



# Managing and Leading Others: Practical Advice for Medical Physicists

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# Objectives

- Work Environment
- Communication
- Accountability



# Work Environment



# Where do you work?

- For-Profit
  - Investor-owned
  - Sometimes physician-owned
  - Publicly traded
- Non-Profit
  - Government owned public facilities
  - Privately owned



# What is the culture?

- How does your facility prioritize the following:
  - Quality Metrics
  - Profit
  - Human Resources
  - Training and Education

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# PATIENTS


PAUL SPIEGELMAN

# COME

BRITT BERRETT

# SECOND

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LEADING CHANGE *by*  
CHANGING *the* WAY  
YOU LEAD



# Communication and Accountability



# 0.79

Correlation between leadership effectiveness and communication effectiveness in research by CRA

<http://www.crainc.com>






# A few practical tips about communication

- Everything you do communicates
- Leadership credibility = competence + character
- Decisions and actions communicate the loudest
- Match your communication method to the message – when is it appropriate to email, call, visit face-to-face?



# Expectations

- Set clear expectations, rewards and consequences
- Your common sense may not be their common sense
- It's important to communicate how their work fits into the big picture and what matters
- Specify timelines
- Let staff know how performance will be evaluated and what they need to do to get a positive evaluation



# How do you confirm that expectations are understood?

- Encourage questions
- After communicating something, ask them to explain it back to you
- When a project is established with a timeline, check in occasionally
- Explain the “why” of the expectations



# Ensuring success

- Do staff have the necessary tools, training, and time?
- Give regular feedback
- Make yourself available