



# 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**



adaptable  
ambitious  
analytic  
audacious  
authoritative  
articulate  
assertive  
authentic  
bold  
calm  
caring  
charismatic  
clear-sighted  
collaborative  
commanding  
compassionate  
competent  
confident  
constructive  
co-operative

competitive  
courageous  
creative  
democratic  
  
disciplined  
driven  
emotional  
encouraging  
ethically-minded  
fair  
far-sighted  
forgiving  
generous  
heroic  
honest  
humble  
innovative  
  
intelligent  
intuitive  
knowledgeable

modest  
natural  
optimistic  
passionate  
personable  
persuasive  
pragmatic  
radical  
rational  
relationship-focused  
relaxed  
resilient  
risk-taking  
self-assured  
strong  
tough  
trustworthy  
truthful  
visionary  
warm



adaptable	17	articulate	9	knowledgeable	3
visionary	17	clear-sighted	4	passionate	3
trustworthy	15	caring	3	pragmatic	3
collaborative	13	fair	3	rational	3
competent	13	honest	3	resilient	3
ethically-minded	12	innovative	3	authentic	2



# 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

The background features a series of light blue dashed lines radiating from a central point, creating a starburst effect. Interspersed among these lines are various light blue geometric shapes, including rectangles, triangles, and trapezoids, some of which are slightly offset or layered, giving a sense of depth and movement.

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".**



**Dr. Visar Krasniqi**

Executive Vice President and Global Head of Sales Public Cloud

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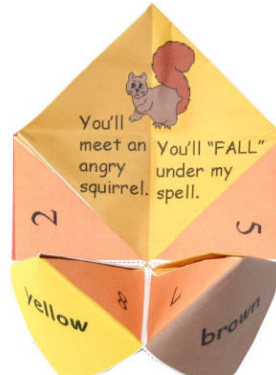
The secret of success: Learning from wrong decisions

# 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>



[www.dltk-holidays.com/fall/mfortuneteller.htm](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



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>

Harvard Business Review on Making Smart Decisions, 2011

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/>

How Women Decide: What’s True, What’s Not, and What Strategies Spark the Best Choices, Therese Huston, 2016

Blink: The Power of Thinking Without Thinking, Malcolm Gladwell, 2005

[https://www.ted.com/playlists/278/talks\\_to\\_watch\\_when\\_you\\_have\\_a](https://www.ted.com/playlists/278/talks_to_watch_when_you_have_a)