

Annex 1. Overview of the 10 steps in the problem approach by the veterinary coach

Steps	Description
STEP 1	Set up a calendar plan of actions; design the organigramme
STEP 2	Make an inventory of complaints of parties
STEP 3	Explain the inventory findings to each party involved; separately
STEP 4	Confront the parties with the findings in a joint reunion
STEP 5	Define the 'common grounds'
STEP 6	Determine the prerequisites for achieving the goals
STEP 7	The "open your eyes" phase
STEP 8	Starting the solution options
STEP 9	Putting the process of solutions into action
STEP 10	Evaluate regularly the <i>status quo</i> with the parties in a joint meeting

Note that there are different instruments to facilitate the process at different steps. Among these are:

- The list of requirements for a Team
- The list of features of an effective Team (and qualities of team members)
- The features of a 'winner'
- The features of a 'winning team'
- The Strength-and-Weaknesses assessment
- The listing of necessary hands-on training

Annex 2. Additional listings of characteristics of team members, a winning team, individual winners, the dangers of a winning team, and the dilemmas of a coach (Source: [2])

Characteristics of team members
Know how to react in a disciplinary manner
Have common objectives
Do agree on the results to obtain
Have a common approach
Feel all responsible for the results
Can develop a high level of additive and compensatory competences

Check list of a "winning team"
They have a goal or plan
Excuses do not exist; only solutions
Each problem is dealt with immediately
There is proudness in the group
Team members work for a result
Cooperation is established on the basis of mutual trust
They think they should be ready at all times
Each member feels responsible for his task
Have a maximum willingness to act (full challenge adoption)
The principle is to do his best at 100%

Characteristics of a "winner"
Has a good image of himself
Has intrinsic motivation
Shows flexibility
Knows to persist in his actions
Sacrifices himself for the greater interest
Is responsible for his own behaviour
Is always ready to (re-)act

The potential dangers of a winning team
The illusion of invulnerability
An imaginary unanimity
A suppression of personal doubts
Putting pressure on deviant opinions
Rationalization (<i>they believe their own stories</i>)
Ethical alliance (<i>we are always right: 'see our performance level'</i>)
Stereotypies (<i>we hardly see the other one</i>)

Note that the last three items may look to the outside world as "arrogance".
The manager and/or veterinary coach should monitor these phenomena.