

Postgraduate Certificate

Leadership and Management Skills
Applied in Veterinary Centers



Postgraduate Certificate

Leadership and Management Skills Applied in Veterinary Centers

- » Modality: online
- » Duration: 6 weeks
- » Certificate: TECH Global University
- » Credits: 6 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/veterinary-medicine/postgraduate-certificate/leadership-management-skills-applied-veterinary-centers

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01

Introduction

Managers and directors of veterinary centers must have a series of managerial and leadership skills that will ensure they are responsible and help them develop their work in a competitive manner, achieving maximum benefits for their businesses. Don't think twice and train yourself for success with this complete program.





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We offer you the most comprehensive training on the market to bring the business management side of your veterinary center to the same level as the clinical and sanitary practice, offering your clients the highest quality in both services"

This program is intended to show the skills and abilities necessary for people who occupy managerial positions in companies in the veterinary health center sector. Being a good leader is a real challenge, it is not an easy task. That is why a series of skills and habits must be established, which are continuously improved through training and require immeasurable hard work on the part of the professional.

This program also focuses on the manager's organizational skills, as they are required to be effective and efficient in their leadership, management and organizational roles all the same time. It is very complicated to implement a effective system of organization as it requires very high organizational and time management skills. To help the manager to be organized, efficient and effective, we will study a very widespread method that has been developed and implemented in the business world called GTD, an acronym for Getting Things Done, by the author David Allen.

Finally, the focus of the program is also placed on leadership skills, with the ability of a manager to resolve and manage conflicts that may arise within their professional team. It determines the necessary characteristics, skills and abilities that a high-performance professional team must demonstrate, and those which they should avoid in order to avoid behaving as a mere group of people or as an inefficient team.

At present, one of the main problems affecting continuing postgraduate specialization is its compatibility with work and personal life. Current professional demands make it difficult to achieve quality, specialized training in person, so the online format will allow students to combine this specialized training with their daily professional practice, without losing their connection to training and specialization.

This **Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers** contains the most complete and up-to-date scientific program on the market. The most important features include:

- The development of case studies presented by experts in veterinary centers
- The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional development
- Latest innovations on leadership in veterinary centers
- Practical exercises where the self-assessment process can be carried out to improve learning
- Special emphasis on innovative methodologies in the acquisition of managerial skills applied to veterinary centers
- Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection work.
- Content that is accessible from any fixed or portable device with an Internet connection.



Immerse yourself in this high quality educational training, which will enable you to face the future challenges within the management of veterinary centers"

“

This Postgraduate Certificate may be the best investment you can make when selecting a refresher program to update your knowledge in Leadership and Management Skills Applied in Veterinary Centers"

Its teaching staff includes professionals belonging to the field of Business Strategies in Veterinary Centers, who bring to this training the experience of their work, as well as renowned specialists from reference societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide immersive training programmed to train in real situations.

This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative system of interactive videos made by renowned and experienced experts in Leadership and Management Skills Applied in Veterinary Centers.

This program comes with the best educational material, providing you with a contextual approach that will facilitate your learning"

This 100% online Postgraduate Certificate will allow you to combine your studies with your professional work while increasing your knowledge in this field"



02 Objectives

The Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers is aimed at facilitating the professional practice of veterinarians with the most innovative advances in the industry.





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Our goal is to achieve academic excellence and to help you achieve professional success as well"



General Objectives

- Developing the skills needed to be a good leader
- Propose a methodology to ensure the necessary efficiency and effectiveness of a manager
- Promoting and empowering high-performance professional teams
- Train managers to successfully deal with conflicts within professional teams



Give your career a boost with this complete Postgraduate Certificate





Specific Objectives

- Analyze the values to be developed necessary in a manager
- Propose a methodology to become a good leader
- Face a negotiation process with confidence and security
- Generate confidence in the people with whom a manager works and in themselves
- Develop the necessary skills to perform excellent self-management of time
- Propose an appropriate methodology to optimize managerial productivity
- Building and cohesion of high-performance professional teams
- Identify and analyze internal conflicts in a veterinary center
- Lead professional teams to help them find solutions to their internal conflicts

03

Course Management

The program includes in its teaching staff leading experts in Veterinary Center Management and Administration who bring their work experience to this training. They are world-renowned professionals from different countries with proven theoretical and practical professional experience.





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We have the best teaching team, who have years of experience and who are determined to transmit all their knowledge about this sector"

Management



Mr. Barreneche Martínez, Enrique

- Graduated in Veterinary Medicine from the Complutense University of Madrid in 1990.
- Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets.
- Vice-president of the provincial employers' association of the veterinary sector of Alicante, AEVA, and treasurer of the Confederation of Employers of the Veterinary Sector in Spain (CEVE).
- Co-founder of AVEPA's Management and Administration Working Group (GGA), of which he was chairman between 2011 and 2013.
- Own business experience. Founder and owner of the Amic Veterinary Center in Alicante from 1991 to 2018, transferred to dedicate himself exclusively to business management within the sector of veterinary health centers for pets.
- Author of the books on business management in veterinary centers "¿Quién se ha llevado mi centro veterinario?" (2009) and "¡Ya encontré mi centro veterinario!" (2013)
- Co-author of two books and author of specific chapters in other publications for the training of Veterinary Clinic Assistants (VCA)
- Speaker in several courses and workshops on business management of veterinary centers, both in classroom and online, both in Spain and abroad.
- Since 1999, he has given numerous conferences, courses and webinars for auxiliary personnel of veterinary centers.

Professors

Mr. Martín González, Abel

- Degree in Veterinary Medicine from the Complutense University of Madrid, (1989)
- Doctoral studies, without submitting the thesis.
- Collaborating professor with the Castilla La Mancha Board of Communities in Livestock Farm Management courses.
- Conferences on Ultrasound and Reproductive Control organized by AESLA (Lacaunne Breeders Association) in different locations in Spain.
- Speaker at the Lecture Series on Fighting Bull Diseases organized by Madrid Veterinarian College.
- Conferences on the Management of Veterinary Centers organized by the AVEPA Management Group.
- Speaker at several National Congresses organized by AVEPA (GTA-AVEPA, IVEE-AVEPA)
- INCUAL expert in the drafting of the professional qualification of Assistance and sanitary aid to the management of animals in Granada
- Veterinarian in free clinical practice of livestock farming as technical director of cattle, sheep, equine and swine farms.
- Technical Director of Livestock Health Defense Group (ADSG) in Castilla La Mancha, Spain: ADSG Bovine Castillo de Bayuela, ADSG Bovine La Jara, ADSG Extensivo Belvis, ADSG Bovino Los Navalmorales, ADSG Porcino La Jara
- Technical Manager of the Sierra de San Vicente Meat Quality Brand.
- Director of the Talavera Veterinary Center and Veco Veterinary Clinic in Talavera de la Reina (Toledo).
- Director of the Hospital Clínico Veterinario de Talavera

- Founding member of CEVE (Spanish Veterinary Business Confederation), where he is currently vice-president. Member of the Health Commission and Digital Commission of CEVE
- Founding member of CEVE-CLM (Veterinary Business Confederation of Castilla-La Mancha) of which he is currently the president
- Member of various professional associations on a national and international level such as AVEPA, ANEMBE, SEOC, AVETO
- Member of the Digital Commission of CEOE (Spanish Confederation of Business Organizations)

Mr. Rotger Campins, Sebastià

- Telecommunications Engineer
- Degree in Nautical and Maritime Transport
- Merchant Marine Captain
- Professional Diving Instructor
- Secretary of the Spanish Confederation of Veterinary Businesses CEVE
- Head of the Labor, Organization and Training Department of CEVE
- Secretary of Empresaris Veterinaris de les Illes Balears EMVETIB
- Chairman of the Services Commission of the Balearic Islands Confederation of Business Associations CAEB
- CAEB Executive Committee Member
- President of the National Negotiating Committee of the Collective Bargaining Agreement for Veterinary Health Centers and Services.
- Manager at the veterinary clinic Veterinari Son Dureta SLP

Mr. Muñoz Sevilla, Carlos

- Degree in Veterinary from the Complutense University Madrid. Promotion 1985-1990
- MBA at Jaime I-(UJI) University, 2017-18 academic year
- Professor of Anesthesiology and Veterinary Clinic Management at Cardenal Herrera CEU University, from November 2011 to the present.
- Member of AGESVET since its foundation, until 2018.
- Participant in the development and training of AGESVET's HR Module

Ms. Saleno, Delia

- Doctoral Studies (2000- 2003) without submitting the thesis
- Degree in Veterinary Medicine from the University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca (Romania).
- Diploma of Advanced Studies in Small Animal Clinic (2000)
- Research Sufficiency in Cytogenetics by Cordoba University (2005) with a study on Infertility in Equines.
- Course for entrepreneurs (500h), by EOI in 2007 in Palma de Mallorca (Spain).
- Qualification course as evaluator in procedures for the accreditation of professional competences through work experience in the agricultural professional family.
- Predoctoral researcher at the Department of Animal Reproduction, Faculty of Veterinary Medicine, Cluj-Napoca (Romania).
- Predoctoral researcher at the Department of Genetics at Cordoba University.
- She has been clinically active in dog and cat medicine for more than 20 years, initially at the University Veterinary Hospital of Cluj-Napoca and later in several clinics and hospitals in Spain.
- In 2008 he started his business activity with a veterinary clinic in Palma de Mallorca: Son Dureta Veterinary Clinic

- She is a founding member of Empresaris Veterinaris de les Illes Balears (EMVETIB) and of the Confederación Empresarial Veterinaria Española (CEVE). Holds the presidency of EMVETIB since November 2012 and the presidency of CEVE since March 2017.
- Since September 2018, she has been a member of the Board of Directors of CEOE.
- Representative of the veterinary sector in various national and international economic forums and in sectoral observatories and working groups of the Ministry of Education, Ministry of Labor and Ministry of Agriculture.

Mr. Villaluenga, José Luis

- Degree in Biological Sciences at Madrid Complutense University (1979)
- Master's Degree in Digital Marketing, EAE and University of Barcelona (2016).
- Master's Degree in Human Resources Management, EAE and University of Barcelona (2018)
- Associate Professor since 2012 at the Faculty of Veterinary Medicine of the University Alfonso X El Sabio, Madrid (Spain) in the Degree of Veterinary Medicine, in the subjects of Veterinary Genetics 1st Course and Ethnology 2nd (Module: Management and Marketing in the veterinary field)
- Teacher in the area of "Customer Service", since 2017, at FORVET, Veterinary Training Center for Veterinary Technical Assistants, in Madrid (Spain).
- Professor of the Master in Equine Sports Medicine at the University of Cordoba (Spain), since 2019. Module: Marketing and management of equine veterinary companies
- Professor of the Expert Degree in Physiotherapy and Rehabilitation of Small Animals: Dogs and Cats, area: Business management of a small animal rehabilitation center, since 2017, at Madrid Complutense University (Spain)
- 2016– present:) Creation as one of the 2 founding partners of the company Rentabilidad Veterinaria, SL. This company is dedicated to the business management of veterinary centers for pets. It provides consulting, training, advisory services, company valuation, HR management, economic-financial management and new company incorporation.

Ms. Navarro Ferrer, María José

- Degree in Psychology from the University of Valencia (UV) 1987 - 1992 (UV)
- Master's Degree in Clinical Psychology at CTMC Valencia (1992-1994)
- Postgraduate Degree in Social Gerontology from the University of Valencia (1994 - 1994).
- Postgraduate Degree in Mindfulness and Psychotherapies IL3 University of Barcelona (2014-2015)
- Trainer and workshops for companies and private organizations
- Teacher in the Collection of activities for Local Employment Services: People and Companies of Barcelona
- Collaborator in the People Management Processes and Training in Soft Skills (Communication), Effective Conflict Management and Negotiation techniques, Difficult Customer Care, Mindfulness Trainer, analysis and transformation of beliefs for Stress Management and Burnout Prevention (March 2016 to present).

Ms. Tabares, Nuria

- Combines her passion for Consulting and Coaching at Coaching Ability, with her other passions as a speaker (Spain and Latin America).
- Teaching (Associate Professor at the Autonomous University of Barcelona, Faculty of Economics and Business).
- Collaborating Professor of the Hybrid Master's Degree at UAB
- Technical Director at the Terra San Fernando Veterinary Clinic

Mr. Albuixech Martínez, Miguel

- Manager of AniCura Valencia Sur Veterinary Hospital
- Freelance consultant in Veterinary Center Management
- Integral Consulting in Grupo Audit, Deloitte & Touche or Sealco Consultores.
- Degree in Business Management and Administration from the Faculty of Economic and Business Sciences at the University of Valencia
- Master's Degree in Human Resources from ADEIT (Business-University Foundation)

Mr. Vilches Sáez, José

- Project Manager- CursoACV.com
- Training Platform Manager- Cursoveterinaria.es
- Project Manager - Duna Formación
- Sales Manager - Gesvilsa
- Professional Training Manager at Duna SL
- Community Manager
- Secretarial Management - AGESVET
- Sales Manager, Spain - ProvetCloud
- Technical Sales Manager - Guerrero Coves

04

Structure and Content

The structure of the contents has been designed by the best professionals in the Veterinary Center Management and Administration sector, with extensive experience and recognized prestige in the profession, backed by the volume of cases reviewed and studied, and with an extensive command of new technologies.





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We have the most complete and up-to-date academic program in the market. We strive for excellence and for you to achieve it too”

Module 1. Leadership and Management Skills Applied in Veterinary Centers

- 1.1. Essential Management Skills in a Veterinary Center Manager and/or Owner
 - 1.1.1. Direction
 - 1.1.2. Decision Making
 - 1.1.3. Resolving Capacity
 - 1.1.4. Flexibility
 - 1.1.5. Self-Knowledge
 - 1.1.6. Assertiveness
 - 1.1.7. Communication
 - 1.1.8. Emotional Intelligence
- 1.2. Leadership Applied to Veterinary Centers
 - 1.2.1. Characteristics of the Leader
 - 1.2.2. Benefits of Leadership
 - 1.2.3. Leader Exercises
 - 1.2.4. Delegation
 - 1.2.4.1. Delegation Strategy
 - 1.2.4.2. Task Selection
 - 1.2.4.3. Qualification Process
 - 1.2.5. Motivational Interviews with Employees
 - 1.2.5.1. GROW/MAPA Method
- 1.3. Negotiation for the Veterinary Center Manager
 - 1.3.1. Negotiator Skills
 - 1.3.2. Types and Styles of Negotiation
 - 1.3.3. Negotiation Stages
 - 1.3.3.1. Preparation
 - 1.3.3.2. Discussion and Argumentation
 - 1.3.3.3. Proposal
 - 1.3.3.4. Exchange
 - 1.3.3.5. Closure
 - 1.3.3.6. Monitoring
 - 1.3.4. Negotiation Tactics and Techniques
 - 1.3.5. Strategies
- 1.4. The Time Management of a Veterinary Center Manager
 - 1.4.1. Slow Down, Reflect, Analyze and Decide
 - 1.4.2. Inner Knowledge
 - 1.4.3. How to Prioritize
 - 1.4.4. Act
 - 1.4.5. Planning and Organizing
 - 1.4.6. Time Thieves
- 1.5. How to Build Trust in the Staff of a Veterinary Center
 - 1.5.1. Self-Confidence
 - 1.5.2. Trusting Others
 - 1.5.3. Constructive Self-Criticism
 - 1.5.4. Respect and Responsibility
 - 1.5.5. Honesty
 - 1.5.6. Trial and Error
- 1.6. Productivity Management for Veterinary Center Managers
 - 1.6.1. Productivity Thieves
 - 1.6.2. The *Getting Things Done*® Method (GTD)
 - 1.6.2.1. Fundamentals
 - 1.6.2.2. Collect or Capture
 - 1.6.2.3. Process or Clarify
 - 1.6.2.4. Organize
 - 1.6.2.5. Check
 - 1.6.2.6. Do
- 1.7. High-Performance Professional Teams in Veterinary Centers
 - 1.7.1. Working Groups
 - 1.7.2. Characteristics of Professional Equipment
 - 1.7.3. Benefits of High Performance Professional Teams
 - 1.7.4. Practical Examples



- 1.8. Identification and Resolution of Internal Conflicts in Veterinary Centers
 - 1.8.1. The Method of the Five Dysfunctions of Professional Teams
 - 1.8.1.1. Lack of Trust
 - 1.8.1.2. Fear of Conflict
 - 1.8.1.3. Lack of Commitment
 - 1.8.1.4. Avoidance of Liability
 - 1.8.1.5. Disinterest in Results
 - 1.8.2. Causes of Failure in Professional Teams
- 1.9. Prevention of Internal Toxicity in Veterinary Centers
 - 1.9.1. Organizational Health
 - 1.9.2. Preventive Measures
 - 1.9.2.1. Creating a Cohesive Leadership Team
 - 1.9.2.2. Creating Clarity Within the Organization
 - 1.9.2.3. Overcommunicating Clarity
 - 1.9.2.4. Reinforcing Clarity
- 1.10. Change Management in the Management of Veterinary Centers
 - 1.10.1. Belief Audit
 - 1.10.2. Character Development
 - 1.10.3. Actions for Change

“ *This training will allow you to advance in your career comfortably*”

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Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning**.

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.





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Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"

At TECH we use the Case Method

What should a professional do in a given situation? Throughout the program, students will face multiple simulated clinical cases, based on real patients, in which they will have to do research, establish hypotheses, and ultimately resolve the situation. There is an abundance of scientific evidence on the effectiveness of the method. Physiotherapists/kinesiologists learn better, faster, and more sustainably over time.

With TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world.



According to Dr. Gérvas, the clinical case is the annotated presentation of a patient, or group of patients, which becomes a "case", an example or model that illustrates some peculiar clinical component, either because of its teaching power or because of its uniqueness or rarity. It is essential that the case is based on current professional life, trying to recreate the real conditions of professional physiotherapy practice.

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Did you know that this method was developed in 1912, at Harvard, for law students? The case method consisted of presenting students with real-life, complex situations for them to make decisions and justify their decisions on how to solve them. In 1924, Harvard adopted it as a standard teaching method”

The effectiveness of the method is justified by four fundamental achievements:

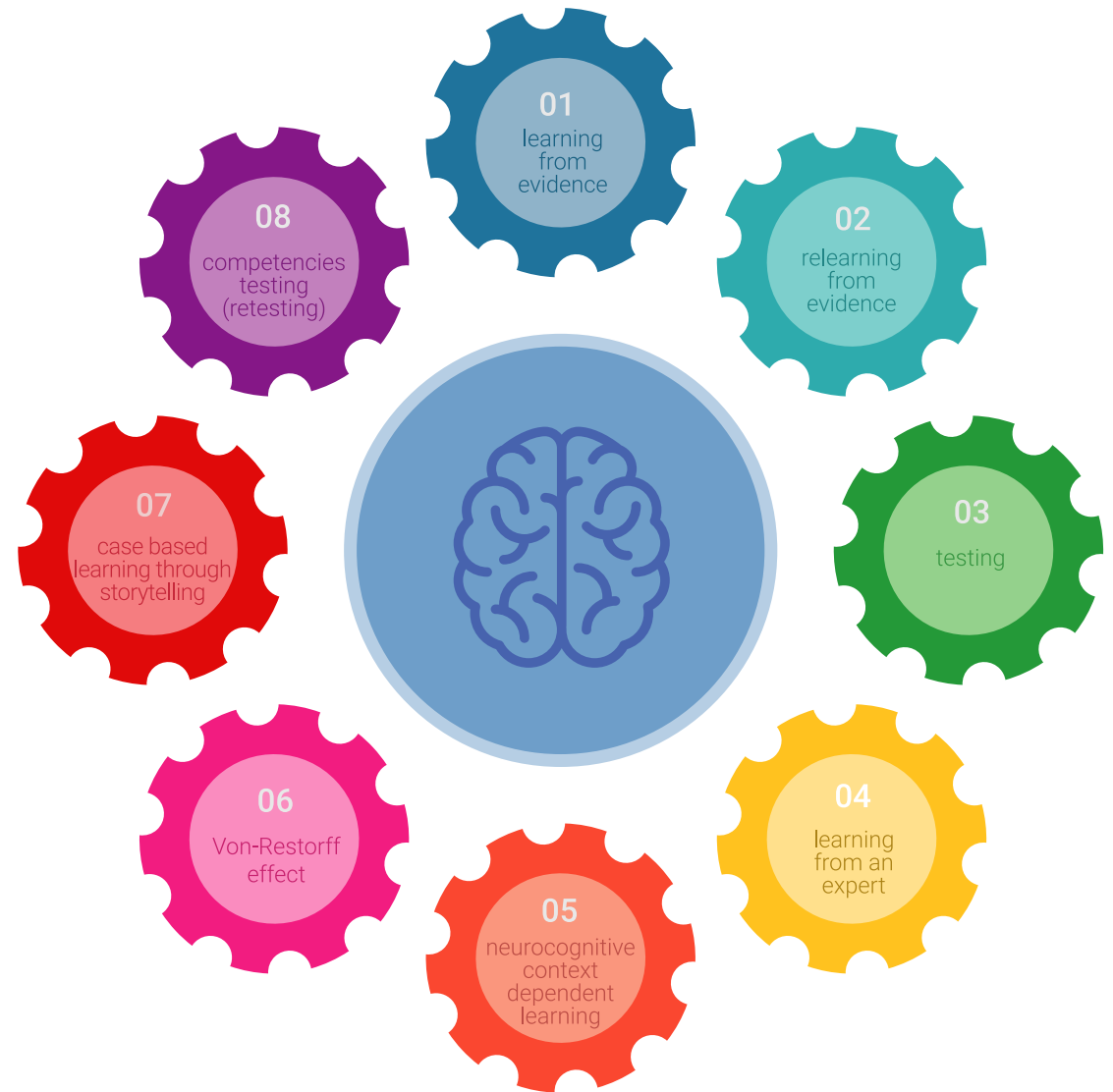
1. Physiotherapists/kinesiologists who follow this method not only grasp concepts, but also develop their mental capacity, by evaluating real situations and applying their knowledge.
2. The learning process has a clear focus on practical skills that allow the physiotherapist/kinesiologist to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.



Relearning Methodology

At TECH we enhance the case method with the best 100% online teaching methodology available: Relearning.

This university is the first in the world to combine the study of clinical cases with a 100% online learning system based on repetition, combining a minimum of 8 different elements in each lesson, a real revolution with respect to the mere study and analysis of cases.



The physiotherapist/kinesiologist will learn through real cases and by solving complex situations in simulated learning environments. These simulations are developed using state-of-the-art software to facilitate immersive learning.

At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

With this methodology we trained more than 65,000 physiotherapists/kinesiologists with unprecedented success in all clinical specialties, regardless of the workload. Our pedagogical methodology is developed in a highly competitive environment, with a university student body with a strong socioeconomic profile and an average age of 43.5 years old.

Relearning will allow you to learn with less effort and better performance, involving you more in your training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for success.

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

The overall score obtained by our learning system is 8.01, according to the highest international standards.



This program offers the best educational material, prepared with professionals in mind:



Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is really specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



Physiotherapy Techniques and Procedures on Video

TECH brings students closer to the latest techniques, the latest educational advances and to the forefront of current Physiotherapy techniques and procedures. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch them as many times as you want.



Interactive Summaries

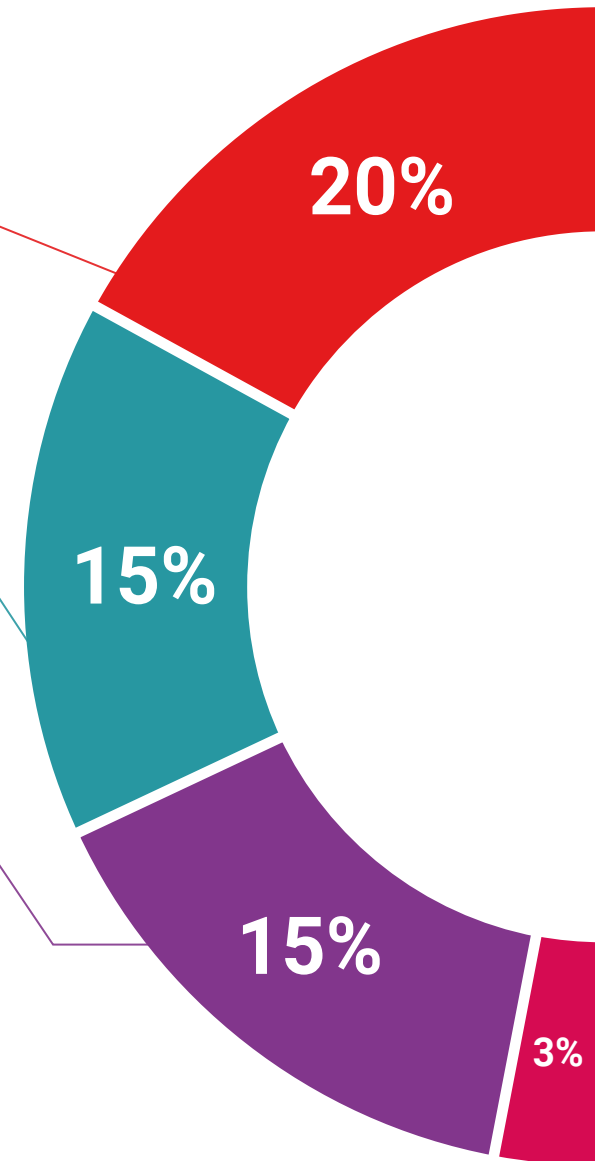
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

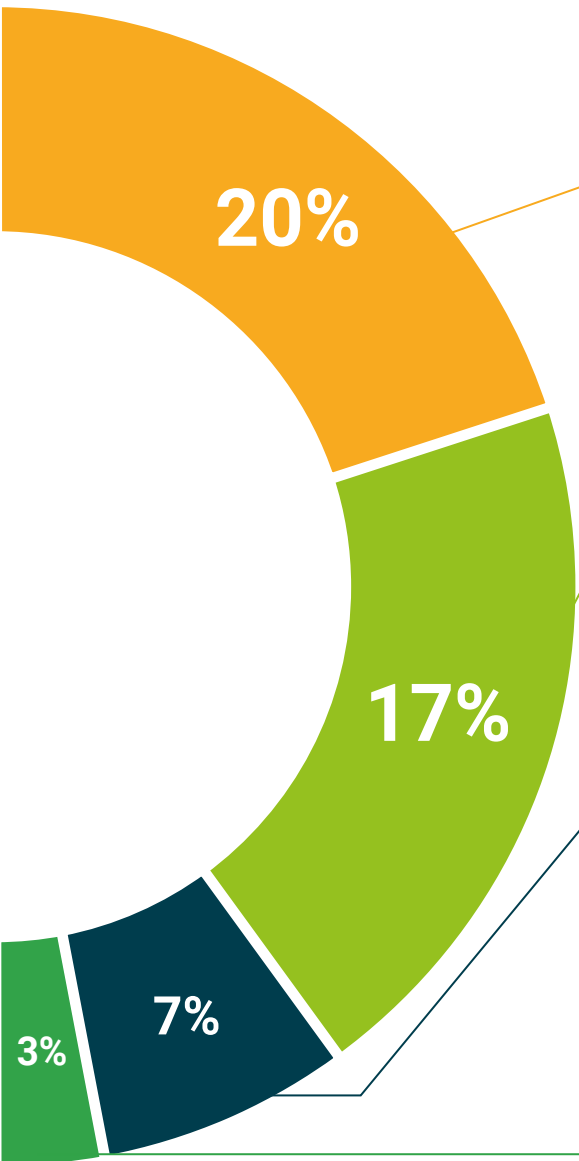
This unique multimedia content presentation training system was awarded by Microsoft as a "European Success Story".



Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





Expert-Led Case Studies and Case Analysis

Effective learning ought to be contextual. Therefore, TECH presents real cases in which the expert will guide students, focusing on and solving the different situations: a clear and direct way to achieve the highest degree of understanding.



Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



Classes

There is scientific evidence on the usefulness of learning by observing experts. The system known as Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical, and effective way to help students progress in their learning.



06 Certificate

The Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers guarantees students, in addition to the most rigorous and up-to-date training, access to a Postgraduate Certificate issued by TECH Global University.



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Successfully complete this program and receive your university qualification without having to travel or fill out laborious paperwork”

This program will allow you to obtain your **Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers** endorsed by **TECH Global University**, the world's largest online university.

TECH Global University is an official European University publicly recognized by the Government of Andorra ([official bulletin](#)). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Postgraduate Certificate in Leadership and Management Skills Applied in Veterinary Centers**

Modality: **online**

Duration: **6 weeks**

Accreditation: **6 ECTS**



*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.

future
health confidence people
education information tutors
guarantee accreditation teaching
institutions technology learning
community commitment
personalized service innovation
knowledge present
development languages
classroom



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