

# 4 Things Every New Veterinary Manager Needs to Know

## 1. Your New Authority Is an Opportunity, Nothing More

Your title gives you authority. It doesn't give you trust, loyalty, or commitment. Those have to be earned. Your team will decide quickly whether to give you their best effort or just enough to get by.

**Ask yourself:** *What am I doing to earn my team's trust, not just expect it?*

## 2. Veterinary Leaders Don't Need All the Answers

When you become the answer machine, your team stops thinking. They bring you problems and wait. You get overwhelmed. Nobody gets better.

**Ask yourself:** *When someone brings me a problem, do I solve it or help them think through it?*

## 3. What You Do Matters More Than What You Say

You can say you want honest feedback. You can say your door is open. But your team watches what you do when someone actually speaks up. That's how they decide what's true about you.

**Ask yourself:** *How do I respond when I get feedback I don't like?*

## 4. You Don't Have to Keep Your Team at a Distance

Some new managers stay aloof, thinking distance helps them make tough decisions. But the best veterinary leaders build genuine connections with every person on their team.

**Ask yourself:** *Do I know what drives each person on my team?*

