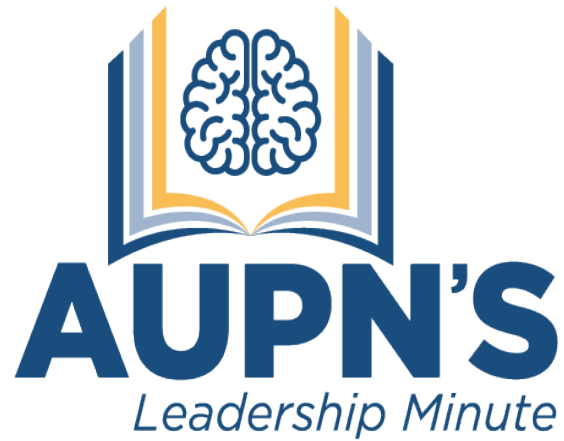




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*How to Deal
with a Difficult
Faculty Member*



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DIFFICULT FACULTY MEMBER (DFM)

Definition & Consequences

DEFINITION

- Faculty member who makes other people unhappy in the workplace

CONSEQUENCES OF INACTION

- Time drain for chair and others
- Poor patient & learner evaluations reflect on entire group
- Turnover of other employees—staff and faculty members*

**Threat of turnover of other employees is #1 criterion for chair intervention*

CONSEQUENCES OF ACTION

- Stress of potentially dealing with defensive, confrontational person
- Stress of potentially dealing with DFM's acts of retribution toward you and others
- Potential loss of positive contributions of the DFM (grants, patient volume, etc.)

HOW TO DEAL WITH A DFM

Four Steps (PMDF) & Performance Improvement Plan (PIP)

PMDF

- Prepare with trusted counsel
- Meet in person
- Document meeting & PIP
 - Provide DFM w/ documentation
 - Store documentation securely
- Follow up (DFM “up or out”)

Prepare

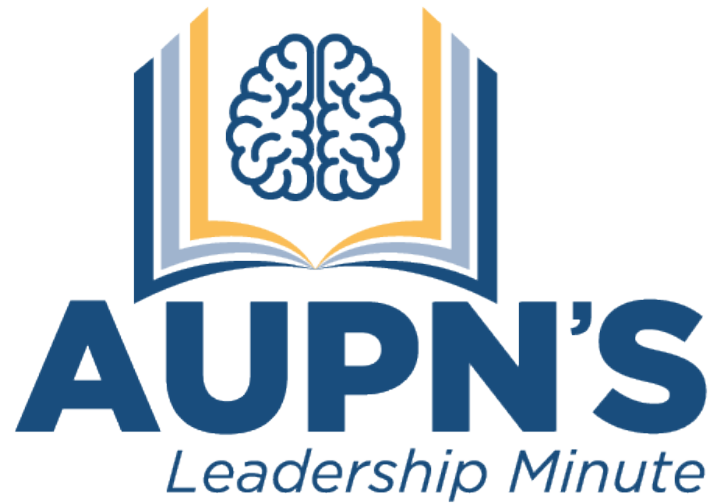
- Investigate & proceed if any 1 of 3:
 - Multiple occurrences
 - Multiple concurring viewpoints
 - One egregious occurrence
- Prepare preliminary PIP
 - Emphasize positive > negative actions
 - Establish clear consequences
- Expect “consequences of action”

Meet in person

- State concerns
- Provide evidence
- Listen
- Negotiate
 - Seek win-win
 - Accept win-lose (team > individual)*
- Give feedback and/or finalize PIP
- Summarize

Keep your cool & realize you may be recorded

*See “The No Asshole Rule” by Robert I. Sutton, PhD



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