

2019 ACR-RBMA Practice Leaders Forum

How the United States Military Grooms its (Radiology) Leaders

A photograph showing several hands reaching towards each other to assemble white puzzle pieces. The hands belong to different people and skin tones, symbolizing collaboration and teamwork.

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Disclosures

- The presenter does not have a financial relationship or interest with any proprietary entity producing healthcare goods or services.
- The opinions and assertions contained herein are the private views of the author and are not to be construed as official or reflecting the views of the Department of the Army, Defense Health Agency or the Department of Defense.



Learning Objectives

- The presenter will list and briefly describe various formal and informal methods and techniques used to evaluate the leadership potential of military radiologists during their careers.
- The career progression/professional lifecycle of a military radiologist will be presented with an emphasis on leadership development being an integral part of professional military education courses offered to physicians and which are a must in order to move up the ranks.

Before we begin, let us revisit the leadership concept

- What is leadership?
- Is there a difference between civilian and military (styles of) leadership?
- Are leaders born or developed or both?
- Can anyone be a leader or does it have to be the CEO/CMO or the general/admiral?
- U.S. Military is one organization that formally trains and develops its leaders at all levels and all ranks.
- It is done through basic, intermediate and advanced leadership courses throughout the career of an officer.
- It is also done informally on routine basis.
- Leadership, critical thinking and decision-making tasks are given and assessed in controlled training scenarios.
- Leadership tasks are handed to junior radiologists on routine basis to handle on their own under the watchful eye of a senior leader.
- Leadership is a daily and recurring theme in the military
- Everyday we hear, say, read, write, demonstrate, witness, experience and live by leadership

Definition of Leadership

Leadership is the process of **influencing** people by providing **purpose, direction, and motivation** while operating to **accomplish** the mission and **improving** the organization, (through **ethical** means.)

Are Leaders Born?

- Some....perhaps, most....are made
- H.A. Simon
- “A good executive is born when someone with some natural endowment (intelligence, vigor, and capacity for human interaction) by dint of practice, learning, and experience, develops that endowment into mature skill.”
- "The **battle of Waterloo was won on the playing fields of Eton**"
- (This is popularly ascribed to the Duke of Wellington, who was a graduate of **Eton** College and commander in chief of the British and allied armies at **Waterloo**. The famous quotation is really only a polished-up version of what the Iron Duke said).

Slide courtesy of Norvell Coots, M.D., BG, US Army (Ret)

Army Values and Their Role in Leadership

- The Army recognizes seven values that must be developed in all Army individuals. It is not coincidence that when reading the first letters of the Army Values in sequence they form the acronym
- “LDRSHIP”:
- Loyalty.
- Duty.
- Respect.
- Selfless service.
- Honor.
- Integrity.
- Personal courage
- You can apply these values to your daily
- Practice!



Department of Defense Picture

The Army Leader

- An Army leader is **anyone** who by virtue of **assumed** role or **assigned** responsibility **inspires** and **influences** people to accomplish organizational goals.
- Army **leaders** **motivate** people both inside and outside the chain of command to **pursue actions**, **focus thinking**, and **shape decisions** for the greater good of the organization.

Competency Based Leadership

- Army leaders in this century need to be pentathletes, multi-skilled leaders who can thrive in uncertain and complex operating environments... innovative and adaptive leaders who are expert in the art and science of the profession of arms.
- The Army needs leaders who are decisive, innovative, adaptive, culturally astute, effective communicators and dedicated to life-long learning.

Dr. Francis J. Harvey
Secretary of the Army

Competency Based Leadership

- *Radiology leaders in this century need to be pentathletes, multi-skilled leaders who can thrive in uncertain and complex operating environments... innovative and adaptive leaders who are expert in the art and science of the profession of medicine.*
- *The Radiology community needs leaders who are decisive, innovative, adaptive, culturally astute, effective communicators and dedicated to life-long learning.*

Dr. Mohammad Naeem
Colonel in the Army

The Army Leadership Requirements Model

- Just as the diamond requires three properties for its formation—carbon, heat, and pressure—successful leaders require the interaction of three properties—character, knowledge, and application. Like carbon to the diamond, character is the basic quality of the leader....
- But as carbon alone does not create a diamond, neither can character alone create a leader. The diamond needs heat. Man needs knowledge, study and preparation....
- The third property, pressure—acting in conjunction with carbon and heat—forms the diamond. Similarly, one's character attended by knowledge, blooms through application to produce a leader.

General Edward C. Meyer



ARMY LEADERSHIP REQUIREMENTS



ATTRIBUTES

CHARACTER

- * Army Values
- * Empathy
- * Warrior Ethos/Service Ethos
- * Discipline

PRESENCE

- * Military and professional bearing
- * Fitness
- * Confidence
- * Resilience

INTELLECT

- * Mental agility
- * Sound judgment
- * Innovation
- * Interpersonal tact
- * Expertise

LEADS

- * Leads others
- * Builds trust
- * Extends influence beyond the chain of command
- * Leads by example
- * Communicates

DEVELOPS

- * Creates a positive environment/
Fosters esprit de corps
- * Prepares self
- * Develops others
- * Stewards the profession

ACHIEVES

- * Gets results

COMPETENCIES

So how does the military train its leaders?

Where do the carbon, heat and pressure come from to develop the pentathlete?

Formal Training Courses and Schools:

- Military Academies
- Reserve Officers Training Corps
- Officer Candidate School
- Professional Military Education
- Basic Officer Leadership Course
- Captain's Career Course
- (Officer Advanced Course)
- Command & General Staff Officer's Course
- Senior Service College

Informal Training:

- Daily, weekly, monthly
- Assign tasks and evaluate
- Leader Professional Development
- Guest speakers & seminars
- Commander's reading list
- NCO Professional Development
- Officer Professional Development
- Strategic assignments
- Non-clinical billets for M.D.

Basic Officer Leader Course

- The **Basic Officer Leader Course** (BOLC) is designed to produce commissioned **officers** in the United States Army. ... This a progressive model designed to produce US Army **officers** with **leadership skills**, small unit tactics and certain branch-specific capabilities.



Image Source: US Department of Defense/US Army

Captain's Career Course

The student's focus should be discipline, teamwork, midgrade officer skills, tactical medical doctrine, and learning the principles behind becoming an **effective, agile leader!**

- (Leadership philosophy, physical fitness, public speaking and battle analysis)



Command & General Staff Officer Course

The United States Army Command and General Staff College (CGSC) **educates and develops** leaders for full spectrum joint, interagency and multinational operations; acts as lead agent for the Army's **leader development program**; and advances the art and science of the profession of arms in support of Army operational requirements

- To educate and train field-grade officers to be Critical thinkers and agile, innovative and adaptive Leaders Instructions received in leadership, force Management, joint operations, joint and unified Operational art, ethics, military history; and Army Doctrine and planning. The curriculum prepares Field-grade officers for leadership positions in Army, joint, multinational and inter-agency Organizations executing unified land operations.
- (Clash of Civilizations by Samuel Huntington, mock press conference, physical fitness test)



Image Source: US Department of Defense/US Army

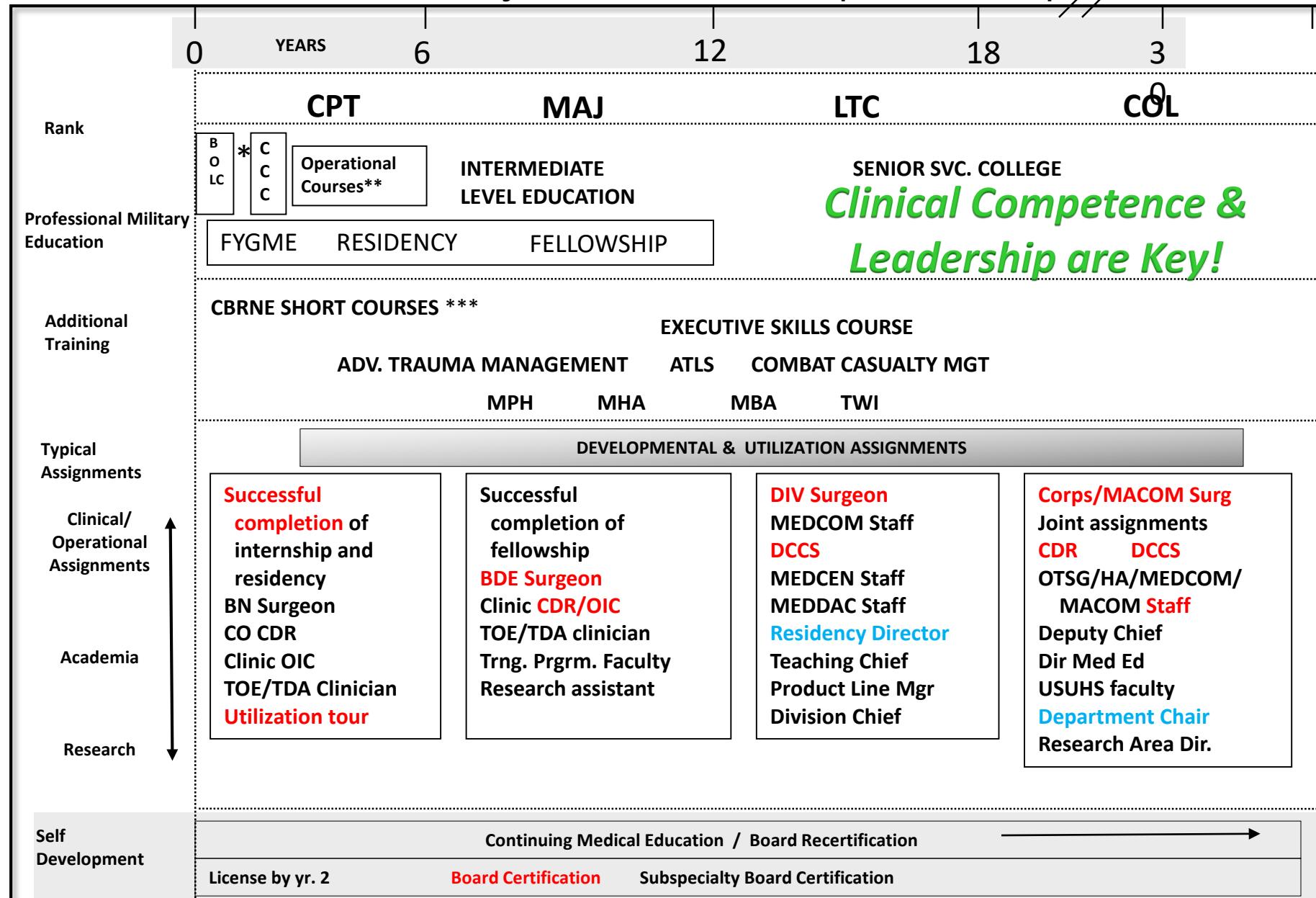
Senior Service College

SSC provides senior-level professional military education and **leader development** training. The Army's SSC, the U.S. Army War College (USAWC), prepares military, civilian and international **leaders to assume strategic leadership positions** in military or national security organizations.



Image Source: US Department of Defense/US Army

(DA PAM 600-4) Life Cycle Model – Medical Corps (Active Component)



*MC Officers usually complete the AMEDD Basic Officer Leadership Course (BOLC) while in medical school

** Various assignment-specific courses, for example: Air Assault School, Airborne, and Expert Field Medical Badge

*** Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) Short Courses include: Medical Management of Chemical and Biological Casualties (MCBC), and Medical Effects of Ionizing Radiation (MEIR).

A similar model already exists for Radiology!



Leadership Evaluation (Clinical skills and leadership)

Radiologists=officers=leaders=supervisors=advisers=commanders

Formal Evaluations:

Leadership potential is assessed, stratified and reported annually

- Officer Evaluation Reports
- The evaluation methods and forms used are the same as for an attack helicopter pilot, lawyer, doctor or intel officer.
- 5 Ps
- **Position** (among peers)
- **Performance** (compared with peers)
- **Potential** (for higher responsibility)
- **Professional** Military Education
- **Promotion** (to next rank and beyond)
- Academic Evaluation Reports

Informal Evaluation:

- Daily, weekly, monthly
- All the time!
- Clinical skills (competent radiologist?)
- Critical thinking skills
- MDMP
- Handling crisis
- Handling issues
- Innovation
- Problem solving

What Can the Profession of Radiology Do to Develop Future Leaders Early On? (Army leader development branch)

- Journal clubs on business and leadership topics during residency training
- Dual Radiology-MBA residency programs
- Dual Radiology fellowship + Masters degree
- Basic Radiology leadership training after residency and ABR certification ([Officer Basic Course and Officer Advanced Course](#))
- Intermediate level leadership courses ([Command & Staff College](#))
- Advanced Executive skills/ leadership training ([Pre-command course](#))
- Encourage MBA/MHA degrees while in practice
- Provide time/monetary/career progression incentives to attract radiologists to admin/business
- ACR Commission/task force on leadership education and curriculum development
- RBMA, RLI.

It is better to live a day like a tiger than to live hundred years like a jackal
1799- The lion of Mysore- *Tipu Sultan to Cornwallis*

- I am very proud to be a
- Medical Corps Officer.
- We are privileged to serve
- two professions-
- the Profession of Medicine
- and the
- Profession of Arms-
- a rare and special
- Opportunity
- (Deputy CG, AMC, USA)

