Ophthalmic Leadership: A Practical Guide for Physicians, Administrators, and Teams

John B. Pinto

Sometimes you have a sense about a book before you open the cover. This sense comes from the cover design, title, or other work you read by that author. When Ophthalmic Leadership arrived, I had one of those moments. The book exceeded my expectations.

The book includes chapters based on topics previously covered by Pinto’s contributions to the ophthalmic community and chapters by other authors who are leaders in the field of ophthalmology. If you are new to ophthalmology leadership, this book is a great way to review a broad landscape of concepts about physician leaders, executive development, succession planning, change management, and operations improvement. It presents contemporary authoritative ideas in business, such as those of Jim Collins and Stephen Covey, and discusses them within the context of an independent ophthalmology practice. Authors like Collins and Covey are often quoted by business leaders of all industries. However, there are chapters and ideas here that stride into new territory.

Two most notable chapters contain on-the-edge thinking. The chapter written by Erik Kruger, MD, is an excellent distillation of the work of Daniel Kahneman from Thinking Fast and Slow (Farrar, Straus and Giroux, 2011). Leaders are often fooled by probability and biases, attributing correlations when none exist. This chapter informs readers of the phenomenon, helping move leaders out of day-to-day problems so we can view them “from a balcony.” In a similar manner, the chapter by Craig Piso, PhD, on healthy power is thought provoking. Considering power as a continuum, then putting elements of power on that continuum as Piso does in this chapter, helps individuals and organizations consider what is working and what might be harmful. There is a lot of value in using the continuum to inform organizational decisions. In the chapters written by ophthalmology leaders, authors share actual events and stories, bringing to life the business realities of ophthalmology. These true stories make the ideas and suggestions practical and enjoyable to read.

My only concerns about the book are minor. In some parts of the book the information is very specific to today, such as EMR portals and staff recruitment tools. Technology for these activities is changing so fast that the recommendations can be out of date before a book is published. Many chapters have similar messages, possibly reducing their impact. Or perhaps these similar messages were intended to reinforce the concepts already presented. Despite these minor criticisms, Ophthalmic Leadership is a good addition to the bookshelves of medical practice leaders.

ASOA Friday Focus Surveys: Focusing on the BUSINESS of Ophthalmology

May 2012: 382 respondents

Do you use a phone operator to transfer the initial call to the practice?

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<tr>
<td>Yes</td>
<td>23.8%</td>
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<tr>
<td>No</td>
<td>76.2%</td>
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