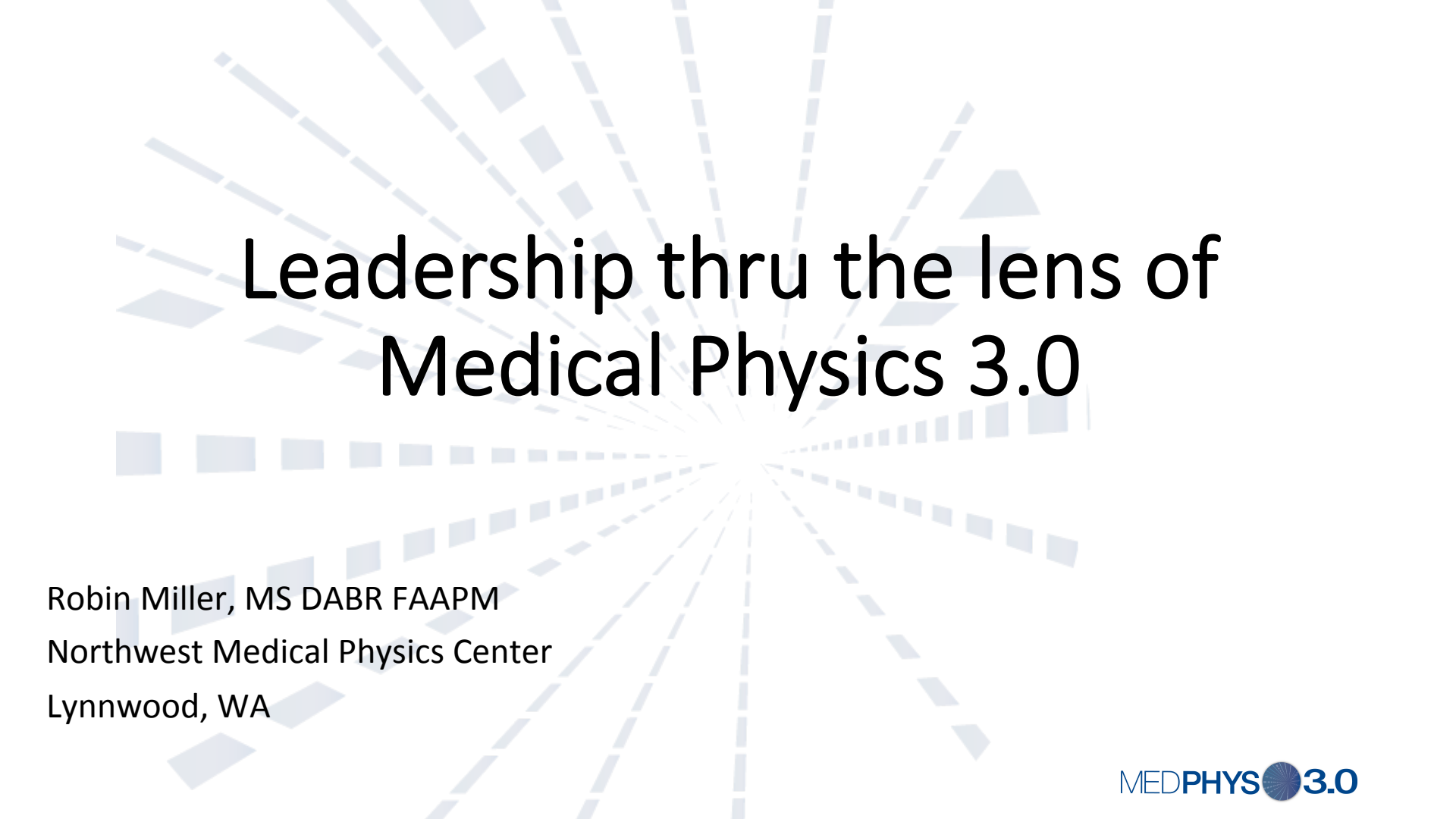




Leadership thru the lens of Medical Physics 3.0

Robin Miller, MS DABR FAAPM
Northwest Medical Physics Center
Lynnwood, WA

Disclosures:

- I am not receiving remuneration for this talk
- I am currently on the AAPM Board Of Directors; my term ends 12/31/2017 as the Northwest Chapter Representative

Outline:

- reminder: this is a SAMS session
- an activity to assess your current thoughts on leadership qualities
 - What is leadership? What does leadership mean to you?
- review of a foundational leadership skill: making decisions
 - how to make better decisions
 - why does change management fail?

Recall a leader or boss that you admired:

- How did they treat you?
- What behaviors did they exhibit?
- How do/did you feel when you worked with them?

**125 words frequently
used when describing
leadership and leaders**



adaptable
ambitious
analytic
audacious
authoritative
articulate
assertive
authentic
bold
calm
caring
charismatic
clear-sighted
collaborative
commanding
compassionate
competent
confident
constructive
co-operative

competitive
courageous
creative
democratic

disciplined
driven
emotional
encouraging
ethically-minded
fair
far-sighted
forgiving
generous
heroic
honest
humble
innovative

intelligent
intuitive
knowledgeable

modest
natural
optimistic
passionate
personable
persuasive
pragmatic
radical
rational
relationship-focused
relaxed
resilient
risk-taking
self-assured
strong
tough
trustworthy
truthful
visionary
warm



adaptable	17	articulate	9	knowledgeable	3
visionary	17	clear-sighted	4	passionate	3
trustworthy	15	caring	3	pragmatic	3
collaborative	13	fair	3	rational	3
competent	13	honest	3	resilient	3
ethically-minded	12	innovative	3	authentic	2

Want to hear that session?

- it's available on the virtual library
- Go here:

<http://www.aapm.org/education/VL/vl.asp?id=11212>

session by Richard Little of Impact International

The background features a series of light blue dashed lines radiating from a central point, creating a starburst effect. Interspersed among these lines are various light blue geometric shapes, including rectangles, squares, and triangles, some of which are solid and others dashed. The overall composition is symmetrical and modern.

You just made a *decision*

Kinds of decisions a medical physicist *might* make:

- Is the equipment performing properly?
- Is a process safe?
- What tool or resource is needed to perform a given task?
- What would improve a process?
- Is a treatment plan optimal?
- Is the imaging dose optimized?



Journalist: "What is the secret of your success?"

CEO: "Two words".

Journalist: "And, what are they?"

CEO: "Right decisions".

Journalist: "But how do you make right decisions?"

CEO: "One Word".

Journalist: "And what is that?"

CEO: "Experience".

Journalist: "And how do you get experience?"

CEO: "Two Words".

Journalist: "And, what are they?"

CEO: "Wrong decisions".



Dr. Visar Krasniqi

Executive Vice President and Global Head of Sales Public Cloud

3w · Edited

[+ Follow](#)

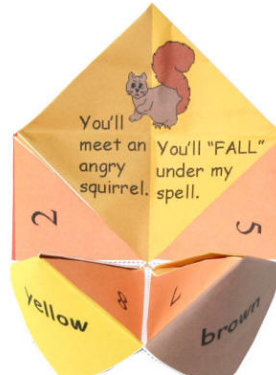
The secret of success: Learning from wrong decisions

Historic decision making aids

- The daisy: he loves me, he loves me not
- Magic eight ball
- Origami fortune teller

- instructions here:

<http://www.dltk-holidays.com/fall/mfortuneteller.htm>



www.dltk-holidays.com/fall/mfortuneteller.htm

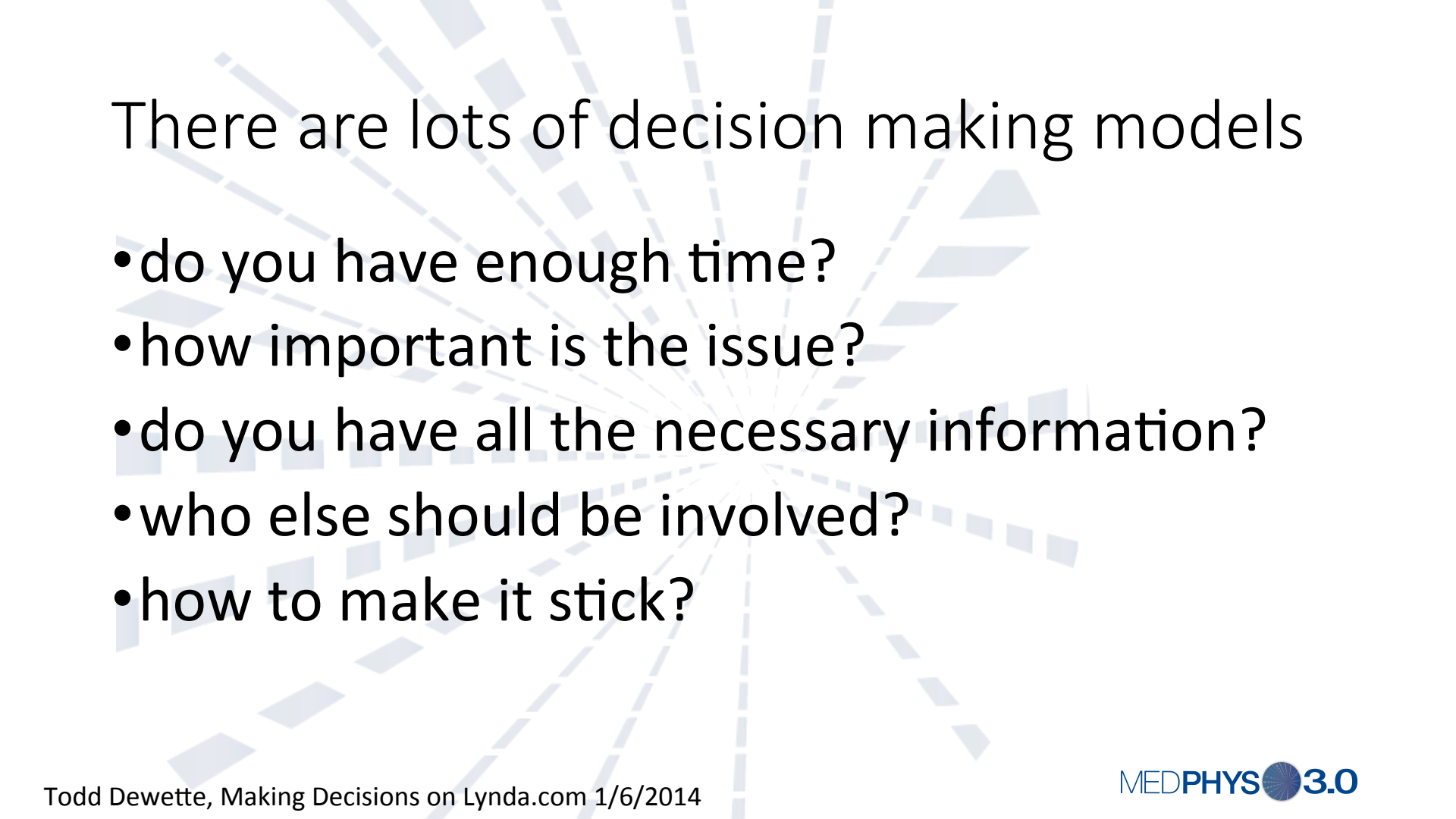
The 4 Ds of decision making:

DISCERN – do your homework

DISCUSS – get input from others

DELIBERATE – weigh cost/benefits

DECIDE – go for it



There are lots of decision making models

- do you have enough time?
- how important is the issue?
- do you have all the necessary information?
- who else should be involved?
- how to make it stick?

Making Better Decisions

- include input from all stakeholders
 - avoid 'groupthink'
- systematic analysis
 - the pro's and con's methodology
 - system of elimination
 - what if? or devil's advocate consideration
 - complex or automated models

TIME COST



THE REASON I AM SO INEFFICIENT

Making a decision stick

- did it seem fair?
- did it seem like alternatives were considered?
- was the rationale behind the decision explained?
- impact on others

Resources:

The Medical Physics 3.0 webpage: <http://www.aapm.org/MedPhys30/>

Medical Physicist 3.0 Good Practices

<http://www.aapm.org/MedPhys30/articles/GoodPractices.asp>

Harvard Business Review on Making Smart Decisions, 2011

Pew Research Center. “Women and Leadership: Public says Women are Equally Qualified, but Barriers Persist”

<http://www.pewsocialtrends.org/2015/01/14/women-and-leadership/12/>

How Women Decide: What’s True, What’s Not, and What Strategies Spark the Best Choices, Therese Huston, 2016

Blink: The Power of Thinking Without Thinking, Malcolm Gladwell, 2005

https://www.ted.com/playlists/278/talks_to_watch_when_you_have_a