seek balance. Data and facts are heavily weighted in order to maintain consistency and fairness but **do** remember that you have people on the other side of your decisions and add compassion to the mix.



Emotional Intelligence (EQ)

The ability to recognize, understand, and control your own emotions.

The ability to recognize and influence the emotions of those around you.

Four Competencies of EQ:

1. **Self-awareness:** What am I contributing positively/negatively?
2. **Self-management:** Am I pausing, breathing, and being intentional with my response?
3. **Social awareness:** Am I seeking others' perspectives and practicing empathy?
4. **Relationship management:** Am I addressing issues proactively and influencing those around me positively?

Genuine Humility

Embracing and practicing a modest view of one's own importance.

Freedom from possessing pride or arrogance of self.

Habits of Humble Leaders:

1. Willingness to admit (and embrace!) their own shortcomings or areas for growth.
2. Seeking help from those around them when they need it.
3. Staying curious about the thoughts and desires of those around them.
4. Understanding the impact of their behaviors on others.
5. Practicing intentional listening (not listening to respond).

Awareness of Unconscious Bias

Stereotypes individuals form without awareness about certain groups of people.

Everyone holds unconscious beliefs (or biases) that they use to make decisions.

Unconscious biases are form from the human tendency to categorize as "good" or "bad."

Examples of Unconscious Bias in Leadership:

1. **Affinity Bias:** Tendency to gravitate towards those like ourselves.
2. **Attribution Bias:** Our assessment of others' achievements or failures and how they came to be.
3. **Beauty Bias:** Judging others based on their physical appearance.
4. **Confirmation Bias:** Searching for evidence to prove our existing opinions.
5. **Conformity Bias:** Allowing group pressure to sway your views/decisions.



Are You Unconsciously Biased?

Hint: Yep.

For example, how do you feel about people who:

Own a firearm?

Can't drive?

Are chronically late?

Do or don't attend church?

Are over 60?

Want kids?

Smoke?

Don't like cats?

Don't want kids?

Drive an electric car?

Vote for the other candidate?

Are on welfare?

Are disabled?

Don't like dogs?

Are under 30?

Do or don't eat meat?

Have tattoos?



The Truth About Unconscious Bias

The reality is, preconceived notions are a survival tactic humans have used for all eternity.

They keep us safe from unfamiliar threats and allow us to form decisions throughout our lives.

It is **not** inherently wrong to **have** bias (you're human!), but...

It **can** be wrong to **act** on bias.

As a leader, you must learn how to detach from your biases in order to think objectively and make appropriate decisions.



SAY WATT?

Test Your Personal Bias

Project Implicit from Harvard University:

[Implicit.harvard.edu/implicit/takeatest.html](https://implicit.harvard.edu/implicit/takeatest.html)

Quick Review

Consequences of Toxic Leadership

Types and Behaviors of Toxic Leaders

- The Egocentric Leader
- The Reckless Renegade
- The Cowardly Lion

Behaviors of Strong Leaders

- Practicing Integrity
- Remaining Objective
- Awareness of Personal Bias





Emulating Moral Leadership

Putting Your Skills into Practice

Seek to Understand

1. Make eye contact (put your phone and computer away).
2. Pay attention to body language and non-verbal cues.
3. Listen fully, without judgment or interrupting.
4. Ask follow-up questions to clarify misunderstandings.
5. Do not start planning what you are going to say next.

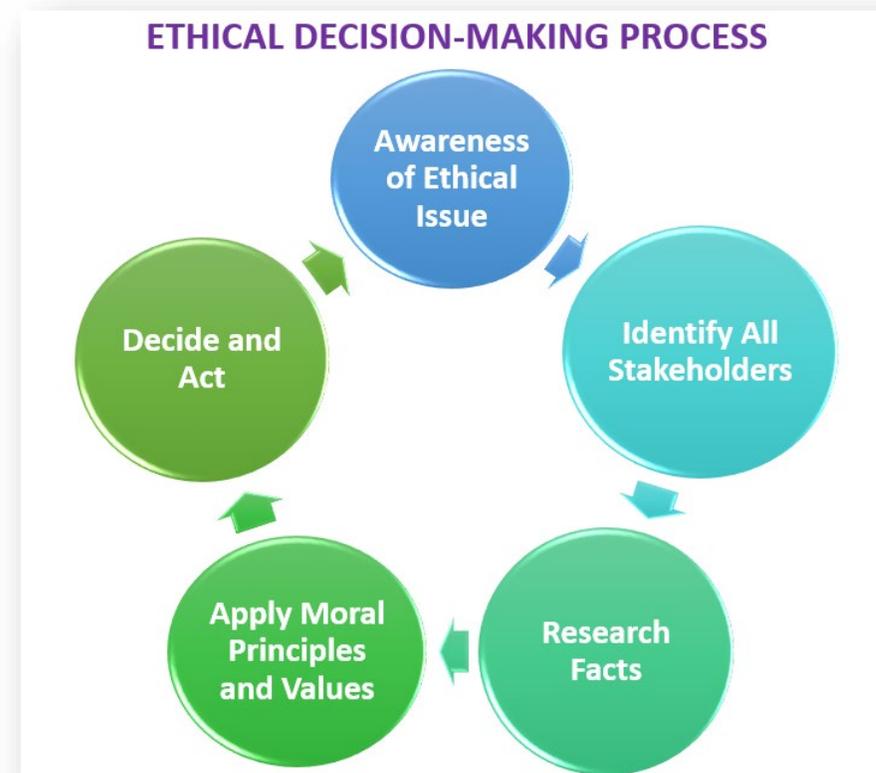


"If I were to summarize in one sentence the single most important principle I have learned in the field of interpersonal relations, it would be this: Seek first to understand, then to be understood." - Dr. Stephen R. Covey

Practice Ethical Decision-Making

1. Be transparent and open about your process.
2. Act with honesty and keep promises when made.
3. Build a team of challengers that think differently but share the same philosophy on ethical practice.
4. Practice active listening and empathy.
5. Treat all Associates with respect, dignity, and fairness, despite their background or status in the hospital.

Work with Human Resources to develop fair practices in the hospital and hold all Associates to the same principles and standards.



Maintain Trust

1. Project warmth, competency, and transparency.
 - **Note:** Remember that competency sometimes means saying, "I'm not sure. Let me check into that for you."
2. Create opportunities for connecting with your team (even if personal).
 - Get on the floor! Keep your door open. Eat in the breakroom.
3. Demonstrate concern for those around you.
4. Hold face-to-face meetings as much as possible.
5. Walk the talk. Follow through. Follow through. Follow through.
 - If you say you will do something, do it.
 - Circle back if something is taking longer than anticipated.





Transformational Leadership in Vet Med

Leading the Pack to Change

The Courage to Change

- Start small (don't bite off more than you can chew).
- Identify and begin to prioritize hospital needs.
- Subtle changes count and will make it easier to follow through.
- Start by checking in and holding crucial conversations with your team.
- Be present and accountable for your team.
- Seek and find inspiration in the day-to-day.
- Explore your "why" for Vet Med and let it fuel you.



Create Consistency

- Write those SOPs and ensure access and training.
- Develop committees and delegate ownership.
- Set meetings (with agendas) and follow up.

Human Resources Disclaimer:

Treat every employee with the same consideration.

One for all and all for one, Musketeers!



Persuasive Leadership

Creating Practice Ownership

- Manage up (respectfully and with decorum).
 - Your leaders are people, and they are learning, too.
- Get to know your people:
 - Network with other practice managers, HR, Benefits, People Services, IT.
- Advocate for your hospital and team members.
 - Cantankerous clients, future opportunities, policies and new technologies.
- Continue to grow your skillset and practice daily.
 - Find CE events, attend tradeshow, network in the community, follow your team.



Mind Full, or Mindful?



JENNIFER, I GET IT. LAND YOUR PLANE.



Recap & Closing

The Takeaways



Remember...Ewe can make a difference.