


Managing and Leading Others: Practical Advice for Medical Physicists



Being a better physicist
Being a better boss

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Objectives

- Give a very brief overview of the types of relationships within an organization
- Explain the role of an organizational chart
- Mention some management tools

What is a **direct** report?

What is an **indirect** report?

ask the internet (of course)



Co-workers, direct reports and indirect reports

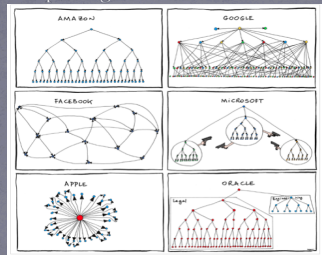
- **co-workers:**
someone who shares the same manager or can comprise the same department or division, work for the same employer or be a part of an interdisciplinary team
- **direct report:**
someone directly under your supervision, who reports to you (often in the form of an employee evaluation, job performance, hiring and firing)
- **indirect report:**
this is more ambiguous, someone who works with you, sometimes for you, but is not directly subordinate, often reporting via a "dotted" line

terminology can be dependent on the institution



Chain of Command

- often defined by an organizational chart, which defines the reporting structure



by Manu Cornet, 2011, copied from <http://www.bonkersworld.net/organizational-charts/>



Accountability vs Responsibility

- accountability: the person held ultimately answerable for the completion of the task
- responsibility : the person achieving the task

The *accountable* signs off (approves) on the work of the *responsible*

- the physicist signs off on the dosimetrist
- the doctor signs off on the "life cycle of treatment"

http://en.wikipedia.org/wiki/Responsibility_assignment_matrix

The Walter Grant Method of Management

- American Idol
 - they think "they can sing"
- Super Nanny
 - behavior modification
- Not The Game of Thrones
 - win or die
 - teamwork & collaboration



Performance Evaluations and Competencies

- Performance Evaluations
 - written evaluation
 - documentation of accomplishments
 - forward looking goals
 - can be used as a basis for further development
- Competencies
 - demonstrate proficiency
 - the "new" buzzword (to help meet accreditation standards)

How you treat others

- issues are often due to *miscommunication* and *misperceptions*
- *treat* everyone equally well
- *listen*
- be slow to take *offense*
- don't share or tell your boss *anything* you would not tell a total stranger



Office Gossip

Is it kind?
Is it true?
Is it necessary?



The role of Office Gossip in the WSJ, Jan 6, 2010 Jeffrey Zaslow

The best practice is to “**Mirandize**” yourself:
Simply assume that anything you say can and will
come back to haunt you.


<http://www.psychologytoday.com/blog/our-gender-ourselves/201204/navigating-the-perils-office-gossip>



Difficult People

- Stay calm
- Try to understand the other person's motivation
- Focus on actionable items - moving forward and a solution
- Separate the person from the issue



Are you a good Boss? 

- I have clearly communicated the order of priorities to my employees, including what I want them to treat as their No. 1 priority.
- I have taught my employees what they need to know to do their job using verbal instruction.
- I have taught my employees what they need to know to do their job using written documents, such as checklists.
- I have communicated specific deadlines to my employees that give me enough time to check their work and have them redo the work if needed.
- I have given my employees positive reinforcement and praise for what they are doing.

Jennie Wong/The Charlotte Observer
http://blog.nwjobs.com/careercenter/are_you_a_good_manager_take_the_quiz.html?pmid=4913 