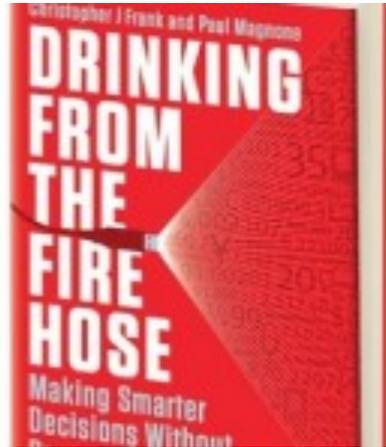


How to Prevent Yourself From Being Fired

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Congratulations!



Two Words You Never Want to Hear



Audience Response Questions



An Ongoing Crisis in Leadership

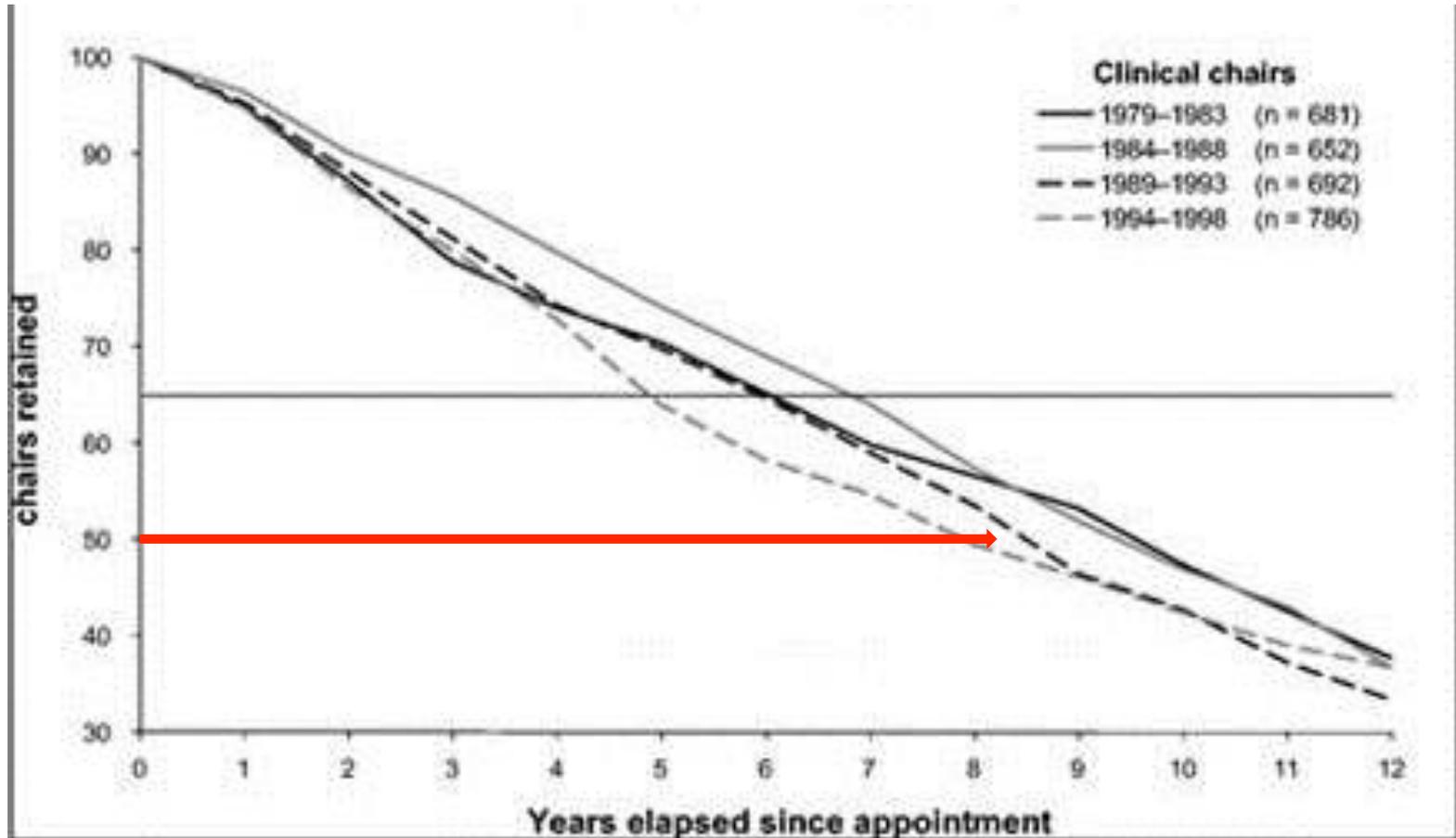
- **“Members of the Council of University Chairs...have become increasingly concerned about the apparent loss of academic chairs. Their tenures seem shorter, and turnover is greater.”**
 - **Rayburn, Obstet Gynecol 2009; 114:130**

Realistic Expectations

- NLF head coach 3.2 years
- MLB player 2.4 years
- MLB coach 2.7 years
- NFL player 3.3 years
- CEO 4.5 years
- Med school dean 3.9 years
- Department chair ????

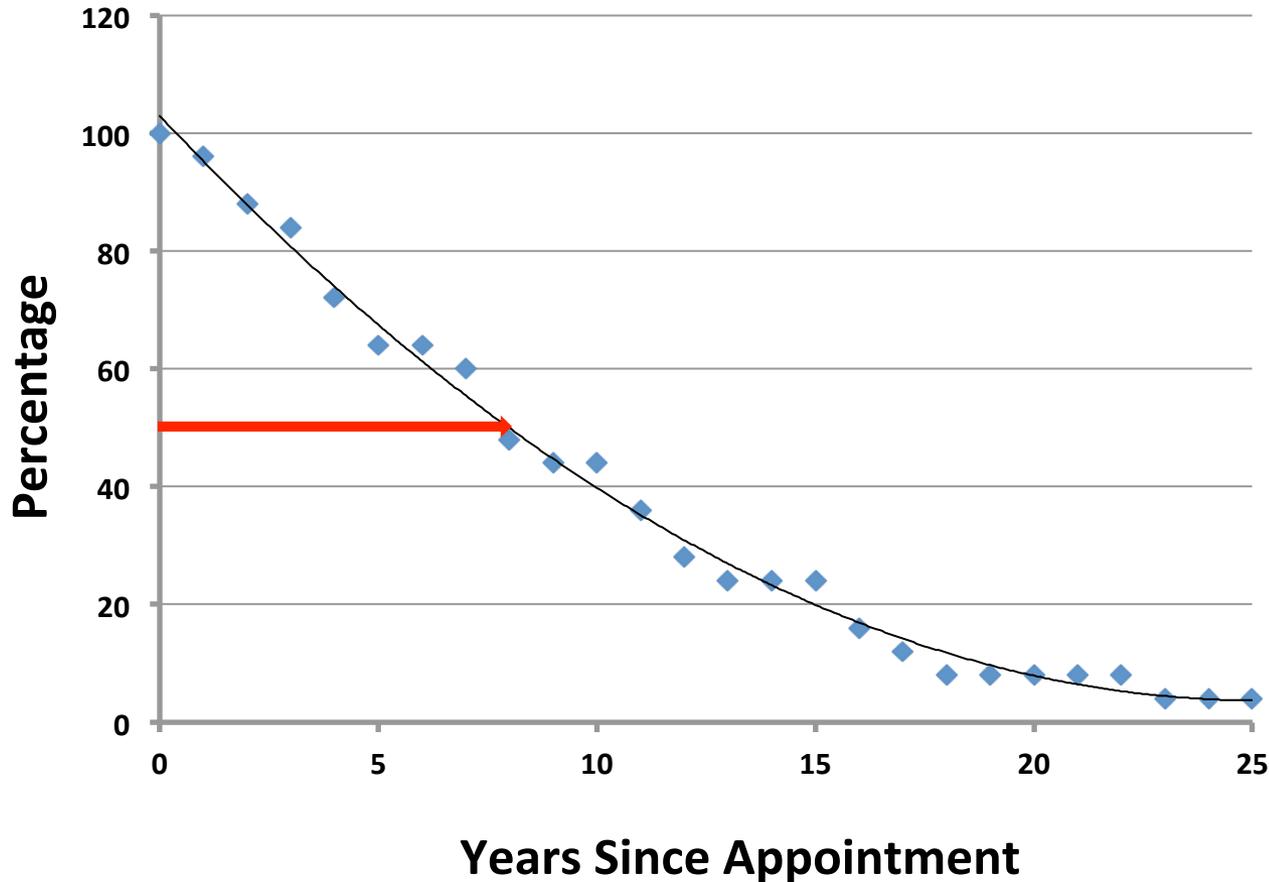


Clinical Chairs Serve 8 Years



Anesthesia chairs similar to internal medicine, orthopedic surgery, radiology, and surgery

Term Lengths Among Current Academic Chairs



Current length of time as chair for the top 25 medical schools based on US News and World Report rankings

How to Prevent Yourself From Being Fired

- **“Churning of chairs can be highly detrimental to leadership and to departmental as well as institutional success. Furthermore, replacement of a chair requires a large allocation of faculty time and institutional resources”**
 - Rayburn, Obstet Gynecol 2009; 114:130
- **No one wants you to be fired**
 - **Avoid firing offenses**
 - **Run the department well**
 - **Plan for the future**

Firing Offenses:

Don't Lie. Don't Cheat. Don't Steal.

- **Mismanagement of funds**
- **Scientific misconduct**
- **Sexual harassment**
- **Gender discrimination**
- **Physical abuse**
- **Know the policies of your institution**
- **Your lawyer is your friend—do not be afraid to get advice and support**



Make the Trains Run on Time

- **Pay attention to the clinical service**
 - Know the data/metrics for judgment
- **If you fail to provide the level of desired service, then**
 - A. Justify the reasons
 - B. Find allies (nursing vs. surgeons)
 - C. Address unrealistic expectations
 - D. Promise change with a realistic plan



Balance the Budget: Show Me The Money

- "Money isn't everything. It's just most everything." (Nica Clark)
- "When a fellow says it ain't the money but the principle of the thing, it's the money." (Kin Hubbard)
- Understand the finances
- Balance the budget
- See prior slide if you cannot



Make Love, Not War

- Collaborate whenever possible
- Create allies from your department, surgeons, chairs, nursing, and the medical school
- Treat people with respect
- Pick your battles carefully (never make it personal)



Stewardship

- “the careful and responsible management of something entrusted to one's care”
 - Basis of all your decisions
 - Your vision for the department
 - Clinical
 - Academic
 - Educational
- You work for the department



Leadership

- “Managers do things right and leaders do the right thing.”
- Know your leadership style and compensate
 - Visionary, coaching, affiliative, democratic, pacesetting, commanding
- Expand your leadership skills
- Listen to Joanne Conroy’s presentation after the break

LEADERSHIP

is the art of
mobilizing others
to want to struggle
for shared aspirations.

- Jim Kouzes and Barry Posner

Management

- Paradox of management
 - You are expected to be responsible for everything
 - Avoid micromanagement
 - Create infrastructure you trust
 - Promote your faculty



The daydreams of cat herders

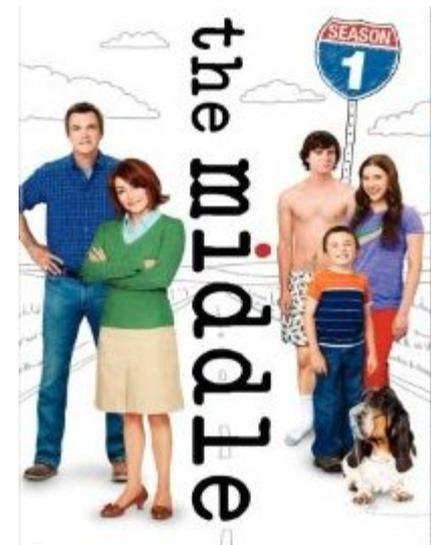
It's Lonely In the Middle

- "I've been promoted to middle management. I never thought I'd sink so low."
- Tim Gould
- **Above you: Dean, CEO**
 - Visibility in the institution
- **Below You: Faculty and staff**
 - Visibility to your faculty
 - Personal relationships



It's Lonely In the Middle

- "I've been promoted to middle management. I never thought I'd sink so low."
- Tim Gould
- Above you: Dean, CEO
- Below You: Faculty and staff
- Your peer group:
 - Local: Chairs, CMO, CNO, associate deans
 - Nationally: AAAC
 - Make them your allies and also your friends



The Difficult Conversation

- **5% of the faculty require 80% of your time**
- **They always lack insight**
- **Do not avoid the unpleasant discussion**
- **Your goal is to help them succeed**
- **Consider a third person to help**



Be Involved

- Successful chairs work hard
- Know your faculty individually (and their families and concerns)
- You are judged by the entire hospital and medical school



"For a C.E.O. he's very hands-on."

Know When To Say When

- “All good spies go out on their own terms” (David Baldacci)
- Athletes, singers, etc.
- Can anyone else do a better job for the department?
- Plan for the next stage of your life
- Don’ t hurt the department, don’ t tarnish your legacy

**WHEN HAVE YOU
HAD ENOUGH?**

It's Also About You

- “Don't forget to love yourself” (Kierkegaard)



Anesthesia Chair Burnout

- **De Oliveira, Anesthesiology 2011; 114:181**
 - Only 34% had high job satisfaction
 - 59% had evidence of burnout
 - 46% had moderate or high likelihood of stepping down within 2 years
- **Social support is critical to wellness**
 - The family and friends (and colleagues) plan
- **Expand your skills**
- **Plan for the next stage of your life**



Burnout

Be Sure to Have Fun

- People rarely succeed unless they have fun in what they are doing (Dale Carnegie)
- I never did a day's work in my life. It was all fun. (Thomas Edison)
- Winning is only half the fun (Bum Phillips)
- Just play. Have fun (Michael Jordan)
- Follow your dream (Chris Brown)
- If it's not fun, you're not doing it right (Bob Basso)



Thank You!