

Meaningful Faculty Feedback and Mentoring

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Objectives

Topics to Discuss:

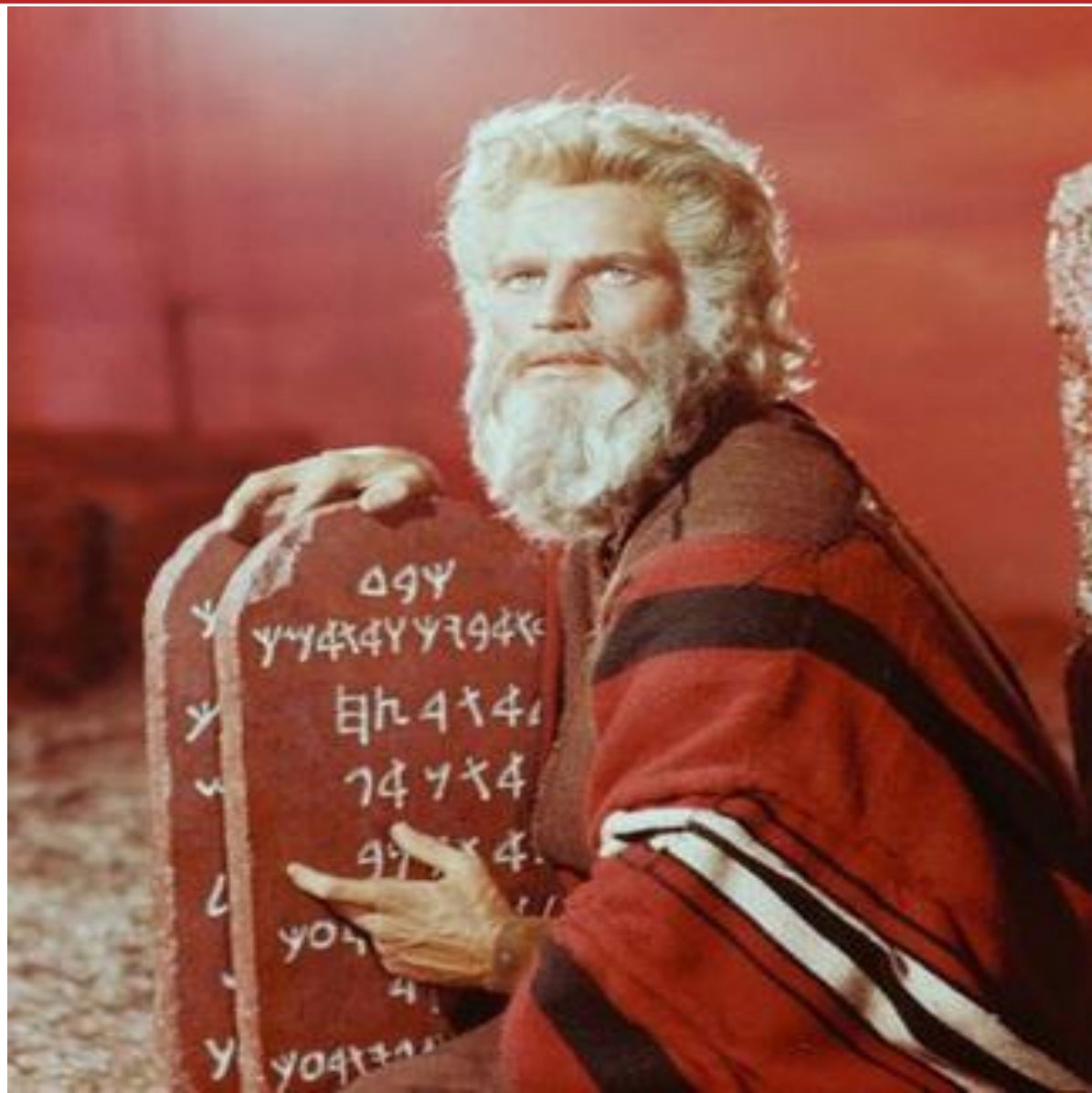
Feedback/Evaluations

Difficult Discussions

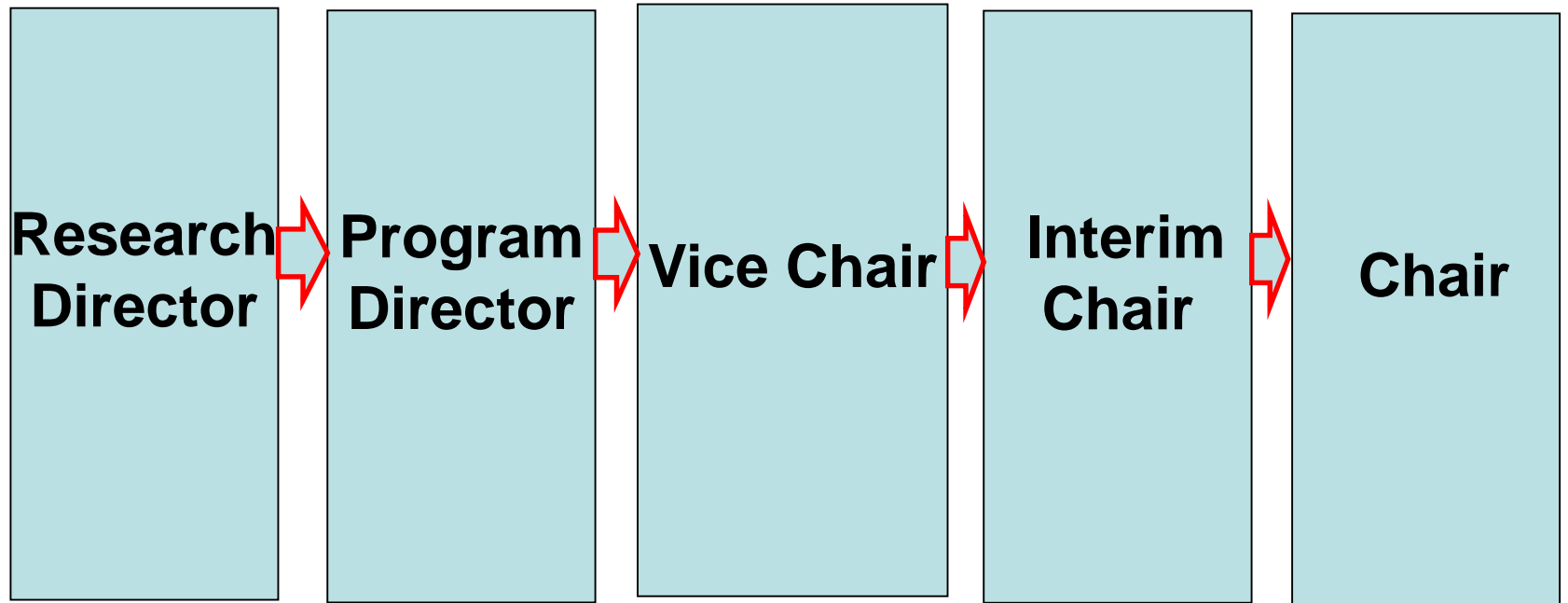
Faculty Advisement

Mentoring





Chair Career Path in Academics





Things I know...

‘A program director helps people do stuff they want to do. A chair asks people to do stuff they don’t want to do.’



Things I think...

**‘Most Chairs are crazy,
divorced, or terrible
parents: or some
combination of the three.’**

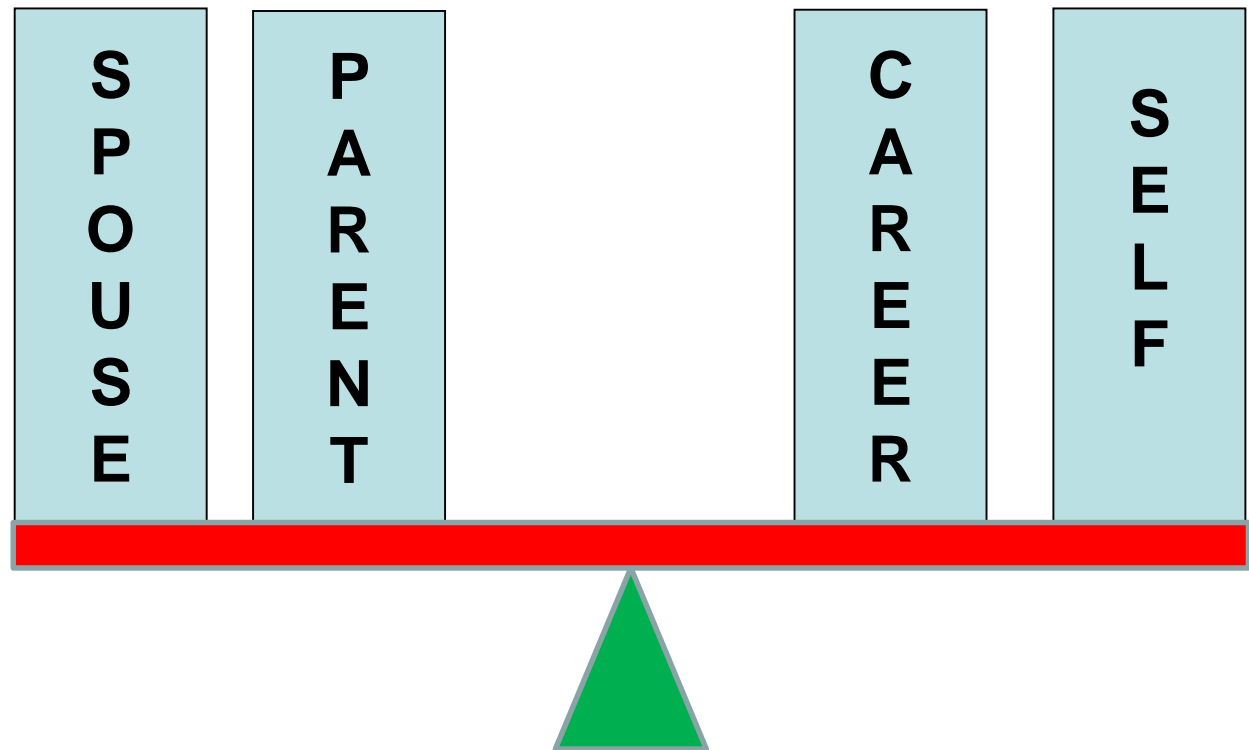


We are all (mostly) the same

**‘You want to be a pivotal
person in a pivotal
organization.’**



The 4 Essential Commitments



Let's talk about structure in an academic career

3/4



3 Career Paths in Academics

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**Now that we have a
foundation of
principles, and structure,
let's provide some general
comment about these
discussions/advisement
“leading and managing
people”**



The First Rule of a Con Man

‘Always Know Your Mark’



The Second Rule of a Con Man

**‘If you don’t know the Con,
keep your mouth shut’**



Rule One plus Rule Two

**Know your business, know
your people... and if you
are unwilling to do BOTH,
find another business**



The Most Important Word in Professional Relationships

TRUST



The Most Important Word in Professional Relationships



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Giving Feedback



There are 2 kinds of people in this world, winners and losers.



GREG KINNEAR as Richard

→ *LOVES: Winning*
HATES: Losing



LITTLE MISS **SUNSHINE**
A FAMILY ON THE VERGE OF A BREAKDOWN
IN THEATERS JULY 26TH

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Winners

Positive Feedback is Easy

“Are your squeaky wheels getting the grease?”



Losers

Negative Feedback

- Real Examples
- Get all sides of the story
- “How you’re perceived”
- “You’re saying, I’m hearing”
- “We need you to be...”





You take the blue pill, the story ends. You wake up in your bed and believe whatever you want to believe.

You take the red pill, you stay in wonderland, and I show you how deep the rabbit hole goes

BTW, I hate annual Evals

Red Pills: Difficult Conversations

- * **Stay on Message**
- * **1 Message at a time**
- * **Legal, contract, and HR**
- * **“What are you hearing me say?”**
 - * **Less = More**
- * **Good Cop, Bad Cop**
- * **Deus Ex Machina**



Mentors/Career Counseling

Family

Professional Mentors

Personal Mentors





NATIONAL BESTSELLER

Why Some Companies
Make the Leap...
and Others Don't

GOOD TO
GREAT

JIM COLLINS

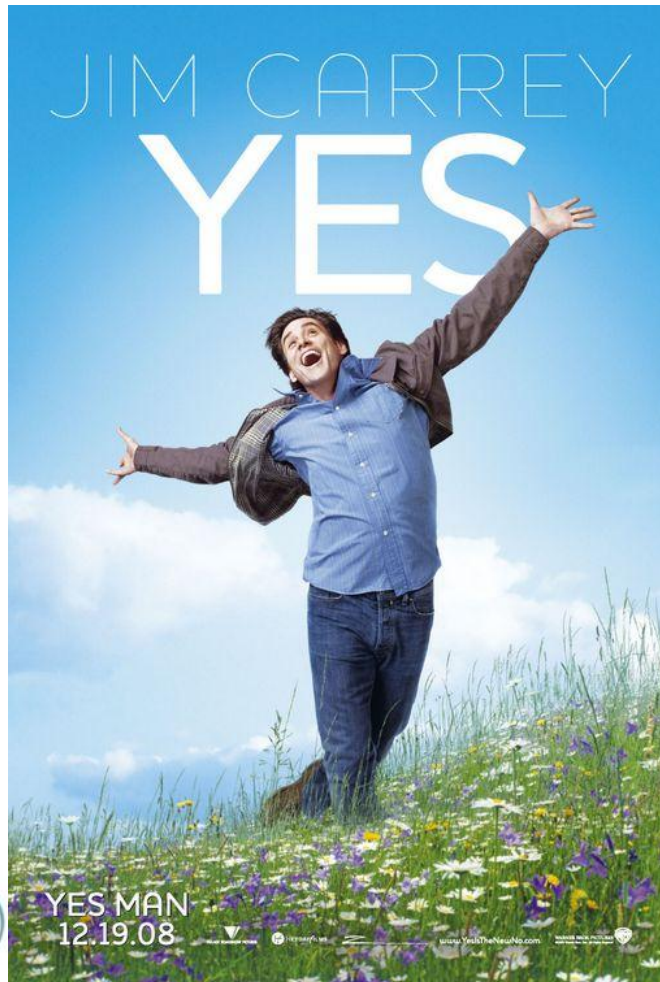
Coauthor of the bestselling
BUILT TO LAST

A faculty member says:

“I’ve been thinking about my career here and would like to meet with you to talk about it...”



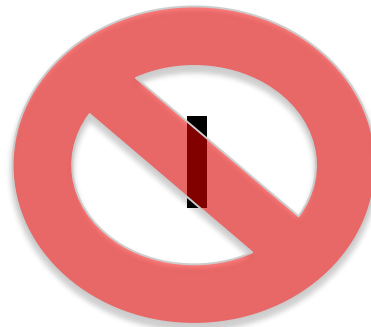
Priority as the Boss



**“How about right now? I’ll clear my calendar.
No? I’ll clear my calendar through the next 48 hours.
No? I’ll expect dates from you in the next 48 hours, and if I don’t hear from you, I’ll reach out to you.”**



It's the Mentor's Job to listen...



Let's do some advising!



Passion = Productivity

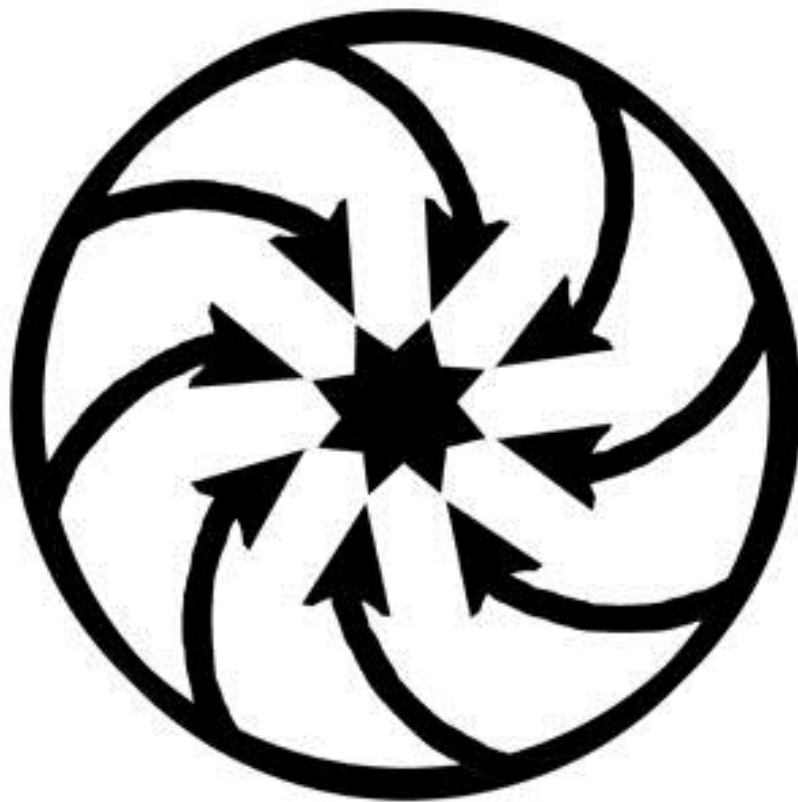
**Stop doing activities
for which you
have no passion**



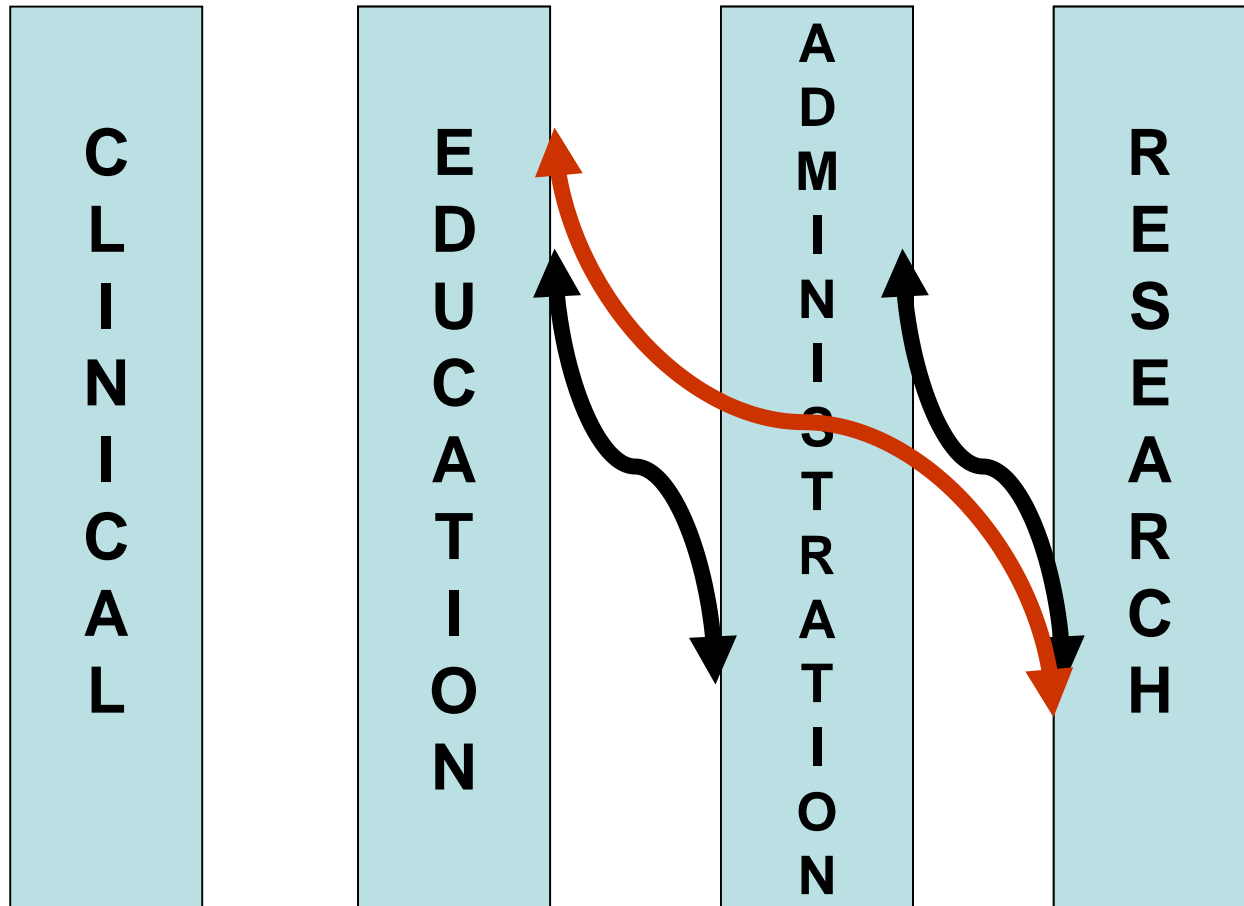
**Don't be an
Emergency Physician,**

FOCUS





Convergence & Academic Careers





**Choose Your
Investments
Wisely, Be Patient,
& Invest For the
Long-Haul**



Final Comment on Roles & Growth,

Bugs Bonnets and the ACME Theatrical Hat Company

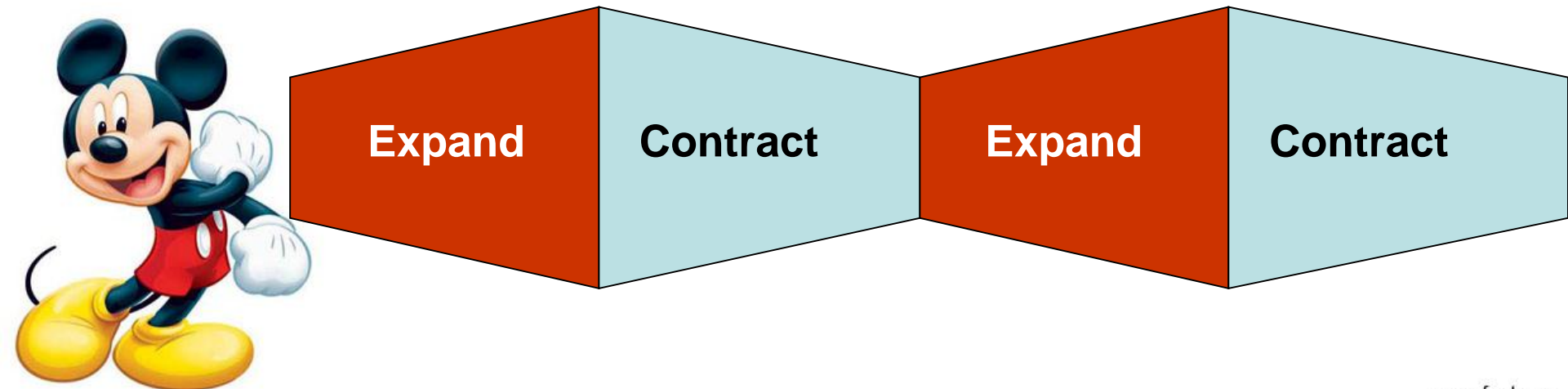


Mentor/Advisor

Faculty Member

- **Life Balance**
- **Perspective**
- **Trust**
- **Passion**

- **Focus**
- **Convergence**
- **Wise Investments**
- **Yes/No**



Thank You!

