World Organisation for Animal Health

Australian Aid

LEADERSHIP IN VETERINARY SERVICES
WORKSHOP PLAN
March 25-27, 2026

LEARNING OUTCOMES

1. Describe foundational leadership competencies and styles within Veterinary Services, considering gender dynamics.
2. Demonstrate effective communication and interpersonal skills to foster collaboration within Veterinary Services teams and to build constructive relationships with internal and external stakeholders.
3. Guide technical activities and team operations effectively in routine and crisis situations within Veterinary Services.
4. Make informed and accountable decisions applying prioritisation, under time pressure and in crisis situations.
5. Manage and motivate teams.
6. Resolve conflicts and maintain team cohesion promoting a respectful, solution-oriented working environment.
7. Promote regional collaboration, fostering cooperation, and experience sharing.

DRAFT AGENDA

March 25, 2026				
TOPIC	**ACTIVITY**	**METHODOLOGY**	**TIME**	**FACILITATOR/S**
Opening Session	Institutional opening Participants' presentation Expectation collection and psychological contract Entry test		09h00 – 10h00	Naree Ketusing, WOAH SRR SEA Somchuan Ratanamungklanon, DG DLD Barbara Alessandrini All
SESSION 1 – Foundational leadership competencies in VS **Learning Outcome** Describe foundational leadership competencies and styles within Veterinary Services, considering gender dynamics.				

Sub-Objectives

- ✓ Identify core leadership competencies relevant to Veterinary Services.
- ✓ Differentiate key leadership styles and explain their effectiveness in veterinary and animal health systems.
- ✓ Analyze leadership challenges commonly faced in Veterinary Services.
- ✓ Recognize gender-related influences on leadership roles.

Training outputs

- ✓ Shared conceptualisation of leadership in Veterinary Services
- ✓ Practical tools for leadership style adoption in different situations
- ✓ Increased engagement for gender-sensitive leadership

TOPIC	ACTIVITY	METHODOLOGY	TIME	FACILITATOR/S
Warm up: think of a leader…		Individual reflection	10h00 – 10h20	Barbara Alessandrini Facilitators' Team
Foundational leadership competencies in VS		Lecture in a pill	10h20 – 10h40	Barbara Alessandrini
		Group activity: identify leadership competencies	10h40-11h00	Armando Hoet, Renée Funk Facilitators' Team
Coffee break			11h00-11h30	
Foundational leadership competencies in VS		Presentation in plenary session	11h30-11h50	Armando Hoet, Renée Funk
Leadership styles relevant for VS		Lecture in a pill	11h50-12h10	Barbara Alessandrini
		Group activity: identify leadership styles	12h10-12h30	Facilitators' Team
		Presentation in plenary. Create a leadership	12h30-13h00	Barbara Alessandrini, Armando Hoet, Renée Funk

		competencies and styles matrix		
Lunch break			13h00-14h30	It can be adjusted according to local needs
Consolidation		Identify common characteristics that make a good leader	14h30-15h00	Facilitators' Team
Gender and Leadership in VS		Lecture in a pill	15h00-15h20	Hana Abdelsattar
		Discussion in couples Reporting in plenary session	15h20-15h45	Hana Abdelsattar
Take home actions: Building the foundations of my personal leadership action plan		Update of my personal journal	15h45-16h00	
Coffee-break			16h00-16h30	

Session 2 – Communication and collaboration

Learning outcome

Demonstrate effective communication and interpersonal skills to foster collaboration within Veterinary Services teams and to build constructive relationships with internal and external stakeholders, mitigating conflicts.

Sub-objectives

- ✓ Explain the role of communication and interpersonal skills in effective Veterinary Services performance.
- ✓ Demonstrate active listening and clear communication in professional veterinary contexts.
- ✓ Adapt communication styles to different audiences (e.g. field staff, farmers, policymakers, private veterinarians, general public).
- ✓ Apply interpersonal skills to foster teamwork, trust, and collaboration.
- ✓ Manage difficult conversations and conflicts constructively with internal and external stakeholders.

Training outputs

- ✓ Improved communication awareness and confidence
- ✓ Practical experience in handling real Veterinary Services situations
- ✓ Strengthened interpersonal and collaboration skills
- ✓ Clear, actionable communication behaviors for daily work

TOPIC	ACTIVITY	METHODOLOGY	TIME	FACILITATOR/S
Communication with stakeholders		Lecture in pills	16h30-16h50	Armando Hoet
		Group activity: stakeholders' mapping; design messages and approaches	16h50-17h10	Facilitators' Team
		Presentation in plenary	17h10-17h30	Armando Hoet
End of day 1			17h30	
	Dinner		18h30	All

March 26, 2026

TOPIC	ACTIVITY	METHODOLOGY	TIME	FACILITATOR/S
Wrap up		Best messages from day1	9h00-9h10	Facilitators' Team
Warm up: think of a communication situation…		Individual reflection and share in couples	9h10-9h20	Facilitators' Team
Communication in VS: a core competency, not just a soft skill		Lecture in a pill	9h20-9h40	Armando Hoet
		Group activity: challenges and solutions	9h40-10h00	Facilitators' Team
		Presentation in plenary	10h00-10h20	Facilitators' Team
Communication competencies		Lecture in a pill	10h20-10h40	Armando Hoet

Coffee-break			10h40-11h10	
Communication competencies		Role-play: groups of three	11h10-11h50	Facilitators' Team
Interpersonal communication for collaboration		Lecture in a pill	11h50-12h10	Renée Funk
		Role-play preparation in groups	12h10-12h40	Facilitators' Team
		Role-play in plenary (group 1)	12h40-13h00	
Lunch break			13h00-14h30	
Interpersonal communication for collaboration		Role-play in plenary (groups 2-4)	14h30-15h30	Facilitators' Team
Conflict management		Lecture in a pill	15h30-15h50	Warangkhana Chaisowwong
Coffee-break			15h50-16h20	
Conflict management		Role-play in plenary	16h20-17h00	Facilitators' Team
Take-home actions: Building the foundations of my personal leadership action plan		Update of my personal journal	17h00-17h10	
Wrap up			17h10-17h30	Facilitators' team
End of day2				
March 27, 2026				
Session 3 – Team management and decision-making **Learning outcome** Guide technical activities and team operations effectively in routine and crisis situations within Veterinary Services, motivating people				

Sub-objectives

- ✓ Explain the role of operational leadership in Veterinary Services during routine and emergency contexts.
- ✓ Plan and coordinate technical activities in line with mandates, procedures, and available resources.
- ✓ Guide and supervise teams effectively in field and office settings.
- ✓ Apply decision-making and prioritization skills under time pressure and uncertainty.
- ✓ Demonstrate adaptive leadership behaviors during veterinary emergencies and crises.

Training outputs

- ✓ Improved ability to guide veterinary operations
- ✓ Increased confidence in managing routine and crisis situations
- ✓ Practical experience with coordination and decision-making
- ✓ Clear leadership behaviors applicable in the field

TOPIC	ACTIVITY/CONTENT	METHODOLOGY	TIME	FACILITATOR/S
Warm up: routine and crisis…		Group discussion	09h00-09h20 20 min	
Operational leadership in VS		Lecture in a pill	09h20-09h40 20 min	Renée Funk
		Plenary work	09h40-10h20	Facilitators' Team
Leadership in routine technical activities		Lecture in a pill	10h20-10h40 20 min	Warangkhana Chaisowwong
Coffee-break			10h40-11h10	
Leadership in routine technical activities		Group work	11h10-11h50 40 min	Facilitators' Team
Team management and motivation		Lecture in a pill	11h50-12h10 20 min	Hana Abdelsattar
		Role-play	12h10-13h00 50 min	Facilitators' Team
Lunch break			13h00-14h00	
		Lecture in a pill	14h00-14h20	Ashish Sutar

Decision-making in crisis situation and leadership behaviours			20 min	
		Role-play	14h20-15h10 50 min	Facilitators' Team
Take-home actions: building the foundations of my personal leadership action plan		Update of my personal journal	15h10-15h20 10 min	
Coffee-break			15h20-15h50	

Session 4 – Regional collaboration

Learning Outcomes

Apply practical approaches to engage in regional collaboration, strengthen partnerships, and support coordinated responses to shared animal health challenges during routine and crisis situations.

Sub-objectives

- ✓ Recognise the role of regional collaboration to strengthen Veterinary Services to manage animal health, welfare and One Health interventions.
- ✓ Identify key regional stakeholders, networks, and coordination mechanisms relevant to Veterinary Services cooperation for building trust and constructive partnerships.
- ✓ Identify common barriers to regional cooperation and propose practical approaches to improve coordination during routine and crisis.

Training outputs

- ✓ Improved understanding of the value of regional collaboration in strengthening Veterinary Services
- ✓ Practical understanding of regional cooperation mechanisms and how to use them.
- ✓ Identification of concrete actions participants can take to strengthen regional cooperation.

TOPIC	ACTIVITY/CONTENT	METHODOLOGY	TIME	FACILITATOR/S
Warm up: Think at regional context …		Q&A in plenary	15h50-16h05	Ashish Sutar

Barriers and practical approaches to enhance regional cooperation and collaboration		Panel discussion or world cafe	16h05-16h50 45 min	Representatives of few Members from South-East Asia, the Pacific, WOAH, FAO (if world café shared among tables) and all participants
Take home actions: building the foundations of my personal leadership action plan		Update of my personal journal	16h50-17h00 10 min	
Conclusions, assessment, certificates, etc.		To be discussed	17h00-17h30	
End of the workshop				