

2019 ACR-RBMA Practice Leaders Forum



Emotional Intelligence; Coalition Building; Leadership in Radiology

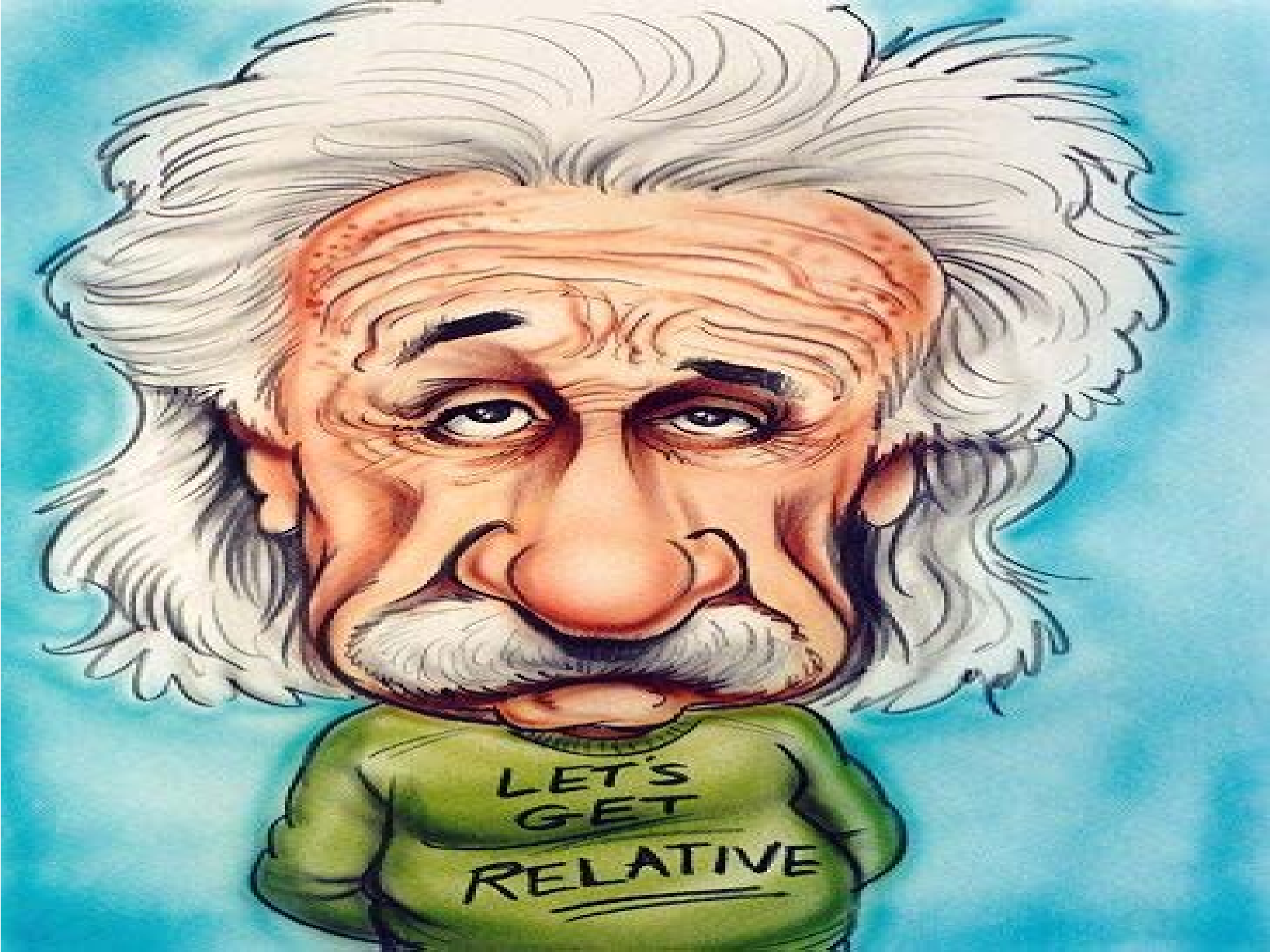
Lawrence R. Muroff, M.D., FACR
Adjunct Clinical Professor University of Florida and
University of South Florida
Colleges of Medicine

Disclosures

- I have nothing to disclose

What is the difference between conventional intelligence and emotional intelligence?

High “Conventional” Intelligence



LET'S
GET
RELATIVE

**Drop into the lower category if
you think he is the guy who makes
bagels with his brother**

Sub-optimal “Conventional” Intelligence

STOP
KILLING
ALIGATORS
TO
MAKE
GATORAID



High Emotional IQ



**A guy you just want to hang out
with and go into battle with**

Low Emotional IQ



After all, what can one realistically expect of the social growth and development of an individual who self-selects a career where he/she sits in a dark room and mumbles into a microphone?

Compounding the problem for private practice radiologists is the pervasive democracy that is part of our culture. If everyone has the same voice, vote, and income stream, how can a practice effectively deal with its opportunities, difficulties, and/or its problematic individuals? How can you lead such a practice?

1. Appropriate employment agreements
2. Prospectively implemented policies, and consequences for their breach.
3. Effective governance structure
4. Coalition building

Five Important Protective Contract Clauses

1. Termination without cause
2. Non-compete
3. Automatic resignation from all group's hospitals at end of employment
4. Full-time medical employment with group
5. Protection against sale/repossession of stock to/by an "outside entity"

The Need for a Sixth Contract Clause!

A practice member must reimburse the group for any expenses incurred by the group on behalf of, or as a result of, the actions or practices of the member.

This does not include malpractice costs.

Policies

- a) Leave
 - i. Family
 - ii. Medical
 - iii. Sabbaticals

- b) Impairment
 - i. Substance abuse
 - ii. Psychological
 - iii. Eroded skill sets

Policies

c) Behavioral Issues

- i. Rudeness
- ii. absence/habitual tardiness
- iii. acting contrary to interests of group

Policies

- d) Sexual harassment/creation of a hostile work environment
- e) Nepotism/fraternization
- f) Productivity expectations
- g) Disability

It's not just “getting the right people on the bus”, but also making sure that they are in the correct seats on the bus.

What Makes a Great (Radiology) Leader?

1. High EQ
 - Empathy and the ability to manage emotions
 - Communication skills
2. A clear vision for the present and the future AND the ability to articulate that vision and have others accept it as their own (first followers theory)

How Do I Acquire These Skills?

1. Leadership can be taught; otherwise HBS, Wharton, and a myriad of other similar business schools are massive frauds
2. Charisma is helpful, but it is not nearly enough
3. Attending the ACR-RBMA meeting and similar non-clinical symposia provide excellent opportunities to acquire the necessary skills, but you must have the ability to implement what you have learned



Good Luck!