

DEALING WITH YOUR DEAN

& Hospital CEO, Practice Group, etc.

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Starting Point of Negotiation:

What do you each want?

- What do you want from the dean?
 - Money \$\$\$.
 - Space.
 - People.
 - Help with external relationships (e.g., hospital).
- What does the dean want from you?
 - The OR's must run on time.
 - The OR's must run on time.
 - The OR's must run on time!



Second Step:

How do you communicate with dean?

“Now wait a minute. . . He said two jerks means ‘more slack’ and three meant ‘come up’ . . . but he never said nothin’ about one long, steady pull.”

COMMUNICATE!

- What is your dean's style of communication.
 - Frontal assault – direct approach.
 - Indirect – “nuanced” approach.
 - PowerPoint personality?
 - One-on-one, small groups, large groups?
- How does your style interact with his/hers?
 - If the dean is “nuanced” and you are frontal, it might not work. *Adapt your style.*
- **Do your homework before meetings!**

Basic Rules:

- 1: “When you have seen one, you have seen one.”
Every relationship is unique!
- 2: Therefore: listen, adapt, evolve. Be creative, but SAFE. *The dean can fire you!*
(No appeal, no ‘due process’, no nuthin’ – you’re out.)
- *And that leads us to.....*

Military tactics for air combat

Negotiating with deans can be like unaimed bombs!



F-86 "Sabrejet" [1951]

The “OODA Loop”

*Developed for air combat, but
applies
to any “real-time” decision process.*

“30-second Boyd”

**Coram R: Boyd: The Fighter Pilot
Who Changed the Art of War.**
Little-Brown, New York, 2002.

BOYD

THE FIGHTER PILOT WHO CHANGED THE ART OF WAR

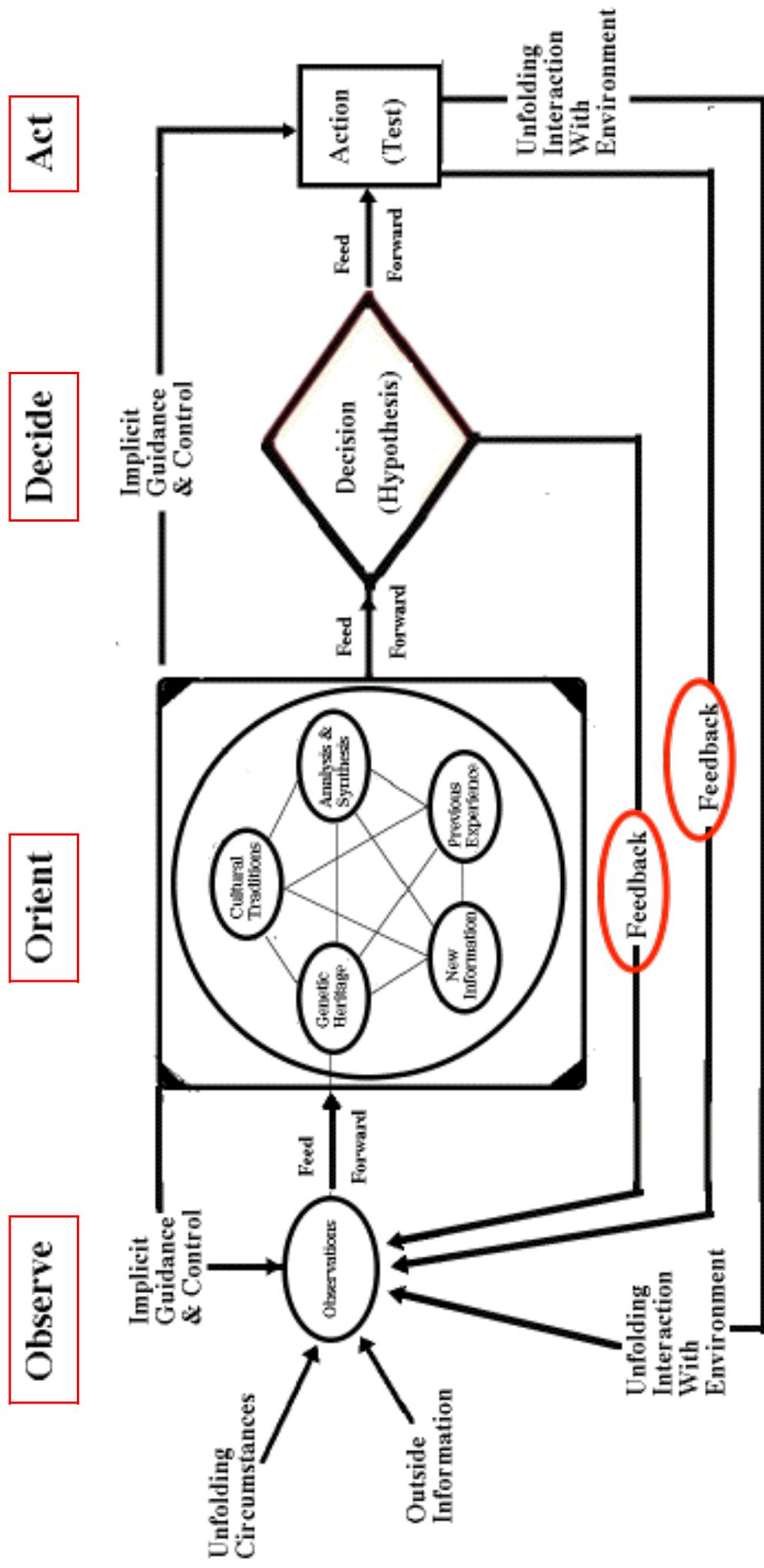


REFERENCES

1. Coram, Robert: “Boyd, the fighter pilot who changed the art of war.” Little-Brown, New York, 2002. (*Paperback, Amazon.com*)
2. Hammond, Grant T: “The mind of war – John Boyd and American security.” Smithsonian Inst. Press, Wash DC, 2001.
3. Richards, Chester W: “Certain to win: the strategy of John Boyd applied to business.” Random House, New York, 2005.

Boyd's "OODA Loop"

We may do this subconsciously, but if we do it systematically it will work better.



How does OODA work with deans?

- OBSERVE: Listen carefully, watch body language, get other data when possible.
 - In other words: *do your homework!*
 - What is your objective? What is the dean's objective?
- ORIENT:
 - *In air combat: "what is my enemy thinking, what will he do next?"*
 - What motivates the dean? Why? Get in his/her shoes!
 - Are their cultural factors? *What is dean's background?*
 - What will he/she do next? Possible alternatives?
 - *LBNL (SJB)*: Compare your "BATNA" with his/hers.

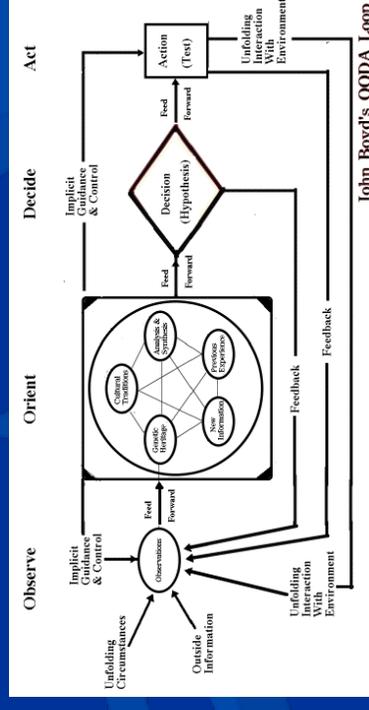
“BATNA”

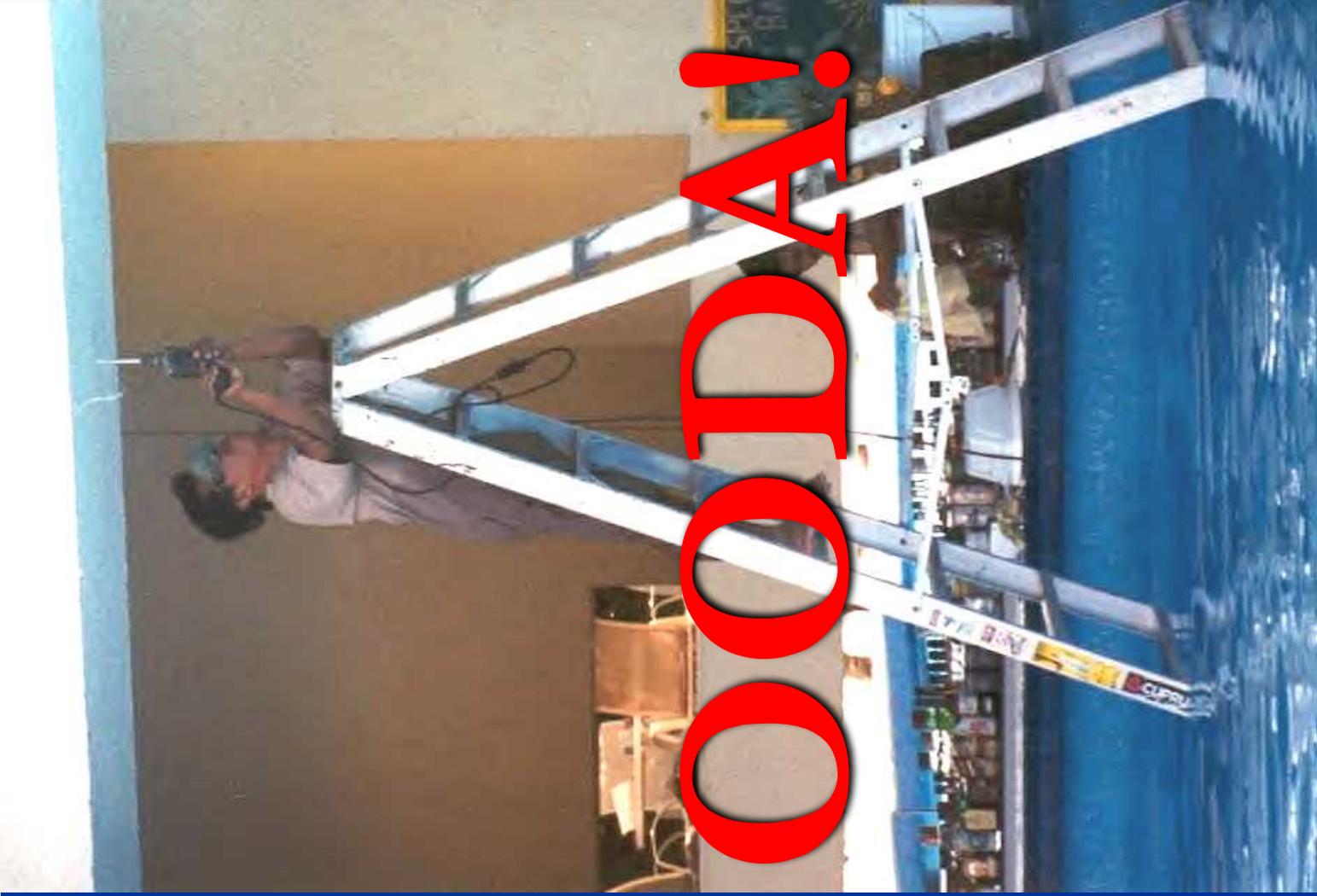
Best Alternative to Negotiated Agreement

- If the negotiations fail:
 - What are your best alternatives?
 - What are the dean’s?
- Which party has the Better BATNA?
 - This will determine your stance in negotiations.
- Do both parties understand the BATNA’s?
 - If the dean’s is better than yours, does he/she know it?
If not, keep your mouth shut!
 - If your BATNA is better, make sure the dean knows.

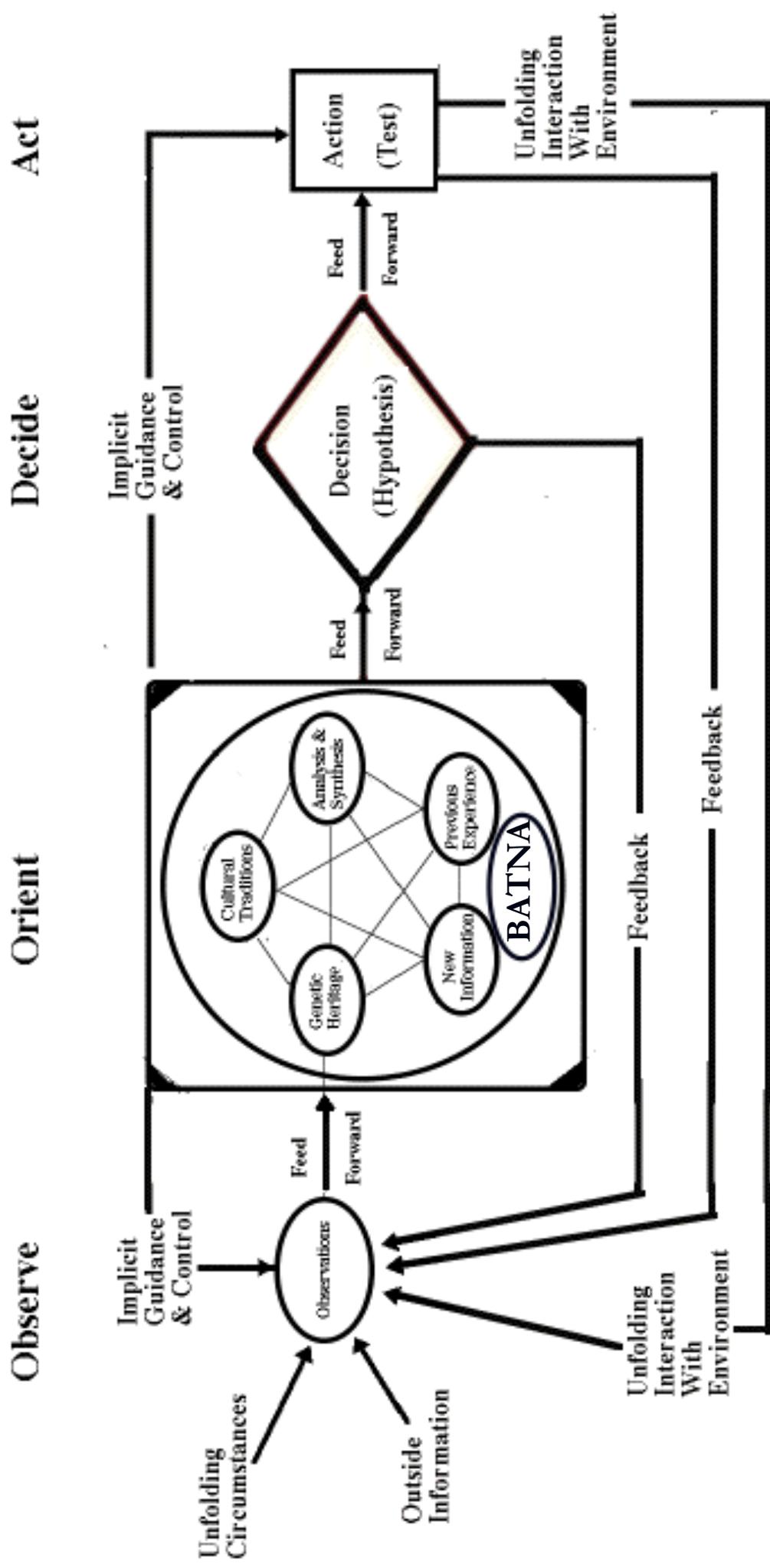
OODA and You (cont'd)

- DECIDE: Based on “OO”, choose best course of action (hypothesis) after considering all alternatives.
- ACT:
 - Consider possible consequences of actions.
 - Some actions could make things worse.
 - Useful actions (Boyd also called them ‘tests’) get you more information as well as help solve problem.
 - Do it! *But even while doing it, you must.....*
- OBSERVE: *the dean’s reactions to your action, and start the loop again.*





Remember it – Use it!



John Boyd's OODA Loop

CONCLUSION:

Do the OODA-BATINA shuffle!

- The combination of these tools will serve you well in *any* negotiations – not just with deans.
- Remember the key to the OODA Loop is constant *feedback* and *adaptability*. Don't just “stick to your guns” when the situation changes.

THE END



**F-22
"Raptor"**