Managing and Leading Others: Practical Advice for Medical Physicists

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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)

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**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

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**Chain of Command**

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

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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"


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.


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
• 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.