Leadership thru the lens of Medical Physics 3.0

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Disclosures:

• I am not receiving remuneration for this talk
• I am currently on the AAPM Board Of Directors; my term ends 12/31/2017 as the Northwest Chapter Representative
Outline:

• reminder: this is a SAMS session
• an activity to assess your current thoughts on leadership qualities
  • What is leadership? What does leadership mean to you?
• review of a foundational leadership skill: making decisions
  • how to make better decisions
  • why does change management fail?
Recall a leader or boss that you admired:

• How did they treat you?
• What behaviors did they exhibit?
• How do/did you feel when you worked with them?
125 words frequently used when describing leadership and leaders.
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visionary
trustworthy
collaborative
competent
ethically-minded
articulate
clear-sighted
caring
fair
honest
innovative
knowledgeable
passionate
pragmatic
rational
resilient
authentic
Want to hear that session?

• it’s available on the virtual library
• Go here: http://www.aapm.org/education/VL/vl.asp?id=11212

session by Richard Little of Impact International
You just made a *decision*
Kinds of decisions a medical physicist *might* make:

• Is the equipment performing properly?
• Is a process safe?
• What tool or resource is needed to perform a given task?
• What would improve a process?
• Is a treatment plan optimal?
• Is the imaging dose optimized?
Journalist: "What is the secret of your success?"
CEO: "Two words".
Journalist: "And, what are they?"
CEO: "Right decisions".
Journalist: "But how do you make right decisions?"
CEO: "One Word".
Journalist: "And what is that?"
CEO: "Experience".
Journalist: "And how do you get experience?"
CEO: "Two Words".
Journalist: "And, what are they?"
CEO: "Wrong decisions".

Historic decision making aids

- The daisy: he loves me, he loves me not
- Magic eight ball
- Origami fortune teller
  - instructions here:
    http://www.dltk-holidays.com/fall/mfortuneteller.htm
The 4 Ds of decision making:

DISCERN – do your homework
DISCUSS – get input from others
DELIBERATE – weigh cost/benefits
DECIDE – go for it
There are lots of decision making models

• do you have enough time?
• how important is the issue?
• do you have all the necessary information?
• who else should be involved?
• how to make it stick?
Making Better Decisions

• include input from all stakeholders
  • avoid ‘groupthink’

• systematic analysis
  • the pro’s and con’s methodology
  • system of elimination
  • what if? or devil’s advocate consideration
  • complex or automated models
TIME COST

STRATEGY A
STRATEGY B
ANALYZING WHETHER STRATEGY A OR B IS MORE EFFICIENT

THE REASON I AM SO INEFFICIENT
Making a decision stick

- did it seem fair?
- did it seem like alternatives were considered?
- was the rationale behind the decision explained?
- impact on others
Resources:

The Medical Physics 3.0 webpage: http://www.aapm.org/MedPhys30/

Medical Physicist 3.0 Good Practices
http://www.aapm.org/MedPhys30/articles/GoodPractices.asp


Pew Research Center. “Women and Leadership: Public says Women are Equally Qualified, but Barriers Persist”
http://www.pewsocialtrends.org/2015/01/14/women-and-leadership/12/


Blink: The Power of Thinking Without Thinking, Malcolm Gladwell, 2005
https://www.ted.com/playlists/278/talks_to_watch_when_you_have_a