



RLI Power Hour

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Late Career Leadership Experiences and Lessons Learned

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Aging and Cognitive Reserve

Richard B. Gunderman, MD, PhD, Donald M. Bachman, MD

- “Crystallized intelligence, which consists of what we have learned over our lives about a particular discipline, profession, or trade . . .”
- “Their neurons are generally more interconnected than those of mice that lived in standard environments.”

Gunderman & Bachman. "Aging and Cognitive Reserve."
Journal of the American College of Radiology (May 2008)

Challenges Facing the Mature Radiologist: A Guide

Paul H. Ellenbogen, MD^a, Lawrence R. Muroff, MD^b, Barry D. Pressman, MD^c

“Although there is substantial (and at times heated) debate on the issue of general radiology vs subspecialization, it is . . . becoming increasingly difficult (if not impossible) for any single radiologist to remain highly proficient in all areas of our specialty.”

J Am Coll Radiol 2009;6:428-433.

RLI Power Hour Webinar Series



Late Career Leaders:

- Expanded perspective
 - The ecosystem of healthcare delivery
 - The value that we offer as imaging professionals
 - Economics
 - Population health
 - Consultants as part of a clinical team

Late Career Leaders:

- Expanded perspective
 - How we serve our stakeholders:
 - Hospital administration and the governing board
 - Support staff
 - Medical staff
 - Patients
 - Trainees (students, residents, fellows)
 - Our colleagues

Late Career Leaders:

- Expanded perspective
- Inherent obligations to mentor and coach
 - Common themes:
 - Patience
 - Adopt a long time horizon
 - Know when to say “no”
 - Synergies with colleagues
 - “80% of life is just showing up”

Late Career Leaders:

- Expanded perspective
- Inherent obligations to mentor and coach
- More roles in state and national arenas
 - Based on
 - Track record
 - Refined interests (as a subset of broad experience)
 - Long-term relationships

Late Career Leaders:

- Expanded perspective
- Inherent obligations to mentor and coach
- More roles in state and national arenas
- More opportunities to benefit from mistakes
 - Because . . . *we've made more mistakes.*

Late Career Leaders:

- Expanded perspective
- Inherent obligations to mentor and coach
- More roles in state and national arenas
- More opportunities to benefit from mistakes
- Enhanced sense of purpose
 - Incorporating many elements highlighted above, what is your “why”?

“... [optimal individual behavior] depends on three nutrients: autonomy, mastery, and purpose. [It] is self-directed. It is devoted to becoming better and better at something that matters. And it connects that quest for excellence to a larger purpose.”

Daniel Pink in
***Drive: The Surprising Truth About
What Motivates Us*** (2009)

Late Career Leaders:

- Expanded perspective
- Inherent obligations to mentor and coach
- More roles in state and national arenas
- More opportunities to benefit from mistakes
- Enhanced sense of purpose
- Increased focus on what is most rewarding

Late Career Leaders:

- Increased focus on what is most rewarding . . . for you as an individual.
 - Teaching?
 - Quality and safety?
 - Peer learning?
 - Team-building?
 - Service line enhancements?
 - Innovation at a system level?

Late Career Leaders:

- Expanded perspective
- Inherent obligations to mentor and coach
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Thank you!