Strategies for Underrepresented Physicists to Lean In on Rad Onc Teams

Stephen Avery, Ph.D., FAAPM
Associate Professor of Radiation Oncology
Director, Medical Physics Graduate Program
3 Keys for Success

- Have a passion for your work
- Be authentic – Know yourself
- Understand your Organizational System
Have a passion for your work

“Strive not to be a success, but rather to be of value”

Albert Einstein at Lincoln University (1946)
Be authentic – Know yourself

Circumplex Model

Low ← cohesion → High

Chaotically Disengaged

Chaotically Separated

Chaotically Connected

Chaotically Enmeshed

High

Flexibly Disengaged

Flexibly Separated

Flexibly Connected

Flexibly Enmeshed

Structurally Disengaged

Structurally Separated

Structurally Connected

Structurally Enmeshed

Low

Rigidly Disengaged

Rigidly Separated

Rigidly Connected

Rigidly Enmeshed

adaptability
# Be authentic – Know yourself

Myers-Briggs Personality Test

<table>
<thead>
<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing what should be done</td>
<td>A high sense of duty</td>
<td>An inspiration to others</td>
<td>Everything has room for improvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ISTP</th>
<th>ISFP</th>
<th>INFP</th>
<th>INTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ready to try anything once</td>
<td>Sees much but shares little</td>
<td>Performing noble service to aid society</td>
<td>A love of problem solving</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESTP</th>
<th>ESFP</th>
<th>ENFP</th>
<th>ENTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ultimate realists</td>
<td>You only go around once in life</td>
<td>Giving life an extra squeeze</td>
<td>One exciting challenge after another</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ESTJ</th>
<th>ESFJ</th>
<th>ENFJ</th>
<th>ENTJ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life's administrators</td>
<td>Hosts and hostesses of the world</td>
<td>Smooth talking persuaders</td>
<td>Life's natural leaders</td>
</tr>
</tbody>
</table>
Understand your Organizational System

- Where do I fit in?
Understand your Organizational System

- Have a clear understanding of the organizational structure and the rules of engagement.
- Become familiar with the Administrative Structure
- What is the department/clinic mission/vision?
- How does your research or interest connect with mission/vision?
- What support services are available to help me succeed?
Understand your Organizational System

**MY PERSONAL BOARD OF DIRECTORS**

**Sponsorship & Influence**
Who at a senior level supports you? Who’s influential? Who offers guidance or mentoring? Who connects you to resources?
They may be senior executives; your manager; previous boss; informal influencers.

**Purpose & Motivation**
Who inspires you with fresh ideas? Who motivates you to make a difference? Who validates your work? Who rolemodels taking action?
They may be senior executives; community leaders; old(er) people; young(er) people.

**Personal Development**
Who makes you a better you? Who challenges you? Who gives you candid feedback? Who tells you the things you don’t want to hear? Who pushes you to be better?
They may be trusted peers; spouse; close friends; executive coach; mentor; mentor.

**Personal Support**
Who encourages you? Who listens while you vent or gripe? Who gets you back on track when needed? Who can you be yourself with?
They may be trusted peers; family; spouse; friends.

**Knowledge & Expertise**
Who builds your level of knowledge? Who’s an expert in the areas you want to develop? Who shares best practices or innovations? Who broadens your perspective?
They may be colleagues in other departments or offices; customers; suppliers; professional association members.

**Balanced Life**
Who encourages your health and mental wellbeing? Who helps you contribute to your community? Who helps you learn and grow as a person?
They may be family; social contacts through sports, hobbies, religion, volunteering.

**What they are like**
- They listen
- They energise you
- They have time for you
- You have mutual respect
- You get on well with them
- They are open and honest with you
- They ask you questions that make you think
- They are genuinely interested in seeing you succeed
3 Keys for Success

❖ Have a passion for your work
❖ Be authentic – Know yourself
❖ Understand your Organizational System
Thank you!