



 **Wake Forest®**
Baptist Medical Center

When You Want to Make Different Decisions and Impact – why be a leader other than a Chair of Surgery

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Faculty Member Decisions

- Clinical
- Research
- Education
- Local, regional, national and international reputation

Division Chief Decisions

- Working for others – but just like you
- Continuing your own clinical, research and education
- Increasing your reputation

Chair of Surgery Decisions

- Working for others – all not like you but are surgeons
- Operational experience – clinics, ORS
- Regional hospitals
- Centers of Excellence
- Can change culture

Dean Decisions

- Working for others – students, residents and faculty from all areas
- What resources do you have determines decision-making
- Who runs the hospital – determines the spend of the margin?
- Can change culture.

CEO/President Decisions

- Working for others – leadership team, boards along with faculty
- CIN – academics - innovation
- Need to understand your community, state and national healthcare policies

CEO/President Decisions

- Need to be flexible
- Need to make unpopular decisions
- Need to delegate/cannot micromanage
- Rule #6

What if you want the job and someone else gets it?

- See if there is a satisfactory role for you
- Do you still want to make those decisions – if yes – you need to find another job
- If you can function in the role assigned, life is good.



If You Ain't the Lead Dog,
the Scenery Never Changes.