



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



Manager

- 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?

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

JAMES KING, BBC RADIO ONE



- Observe

Bad behaviour. Bad attitude. Bad example.

SEANN WILLIAM SCOTT PAUL RUDD

ROLE MODELS

IN CINEMAS JAN 9

TEXT BOOBIES TO 81123 TO VIEW THE TRAILER AND GET FREE DOWNLOADS*

*TEXT MESSAGE WILL BE CHARGED AT YOUR OPERATOR'S RATES. PLEASE CHECK YOUR CARRIER'S RATE PLAN. YOUR CARRIER'S SERVICE IS REQUIRED. DATA CHARGES MAY APPLY. PLEASE CONSULT YOUR CARRIER FOR DETAILS.

Committed

Credible

Aware

Authentic

Foresight

Life changer

Influencer

Servant Leader

Persuasive

Good Listener

Wise

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

THE WALL STREET JOURNAL.

WSJ.com

STARTING OUT | July 21, 2013

Mentors Help Young Professionals Get Ahead

Seasoned employees can offer advice and facilitate involvement in highly visible projects

By DANIEL LIPPMAN


■ See

- “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
 - RLI live meetings (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

1 Enroll and Talk with RLI Curriculum Advisor 	2 Understand RLI Common Body of Knowledge™ (RLI CBK™) 	3 Review Credit Requirements 	4 Earn Credits 	5 Earn RLI Certificates 	
<ul style="list-style-type: none"> ✓ Create personalized RLI record & transcript ✓ Receive RLI Update newsletter ✓ Access to the RLI Forum ✓ Advance notification of upcoming RLI events ✓ Receive RLI Welcome Kit 	<p>The RLI CBK is the foundation for all RLI courses and learning activities.</p> <p>The RLI CBK contains 151 competencies across seven topic areas.</p> <p>Each competency is the result of extensive research to identify skills and knowledge essential to leadership success.</p>	<p>Leadership Fundamentals <i>12 credits total</i> 8.5 Mandatory 3.5 Elective</p>	<p>Complete the credit requirements for each level in one or more of these ways:</p> <p style="text-align: center;">Register for RLI-approved live events <i>or</i> Register for RLI online courses <i>or</i> Apply for credit recognition</p>	<p>As the requirements for each level are satisfied, a certificate is earned:</p> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 10px;"> <p>Certificate of Leadership Fundamentals™</p> </div> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 10px;"> <p>Certificate of Leadership Proficiency™</p> </div> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="margin-left: 10px;"> <p>Certificate of Advanced Leadership Proficiency™</p> </div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p>Certificate of Leadership Mastery™</p> </div> </div>	
<p>Talk with an RLI Curriculum Advisor Call 703-637-4381 or email tlewis@acr.org to schedule your appointment!</p>	<p>Leadership Proficiency <i>30 credits total</i> 22 Mandatory 8 Elective</p>	<p>Advanced Leadership Proficiency <i>50 credits total</i> 22 Mandatory Plus Practicum 28 Elective</p>		<p>Leadership Mastery <i>20 credits total</i> 12.5 Mandatory 7.5 Elective</p>	



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