



**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.



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**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.

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**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.



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**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*

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**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.

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## 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!



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

What if I fail?



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