

Why Take the Stairs When You Can Take the Elevator?

Building Your Career as an RT Leader



Garry W. Kauffman, MPA, LFACHE, RRT, FAARC

Disclosures

Proceeds from my honorarium will be provided to the following charities. I thank the attendees for providing this opportunity for our family to support organizations that provide care to those most in need.

- Next Step Ministries
- Winston Salem Rescue Mission
- Wounded Warriors
- Samaritan Ministries
- Crisis Control
- Freedom House
- Boys and Girls Clubs

Learning Objectives

- Appreciate that career development is an essential tool for the RT leaders at all levels
- Understand the key components to develop an effective career development plan
- Recognize that your personal development and success is best achieved by collaborating and supporting others

First question: When is it time to start your career planning?



Core Strategies for Advancing Your Career

1. Set clear career goals
2. Create your plan
3. Secure assistance for the journey
4. Build the skill set to match your goals
5. Increase your visibility
6. Strengthen your network
7. Solicit feedback
8. Pursue stretch assignments
9. Review, assess, and refresh your plan
10. Celebrate



1. Set clear career goals

- Define specific and measurable goals
- Outline the steps to achieve each
- Identify target roles
- Identify required competencies
- Create timelines



2. Create your plan

- Create career plan for 1, 2, 3 years
- Review progress regularly
- Revise as changes must be made
- Take advantage of opportunities that arise outside of your plan
- Use SMART goals for clarity



3. Secure assistance

- Supervisor
- Peer
- Peer network
- Past employers
- Other supervisors/executives
- Non-healthcare professionals
- Mentor(s)



Reverse Mentoring



4. Build the skill set to match your goals

- Identify 3–5 high-value skills in your field
- Understand the value of both ‘hard skills’ and ‘soft skills’
- Ask your supervisor which skills matter most for the next level.
- Complete a training course/program on the schedule you created
- Attain certification or micro certification (micro credential)
- Attain competence in area that benefits your department and the hospital (e.g., LSSBB)



Worker dead at desk for five days

From the New York Times: Bosses of a publishing firm are trying to work out why no one noticed that one of their employees had been sitting dead at his desk for five days before anyone asked if he was feeling okay. George Turklebaum, 51, who had been employed as a proof-reader at a New York firm for 30 years, had a heart attack in the open-plan office he shared with 23 other workers.

He quietly passed away on Monday, but nobody noticed until Saturday morning when an office cleaner asked why he was working during the weekend.

His boss, Elliot Wachinski, said: "George was always the first guy in each morning and the last to leave at night, so no one found it unusual that he was in the same position all that time and didn't say anything. He was always absorbed in his work and kept much to himself."

A post mortem examination revealed that he had been dead for five days after suffering a coronary. George was proofreading manuscripts of medical textbooks when he died.

You may want to give your co-workers a nudge occasionally. The moral of the story:
Don't work too hard. Nobody notices anyway

.....Goal: work on visibility before it's too late

5. Increase your visibility

- Share monthly impact summaries with your supervisor
- With supervisor's permission/acknowledgement, connect with senior leaders
- Present at team meetings or cross-functional groups
- Volunteer for high-visibility projects
- Get feedback
- Ask for assistance
- Make your intentions clear



6. Strengthen your network

- Join the AARC
- Attend your state society conferences
- Attend your state society BOD meetings
- Read and post on AARConnect
- Attend virtual and in-person AARC meetings
- Participate in AARC Leadership Book Club
- Participate in AARC Leadership Grand Rounds
- Join AARC Specialty Section(s)



7. Solicit feedback

- Request quarterly development conversations
- Ask for specific feedback tied to promotion criteria
- Secure a coach, mentor(s)
- Ask what you need to improve on to be ready for a leadership position



8. Pursue stretch assignments and opportunities

- Volunteer for a project outside your normal scope
- Volunteer to mentor prospective RT students
- Volunteer to mentor new employees
- Shadow a colleague in another RT department
- Rotate into a role that builds new competencies
- Appreciate difference (and value) between 'participating' and 'leading' (e.g., committee, task force)



9. Review, assess, and refresh your plan

- Document your strengths, gaps, and aspirations
- Ensure alignment of your plan with department and organizational needs
- Revisit your plan each quarter
- Evaluate your plan annually



10. Celebrate!

- Regularly pause and reflect on accomplishments
- Acknowledge barriers and difficulties
- Take a planned break
- Celebrate with friends and family



Building Your Career-Summary

- Understand your skills, knowledge, and competencies
- Identify gaps between current and goals
- Create a development plan
- Build your network
- Ask for regular feedback
- Build career development into your weekly schedule
- PDSA
- Celebrate regularly!

Thank you for being an RT Leader!

