Becoming a professional leader

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Objectives

- Understand the difference between management and leadership
- Understand some strategies for developing as a professional leader
- Understand the importance of professional leadership for medical physicists to be highly effective in their professional mission



A person who has control or direction of an institution, business, etc., or of a part, division, or phase of it.

Leader

• A person who guides or directs a group.

Leadership

- The position or function of a leader.
- Ability to lead.
- An act or instance of leading; guidance; direction.

How do you become a leader?

Observe

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Stur

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"JAM-PACKED WITH BIG, BIG BELLY LAUGHS -ROLE MODELS IS GENIUS!"

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Committed

Credible

Servant Leader

Aware

Life changer

Authentic

Foresight

Influencer

Good Listener

Persuasive

Empathetic

Role models offer an important way to learn

Their behaviors inspire our actions

- They've already been through it and are several steps ahead – this saves you time
- Prerequisites for a role model: skills, professionalism, expertise. Find someone with personal characteristics that you want to emulate



 "A mentor should be someone who will help you grow, move forward, challenge you, push you to be your best and ... is going to advocate for you in your organization"

How do you find and interact with a mentor?

- Can be a formal program through your employer
- Or else just ask someone for help
- Be prepared for meetings with your mentor but be sure you have time for what the mentor wants to accomplish.
 - Be mindful of their schedule, don't send too many emails
- There's no limit to the type or amount of mentors you can have

What are the benefits of a mentor?

- They can bring a different perspective to your situation which can help you see hidden opportunities to succeed
- Like role models, they've been through it and can save you time
- They increase your self-awareness which increases your potential and helps you grow
- They shape the person you become, but you are unique and not a copy of them
- They care about you, offer friendship and guidance and do so in an unselfish way

Communication

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
- Set clear expectations, rewards and consequences
- Match your communication method to the message – when is it appropriate to email, call, visit face-to-face?



Radiologyleaders.org

Common Body of Knowledge

- Certificate programs obtain credits through:
 Attend formal training
 (annual event at Kellogg School of Management

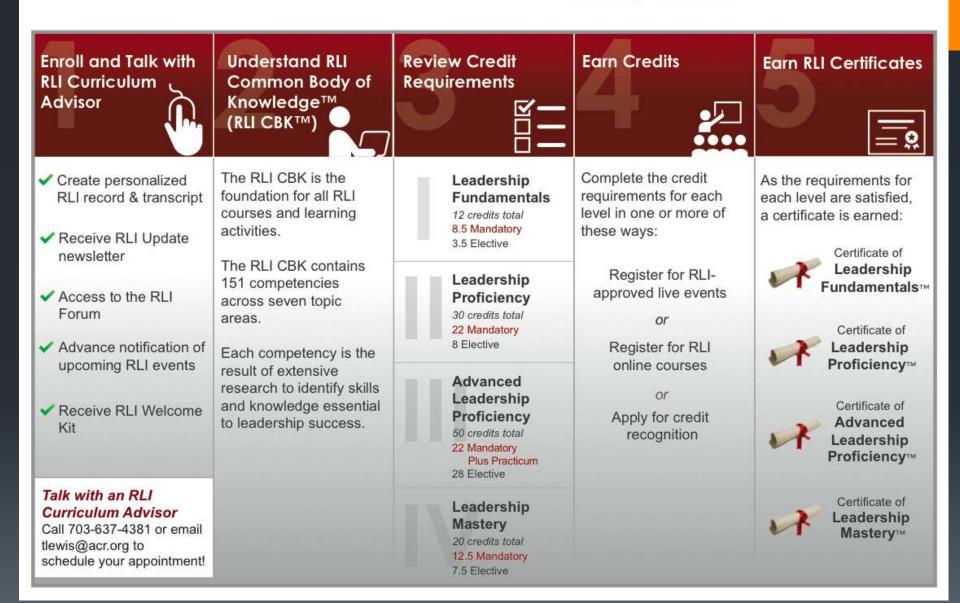
RLI-Approved meetings through affiliate organizations ACR Chapter meetings

Online courses such as the Harvard Emerging Leaders Seminar, Webinars, and on-demand learning

- MBA Pathways
- RLI Expedition

February, 2014, in Dallas. 360 review, radiology specific scenarios, peer consulting, simulation

The Radiology Leadership Institute[™] Getting Started



How do you influence the professional standards within your institution, even if you don't have several decades of experience?

Your peers and superiors need to understand what you do

- Not in extreme detail, but at a high level
 - Formal training
 - Board certification
 - Essential responsibilities
- They should know when it's appropriate to consult you
- If there are deficiencies in your program, why? Exactly why do you need more equipment, staff, etc.?

Communication

If you don't have an answer

- Don't make something up. It will either perpetuate misinformation or else the person will probably know you're bluffing and your reputation is at risk
- Simply say you don't know the answer, will research it, and approximately when you'll have the answer
- If you do have an answer
 - Keep it clear and simple

Examples

- I-131 patient consults
- Lead apron checks
- System medical physics
- Dose committees