



Your Technical Skills Won't Get You There: *Identifying Vital Skills to Thrive in Your Career*

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Disclosures

- None



- Medical physicists offer technical expertise and contributions of physics principles in medicine
- However, technical skills are not enough



- **Leadership** skills are necessary to adapt to unpredictable challenges



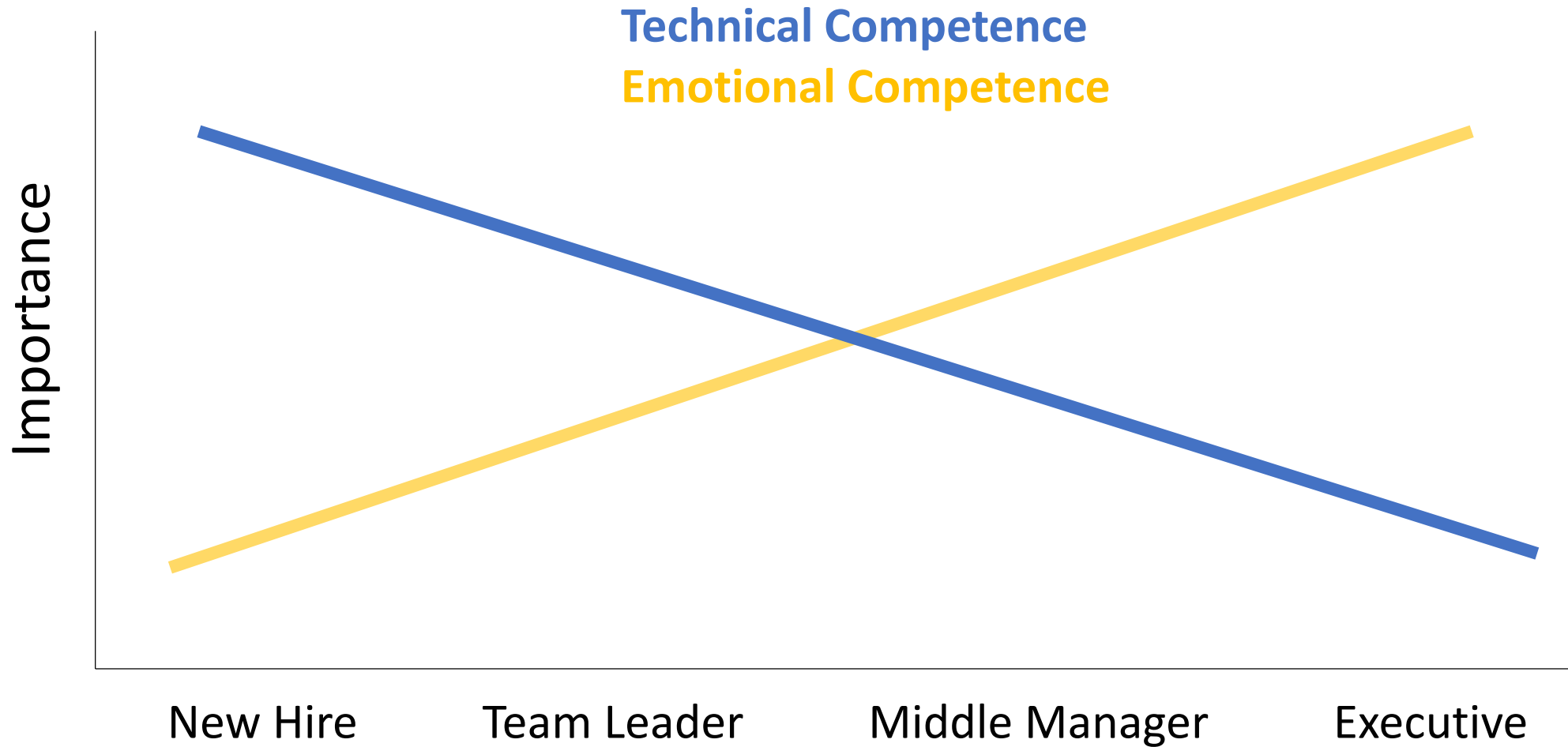
Are medical physicists
perceived as **leaders**?



Are all **managers** leaders?

Do they *intimidate* or *inspire*?







Collaboration and motivation
rely on emotional competence

- *Emotional Intelligence* is the ability to understand and manage our own emotions and the emotions of others



- A leadership development program designed for medical physicists



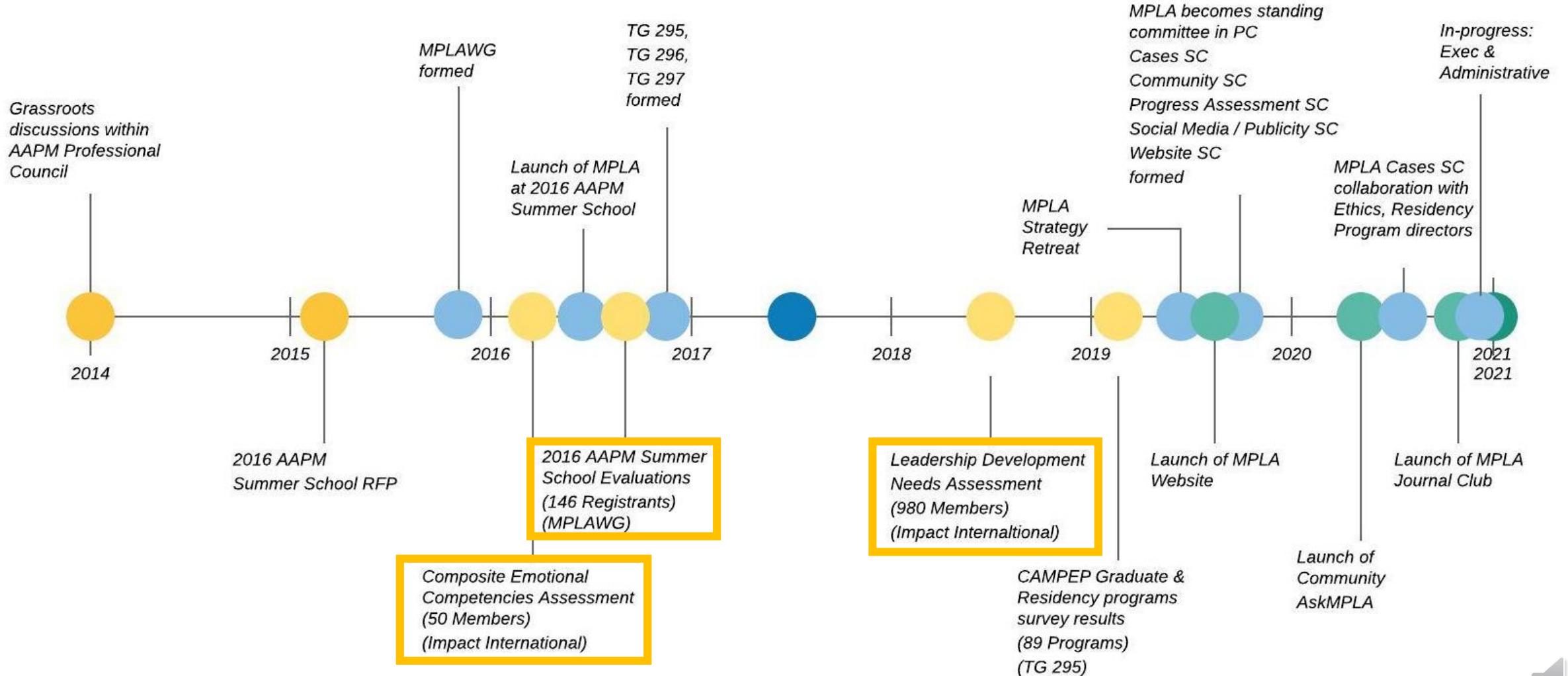
Organizes training, creates sessions, and provides educational resources



Offers a community for shared learning and connection



History of MPLA



2016 AAPM Summer School

- Hands-on environment for leadership and management development for medical physicists
- Follow-up survey sent to all 146 Registrants:



“What are ***your*** top 3 priorities for MPLA to address moving forward?”



Top Priorities:

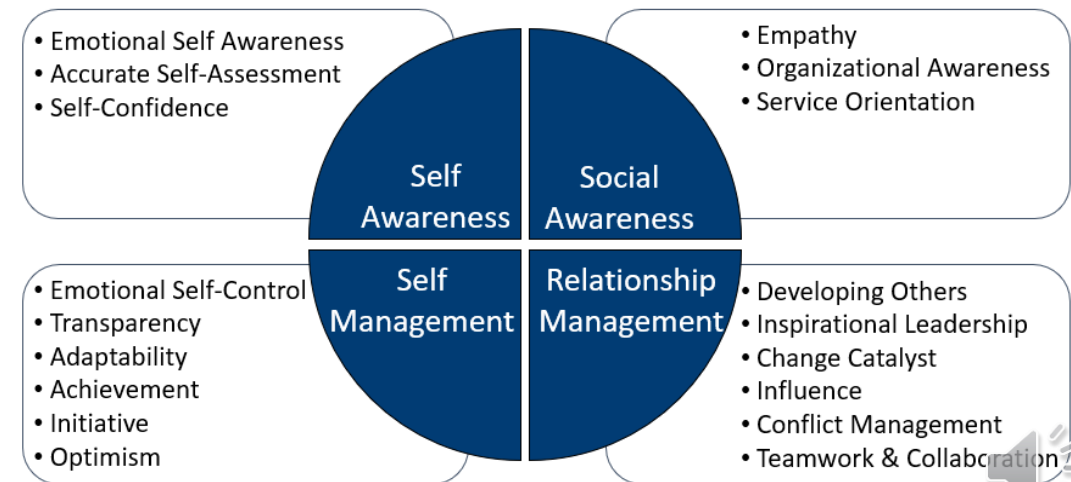
- | | |
|------------------------------------|---|
| 1. MP value and advocacy | <i>Professional & Developmental</i> |
| 2. Emotional intelligence | <i>Personal & interpersonal</i> |
| 3. Communication | <i>Professional & developmental</i> |
| 4. Influence / working with others | <i>Personal & interpersonal</i> |
| 5. Teamwork and collaboration | <i>Personal & interpersonal</i> |
| 6. Conflict management | <i>Personal & interpersonal</i> |
| 7. Operations | <i>Executive & administration</i> |
| 8. Finance | <i>Executive & administration</i> |
| 9. Project management | <i>Professional & developmental</i> |
| 10. Human resources | <i>Executive & administration</i> |
| 11. Service / customer operations | <i>Professional & developmental</i> |



Emotional Competence Inventory (ECI)

- Impact International conducted a **360-Review** of 50 AAPM members
- Assess emotional competencies of individuals and organizations
- The individual *and* the people they work with rate **emotional** and **social** behaviors the individual displays

18 competencies
grouped into 4 areas:



“The Essential Six” Competencies

impactinternational.com

Auxiliary Competencies

COMPETENCY	% ACHIEVED BY AAPM MEMBERS
Emotional Self-Awareness	57%
Accurate Self-Assessment	73%
Self-Confidence	80%
Emotional Self-Control	90%
Empathy	40%
Influence	87%
Transparency	83%
Adaptability	27%
Achievement	93%
Initiative	10%
Optimism	93%
Organizational Awareness	83%
Service Orientation	43%
Developing Others	87%
Inspirational leadership	73%
Change Catalyst	80%
Conflict Management	7%
Teamwork & Collaboration	90%



- **Emotional Self Awareness (57%)**
- **Accurate Self-Assessment (73%)**
- ✓ **Self-Confidence**

- **Empathy (40%)**
- ✓ **Organizational Awareness**
- **Service Orientation (43%)**

Self
Awareness

Social
Awareness

Self
Management

Relationship
Management

- ✓ **Emotional Self-Control**
- ✓ **Transparency**
- **Adaptability (27%)**
- ✓ **Achievement**
- **Initiative (10%)**
- ✓ **Optimism**

- ✓ **Developing Others**
- **Inspirational Leadership (73%)**
- ✓ **Change Catalyst**
- ✓ **Influence**
- **Conflict Management (7%)**
- ✓ **Teamwork & Collaboration**

Bold = Essential Six
✓ = successful in >75%
➤ = **strong**, **mid**, **low** priority



Top Priorities:

Essential	{	1. Empathy	(60% below target)
		2. Emotional Self-Awareness	(43% below target)
Auxiliary	{	3. Conflict Management	(93% below target)
		4. Initiative	(90% below target)
		5. Adaptability	(73% below target)
		6. Service Orientation	(57% below target)



AAPM Leadership Needs Assessment

>1k members responded to survey designed to define leadership development needs of AAPM members

Skills in 3 Areas:

1. Personal & Interpersonal
2. Professional & Developmental
3. Executive & Administrative



For each skill, assessed:

1. To what extent do you agree this skill is ***important*** for medical physicists to possess?
2. To what extent do you believe this skill is a ***strength*** of yours?



“The Essential Six”

Personal & Interpersonal

- Emotional Self-Awareness**
- Accurate Self-Assessment**
- Self-Confidence**
- Emotional Self-Control**
- Empathy**
- Influencing**
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism
- Organizational Awareness
- Service Orientation
- Developing Others
- Inspirational leadership
- Change Catalyst
- Conflict Management
- Teamwork & Collaboration

Professional & Developmental

- Communications
- Marketing Skills
- Leading Change
- Professionalism
- Delegation
- Time Management
- Composure
- Presentation Skills
- Analytical Skills
- Problem Solving
- Tolerance of Ambiguity
- Decisiveness
- Respect for Diversity
- Work Ethic
- Ethics

Executive & Administration

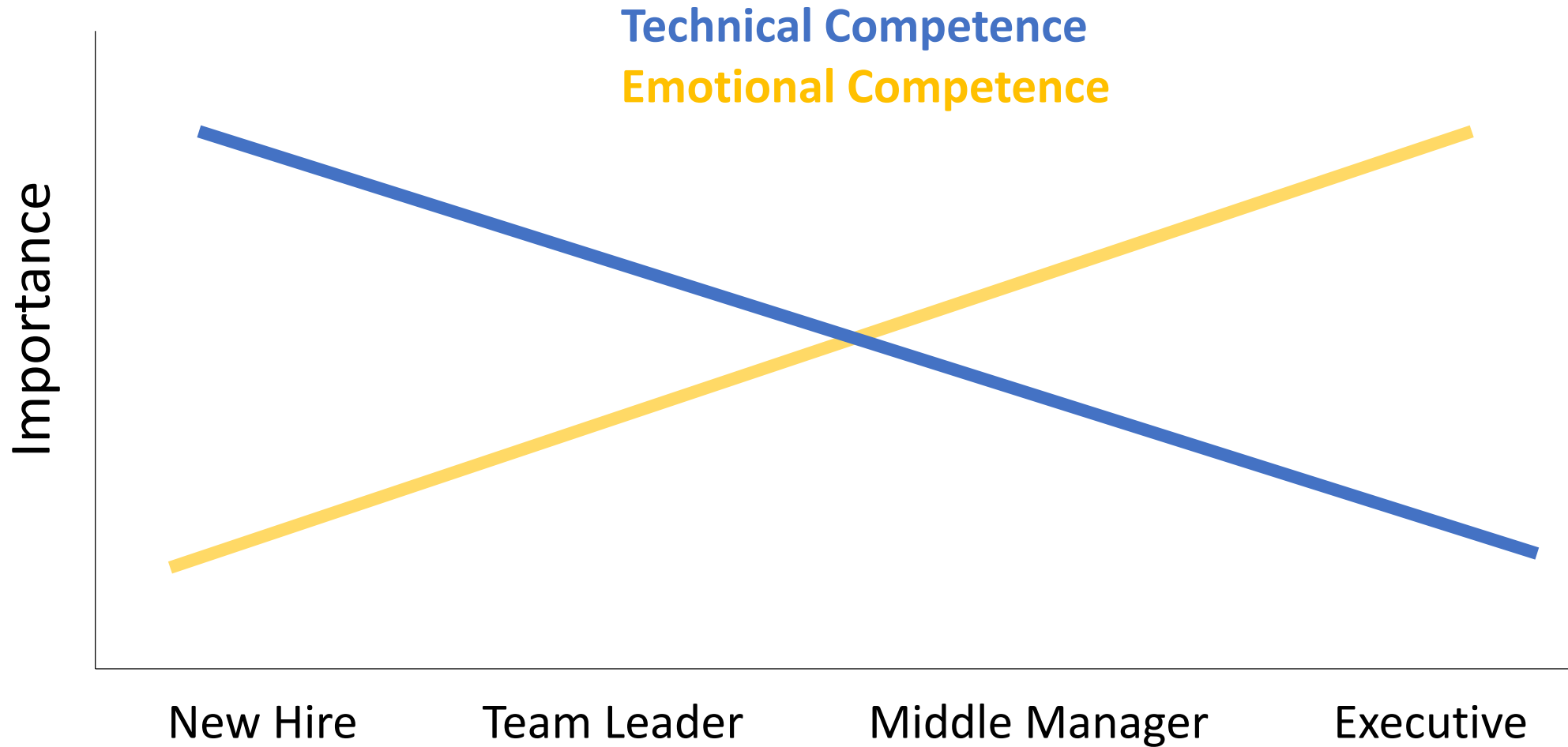
- Operations
- Finance
- Information Resources
- Human resources
- Strategic planning
- External affairs
- Knowledge of MP outside specialty
- Economics



Most Favorable

	COMPETENCY	CATEGORY	FAVORABILITY
Critical Skill	Communications	Professional & Developmental	98.2%
	Problem Solving	Professional & Developmental	98.2%
	Work Ethic	Professional & Developmental	95.8%
	Analytical Thinking	Professional & Developmental	97.5%
	Professionalism	Professional & Developmental	97.4%
Personal Strength	Problem Solving	Professional & Developmental	95.5%
	Work Ethic	Professional & Developmental	93.8%
	Analytical Thinking	Professional & Developmental	93.2%
	Professionalism	Professional & Developmental	92.4%
	Respect for Diversity	Professional & Developmental	88.4%





Least Favorable

These are **not**
that important



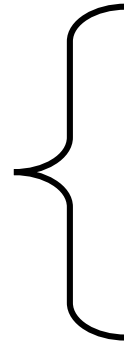
I am **not** so
good at these



	COMPETENCY	CATEGORY	FAVORABILITY
Critical Skill	Change Catalyst	Personal & Interpersonal	79.7%
	Management of Politics in Organizations	Personal & Interpersonal	76.3%
	Human Resources	Executive & Administration	72.9%
	Tolerance of Ambiguity	Professional & Developmental	66.5%
	Marketing Skills	Professional & Developmental	54.6%
Personal Strength	Conflict Management	Personal & Interpersonal	53.6%
	Human Resources	Executive & Administration	42.4%
	Management of Politics in Organizations	Personal & Interpersonal	41.2%
	Finance	Executive & Administration	39.5%
	Marketing Skills	Professional & Developmental	35.0%



Participants
 didn't know the
 “**Essential 6**” are
 Critical Skills



PERSONAL & INTERPERSONAL SKILLS	ACHIEVED IN ECI (%)	AGREE CRITICAL SKILL (%)	PERSONAL STRENGTH (%)
Emotional Self-Awareness	57%	89.8	82.4
Accurate Self-Assessment	73%	94.4	83.2
Self-Confidence	80%	93.7	76.0
Emotional Self-Control	90%	94.9	79.8
Empathy	40%	86.7	80.5
Influence	87%	83.5	57.8
Transparency	83%	88.7	83.9
Adaptability	27%	95.5	86.0
Achievement	93%	90.4	78.2
Initiative	10%	95.6	81.4
Optimism	93%	82.9	75.5
Organizational Awareness	83%	76.3	41.2
Service Orientation	43%	86.9	71.2
Developing Others	87%	89.9	67.1
Inspirational leadership	73%	85.2	53.6
Change Catalyst	80%	79.7	57.3
Conflict Management	7%	85.9	53.6
Teamwork & Collaboration	90%	95.7	88.1



Participants self-scored
higher skills ECI-360
 identified as *priorities*

Blind Spots



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Participants self-scored
lower as a Personal
 Strength items ECI-360
 identified *acceptable*

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MPLA Curriculum



Personal & Interpersonal

Core

- **Emotional Self-awareness**
- **Empathy**
- **Influence**
- Adaptability
- Initiative
- Organizational Awareness
- Service Orientation
- Conflict Management
- Teamwork & Collaboration

Complementary

- **Accurate Self-assessment**
- **Self-confidence**
- **Emotional Self-control**
- Transparency
- Achievement
- Optimism
- Developing Others
- Inspirational Leadership
- Change Catalyst



Professional & Developmental

Core

- Delegation
- Time management
- Communication
- Professional vitality

Complementary

- Responsible behavior
- Ethical behavior
- Respect for diversity
- Interpersonal
- Problem-solving skills
- New ventures leadership



Executive & Administrative

Core

- Operations
- Finance
- Information resources
- Human resources
- Strategic planning
- External Affairs

Complementary

- Knowledge of MP outside specialty



Applying the MPLA Curriculum to your Career Stage



Graduate Student & Trainee

	Personal & Interpersonal	Professional & Developmental	Executive & Administration
Focus on	<ul style="list-style-type: none"> • Empathy • Emotional-Self Awareness • Conflict Management • Teamwork & Collaboration • Initiative • Adaptability 	<ul style="list-style-type: none"> • Communication 	<ul style="list-style-type: none"> • Operations • Information Resources • Knowledge of MP Outside Specialty
Learn about/ begin to practice		<ul style="list-style-type: none"> • MP Value & advocacy • Delegation 	<ul style="list-style-type: none"> • Finance



Early Careerist

without management responsibilities

	Personal & Interpersonal	Professional & Developmental	Executive & Administration
Focus on	<ul style="list-style-type: none"> • Empathy • Emotional-Self Awareness • Conflict Management/Negotiation • Teamwork & Collaboration • Initiative • Adaptability • Service orientation • Organizational awareness • Influencing 	<ul style="list-style-type: none"> • Communication 	<ul style="list-style-type: none"> • Operations • Information resources
Learn about/ begin to practice		<ul style="list-style-type: none"> • MP Value & advocacy • Delegation • Project management • Service/customer operations 	<ul style="list-style-type: none"> • Finance • Human Resources • External Affairs



Middle Manager

	Personal & Interpersonal	Professional & Developmental	Executive & Administration
Focus on	<ul style="list-style-type: none"> • Empathy • Emotional-Self Awareness • Conflict Management/Negotiation • Teamwork & Collaboration • Initiative • Adaptability • Service orientation • Organizational awareness • Influencing 	<ul style="list-style-type: none"> • Communication • <i>MP Value & advocacy</i> • <i>Delegation</i> • <i>Project Management</i> • <i>Service/Customer Operations</i> 	<ul style="list-style-type: none"> • Operations • Information Resources • <i>Finance</i> • <i>Human Resources</i>
Learn about/ begin to practice			<ul style="list-style-type: none"> • External Affairs • Strategic Planning • Knowledge of MP Outside Specialty



Senior Manager

	Personal & Interpersonal	Professional & Developmental	Executive & Administration
Master/ greater effort	<ul style="list-style-type: none">• Empathy• Emotional-Self Awareness• Conflict Management/Negotiation• Teamwork & Collaboration• Initiative• Adaptability• Service orientation• Organizational awareness• Influencing	<ul style="list-style-type: none">• Communication• MP value & advocacy• Delegation• Project management• Service/customer operations	<ul style="list-style-type: none">• Operations• Finance• Information resources• Human resources• <i>External affairs</i>• <i>Strategic planning</i>• <i>Knowledge of MP outside specialty</i>



Leadership Training

Content (*what*)

- Sessions
- Cases
- Books & journals
- Podcasts



MPLA Curriculum

Practice (*how*)

- Education programs
- Community
 - Ask MPLA
 - Cohorts
 - Journal Club



MPLA Community



How do I join?

- Visit the website
aapm.org/leadership
- Join the Community
- Follow us on social media



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