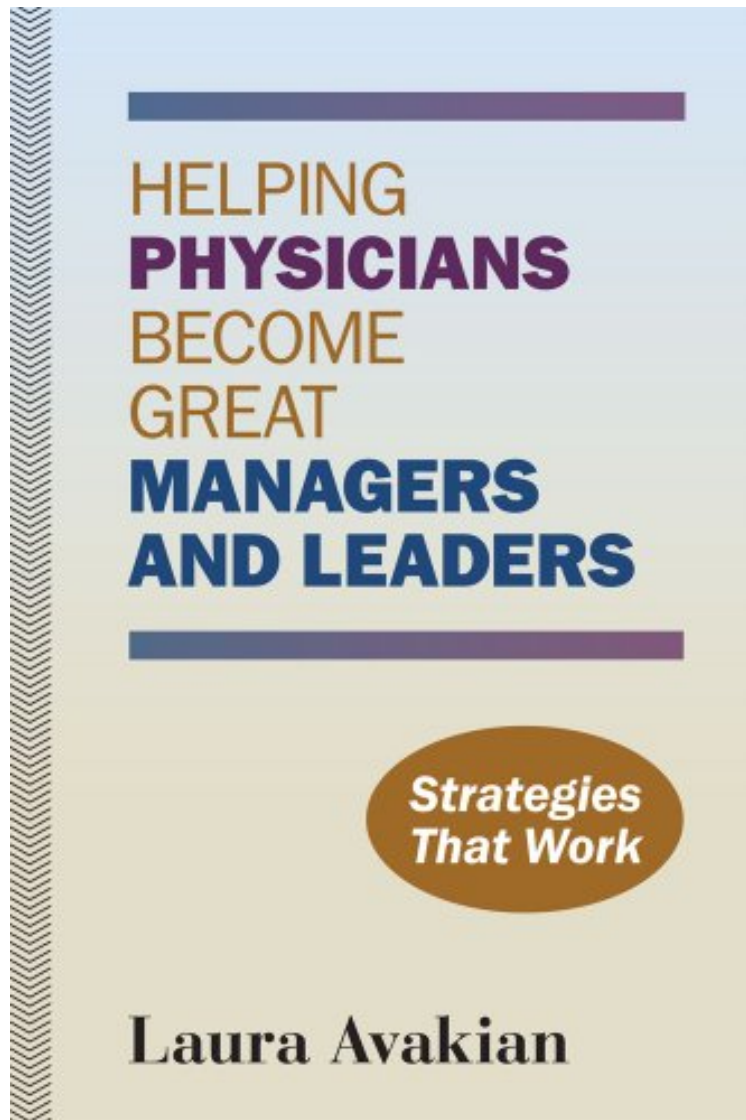


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## Helping Physicians Become Great Managers and Leaders

*Laura Avakian*

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**Laura Avakian : Helping Physicians Become Great Managers and Leaders** before purchasing it in order to gage whether or not it would be worth my time, and all praised Helping Physicians Become Great Managers and Leaders:

4 of 4 people found the following review helpful. Great reference for new physician leaders!By JGoldmanAs a physician and healthcare executive coach, I have witnessed first hand the challenges physicians face when placed in leadership roles. The challenges faced as a new leader have nothing to do with one's intelligence and everything to do with one's preparation for the role. Would we allow a surgeon to operate without making sure they were credentialed to perform a given surgery?Avakian describes in direct, no-nonsense language the common human resource hurdles

most new leaders face when assimilating to a management position. Using concise charts and lists, she covers questions to ask a prospective candidate to make sure you're hiring the right person for the right role; she covers setting expectations, managing performance, delegating, particularly when it involves the delicate situation of managing your former peers; she also covers termination, managing conflict, and the difference between managing and leading. Avakian uses quotes and stories from actual physician leaders to exemplify her content. And, for those short on time.... (who isn't??), she has practical, do's and don'ts, in easily read charts to serve as cue sheets and just in time reminders. Avakian also points out key partners and resources who can support the physician leader in being successful in their leadership role. I've often heard said that true leadership and courage is more often seen in those who admit what they don't know and ask for help, as compared to those who believe that it is showing weakness to ask for help. To those courageous physician leaders out there, I am confident you will find this book helpful. I will gladly recommend to my clients. 1 of 1 people found the following review helpful. A treasure. By Kay Hubbard An amazing, clear and helpful book. Laura Avakian is practical, wise and articulate. I have given many copies away as gifts to hospital medical staff who want to make a difference during these turbulent times. I finally found this copy to hold on to!

A guide for newly appointed and experienced physicians who find themselves in leadership roles (e.g., COO, Chief of Staff) in their hospital or group practice where they lack the necessary depth of management experience for dealing with staff, budgets and other administrative issues. The book includes anecdotes from doctors who have struggled in their efforts to hire, direct, delegate work, discipline, terminate, compensate and reward. Each chapter gives practical tips for approaching these issues and offers tips on managing peer relationships, knowing when to call a lawyer, creating a positive work environment and modeling work/life balance. It is a quick read and ready reference.

Beyond conveying what the physician should do for success as a manager, human resources expert Laura Avakian shares ways of doing it. Her insights also benefit administrators working with the physician, improving the likelihood of success for both. Beyond the novice physician manager, this volume is also useful for old hands who think about improving their performance. --Mitchell T. Rabkin, M.D., professor of medicine, Harvard Medical School, and CEO Emeritus, Beth Israel Hospital and CareGroup, Boston The practical and powerful lessons in this book for physician leaders are immense. Ms. Avakian provides great insight into the common pitfalls for physicians stepping into operational leadership roles and, more importantly, offers a series of relevant and practical remedies. A wonderful gift for physicians on a leadership journey. --Bob Riney, Executive Vice President COO, Henry Ford Health System, Detroit, MI A must read for all physicians making the transition from the white coat to the black suit. In this comprehensive primer for the new physician manager, Laura Avakian highlights the must haves for leadership, and eliminates the need for trial by error that so many new physician managers experience. --Faith D. Solkoff, Assistant VP, Baptist Hospital of Miami, Miami, FL About the Author Laura Avakian consults with organizations and individuals to enhance their personal, professional and corporate effectiveness. Prior to starting her consulting practice, she served as Vice President for Human Resources for the Massachusetts Institute of Technology, and Senior Vice President, Human Resources, for the Beth Israel Deaconess Medical Center and its parent corporation, CareGroup. Under her leadership, these organizations repeatedly won best workplaces awards. She received her B.A. degree from the University of Missouri at Columbia and her M.A. degree from Northwestern University. She is past president of the American Society for Healthcare Human Resources Administration as well as the Northeast Human Resources Association.