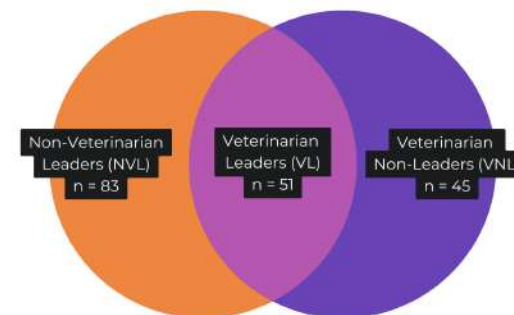


UNLOCKING COLLABORATIVE DYNAMICS

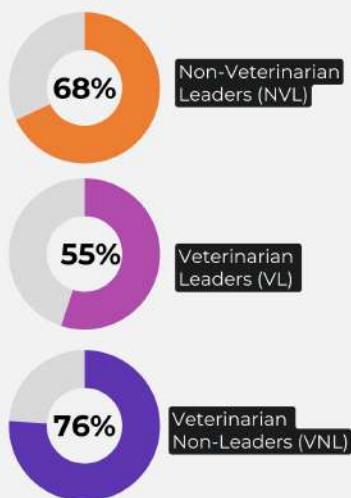
Exploring Veterinarian-Leader Relationships in Animal Shelters

Veterinarians and organizational leaders play crucial roles in the success of animal shelters. Although both groups share a common mission, differing priorities and perspectives may lead to challenges that affect organizational success.

Our findings indicate that individuals in different positions experience the organizational environment in distinctly varied ways. We identified three main groups based on their roles within the organization, namely:



Nearly 2/3 of the respondents reported **communication** as key contributing factor to a successful working relationship between veterinarians and leaders.

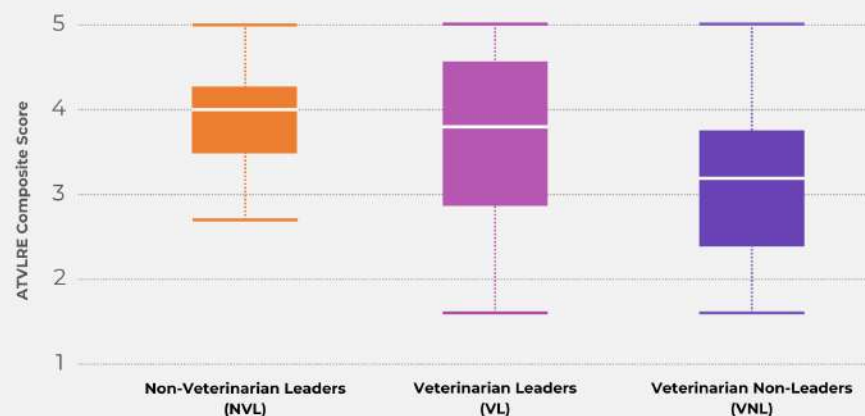


Attitude Toward Veterinarian-Leader Relationship Effectiveness (ATVLRE) Composite Score

refers to how respondents perceive the quality of the working relationship between veterinarians and leaders. This perception is based on a set of seven Likert-type items:

- 1 Veterinarian goal alignment
- 2 Veterinarian approach alignment
- 3 Communication clarity and understanding
- 4 Leadership feedback frequency
- 5 Resource adequacy
- 6 Organization culture impact
- 7 Veterinary culture impact

Highlighting the gap between leaders' and non-leaders' perspectives



Veterinarian Non-Leaders (VNL) had significantly lower ATVLRE scores than Veterinarian Leaders (VL) and Non-Veterinarian Leaders (NVL).

This indicated that those in leadership positions, whether or not they were also veterinarians, had more positive perceptions of veterinarian-leader relationship effectiveness compared to those in non-leadership positions.

Conclusion

This study revealed distinct attitudes within animal shelters and identified the critical role of communication in effective collaboration. Despite divergent attitudes, all groups emphasized constructive communication for fostering successful veterinarian-leader relationships. Understanding role-based perceptions can guide strategies to enhance organizational effectiveness and improve animal welfare.