

 University of Colorado
 Anschutz Medical Campus

Mistakes Made;

LESSONS LEARNED



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New Chair - Beware!

Five mistakes that got in my way the first two years as a chair:

- Being too friendly;
- Avoiding conflict and delaying difficult conversations;
- Not delegating enough;
- Not giving feedback in real time;
- Not giving enough time to myself to rejuvenate.



Being Too Friendly

"The art of leadership is saying no, not yes. It is very easy to say yes." - Tony Blair


- I wanted to be friendly and approachable to my faculty and staff;
- I learned that some people were tempted to take advantage of my friendliness;
- It took me a while to strike a fine balance between being able to socialize with my faculty and staff while being in charge;
- I have to remind myself to set clear boundaries.

Avoiding Conflict

"Do what is right, not what is easy."

Do not associate conflict with negative thoughts; 'Constructive' conflict could be helpful in building trustworthy and productive relationships;

- It's not the conflict itself that is the problem. We have to move away from seeing conflict as a bad thing.
- Whatever you do, do it in private.



Not Delegating Enough

"Don't tell people how to do things, tell them what to do and let them surprise you with their results." - George Patton

"The best executive is the one who has sense enough to pick good men (women) to do what he (she) wants done, and self-restraint to keep from meddling with them while they do it." - Theodore Roosevelt

Giving Feedback in Real Time - It is Crucial!!!

- **Culture of Transparency and Trust** - Provide honest and helpful feedback and trust that it will be used in a positive way.
- **Improve Employee Performance** - Address and document performance issues in real time so that the faculty can quickly course correct. Performance issues no longer surface as surprises during formal performance reviews.
- **Increase Motivation by Offering Recognition and Encouragement** - Faculty should be called out for their strengths and accomplishments, reinforcing strong performance and positive contributions.
- **Reduce the Amount of Time Required to Prepare for Formal Performance Reviews** - The chair and the faculty can easily review performance for the entire period and create goals for the future.

Not Giving Enough Time to Myself to Rejuvenate

"Be strong enough to stand alone, smart enough to know when you need help, and brave enough to ask for it." –

Ziad K. Abdelnour

- A good night's sleep is not overrated;
- Don't gobble your food – Take a moment to enjoy every bite;
- Exercise and spend time with those you love;
- There is always tomorrow - trust me – the issues will wait!



My daily question during the first two years of my leadership –

What if I fail?

