



Leadership Retreat 2014

A Weekend of Vision, Strategy, and Teambuilding in
Riding Mountain National Park



Summary Report



Table of Contents

Retreat Summary Report	2
Expectations	3
Desired Outcomes	3
Priorities to Explore	4
Teambuilding Challenge	5
High Performance Team Model	7
Accountability	8
J- Curve of Change	10
Vision and Mission Review	11
New MVMA Vision Statement	12
New MVMA Mission Statement	12
Next Steps	13
Additional Comments / Concepts Captured	19
Celebrating Success !	20
Gallery	21

Retreat Summary Report

This document contains the notes and information captured during the MVMA Leadership Retreat, Nov 14-16, 2014. The primary purpose of the document is to provide a comprehensive summary of relevant content to be used as reference for follow-up initiatives.

The majority of this content has been reported from the “raw data” with only small alterations in text. Certain components have been “wordsmithed” to increase clarity or fill in gaps in context for better understanding.

I have also included several resources and graphic models that were discussed during the retreat.

I would like to thank all of the participants for how they chose to “show up” to this milestone MVMA event.

- You each found your voice to share perspective, ideas and expertise.
- You challenged each other respectfully and listened with a desire to understand.
- You engaged fully, with deep commitment and passion for your profession and association.
- You volunteered your precious weekend, taking you away from family, and still you worked long and hard each day while having fun, celebrating success, and enjoying each other as colleagues.

Nicely done!

It was a privilege to be your host and facilitator. Thank you for the opportunity to support this important work and I look forward to following your success into the future.



Mick Lutt
President - Taiga Consulting

mick.lutt@taigaconsulting.ca
204.470.4872

www.taigaconsulting.ca



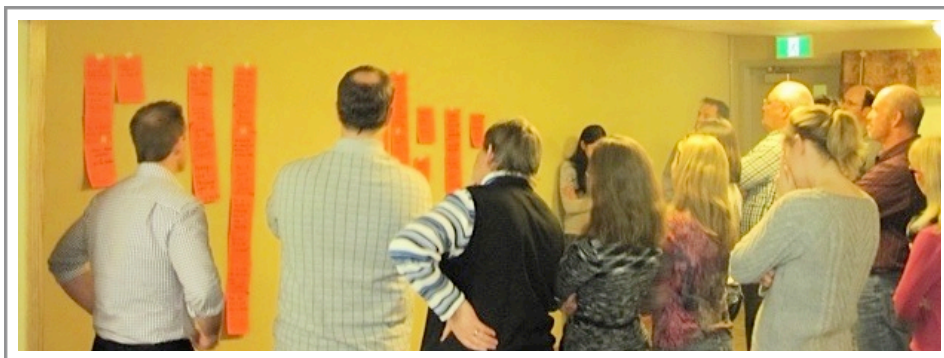
Expectations

How we will engage with each other this weekend....

- We will all keep an open mind
- We will listen respectfully to one another
- We will approach each challenge with a “yes AND...” approach (solution focused)
- We will communicate with clarity, constructively, and stay engaged
- We will identify positive and specific goals for follow up
- We will present and discuss a variety of perspectives
- We will focus on each task at hand and stay on track

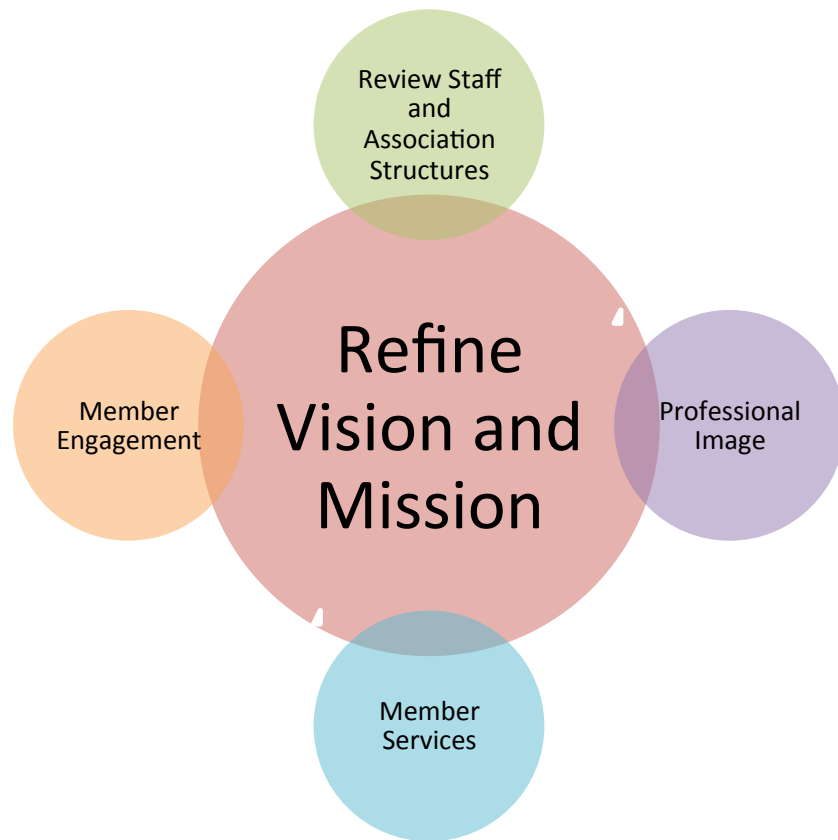
Desired Outcomes

- Networking and connecting with others / relationship building
- MVMA structure review
- Find direction / identify priorities
- Create clear messages around the role and value of MVMA
- Create direction and focus
- Role clarity for council and staff
- Membership priorities
- Realistic expectations for association
- Leave with a plan



Priorities to Explore

Topics identified as top priorities for exploration and discussion during retreat.



Teambuilding Challenge

The following are lesson-statements and team performance best-practices, captured during processing discussion following the A-Frame team challenge. What does this mean to the MVMA moving forward?

- Need for balance in role clarity while staying open to adapting / changing and being flexible in sharing cross-over responsibilities.
- Importance of being accountable for our own individual performance while working within the larger system (maintaining focus while system thinking awareness of big picture).
- Process clarity is guided by purpose clarity.
- While having a plan is important, the ability to adapt and update that plan as needed is crucial.
- Look for gaps in accountability - support people to embrace a culture of accountability.
- Have FUN! Celebrate Success!
- The foundation of any team, business, or organization is trust among the people.
- Communication is “good” when it is clear, relevant, timely, and whole.
- We value strong leadership from all - it is not reserved for the elite but presents an opportunity for everyone to step up, contribute, support each other, and own success.
- Leaders need followers.. when a leader is designated in a specific role focusing on a specific initiative or area of responsibility, we need to support and follow effectively.



- We must learn from our mistakes and change our behaviors to move forward.
- Having fun at work and with our professional colleagues is very important!
- Respect is the foundation of trust and effective teamwork. We must start with a base of trust and respect and then work to keep it. But by default, it must be assumed.
- Listening, truly seeking to understand each other's ideas and perspectives with no ego involved is the way to strong leadership and team performance.

- Establish smart, practical systems and then follow them.
- It feels good to fall into a sense of purpose with role clarity.
- It's important for everyone to be engaged and to participate, finding a way to contribute.
- Strong team members find their voice and speak up when necessary.



High Performance Team Model

Used as debrief and processing reference and as foundation for training content around team performance.



Clarity of Purpose and Vision.

Alignment of Values and Culture.

Strong Effective Leadership

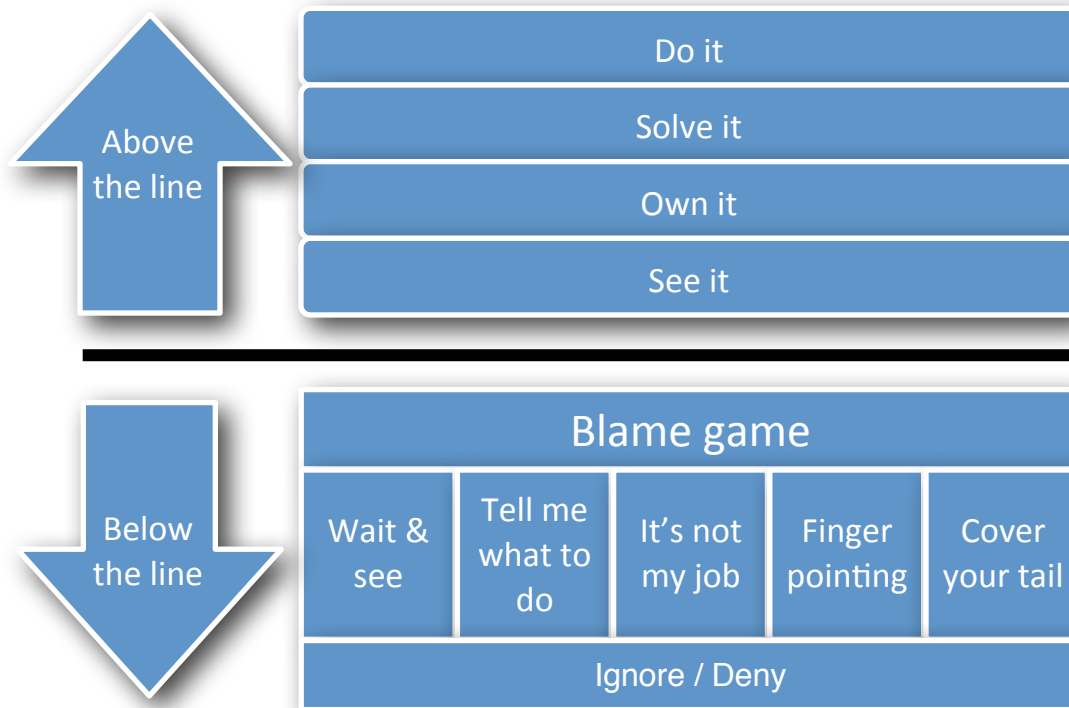
Mick Lutt, Taiga Consulting 2014.
Adapted from the work of Patrick Lencioni,
The Five Dysfunctions of a Team

Accountability

Every organization strives to develop accountable people who are meeting targets and achieving desired results.

The following model will help you visualize the difference between a corporate culture that accepts non-accountability (working below the line) and the steps that are needed to climb out of the blame game and (above the line) into a culture of accountability.

Working above the line we find a sense of reality, ownership, commitment, solutions to problems, and determined action.



Below the line, energy goes into making excuses, blaming others, confusion, and an attitude of helplessness (victim cycle).

Adapted from Roger Connors,
The OZ Principle , 2003

Commit to working above the line. Create an environment where each individual can acknowledge the truth and where people will find and use their voices.

Trust Factors

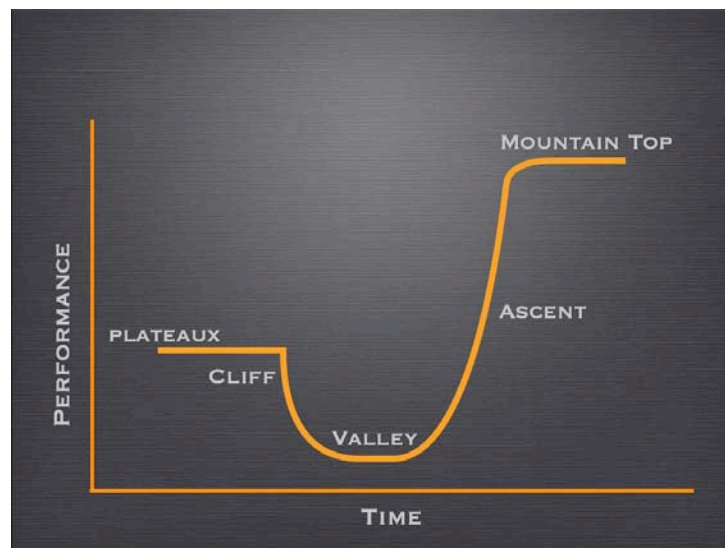


Mick Lutt, Taiga Consulting 2011-2013.
Adapted from the work of Stephen Covey, The Speed of Trust

J- Curve of Change

As referenced in discussions.

Understanding these predictable dynamics helps us predict, plan, and manage change initiatives effectively. These hold true for large change initiatives such as system or process changes as well as seemingly small changes like the addition of a team member or changes in a member request.



Change Management Process Components

Use this checklist to be sure you have included the key components of a successful change management process.

- Do you have a clear and transparent Change Management Plan?
- Have you articulated your strategic approach to this change initiative?
- Is there adequate involvement in developing the strategy. Is this engagement taking place on multi levels? Big Picture / Process / Implementation. Are all levels of staff given a voice?
- Is there Big Picture clarity? When asked, do all staff provide the same “elevator pitch” as to what is happening and why it’s needed?
- Are there clear expectations: roles, impacts, process, milestones, performance indicators, etc.
- Are you celebrating each success?
- Is there a safe learning environment created?
- Is there adequate information sharing and a well thought out communications plan?
- Is initiative being rewarded?
- Is it exhaustive, does it answer all major questions and concerns, are all fears being addressed to the best of your ability?

Vision and Mission Review

Guiding question: **Imagine the MVMA in an optimal state, 5-10 years from now. What will the MVMA achieve over time? Describe it.**

The following bullets are notes captured from the discussion.

- Provincial respect and influence for the animal health community, public health, and animal welfare.
- We will be the “crown jewel” of animal health, in the eyes of the government, clients (stakeholders) and public.
- We will be providing strong leadership that advocates effectively for our profession.
- Vets will be recognized by clients and the public as the leading authority in animal health and welfare.
- We will be a strong organization that supports proud and motivated members.
- Members respect and understand our professional diversity.
- Respect / camaraderie / value / worth - towards ourselves (vets) and other associated business colleagues.
- MVMA is a meeting place for colleagues - supportive professional org - a home / a sense of community.
- A welcoming community through all phases of career - members coming together around MVMA driven activities.
- Recognized and trusted by public.
- Active in public education with conscious PR presence.
- Self - regulation - protects best interests of animals, support members, and engage with public.
- Members understand MVMA purpose with clarity and transparency about functions, policy, and procedure.
- Members are engaged and proud of their profession and association.
- MVMA is an effective advocate for improving health and welfare of animals.
- MVMA benefits public health, industry, and animal welfare.
- We promote the art of the profession (not just the technical side) - the heart of the professional relationship with client.
- We are the voice for the profession. We inspire and empower our members to achieve professional success and advocate for what we believe.

New MVMA Vision Statement

Vision Statement: defines optimal state of future - a mental picture of what the org wants to achieve over time. Provides guidance and inspiration for long term focus - the "North Star" for the organization. Best when succinct and inspirational.

We envision a society that embraces excellence in animal health and welfare.

New MVMA Mission Statement

Mission Statement : identifies present purpose - why we exist. Answers the following questions:

- *What we do*
- *Who we do it for*
- *How we do what we do*

As trusted leaders and advocates for the betterment and protection of animals and people in Manitoba, we provide regulatory governance and empower our members to champion the art and science of veterinary medicine.



At times it may have felt like we would not get there, but thanks to great perseverance, engagement, and many creative contributions from the group, we made it!

Well done team MVMA :)

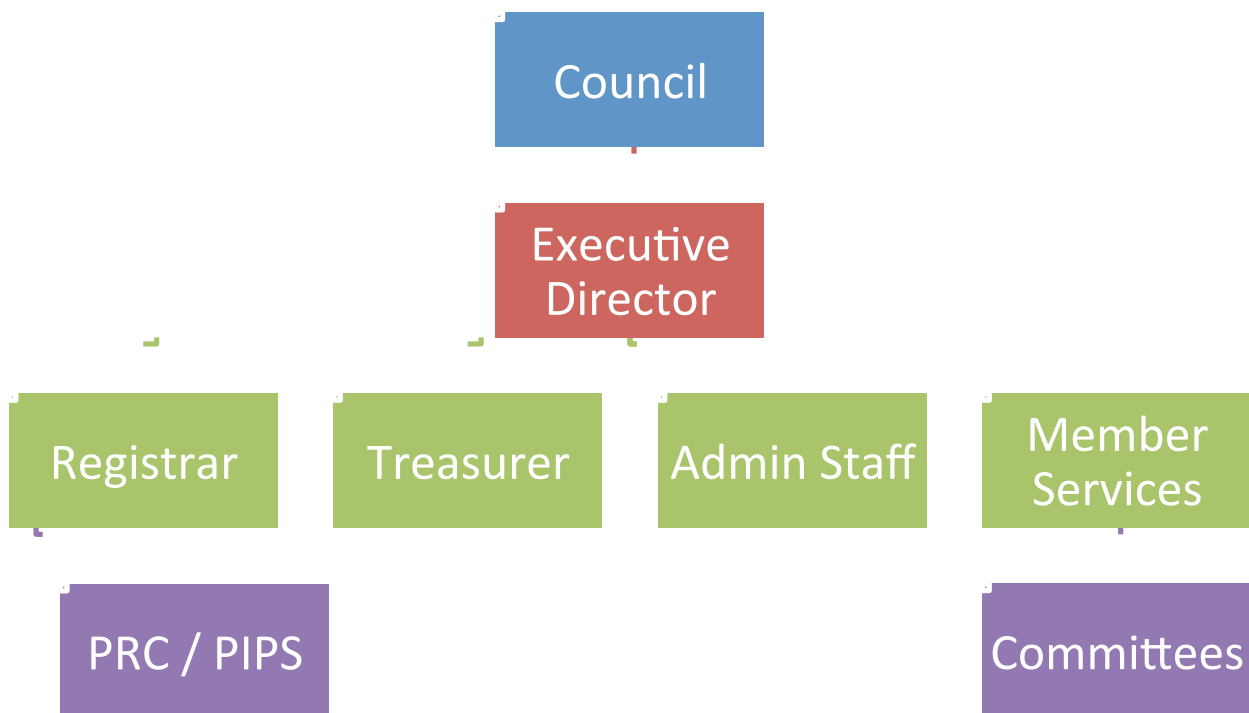
Next Steps

What are our priorities now and what specific actions need to take place to keep moving the MVMA forward? The question was asked: Who needs to do What, by When? The following are notes from the working groups for each priority area. Each group focused their reporting on 1-3 specific actions or initiatives.



Review Staff and Association Structures

After much careful consideration and exploring of options, it was decided that the MVMA structure will be organized according to the following org chart.



Key Points

- Council will continue to provide high level direction and leadership to MVMA staff team and associated business activities. This direction will come through ED to the staff team.
- The ED will be the sole and consistent link between staff and council. Occasionally other members of the staff or committee members will be invited to present at council meetings as requested. Staff and Council will work towards consistent and clean lines of communication and will re-direct requests and information flow according to agreed upon structure.
- Information will be shared according to specific protocols as defined by council (with input from relevant stakeholders). Within protocol, information will flow up and down the org structure and across functional areas with the intent to empower all members with the tools and information they need to be successful.
- ED is to provide strong leadership and support to the staff team. The ED will oversee the effectiveness and efficiencies of the MVMA. All staff members must lead and manage their respective areas with accountability to individual performance and a focus on collective success.

Council Follow Up

- Adopt structure
- Create a communication plan for sharing with all staff, stakeholders, CVMA members, public. This includes educating other provincial bodies on MVMA structure and which of our staff will be attending / representing at specific meetings and events.
- Review Council member roles and duties
- Update ED job description

Executive Director Follow Up

- Review and update protocols and policies as needed. Identify communication plan.
- Review and update job descriptions as needed
- Identify gaps and opportunities for coaching and training staff
- Initiate and oversee functional area review to be completed by appropriate staff

Professional Image

Opportunities Identified:

- Increase positive and professional public image for veterinarians.
- Pro-actively boost professional pride.
- Increase public awareness and understanding of veterinarians as a profession.

Who

Member Services will provide guidance and support to the Professional Image Committee to undertake this initiative.

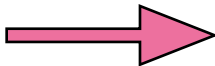
What

Spear head a media campaign with defined outcome assessments.

When

Form Professional Image Committee this coming council year.
Media campaign to be completed no later than 2 council years.

Members of future
Professional Image Committee
in training?
;)



Membership Services

Opportunities Identified:

1. Time sensitive communications need to get to targeted audiences effectively
2. Develop support program / mentoring for new grads and members new to province.
3. Engage members in setting direction for CE opportunities.
4. Establish Mental Health support services.

Opportunity	Who	What	When
# 1 - Communications	Member Services manager	Create targeted e-mail lists for specific issues	ASAP
# 2 - Support / Mentoring	Member Services manager with Volunteer Committee	Create a plan identifying specific “meeting and networking” opportunities between experienced and new members. Explore possible Mentoring models.	Initiated during the 1-2 month period after graduation (May / June) with follow up at AGM (possible breakfast meeting).
# 3 - Continuing Education	Member Services manager with direct input from committees for SA, LA, etc.	Assign committees with the task of providing speaker and topic suggestions for CE initiatives.	For implementation in 2016.
# 4 - Mental Health	ED	In progress	Launch for 2015 AGM



Membership Engagement

Opportunity #1

To increase general member awareness and engagement around MVMA volunteer roles, responsibilities and opportunities.

Who

Overall initiative would be coordinated by Member Services manager and supported by Registrar and Executive Director as needed. Member Services manager and Registrar would work with their respective Committee Chairs to ensure specific information was reported for use in the initiative.

What

Compile and communicate information to general membership re:

- *Volunteer opportunities*
- *Committee purpose, structure, policies*
- *Actions of committee members*
- *Info on committee member roles, responsibilities, and time commitments*

Each committee would be asked to complete an information template that includes the information as identified above, with specific goals and objectives that have a direct and clear connection back to Vision and Mission.

Final information package would include a component that explains how to become involved as a volunteer, and the benefits of volunteering (to the individual and to the MVMA). This package would address questions including:

- How do I volunteer?
- What are the benefits to me? What value would I be bringing the MVMA?
- How can I contribute? What areas of interest could I be involved in?
- What role would I play? What would my time commitment be?

This initiative would also need to include a committee specific policy review.

** To increase volunteer engagement and to launch this information sharing initiative, there could be a recruitment drive at a mentoring breakfast - could be called the **MVMA Draft** - could be fun and exciting annual event to draw new people into volunteer roles in MVMA.*

When

Jan - June of 2015

Opportunity #2

Increase membership engagement by creating opportunities for feedback and input.

Who

Membership Services manager

What

Create a members survey with a fun quiz component focused on educating members on the role and value of the MVMA and asking for input on what members want from the association. Build in an incentive for completing the quiz with a fun tie-in to an event at CENCAN.

Ensure that events at AGM and other CE opportunities reflect member input. Provide a variety of quality speakers and training topics.

** Consider MB specific topics such as Lyme Disease, Blasto, Rabies, Heartworm, Anaplasmosis, Anthrax.*

** Topics with a focus on the “art of the profession” .*

When

Prior to Feb 2016

Additional Comments / Concepts Captured

- Council must role model the desired culture. We must have our own house in order if we are asking for staff and members to meet certain professional expectations.
- Council meetings:
 - must be clear on governance style : Strategic VS Operational. This will help focus content and format of meetings.
 - review meeting guidelines, pre-meeting communications, post meeting reporting.
 - chair must keep group on track (set up use of yellow and red soccer card system to allow any member to reign someone in, to keep meeting focused).
 - increase personal awareness and accountability as to how each council member participates and conducts themselves at meetings
 - discuss protocol to ensure lean, effective, concise meetings
- We all need to remember to have fun and celebrate our success!
- Some inquiries to council need to be re-directed to appropriate staff. We must be clear as to which topics should go to staff and who they should be directed to.
- While a primary role for Government is upholding and enforcing the various statutes and regulations, we recognize that those same statutes and regulations are enabling, allowing government to provide a significant level of public service as well. This mirrors the duality of our focus at the MVMA.
- Peer review info - we need to discuss parameters of sharing info, clarify protocols, and then post these statements on our website. Council needs to identify what we need to know vs what we want to know. Council needs to know general nature of cases; how many; other relevant info that can be shared. Sharing this general information to membership is part of our educational role. Reporting on this role of MVMA demonstrates value to membership.
- We need to publish (on website) our dual focus with clear statements that address any concerns over membership affecting regulatory decisions.
- We need all-a-round trust and transparency for this to work. Leave the ego at the door and focus on collective results and success.
- Increase time spent on member services.
- Increase staff communication and information sharing. Watch for siloing between functional areas (and people) and internal competition. Focus on creating a team culture.
- Manage volunteer / council turnover so that we can follow through on projects from start to finish. Increase volunteer buy in.
- Improving council experience will motivate members to contribute to MVMA longterm.

Celebrating Success !

What we feel good about, like about what we do, and appreciate about who we are.

- Great annual conference
- As vets, we are all on the same page and passionate about the same things. We seem to share a common value system - continually inspires me and I feel like part of a community.
- We are a proud professional group!
- People in roles of leadership are always looking for ways to improve MVMA.
- We are a diverse group! We have such a broad range of backgrounds, skills, expertise, and personalities in our community (and on council as well).
- We have a long history of success. I feel like we have re-grouped and we are continuing down that path!
- I like our student support programs (awards, initiatives to show appreciation).
- Our volunteers are dedicated.
- Emerging leaders program is “super terrific”!!! This retreat they were fully engaged and contributed real value.
- Looking for ways to increase collaboration with animal health techs because we are nothing without them. (do we tell them this?)
- We have a great e-newsletter (The Post). Short, sweet, effective.
- Professional pride with a common interest and passion.
- We can respectfully challenge each other’s ideas and thought process.
- Great staff!
- We are a welcoming professional community made up of passionate and amazing people!

Gallery

