

Succession Planning: Choosing and Mentoring a Prospective Chair

2012 SAAA Annual Meeting
General Session 2 – 9:30-9:45 a.m.
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Who am I to Lecture You?

- I am not Ron Miller or Alex Evers!
- Anesthesiology chair x 3
 - 1978-92 - Wake Forest (Bowman Gray) faculty member
 - Medical University of South Carolina
 - 1992-96 – 15 faculty members
 - University of Virginia
 - 1996-98 – 30 faculty members
 - Wake Forest University
 - 1998-2008 – 60 faculty members
 - 2007-10 – President: WFU Physicians; hospital board
 - 2010 - present - phased retirement (75% time)

Well-Mentored

- U Penn (residency)
 - Attending: Frank Murphy; VP - Ted Eger
- Wake Forest (Bowman Gray)
 - Chairs: Tom Irving, Frank James
- MUSC
 - Dean: Layton McCurdy
 - Executive coach
- Wake Forest
 - Dean: Dick Dean
 - Executive coach

Mentored Future Chairs

- MUSC: Joanne Conroy – MUSC
- MUSC: Gary Haynes – St. Louis
- MUSC: Scott Reeves – MUSC
- UVA: Roger Johns – Johns Hopkins
- UVA: George Rich – UVA
- WFU: John Butterworth – Indiana → VCU
- WFU: Rich Prielipp – Minnesota
- WFU: David Zvara – Ohio State → UNC Chapel Hill
- WFU: Joe Tobin – WFU

INSTRUCTIONS

IRB-Approved Questionnaire

- Please provide the demographic information.
- If you are a chair, for each question select all answers that apply to you.
- If you are a program director, for each question select all answers you think your chair will select (no collusion please!).

Question 1

How does being chair of anesthesiology fit into your career and life plan?

Question 2

What is your view of the importance of identifying and mentoring a prospective chair?

Question 3

Before coming to this SAAA meeting, what did you do with regard to your departmental leadership?

Question 4

Before going on two week vacation, what do you do with regard to your departmental leadership?

Question 5

What would happen in your department if during this SAAA meeting you were in a serious accident or suffered a stroke or myocardial infarction?

Question 1: How does being chair fit into your career and life plan?

- Becoming chair should be part of a broader plan for your life [Kaplan, Lexa]
- “...You should start your tenure [as chair] by planning and working with the end in mind.”
 - Lexa FJ. Succession leadership. *J Am Coll Radiol* 2011; 8:281-2
- Your next position could be a “second term” as chair with a revitalized strategic plan

Question 2: What is your view of the importance of identifying and mentoring a prospective chair?

- “Asking one person to shoulder all of the leadership tasks is a poor way to run an organization.”
 - Lexa FJ. Succession leadership. *J Am Coll Radiol* 2011; 8:281-2
- “If you aren’t identifying potential successors, you are probably not delegating as extensively as you should.”
 - Kaplan RS. What to ask the person in the mirror. *Harv Bus Rev* 2007 Jan; 85: 86-95
- **Mentoring = Delegating**
 - ↑ or maintain enthusiasm, ↑focus, ↑faculty retention, ↑legacy, ↑personal development time, ↑family time
 - ↓ stress, ↓burn-out

Question 3: Before coming to this SAAA meeting, what did you do with regard to your departmental leadership?

- You may be criticized for being away from your department.
- Turn (-) into (+). Opportunity to:
 - Identify faculty members with leadership potential
 - Demonstrate that you have confidence in individuals to whom you have delegated responsibility

Question 4: Before going on two week vacation, what do you do with regard to your departmental leadership?

- Better mentoring opportunity than short time away from department to:
 - Meet with key individuals and discuss current issues, review strategic plan, review delegated responsibilities
 - Demonstrate trust and confidence
 - Nurture feeling that you are “first among equals”
 - Enjoy a well-deserved break from the action

Question 5: What would happen in your department if during this SAAA meeting you were in a serious accident or suffered a CVA or MI?

- You do not want your department to be an MVA, CVA, or MI away from a crisis!
- Help the dean help your department by identifying prospective chairs
- Consider developing a formal succession plan as part of the department's strategic plan

Six Specific Suggestions

1. Create personal career and retirement plan now
2. Delegate more, replace if uncoachable
3. Based on #2, identify prospective chair(s), let dean know who he/she/they are.
4. Use trips away to identify leaders to others and serve as mentoring opportunities
5. Develop a formal succession plan
6. Consider a professional executive coach for 1-5
 - Six annotated references: reading time < 1 hr
 - If compelled to read more, try Frank Herbert's *Dune*