

Chairmanship:

*What Got You There Won't Keep You
There...*

*Strategies for the Second Five Years as
Chair (and Beyond)*

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Attributes of a Chair

(What made you an attractive candidate)

- Academic accomplishments/record
- Scientific stature
- National reputation
- Innovative ideas / programs
- Playing to the strengths of the Institution(s)
- Interpersonal/communication skills
- Understanding the “business” of anesthesiology

(No you don't need an MBA)

Primary Reasons for Non-renewal

- Not meeting clinical expectations/demands
- Fiscal issues/deficit
- Lack of engagement/institutional visibility
- Vote of non-confidence by faculty
- Education programs in trouble
- Lack of academic productivity/advancement
(both at the departmental and personal level)

Keys to Continued Success

Listening Skills

Communication

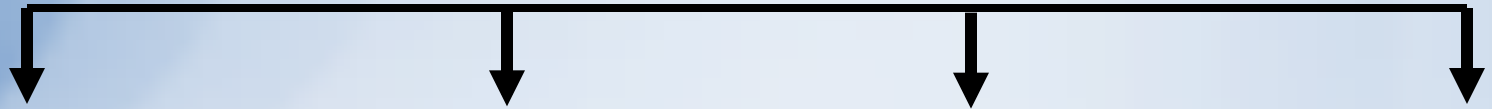
Visibility

Adaptability

Relationships

Introspection

Develop a Strategy that Play to Your Strengths



**Medical School
Hospital**

Departmental

**National
Arena**

Personal

Institutional

Dean ↔ CEO

- Both want solutions not problems
- Make sure department and **you** are seen as adding value
- Understand priorities : They will be different
- Data is your friend : Infrastructure and IT

Institutional

Dean ↔ CEO

- Be visible (this is more than just “showing up”)
- Participate / be prepared
- Hospital CEO will probably outlast Dean
- Involvement in GME/medical student education
- Extend your sphere of influence as widely as possible
- Understand the “currency” of both Dean and CEO (hospital)

Institutional

- Develop and foster relationship with all Chairs – not just “surgically” based Chairs
- “Actively Seek Leadership Positions” – Medical Board/ Practice Plan / Medical School
- Be at the table for strategic planning/ discussions (resource allocation)

Departmental

- Know your faculty : “They want to see you”
- Listen (actively)
- Communicate: stay on message
- Consistency / Transparency
- Articulate a shared vision
- Be inclusive
- Be approachable
- Know how and when to say No

Departmental

- Provide avenues/opportunity for discussion
- Never underestimate the value of knowing the “outcome” of any meeting
- Surround yourself with people who are smarter than you
- Remember your roots

Departmental

- Acknowledge what is not working and change it (but don't change for the sake of changing)
Reaccess your initial vision/mission – Does it need to be refined/revised?
- Remember you have multiple missions

Departmental

- Take a strategic look at your leadership team
- “Do you have the right people on the bus?” (James Collins) “Good to Great”
- External Review : Opportunity to examine the department, highlight success/accomplishments and determine the need for additional resources

National Arena

- Identify a group of advisors/trusted friends
- Networking is invaluable
- There are “no secrets” or magic bullets
- “It takes a village”
- Stay engaged and active
- Remember to promote the Department & Faculty before yourself
- You will always be seen as the “Chair” first

Personal

- Maintain a sense of humor/humility
- Remember that it is “not your enemies you need worry about”
- Nurture yourself: Live/Work Balance

Personal

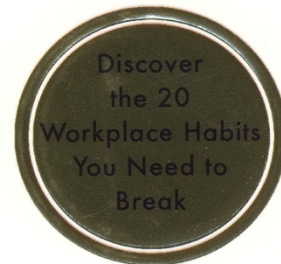
- Identify opportunities for expanding and embellishing your skill sets – personal coach, executive CME activities
- Develop a 3 and 5 year personal strategic plan
- Ask yourself three hard question(s)
 - Do I want to continue (why)?
 - If I could have any job – would this be it?
 - If I wasn't Chair, what would I do?
- Exit strategy : What's next?



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