

Accelerate Mastermind Group

LEADERSHIP MASTERY



AMG Program
Workbook



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Practice
Academy



WE is Smarter Than ME

Write Down:

Name

Type of Practice and Where is it Based?

One Thing you've done that has worked well and you feel others could learn from.

Just write down the outcome summary "How I..."

e.g. How I doubled the number of new clients from one month to another OR How I increased our productivity by reducing team members.



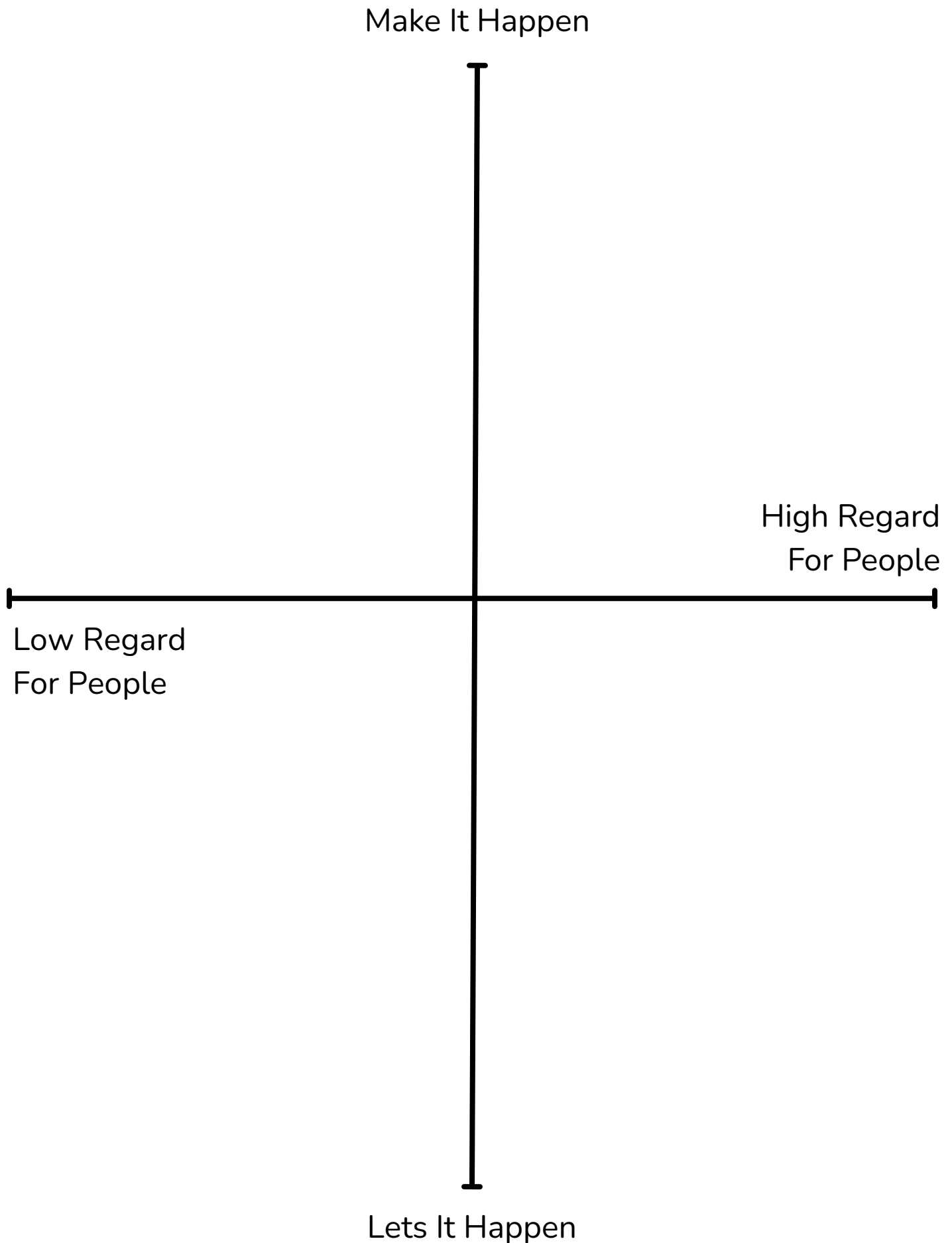
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Leadership Styles



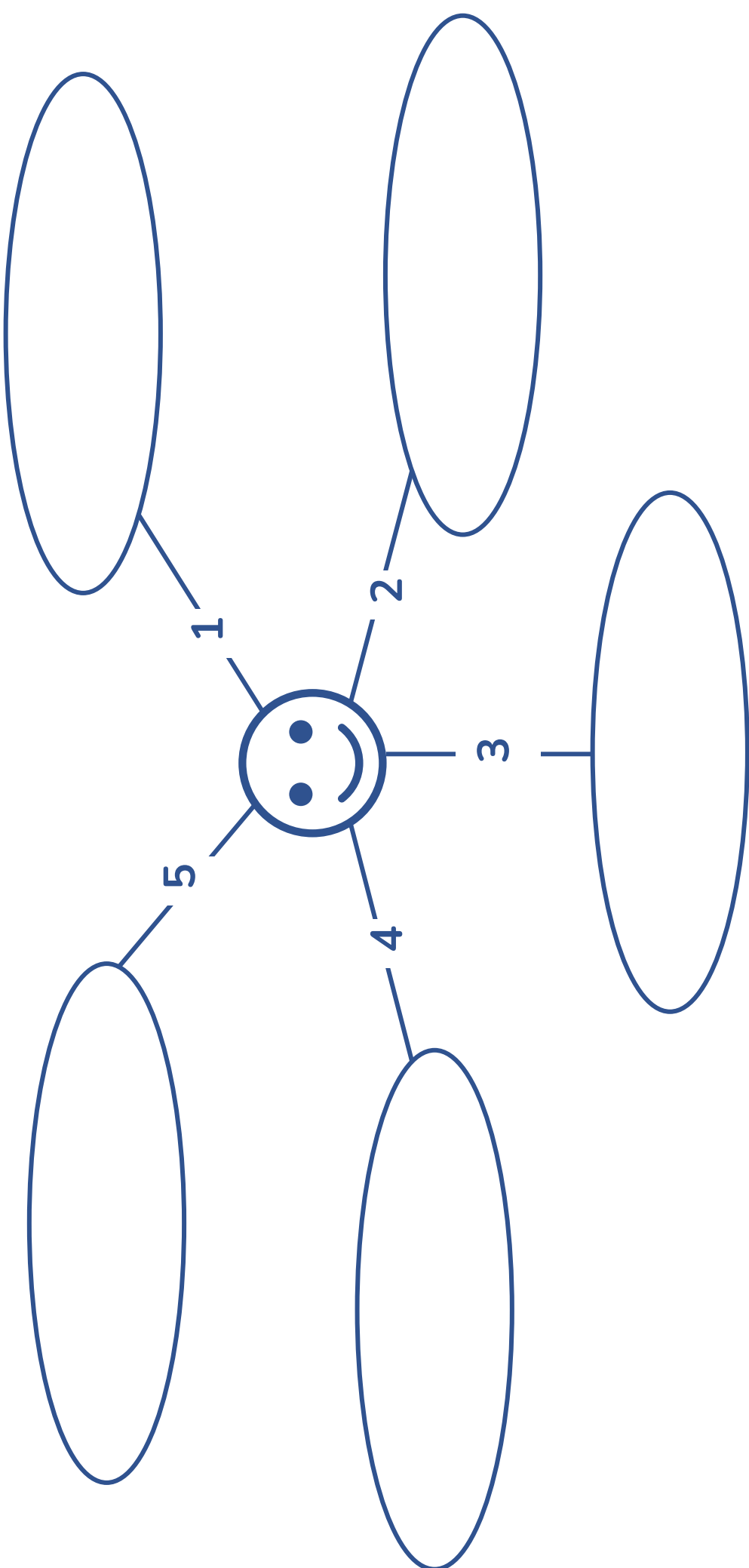
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Create An Empowering Environment



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Creating A Vision For Your Practice.

Vision for you: What do you want out of the practice in the next three years?

- a) Total turnover EX GST.
- b) Percent nett profit after owner wages.
- c) What will your role be? (Days per week worked/work type you'll be doing. E.g. clinical or managerial etc)

Vision for your team: Why should someone want to work for you? What's the benefit to them?

Vision for your clients: What are you known for? What do your clients say about you? (Hint: Your culture will determine what they say about you because they'll experience it)



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How To Run A Productive And Motivating Workshop

Workshops are a great way to develop a program to improve your business, and it gives your team a real sense of being PART of the decision-making process (autonomy), which is very motivating for them.

Here's how they work.

1. Ask your team to write down 3 things that they think would benefit the business or the area they work in. Give them 3 minutes to do this.
2. Then go through each person and ask their 3 points. Let them know if one of their ideas has already been stated, don't worry about repeating it. Write these all down on a white board.
3. Now prioritise these areas and then work your way through the list. Many of these niggling issues will be able to be corrected immediately. Assign people to do them and set a timeline to do it by. By holding these workshops regularly, you will be amazed at how many small issues are currently holding your business back.
4. The bigger areas to work on, will require workshops of their own, so schedule these in to get a list of solutions, that you can then start implementing. Once again, set people to be accountable, and put a completion date on everything.

Key Points When Facilitating Workshops

Your role is to FACILITATE, not dictate. Your best line after someone has given you a suggestion is "Awesome. And what else?"

When someone suggests an idea, ask them "How would you do that?" You want them to fully think through how they are going to turn ideas into reality.

Look to get ideas from the introverts as they often have the best ideas. You need to frame up that you want to hear from everyone, and you may need to slow down the extraverts who want to hold the stage.

Summary

1. Identify the issues in your business by a workshop.
2. Get buy in from your team to solving these by letting them feel the pain of not solving the problems. Ask the question "What is the consequence of NOT solving this issue?"
3. Let them design the solution to give you leverage and give them ownership.
4. Knock off one thing at a time. Remember the compound effect of small changes over time.



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How To Practice ‘No-Triangles’

The best way to deal with an issue is directly with the other person.

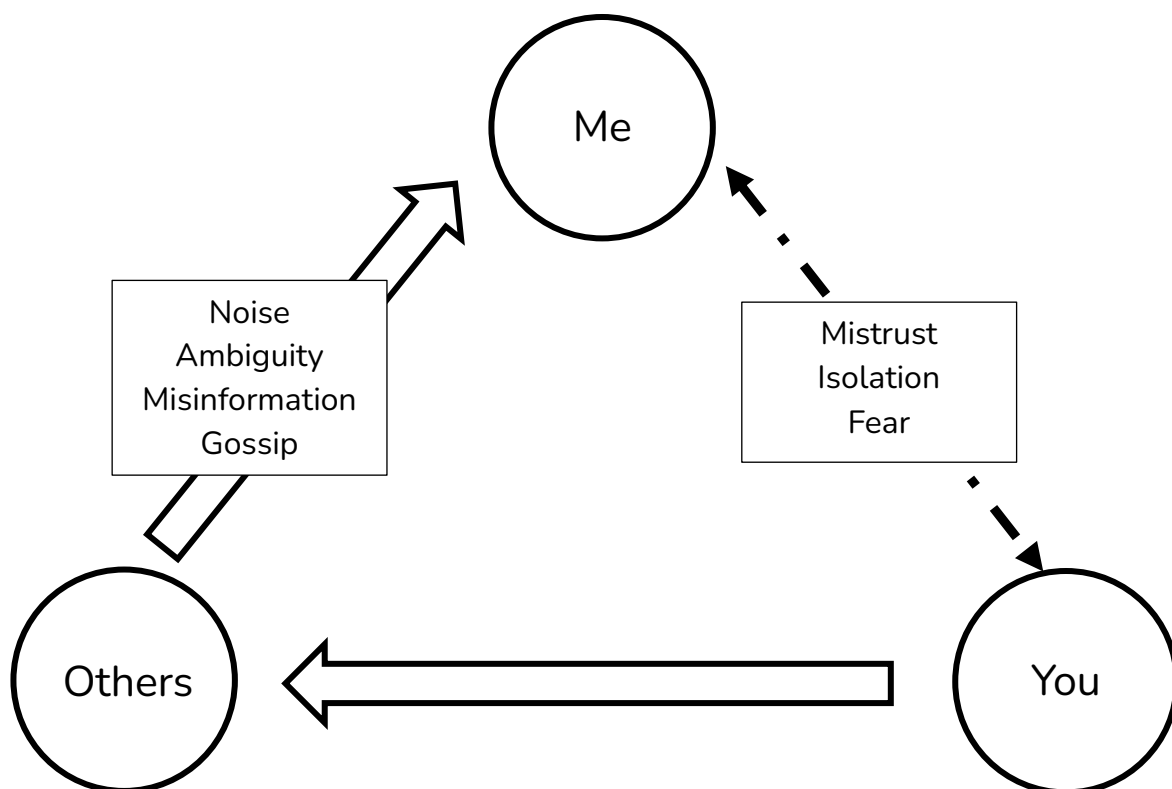
We all face difficult or troublesome situations from time to time. Your own experiences will tell you that when you make the effort to deal directly with the other person the chances of a good outcome tremendously increase.

We know this, yet we often find it much easier to “rope in” others.

Sometimes the idea of confronting an issue head-on can be just too difficult. What if they react badly? What if I don’t have the “killer response” to their objection? We are worried about the response we might get so, instead, people will often shop their issue around. It might be to see if other people have the same issue, or to bolster support. It might be so the other person hears it from someone else. Or it might be simply to make it go away.

When we create a “triangle”, we create a new set of problems

The problems with this approach are numerous.

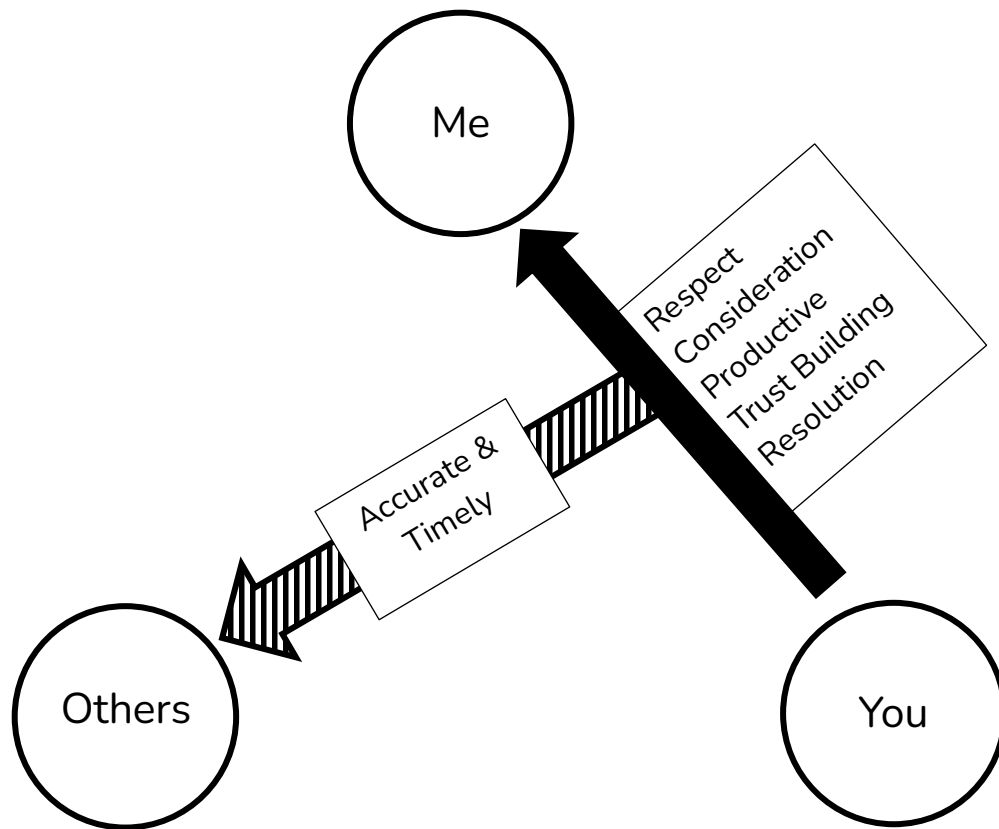


Firstly, you are telling the other person that you don’t have the courage to face them, which is bad for you. Secondly, you are telling the other person that you don’t trust them to have an honest and open conversation. And thirdly, you involve other people who may not really want to be involved in the first place. There is also the chance your words can be repeated, out of context, which can compound the issue.



A conscious practice of “no-triangles” is required.

‘No-triangles’ is simply: “You don’t talk to me about her, and I don’t talk to you about him”. Go straight to the source. It will create conversations that are direct and address the issue in a timely manner.



When delivered with grace and humility it affirms both you and the other person and leads to a successful resolution. It increases the speed that issues are uncovered and ensures everyone is treated with integrity and respect. We don’t deliberately set out to upset other people – we don’t. Most of us feel terrible if we have unwittingly upset a friend, family member or colleague – now imagine how much worse we feel when we find out the person didn’t come and speak directly to us to discuss how they felt but instead went to a third party. ‘No triangles’ is about common decency and respect. It’s about having the goodwill and courage to speak up and address the person directly.

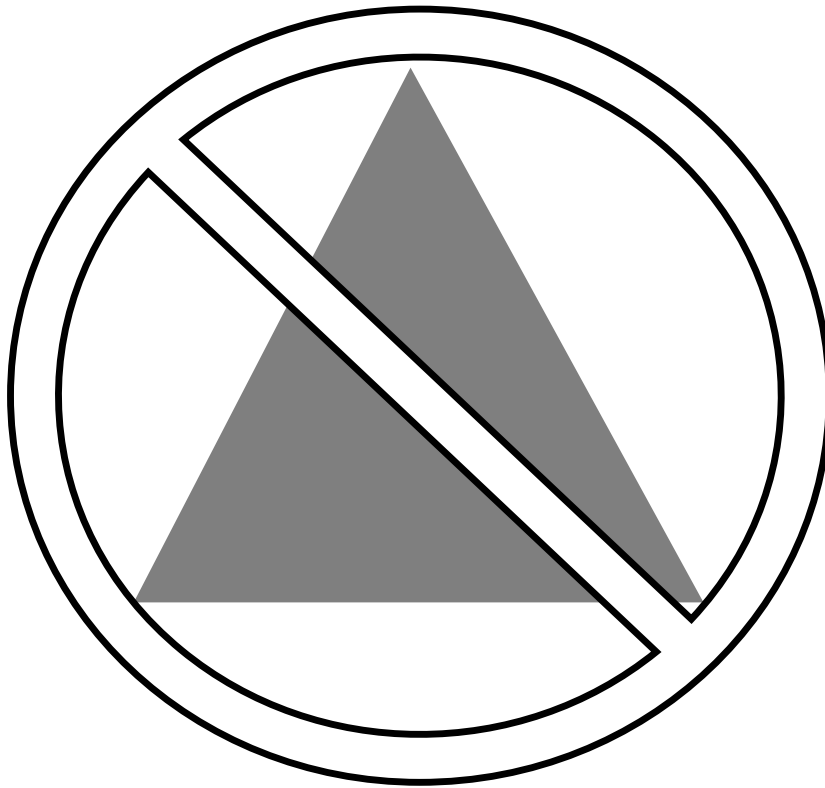
How to spot a triangle

1. When someone wants to tell you something about someone else, that’s a triangle.
2. When you are hurt or miffed at another person and tell someone else at work, that’s a triangle.
3. When you hear that so and so thinks or says such and such about you, there’s a triangle.



How to make no-triangles work for you

Unfortunately, you can't make a policy, wave a magic wand and all of a sudden have an organisation that practises no-triangles. There are three things you need to do first.



1. **Provide the why** and build awareness of the importance of acting with integrity and respect. Make it clear your team values direct feedback, both affirming and challenging, delivered in a professional and respectful manner. Ask for everyone to commit to “No Triangles” then do it!
2. **Provide the what** and equip people with the tools to have difficult conversations. People often do more harm than good when they give feedback or conduct a challenging conversation without practising what they will say. Coach them through how to have a difficult conversation.
3. **Provide the how** by supporting and celebrating your people's efforts. Change takes time and effort, particularly when it involves behaviour. If someone tries to engage you in a ‘triangle’ conversation calmly and firmly remind them of the teams’ pledge of “No Triangles” and suggest they speak to the other person directly. Leaders also need to make themselves available to coach and mentor people as they start to try this for themselves. It takes time, patience and lots of practise but it will build open and professional communication and the result will absolutely be worth the effort.



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Leadership Self-Assessment

It's time to honestly reflect on yourself as a leader. Please assess yourself honestly how someone else would assess you. Do not be hard on yourself but don't be delusional either.

The purpose is to give you a roadmap of where to pay more attention to.

a) Using 1-10 (one is terrible, 10 is great), what score would *someone else* give you in the following areas.

The 13 most acknowledged qualities in a leader

- Leaders lead by example
- Leaders have passion and are clear about their mission
- Leaders are decisive and give clarity and certainty to their team
- Leaders are good at communicating with the team
- Leaders are better than most at listening
- Leaders show interest in their people
- Leaders are organised
- Leaders are good at delegating
- Leaders play above the line
- Leaders inspire belief in the individual



- Leaders are ok with "Feedback not failure" concept
- Leaders energise others
- Leaders create an environment that makes people WANT to be their best. (autonomy, mastery, Losada principle)

b) What style of leadership do you default to ***most commonly*** when stepping into a leadership situation: Hitler, Ostrich, Politician, Gandhi

c) 1-10 how good are you at recruiting good people. What's missing?

d) What areas of leadership do you NEED to focus on to get the results you want?

The 9 Steps to a Successful Courageous Conversation

Golden Rule:

“Seek first to understand before being understood”

1. ***Be clear on your best outcome:*** prepare and arm yourself with facts.
2. ***Outline the performance issue:*** remain rational, not personal.
3. ***Ask for their side of the story or how they see the issue:*** seek to understand – reach agreement
4. ***Ask for their explanation of the consequences of not meeting expectations or the issue remaining unchecked:*** seek to understand – reach agreement – confirm the business’ position (seek to be understood)
5. ***Ask for their ideas*** on how to find a solution that will help solve the issue – seek to understand
6. ***Ask how you can help*** – seek to understand – your suggestions (seek to be understood)
7. ***Agree action steps***
8. ***Set a review date***
9. ***Check in the next day/shift***

Firstly arrange a time for you to talk to the person in question.

Simply ask them if you can have a talk at 11am... Make it like an appointment.

Make that appointment a priority.

Step 1. Be Clear on Your Best Outcome

Think through what the optimal outcome might be for the business, yourself, and the employee. How might you conduct the conversation to best achieve that outcome?

Prepare yourself diligently. Even rehearse it if you are nervous and uncertain. Arm yourself with known facts – never operate on perceptions, speculation, gossip, or innuendo.

Step 2. Outline the Performance Issue

Once in your meeting you say. “Carol, I need to talk to you about (the performance issue in question)”.



Do not make this personal. This is not about them personally; this is about an area of performance that they are responsible for not being met. Make it very clear what the issue is.

Try to angle the issue as being one from a “business perspective” – not you personally (where possible).

AVOID THE SHIT SANDWICH!!!

Step 3. Ask for Their Side of the Story

Give them a chance to explain why they have not been performing in this area. It may be that you haven't made it clear what to do, provided enough training or even put the person in overload.

Here you are “seeking to understand” – ASK LOTS OF QUESTIONS..... DIG DEEP ON THEIR REASONING.

Repeat back a summary of their reasoning to them to confirm to them you have been listening and to ensure you have accurately taken down their position. Reach agreement as to their reasons why, so you are clearly identifying the PROBLEMS TO BE SOLVED.

Step 4. Ask them What They See as Consequences of Non-Performance

Ask them what they think the effects of the lack of performance (or the issue continuing unchecked) has on the business, other team members, and clients. You are seeking to understand whether they have insight as to their behaviour and the outcomes.

If they don't know or miss some of the effects, take the opportunity to make it clear to them why it affects this area of the business, the team or even them! They may well not know that it has those affects, even if it seems obvious to you. Remind them of previous occasions where the importance may have been highlighted to them or the team.

You might say;

“Carol, by not asking each new client where they came from and recording it, means we cannot know which areas of our marketing is working. This means we don't know if we need to change some marketing and as a result, decrease the number of potential clients to our business. This will hamper the long-term growth of our business and the vision we all agreed on. As a business we simply cannot allow that to happen”

Step 5. Ask for Their Ideas on How to Solve the Issue

Get them involved so you are both on the same side trying to solve an issue. This way it becomes apparent that you are not on a witch hunt. It's not personal. It's just a problem in the practice that needs to be solved, because it is affecting the business.



By involving them, you will get them motivated to increase their performance. This step is crucial in getting a positive outcome from the meeting, and not just creating the resentment of a personal attack on them.

Remember that most people WANT to do a great job. IF they aren't, they are either in the wrong job, or they don't have the tools, to do the job. As a business owner, your job is to take care of these two areas.

"What do **you** think **we** need to do to improve/ ensure this doesn't continue".

** Also sets you up well for a termination down the track as you have given the training/support they most requested to be better.

Step 6. Ask How You Can Help

Just to show them that you are committed to helping they correct the performance issue.

Step 7. Agree on Action Steps

Summarise what you have both agreed to do in order to correct the performance issue. You must be clear as to what the expectation is from both sides. This then makes it very black and white what they are agreeing on, as steps to resolve the problem.

Document the action steps and provide a copy.

Step 8. Agree on a Review Date

Agree on a date that you are going to remeasure to see if the performance issue has corrected. You should also give them a clear timeline of when the issue needs to be corrected by. So if it was a case of someone not getting email addresses for every client, you might set a date to agree on developing a script with them to make the asking for emails easier, and then agree that after that, every client will be asked.

Set your review date in a time frame that is reasonable, but not too far in the future. If improvement has not been made, then it must be made clear that the next steps will be more serious.

Step 9. Quick Check In On the Next Shift

This is personal preference, but I feel it is a nice touch to check in with them on their next shift.

"Just thought I would check in after our conversation yesterday. Any further thoughts or anything come up for you since then that you would like to talk through?"



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Your Recruitment Blueprint To Get An Awesome Team.

Rules to follow:

Follow the recipe. Bad hires happen when you don't follow the process.

Lift Your Standards. Whatever you accept expect. Don't accept average.

Be in low need. If you are desperate for a vet/nurse, you are in high need and you will accept average.

Step 1. Clarity.

a) Ask yourself - Do I really need another employee? Can you improve systems first?

If you are getting busier, is it possible to improve your workflow and systems to function so that you don't have to hire another resource?

Many businesses are inefficient due to a lack of systems which results in employing another team member and decreasing profit. Have a look at your workflow and see if you can increase efficiency first.

b) Get Crystal Clear on exactly who you need.

If you definitely need another staff member, get crystal clear on what role you want them to fulfill in your business. Ask your existing staff for their feedback as well.

Think in terms of specific outcomes. Are they in a sales position, an attention to detail position (manager), a leadership position (ability to influence people)

To get a person who is naturally motivated, you need to hire someone who naturally has the core strengths that correlate with the role you want.

For example - If you want a receptionist, don't employ a nurse and hope she will do a good job at reception. If the applicant wanted to be a receptionist, they would have followed that career path.

Three areas to be clear on:

- **What outcomes you want them to achieve in your business?**
- **What sort of intrinsic strengths would that person need that they would naturally be motivated? (use your profile tool) www.tonyrobbins.com/disc**
- **Technical skills needed to achieve those outcomes.**

If you are employing a vet, what is the primary attribute you need in them.

- Is it ability to bond clients (strategy if you are trying to transition into being more of a Business Owner and reduce the number of hours that you are doing consults)
- Is it medical or surgical expertise that you require in them (strategy where you do consults and they just complete all the technical work)
- Is it the ability to lead a team?

Step 2: Write the job description

What outcome do you want? Tasks to be done, hours per week, probation period, review periods, pay rate. Keep it simple but specific. This will make the rest of the process a lot easier.

Step 3: Write the job advertisement

Write the job add as if you are sitting down having a coffee describing the perfect person. Write it as if you were speaking it. Usually, job ads are sterile and all the same.

DON'T DO THAT.

You need to 'sell' working at your clinic as an experience... not a job and write it in a way that would be appealing to the personality type you have identified...not what you would like.

For example, if it's a detailed orientated person you want, then put in more details. If it's a friendly cruisey country vet, write in that tone.

Take a stand and tell people what is great about your business and why they would be lucky to work there. Be in LOW NEED.

Rules when writing your job advert

- **Startling headline.** Be courageous. Need add to be obviously different.
- **Use bullet points.** Highlight benefits and put in bold.
- **Use short paragraphs.** It increases ease of reading and comprehension.
- **Let your personality come through.** Do NOT sound like everyone else!
- **Don't be generic.** People want to be part of something great.

(See examples at back)

Step 4: Profile good applicants before interview to see what their subconscious drivers are

The perfect score does not exist, but people can bs thru an interview. They can't with the profile. You are looking for things that COULD become a big issue.

Three screeners I use:

A free personality assessment tool. www.tonyrobbins.com/disc

Asses their tendencies. <https://quiz.gretchenrubin.com/four-tendencies-quiz/>

During discussion with them I will be identifying their top 2 human needs. (Certainty, variety, significance, connection, growth, contribution).

Step 5: Doing the Interview

1. Assessing their cultural fit for your team.

Find out what sort of a person they are. If you have done the personality tests you should have fair idea before interviewing. A conversation using direct questions reveals an incredible amount of valuable information about a person. You are trying to understand if they are aligned with you.

Sample questions:

- **Why did they choose their career path?**
- **Their work history so far. You want to know the RESULTS they have gotten so far. This will tell you more than anything about them.**
- **What studies they have done, both professional and for any of their hobbies.**
- **How do they like to spend their free time – e.g. do they play any sports, what are their hobbies.**
- **Ask what books they read. This gives you a massive insight as to what their default interest is.**
- **Ask what they consider their weaknesses to be. This will often stump them**
- **What are their strengths?**
- **Why do they want this job?**
- **Why did they leave their last job (REALLY listen to the answer)**
- **What values are important to them? Give them some examples (Honesty, transparency, growth, thoughtfulness so they know what you mean)**
- **Where do they see themselves in 5 yrs time?**

You can tell what someone is like by assessing where they are at. Look at their results in their life and it will tell you what they are like. E.g. are they someone who always fights their way to the top. I'm always looking for the person who started at the bottom and ended up on the top.

The reason for this conversation outside of you learning more about the applicant is it will reveal to you their general mood level in life, their philosophy of life and many of their attitudes – this is gold!

Would you want to hang around this person outside of work. If not, then they may just be a wrong fit for your team.

From the conversation, score them in your own mind on a Scale of 0 – 10.

2. Assessing their technical skills. Can they do the job?

Use a self-created checklist, including a score for your gut feel at the time of the interview, to keep you on track that the applicant truly does match the criteria you want met. Ask 1- 10 questions. E.g. 1-10 how good are you at developing rapport with clients?

Assess four areas:

Business skills: Return on salary for vets. (might need to check this on reference calls).

Team Skills: Leadership potential, how they get on with a team. (Your personality profiles will tell you a lot here too.)

Client skills: Do they bond well with clients? Are they socially intelligent.

Vet skills: Areas of special interest. Do they enjoy consulting or surgery the best.

Finally ask them to do something by a certain time. I like to ask them to get me three previous job referees by a certain date. The point of this is to give them a specific task to do by a certain time. You are looking to see if they do what they say they will so (UBER IMPORTANT)

Let them spend a day with your team without you there. This should not be optional. Your team will give you great feedback on what they were like. Remember, you are looking for a cultural fit and you want them to work without you.

Step 6: Choosing the most suitable applicant

- Does their subconscious strengths from their profile match the job role?
- Do they naturally “rise to the top” historically?
- Are they a cultural fit for your business?
- Do they have the skill set or could they develop it?
- Does your team approve?
- Do they “feel” right? Trust your intuition. It never lies.

If they tick all boxes, then follow to due diligence.

Step 7: Do your Due Diligence on the Applicant.

Firstly, check the quality of your Applicants Referees – a friend or a colleague is not a strong reference. You want previous employers ideally.

If you speak to 3 previous employers, you will find that the common issues will become obvious. If there has been previous issues reoccurring, don't assume you will change them. Any breach of integrity is a way to destroy your team.

I also ask the referees about their style of practice because sometimes the prospective employee is great and the employer was the problem. You will pick this up in your conversation. If they are generally really negative on the phone, then you may wish to review the amount of importance you put on their comments.

If you are satisfied that you have good quality Referees (minimum of 3 Referees), ask the following questions.

Really listen to what they are saying. Do NOT write off flagged areas thinking that you will be able to compensate for them. Remember you do not hire people then motivate them, you hire motivated people!

You are looking to see if there is consistency between the applicants answers and the references answers.

Here are some suggested questions you should ask the referees broken into areas. Ask 1-10 questions to see how they compare with applicants' answers.

Applicants ability to be a cohesive team member:

- What are they like as a team player?
- Do they have leadership qualities?
 - If so, what are they?
- Are they pleasant/easy to work with?
- How flexible were they?
- How well did they accept feedback?
- Do they have many sick days?
- Are they happy to stay back to see emergencies or are they a clock watcher?
- Do they put themselves or the team first?

Evaluating Honesty and Loyalty:

- Were they punctual?
- If you were in a pickle, could you rely on them and would you want them on your side?

Evaluating ability to generate income.

- How well did clients bond to them?
- How well did they relate to people?
- How efficient were they on a scale of 1 to 10 in their work? I.e surgery, treating cases.
- How organized were they?
- How good are they at generating income?
- Ask do they invoice well? (looking to see if they have a fear of charging which is an insecurity complex)
- What is their personal motivation like?
- Do they maintain same work ethic (e.g. billing) when the owner was not there?

Closing Summary Questions:

- Would you reemploy this person?
- Can you give an overall rating from 1 to 10 from an employer's perspective?
- Any negatives about this person?

Step 8: Getting Agreement with the Prospective Employee

Now that you have chosen the person that you and your team believe is best suited for the job, it's time to get back to them to notify them that they have been successful and to have them sign off on a written agreement in regard to:

- Your commitment to them and their commitment to you
- Financial arrangements including holidays, overtime, sick pay, superannuation and any bonuses

Most small and medium businesses skip this vital step. You should have done this in the "Getting Clear" step.

The benefits of doing this is that apart from getting clarity on the financial arrangements, it also gives you the opportunity to once again clarify your expectations, this document is something that we refer back to very early in the game with the then new employee when they have messed up along the way.

By referring back to the document (usually just 1 page for each agreement) you take out some of the heat of the situation where you have to coach them back into line. These documents have been the saving grace for many successful business people.

EXTRA STEP: Screening step for all positions other than vet. The idea is to only deal with a few ideal applicants.

1. **You will need an unused mobile number or set up a virtual message bank** with Telstra.
2. **Record a script** telling the person about the job and ask them to answer three questions on the message bank. Here's an example script I used for a sales position.

Hi and thanks for calling about the position with the United Vets Group.

My name is Sam Bowden and over the next few minutes I am going to tell you more about the position and the company, then I will be asking you to leave your name and contact details and answer a few simple questions after the tone, so you may wish to grab a pen and paper so you can jot down the questions

The UVG is an organization that teaches vets how to run a business and have a life.

It's kind of like Tony Robbins for vets

We are changing the culture of the veterinary industry worldwide, we are causing a revolution in the veterinary industry. We are a highly entrepreneurial company, that champions those individuals who have great ideas and are not scared to put them into play.

We work with vet practice owners and have been exploding over the past 7 years.

The business is located in Mudgeeraba on the Gold Coast. Being local is not necessary but it would be a benefit.

The position is for someone to handle sales and loving our clients side of our business.

- We need someone who is a bloodhound at getting people to say yes over the phone.
- Must be able to come at it from a place of wanting to add value b/c you truly care about changing their lives.
- Your will need to be very persistent as vets are very busy folk and there is lots of calling back!
- Have basic computer skills
- Happy to work part time from home
- Very organised
- Detailed in following up
- Has a great customer service attitude
- Must be enthusiastic

Above all, you need to have a can-do attitude, be prepared to learn and be prepared to commit to a big exciting vision.

You must be a team player and love smiling. Let's face it, life is too short to be miserable. Please do not bother leaving a message if you are looking for something temporary.

Would you please answer the following 4 questions?

1. What is one achievement that you are really proud of either personally or work related?
2. What do you believe are the most important elements to be good at getting people to say yes?
3. Provide one time when you went beyond the call of duty in a previous job.
4. Why do you think we should ask you for a further interview?

You have a full 3 minutes to sell yourself so please take as little or as long as it takes to do so. We will only be calling the successful applicants for further interviews so good luck and hopefully we will be contacting you soon.

3. **Listen to messages daily** and only select those few who sound really good and follow the process. This will rule out most applicants.

Examples of adverts. The before and after

Before:

LOGO

Mount Isa is a thriving inland city with a population of 24,000 people boasting big city services with a small town community feel. A number of airlines deliver direct flights to Brisbane, Darwin, Gold Coast, Townsville and Cairns. The city is supported by mining and agriculture which helps us provide a high level of medicine and surgery.

Our social, sporting, educational and recreational facilities provide something for everyone. A variety of team and individual sports including rugby union, league, AFL, netball, soccer, hockey, motor cross and canoeing to name some. Mount Isa is ideally situated for exploring the exciting north west of the state. Camping, caving, water sports, fishing (fresh and saltwater), bird watching, spectacular land forms and much more is on offer at your exploring door step.

The North West Veterinary Clinic is a purpose built, spacious hospital with an extensive array of modern diagnostic equipment. These include ultrasound, endoscope, digital radiography, IM3 dental machine, orthopaedic equipment, electro cautery, Vet test, advanced anaesthetic monitoring, portable horse stocks, powerfloats, etc. The scope of our service includes companion animals, satellite clinics, indigenous community animal health programmes and extensive beef cattle management programmes. Although a mixed practice, we encourage the passion for developing special interests. We are a team of 4 vets, 4 nurses, kennel assistant and an office manager. All team members strive for excellence within their professional lives.

Positions Available

1. Full time mixed practice veterinarian

- Mixed animal veterinarian with medical and surgical competency
- Must have attention to detail, a good sense of humour and be a team player
- Desire to perform high levels of animal care
- Be prepared to take on responsibility

2. Experienced veterinary nurse

- Certificate 4 in veterinary nursing or equivalent
- Compassionate
- Client service focused
- Puppy preschool

1 week conference leave plus 4 weeks annual leave. Subsidised accommodation negotiable. Attractive salary package commensurate with experience.

For further details please call NAME. CONTACT DETAILS

After:

Unique Veterinary Adventure.

- Looking for an adventure?
- Want an amazing salary?
- Like well-heeled clients who appreciate rather than demand our service?
- Want to be visiting beef properties in the outback one day and be doing small animal medicine and surgery in a beautiful purpose-built vet hospital with all the toys the next day?
- Like going to conferences and seminars?
- Have a special interest you'd like to develop?
- Want an experience that you'll relish forever?

If this sounds too good to be true but it's raised your interest...read on.

This opportunity is for a very lucky person.

The opportunity is to do mostly small animal practice but also some mixed animal so you will get to see the beauty of the outback.

You will absolutely upskill while you are here because it's so far to refer, that we have a crack at everything, and money is rarely a problem for our clients. You'll have to have a "can do" attitude.

Pay is relative to the value you bring- if you add huge value you'll be paid an amazing salary.

The opportunity in this part of the world is unlimited and you'll flourish if you're up for it.

While the right attitude is a must, your chances of landing this job will be amplified if you have any of the following:

- Solid companion animal surgical and medical skills
- Competent in equine or extensive beef husbandry.
- A good sense of humour (we like to have a laugh at ourselves and with each other)

Click here to see photo's

If you are just "looking for a job" for a year, then this position won't suit you. However if your heart is beating a little faster after reading this then give me a call right away. I suspect this position will be filled very quickly.

Cheers

NAME. CONTACT DETAILS

Example Two before and after

Before:

Full Time Veterinarian Required

We are looking for a an enthusiastic and proactive, experienced veterinarian for our in our busy, four-vet, small animal practice. The position is suitable for someone with a medical or surgical slant, and the applicant needs to show a strong interest in improving themselves and providing extraordinary service to clients.

The hours are flexible, and include 3-4 days a week and some Saturdays. We are not open Sundays or public holidays and there is also no after hours. Continuing education is strongly supported and encouraged. There is also the opportunity for the new vet to become involved in practice management and marketing.

Our practice has a very harmonious team and a well educated, friendly client base. We believe in creating the kind of practice where clients feel they are getting the best possible care for their pets, and they feel we take time to discuss all options with them. Our equipment includes digital radiography (DR), colour doppler ultrasound unit, computerised records (Vetlink), full Idexx blood analyser, iM3 dental base, and rigid and flexible video endoscopy. All this in a spacious, clean and bright, purpose-built practice located 35 minutes from the Melbourne GPO. Have a look at our website (WEBITE ADDRESS) to check us out.

[Click here to see photos!](#)

So, if you feel you want to be a part of our team, email your resume to EMAIL and write "Vet Position" in the subject field.

After:

SUNBURY, OUTER NORTH-WEST MELBOURNE - FULL TIME SMALL ANIMAL

LOGO

Opportunity of a Lifetime for an Experienced Vet

- **Want to work in a place that puts a smile on your face?**
- **Want an amazing salary?**
- **Want to work a 3-4 day week in a purpose-built, clean and spacious practice?**
- **Want no after hours, no Sundays and no public holidays?**
- **Want the camaraderie of a multi-vet practice with 6 other vets?**
- **Like going to conferences and seminars?**
- **Want to avoid the "fries with that" corporatised approach to practice?**

If this sounds too good to be true but it's screaming out to you, read on.

We need a vet who wants to play a role in creating something truly extraordinary in the vet industry.

You'll need to be willing to push yourself to make a difference to the team around you as well as to clients and patients. You'll need drive and a desire to play an exciting game to fit with the ethos of our practice.

Pay is relative to the value and enthusiasm you bring – if you are indeed Dr Amazing, we will pay you an amazing salary.

We have plenty of toys, but if there is anything that we don't have, that you wanted, and can justify, we will buy it for you. While the right attitude is a must, your chances of landing this job will be amplified if you have any of the following:

- More than 5 years' experience
- Exceptional surgery &/or medical skills
- An interest in management
- An interest in developing "alternative therapies" or other special interests.

[Click here to see photos!](#)

If you are just "looking for a job", then this position won't suit you. However if you are a great vet and helping create something truly extraordinary is exciting for you, then please call me on PHONE, and email your CV to EMAIL.

Example 3: Advert for Nurse position that worked well

Rare 100% nursing position in the veterinary industry

Would you like to live 500 metres from the beach on the Gold Coast, work from 8.30-5pm, and get to nurse in a 2-man vet clinic that is known for its exceptional delivery of service?

We are looking for someone who has been trained in veterinary nursing and would like their duties to be 100% nursing. **That's right, no days spent at the front desk and only minor dealing with the public (admissions and discharges).**

We are a clinic that is growing quickly based on our consistent level of customer service and veterinary care. We would like to offer this position to someone who wants to be part of an experience, that is not common to vet nursing.

You will need the following:

- Cert 4 in nursing
- Experience in managing surgical and medical cases.
- You are efficient and can manage vets and nurses through a normal daily caseload.
- You have a high level of integrity

- Experience in putting in IV drips, taking blood from cats and dogs, and putting bloods through Idexx machine.
- A happy disposition with an ability to be flexible and adaptable.
- You wish to be here on a longer-term basis

The position will have the following responsibilities:

- Managing stock levels in the inpatient area only. (i.e. surgical/medical consumables)
- Organizing the daily procedures and in house cases for vets
- Responsibility for sterility standards in operating areas
- Handling admission, preparation, and post op care of surgical cases.
- Performing routine descaling and polishing of teeth
- Assisting and monitoring anaesthesia
- Assisting in taking radiographs
- Basically, we want a full-time nurse who can be responsible for all aspects of nursing in the clinic (you always have another nurse to assist).

Our practice has very highly trained support staff, and this is one of the benefits of working here, you will get to use and develop your nursing skills to a very high level.

We are located at Tweed Heads, the quieter end of the Gold Coast, 500metres from great beaches, restaurants and near the amazing Hinterland.

We need someone to start by June 1st

A salary package of \$40500 is offered for a 40-hour work week Monday to Friday with 4 weeks annual leave.

Please forward resume with verbal referrals to Sam Bowden, Twin Towns Vet Clinic, 10 Beryl St, Tweed Heads, 2485 or respond via email to twintownsvet@optusnet.com.au Further information call Sam on 0428 711 817.

Applications close 14th May 2010

KEY INTERVIEW QUESTIONS

THEM AND THE JOB

- What is your career goal?
- What are you really good at professionally?
- What are you not good at or don't want to do professionally?
- Why this job?
- Who were your last 3 bosses and how would they each rate your performance on a scale of 1 to 10 when we talk to them?
- What are your key strengths you bring to the role?
- Despite being perfect, what key areas of yourself do you see potential to develop or improve?
- What style of leadership style do you best respond to?
- What are their salary expectations?
- What learning are they currently doing?
- What books are they reading?
- What are the top 3 most important considerations for them in deciding to take on a new role?
- If you are hiring for this role – what would you look for in a successful candidate?
- If this was your first day at XXXXX and you were tasked with doing XXXXX, what would you do for those 8 hours?

WHY? HOW? TELL ME MORE?

PREVIOUS JOBS

- What were you hired to do?
- What accomplishments are you most proud of?
- What were some low points during that job?
- Who were the people you worked closely with?
- What was it like working with your previous boss?
- What would they say were your strengths?
- What would they say were your areas of improvement?
- Considering your last role, what did you most enjoy? Why?
- Considering your last role, what did you least enjoy? Why?
- What ideas / changes did you make/bring to the role?
- Why did you leave the job?
- Were you rated on performance?
- How did that compare to previous years?
- How did that compare to your plan / expectations?
- How did that compare to your peers?



POLITE INTERRUPTIONS THROUGH REFLECTIVE LISTENING

DIG IN – WHY? HOW? TELL ME MORE?

STOP AT STOP SIGNS – INCONSISTENCIES – GO DEEPER

PERSONALITY & COACHABILITY

- When faced with a mounting workload do you a) settle in and work at the same pace until you have completed everything or b) speed up your working pace to get everything done within time?
- Can you give me an example of a time when you received constructive feedback from an employer a) what was the feedback b) what was your response c) what was the final outcome?
- Biggest achievements in past roles?
- Biggest lessons learnt and insights?
- When was the last time you broke the rules / policy to get the job done?
- Tell me about a time when you recognised a problem/area to improve that was outside of your job duties and solved without being asked to? What was it? How did you do it?
- What was the best mistake you made on the job? Why was it the best?

I tailor most questions aside from some of these basic ones towards determining personality type, fit for the business and culture and often from answers given during the process. I tend to be more fluid in the interview approach because often it is about what is said or not said that hides the gold!

REFERREE QUESTIONS

- In what context did you work with the person?
- Strengths?
- Areas for Development?
- How did they interact with the team?
- How would you rate that persons performance in that job on a scale of 1 to 10?
- What about their performance caused you to give that rating?
- The person mentioned they struggled with X.... can you tell me about that?
- How disappointed were you when they left?
- Would you hire the person again? (1 to 10)

WHY? HOW? TELL ME MORE? LOOK FOR MORE THAN 5 MINUTES OF CHAT!



NOTES

LEADERSHIP MASTERY
ACCELERATE MASTERMIND GROUP



**Accelerate
Practice
Academy**