Successful change management in Nuclear Medicine

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Change is one of the few constants in Nuclear Medicine. Technologists are required to continually adapt and react to different types of change in their work environment including technological, legislative and organisational change. Unfortunately, research consistently shows that around 70% of change efforts fail [1]. There is a need to anticipate, evaluate, plan for and implement change effectively. This presentation will focus on how to manage change successfully in Nuclear Medicine. Change management is the process of using tools and techniques to achieve a particular outcome, while at the same time taking into consideration the culture, structure and individuals that make up an organisation. Change can be 1) planned or emergent, 2) episodic or continuous or 3) developmental, transitional or transformational.

The Change Curve illustrating the typical phases in the reactions of individuals to change will be presented. The Change Curve is one of the most widely utilised methods of helping people understand their reactions to significant change or upheaval, and can reassure them that what they are feeling is normal, and will pass. In addition to the involvement of senior management, change needs to have the support of everyone affected by it. The presentation will provide advice on how to build commitment for change and overcome resistance to change. Resistance to change can be reduced by involving staff in the change programme, developing excellent communication channels and rewarding and celebrating successful change. Practical examples of successful change initiatives in Nuclear Medicine will be presented and discussed.

References