

When It's Time to Let Someone Go In Your Veterinary Practice

Fit, not failure, is usually the issue.

Most terminations aren't about bad people. They're about someone who isn't thriving in this role on this team. Recognizing that changes how you approach the conversation and how the person on the other side of it experiences it.

Stop comparing to a vacancy.

We keep underperformers because we compare them to an empty spot on the schedule. The better comparison is your best team members, the level of care and engagement you actually want. When you make that shift, the decision gets clearer.

Coaching has to come first.

Before any termination conversation, you have to know you've done the work. Real coaching means ongoing conversations about expectations, growth, and where someone stands. If you haven't coached, you're not ready to let someone go.

Leaving someone miserable isn't kindness.

We think firing is the worst thing we can do. But leaving someone unhappy, unproductive, and stuck in a role that isn't working for them isn't kindness. It's avoidance. When the process is honest, people often understand the decision, and some will even thank you for it.

