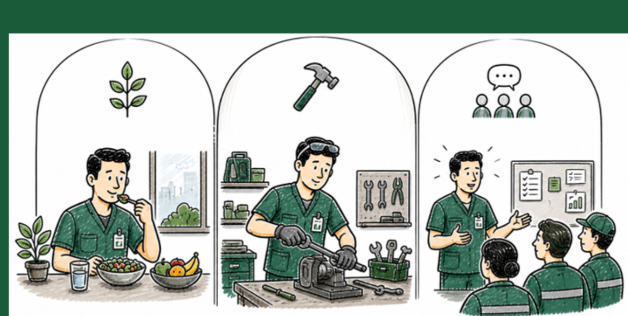
AAMD ANNUAL MEETING · 2026

From Hub to Leader: How Dosimetrists Can Improve Workflow

Teams · Power · Psychology · Performance — A Dosimetrist's Field Guide



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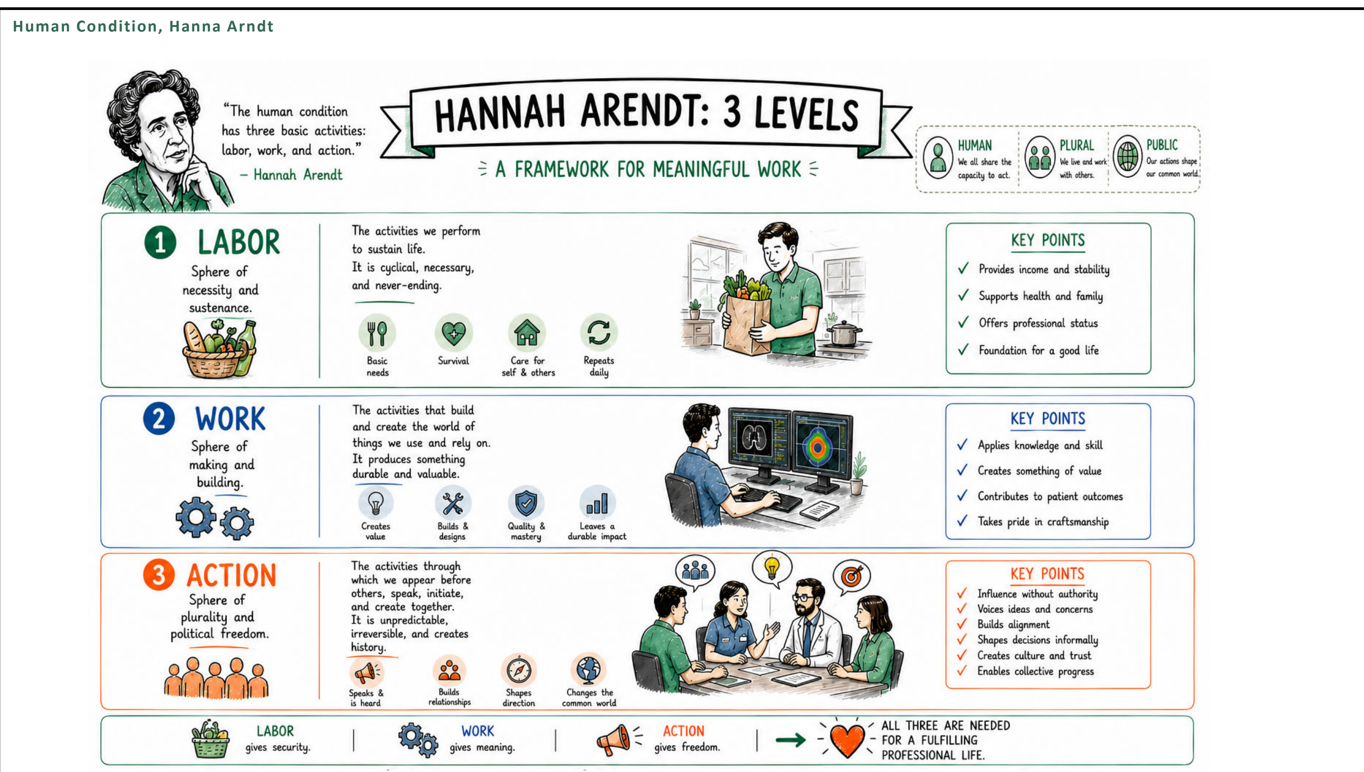
The Human Element

What actually drives job performance — emotional intelligence, self-awareness & the Big Five personality model



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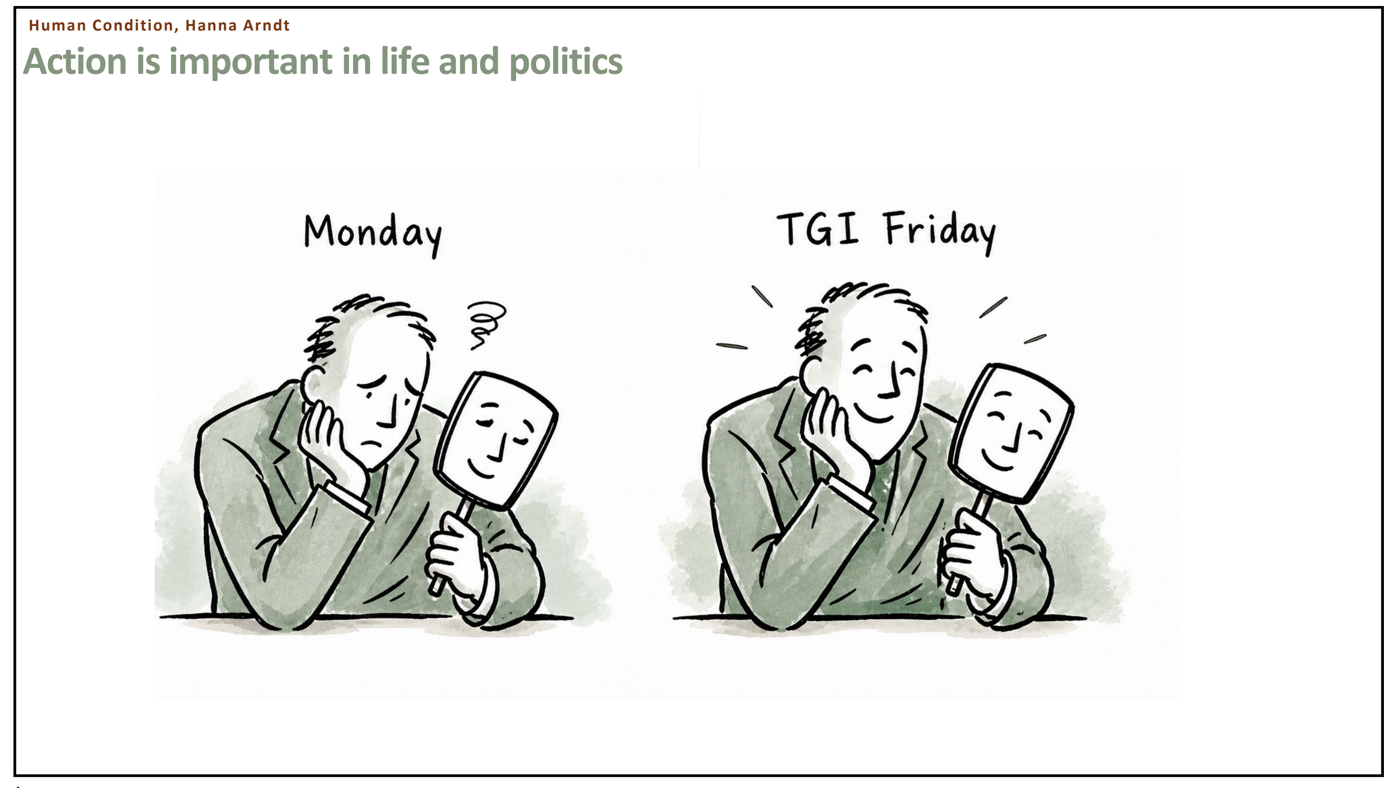

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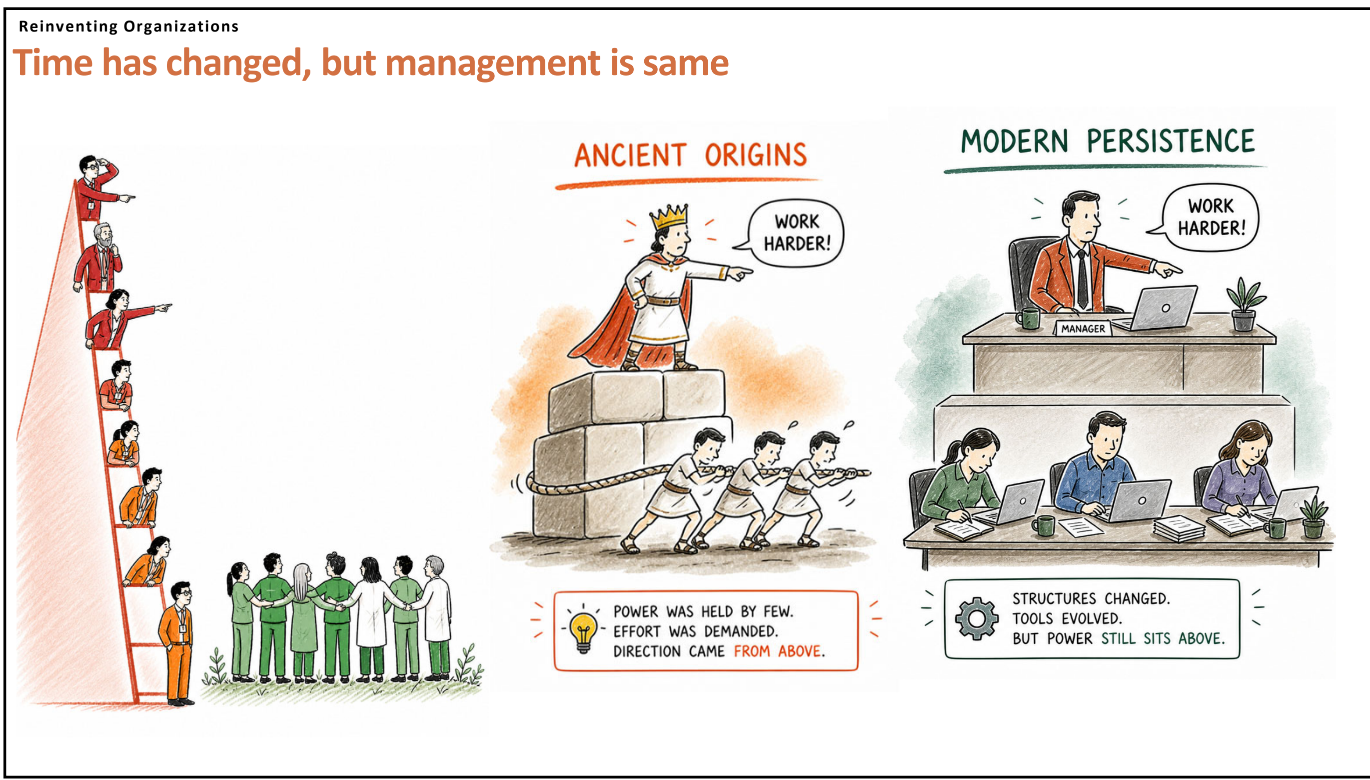
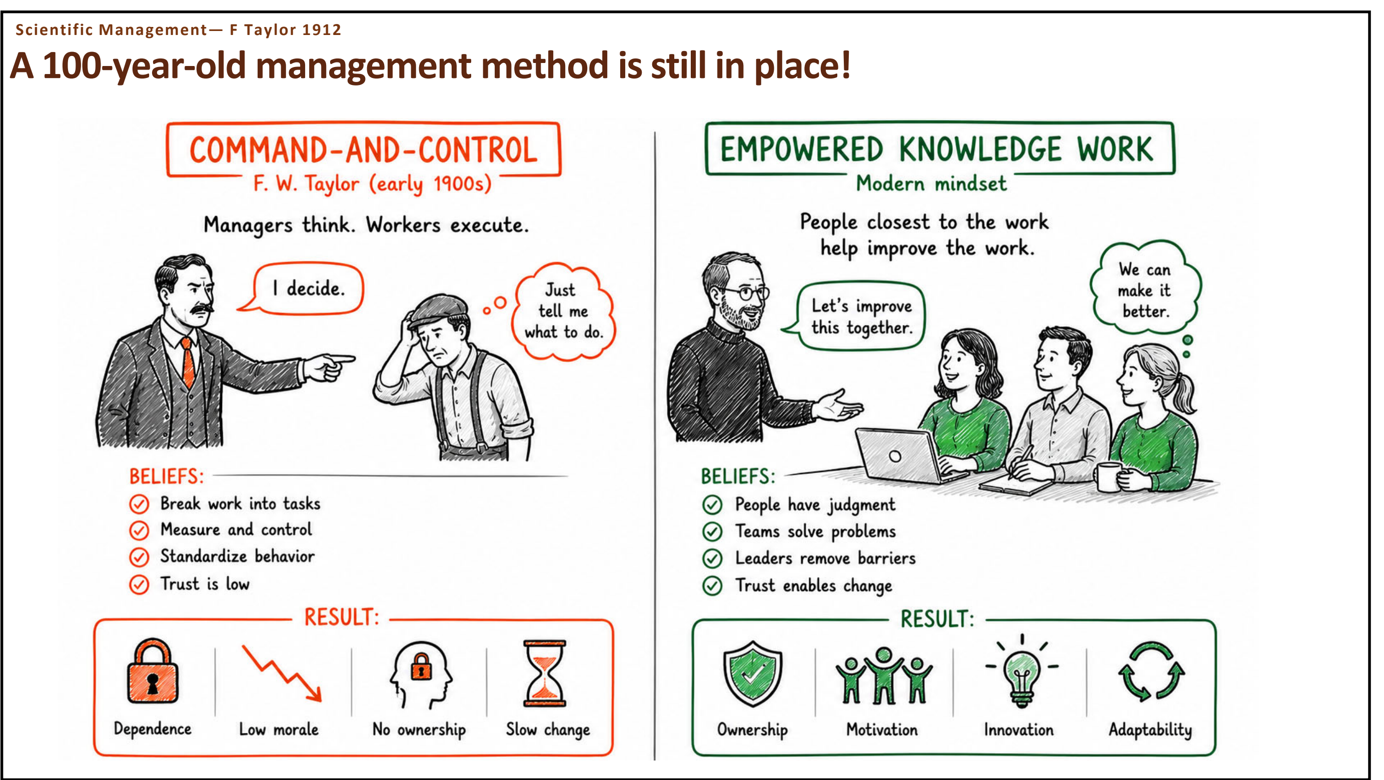
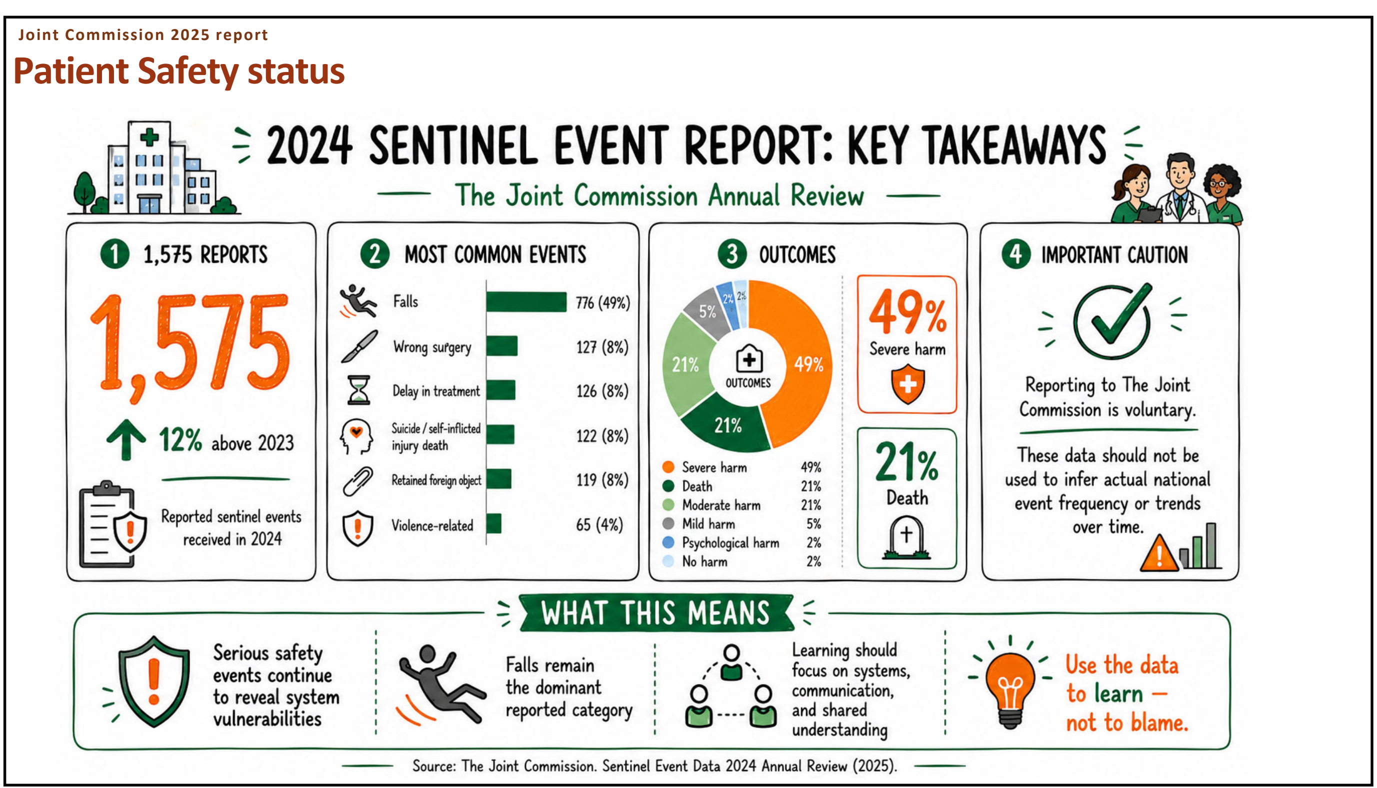

Reinventing Organizations
Time has changed, but management is same
ANCIENT ORIGINS
WORK HARDER!
POWER WAS HELD BY FEW.
EFFORT WAS DEMANDED.
DIRECTION CAME FROM ABOVE.
MODERN PERSISTENCE
WORK HARDER!
MANAGER
STRUCTURES CHANGED.
TOOLS EVOLVED.
BUT POWER STILL SITS ABOVE.


Scientific Management— F Taylor 1912
A 100-year-old management method is still in place!
COMMAND-AND-CONTROL
F. W. Taylor (early 1900s)
Managers think. Workers execute.
I decide.
Just tell me what to do.
BELIEFS:
Break work into tasks
Measure and control
Standardize behavior
Trust is low
RESULT:
Dependence
Low morale
No ownership
Slow change
EMPOWERED KNOWLEDGE WORK
Modern mindset
People closest to the work help improve the work.
Let's improve this together.
We can make it better.
BELIEFS:
People have judgment
Teams solve problems
Leaders remove barriers
Trust enables change
RESULT:
Ownership
Motivation
Innovation
Adaptability

Joint Commission 2025 report

Patient Safety status



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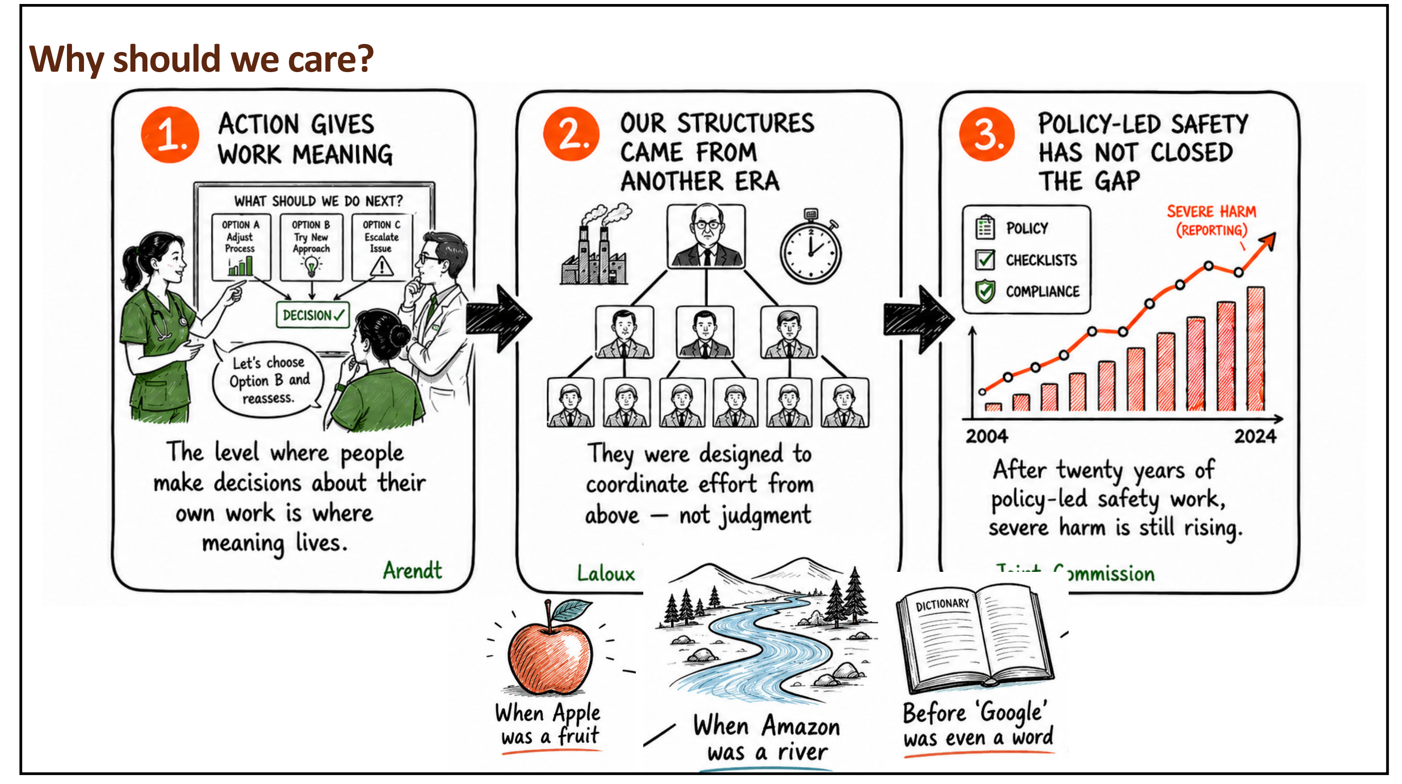
Why should we care?



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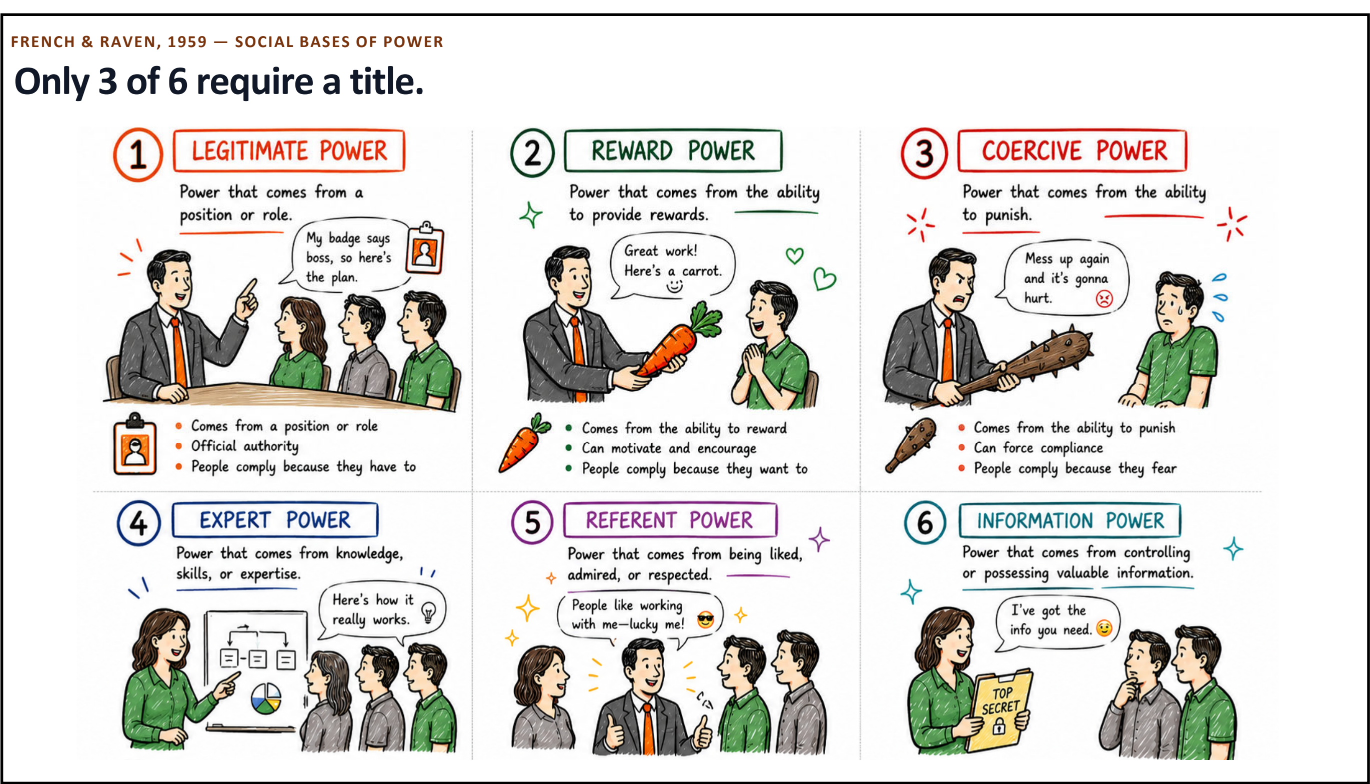
Power & Influence
The six bases of power, how authority affects empathy, and how dosimetrists lead without a title

LUKES, 1974 — POWER: A RADICAL VIEW
Power is not just who makes the call.
1 FIRST DIMENSION (VISIBLE POWER)
Power that is exercised openly in decision-making.
We've decided. This is the plan.
Open decisions
Visible authority
Easy to see and challenge
EXAMPLE: A policy is decided by leadership and announced.
2 SECOND DIMENSION (HIDDEN POWER)
Power that shapes the agenda by controlling what gets discussed.
We don't talk about...
Some things stay off the table.
Controls the agenda
Limits options
Questions don't get asked
EXAMPLE: Staffing levels are never discussed, so workload issues persist.
3 THIRD DIMENSION (INVISIBLE POWER)
Power that shapes beliefs, values, and what people think is possible.
This is just how things are.
There's no alternative.
Speaking up won't change anything.
Shapes beliefs and norms
Limits imagination
Keeps the status quo in place
EXAMPLE: "We've always done it this way" stops ideas before they start.



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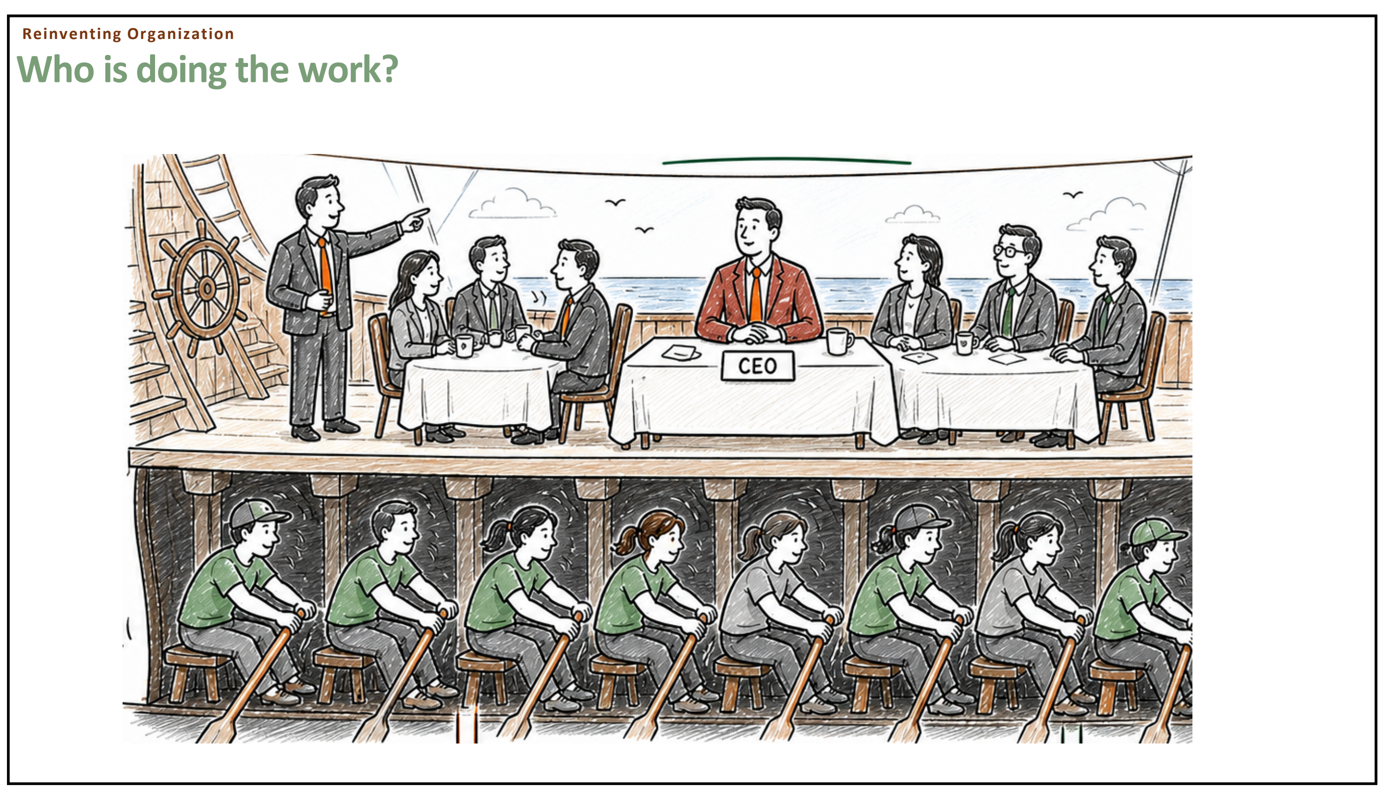

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NETWORK THEORY — GRANOVETTER, 1973

The most valuable node isn't always the most senior.

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The Ethics of Power

Neuroscience and psychology of power

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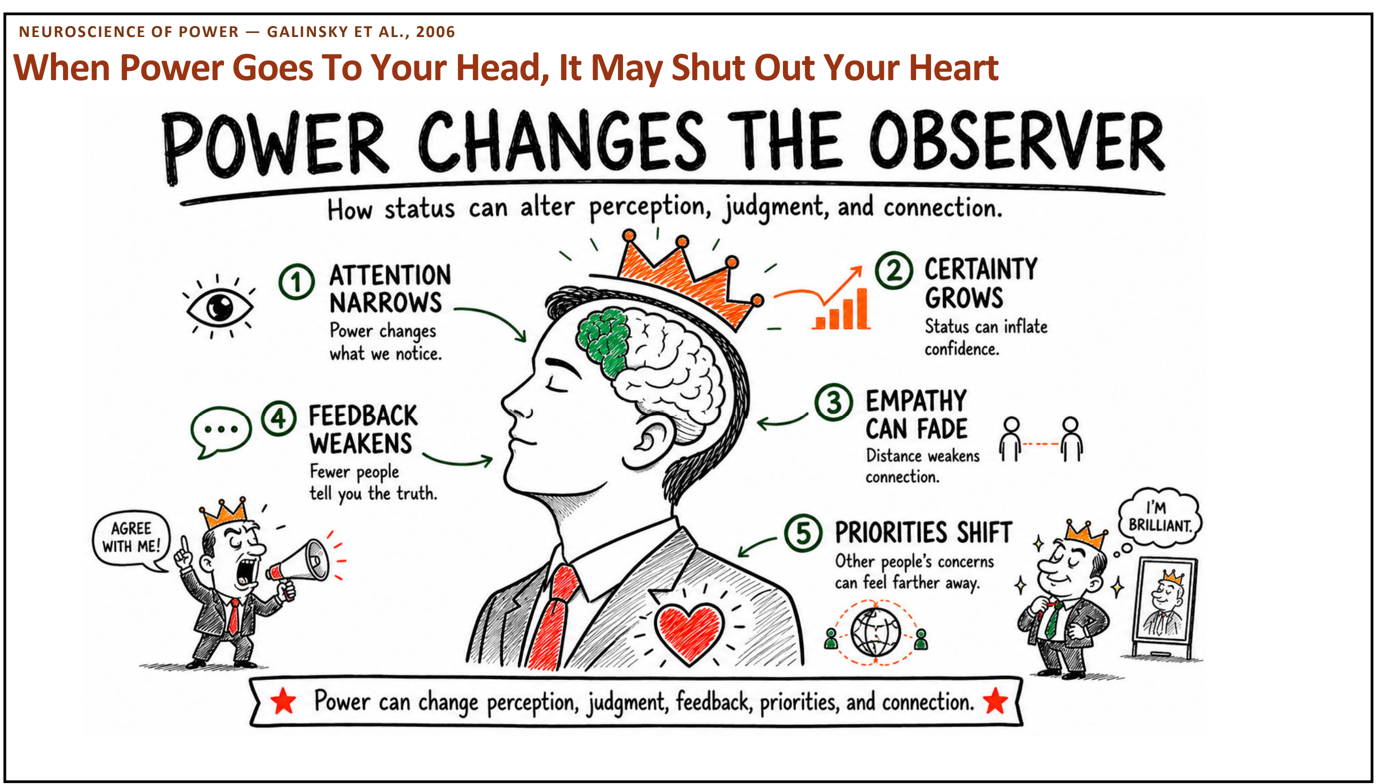
NEUROSCIENCE OF POWER — GALINSKY ET AL., 2006

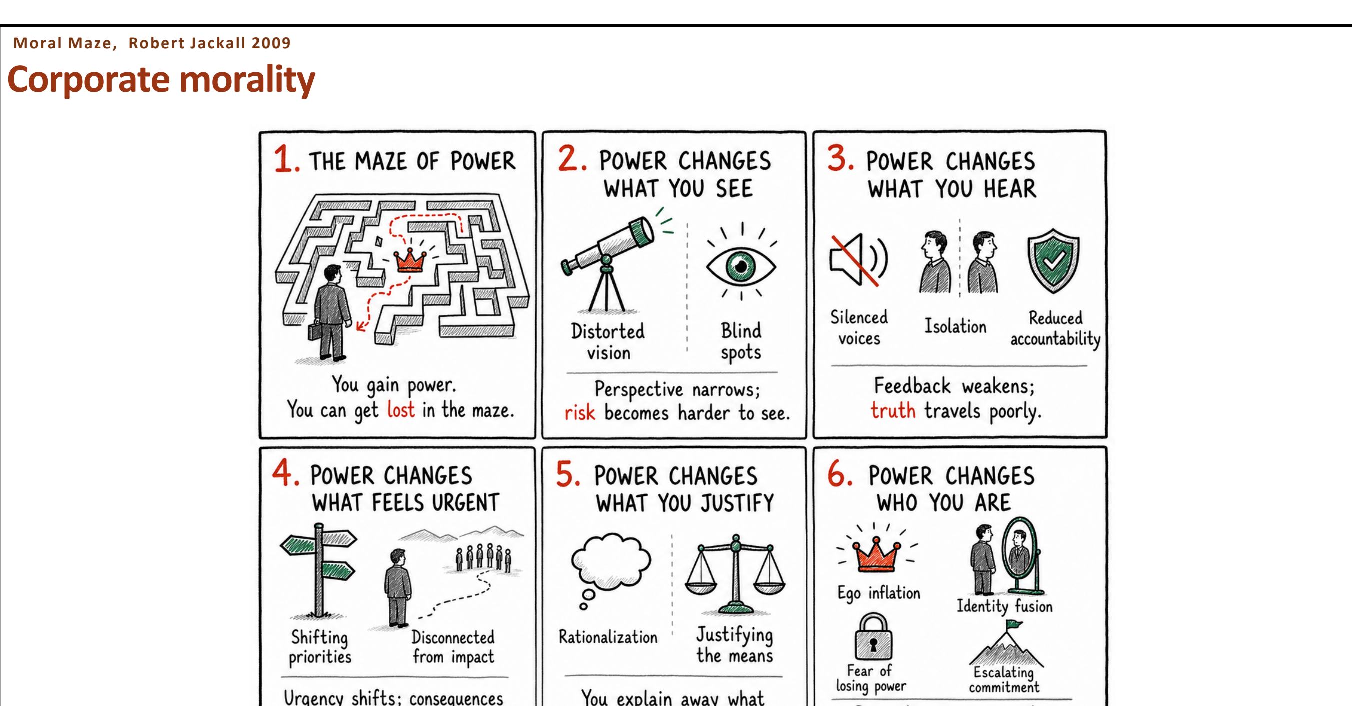
Power Changes what we are!

I've got the power

NEUROSCIENCE OF POWER — GALINSKY ET AL., 2006

When Power Goes To Your Head, It May Shut Out Your Heart





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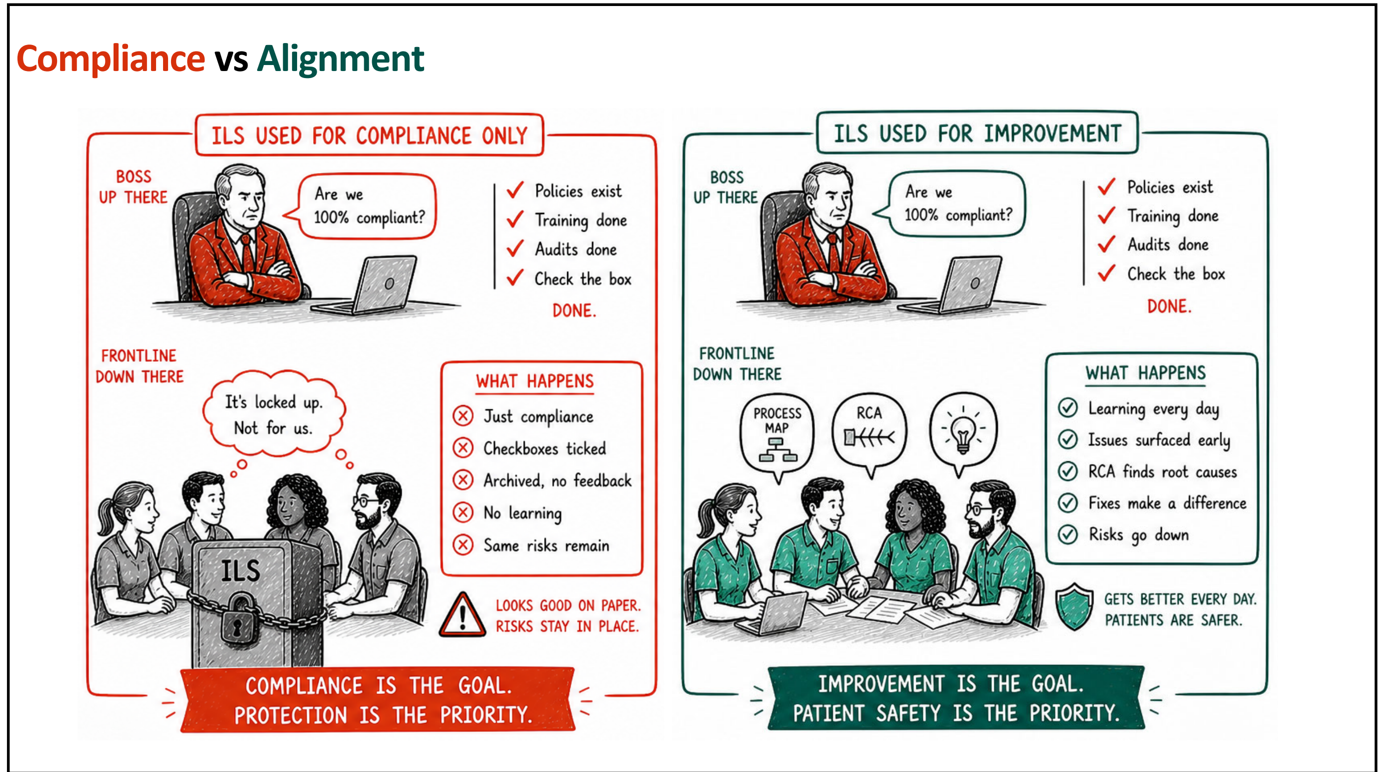

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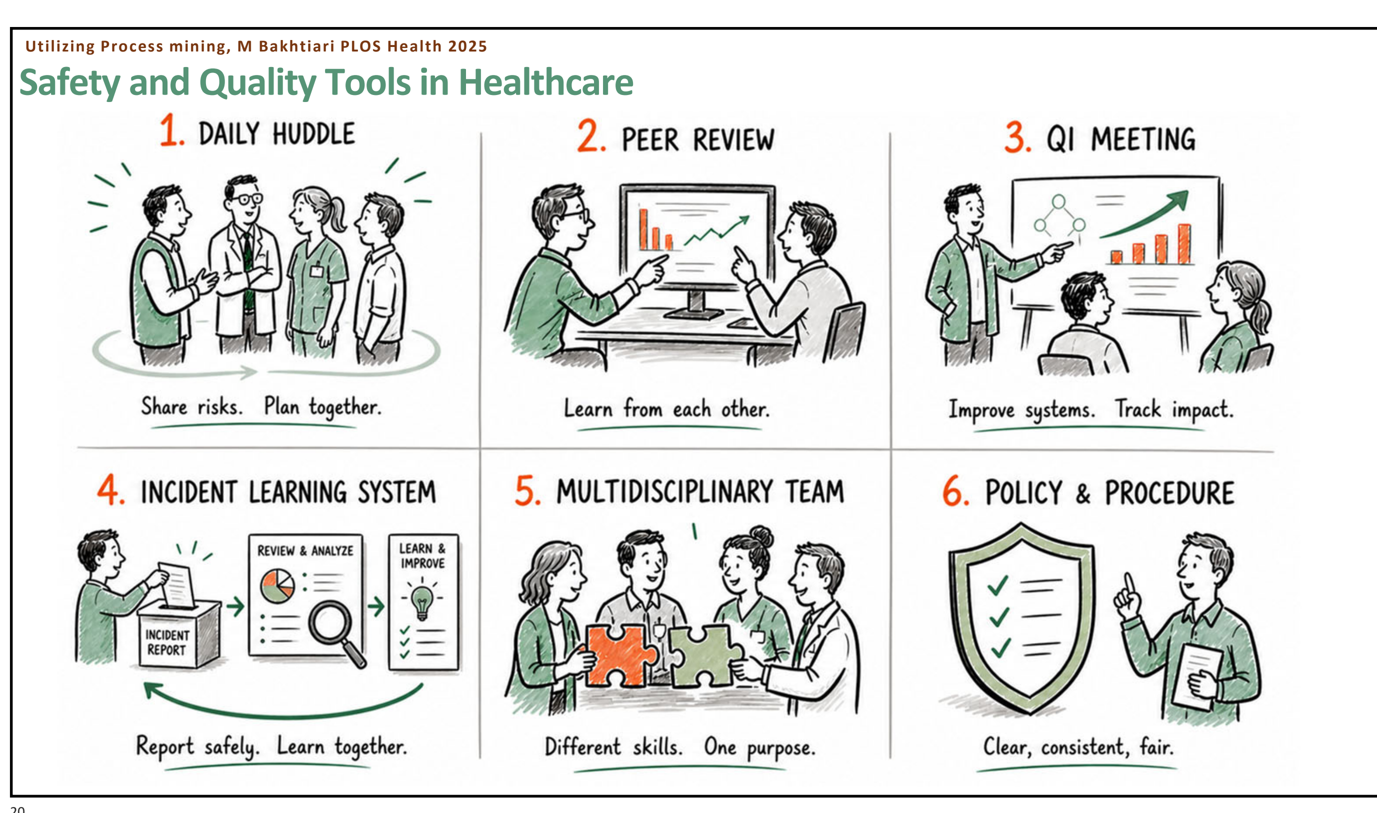

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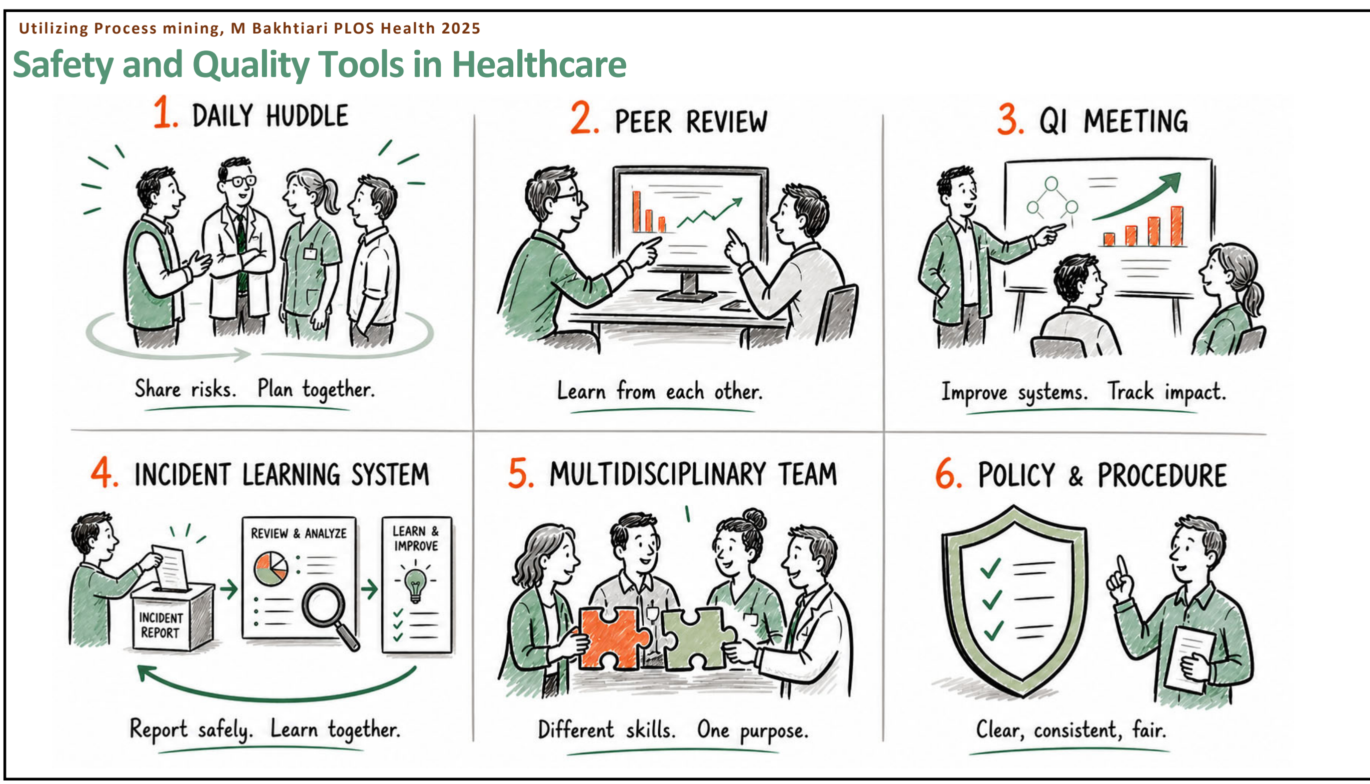

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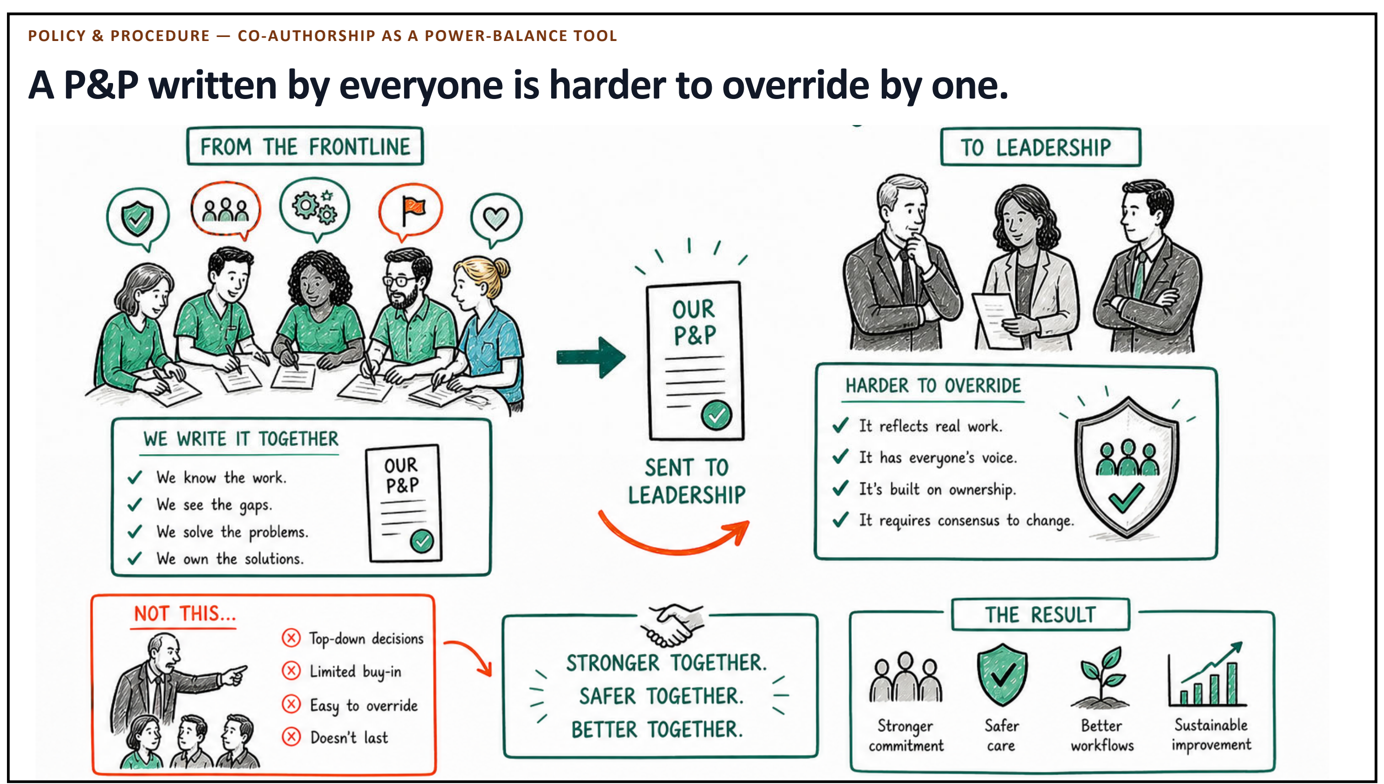

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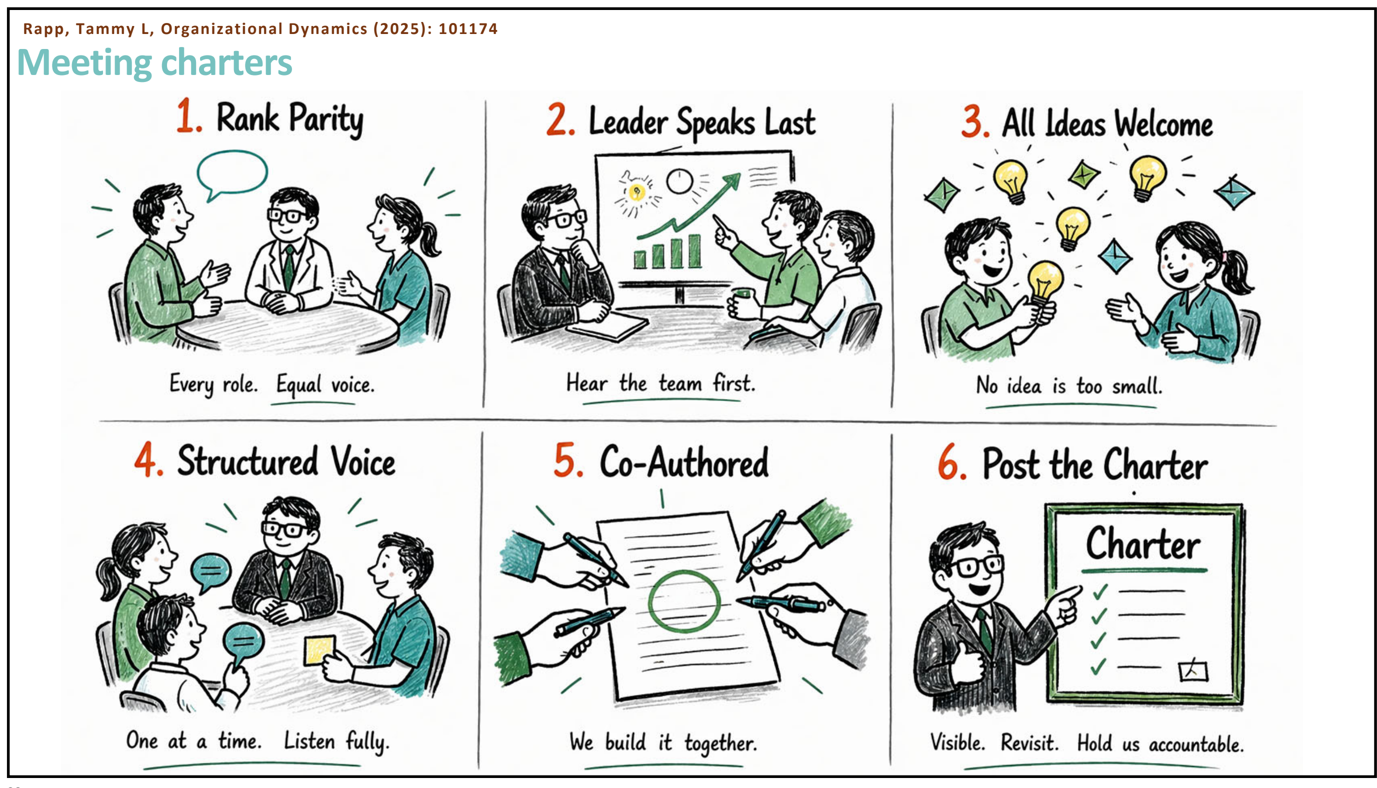

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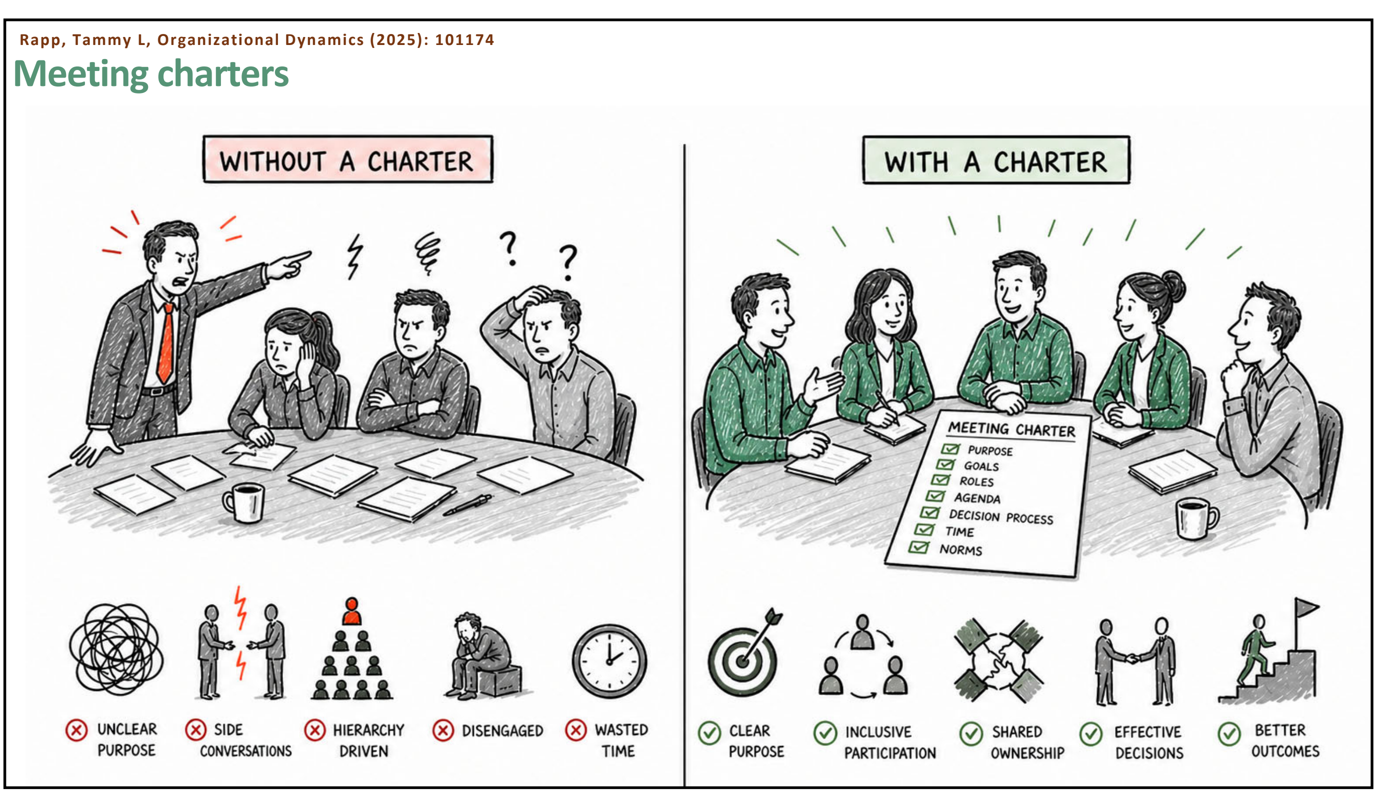

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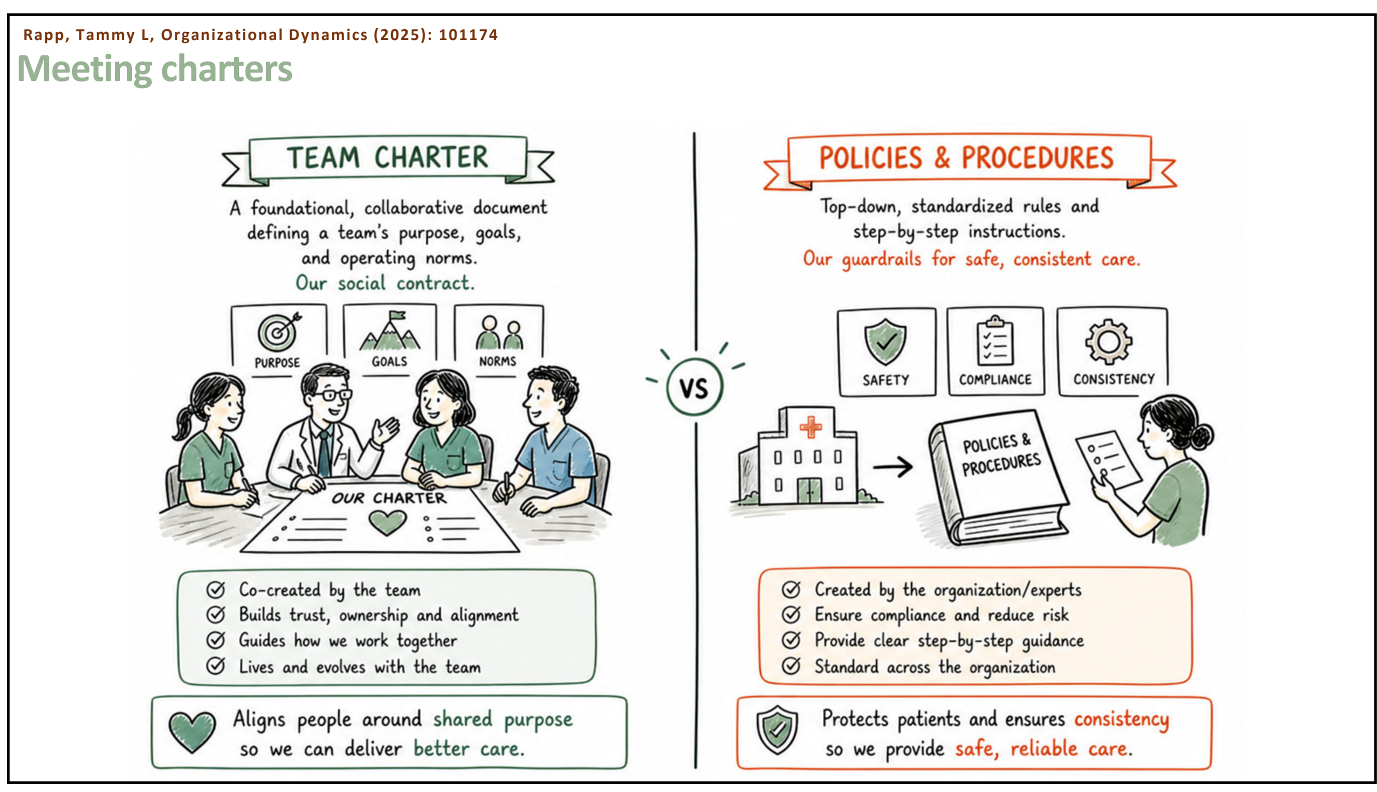
Rapp, Tammy L, Organizational Dynamics (2025): 101174

Meeting charters



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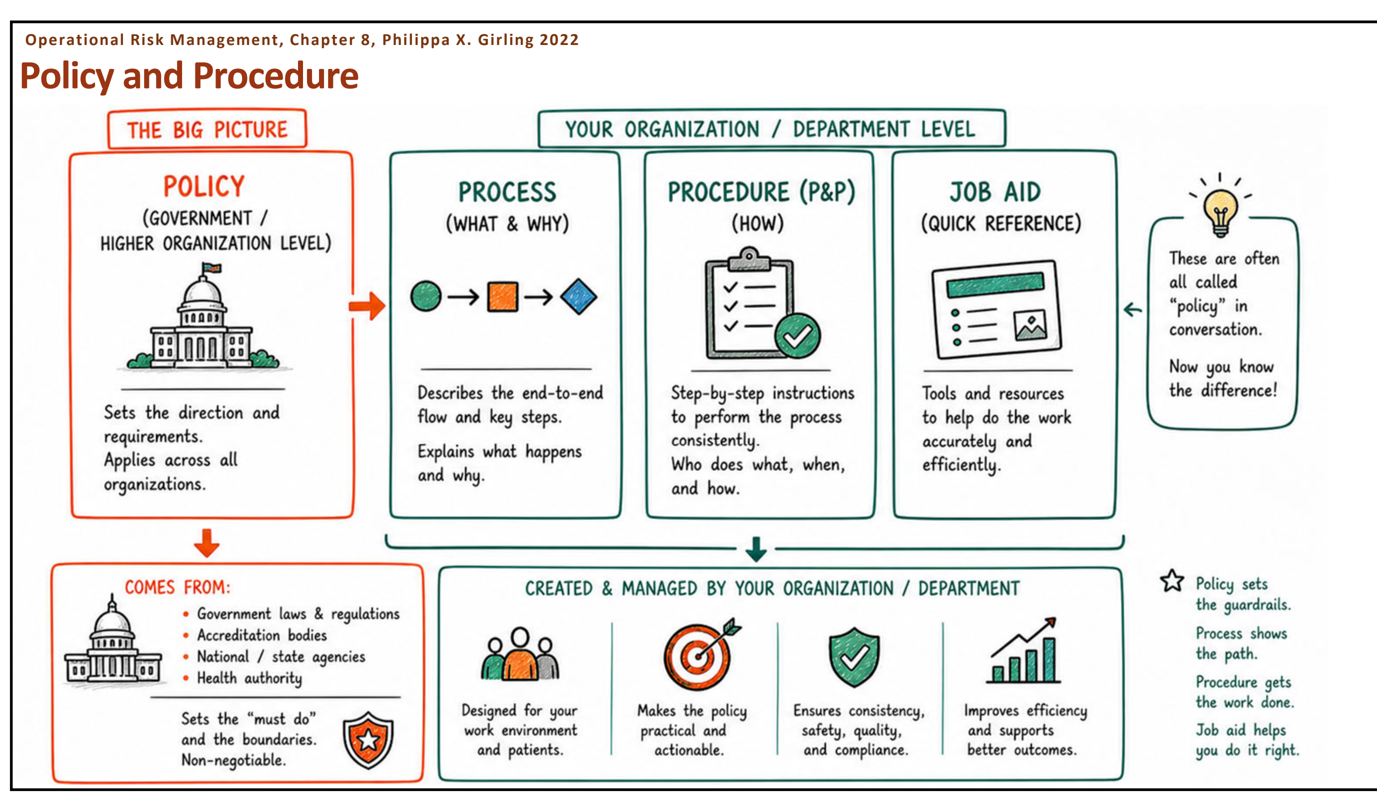
Operational Risk Management, Chapter 8, Philippa X. Girling 2022

Policy and Procedure



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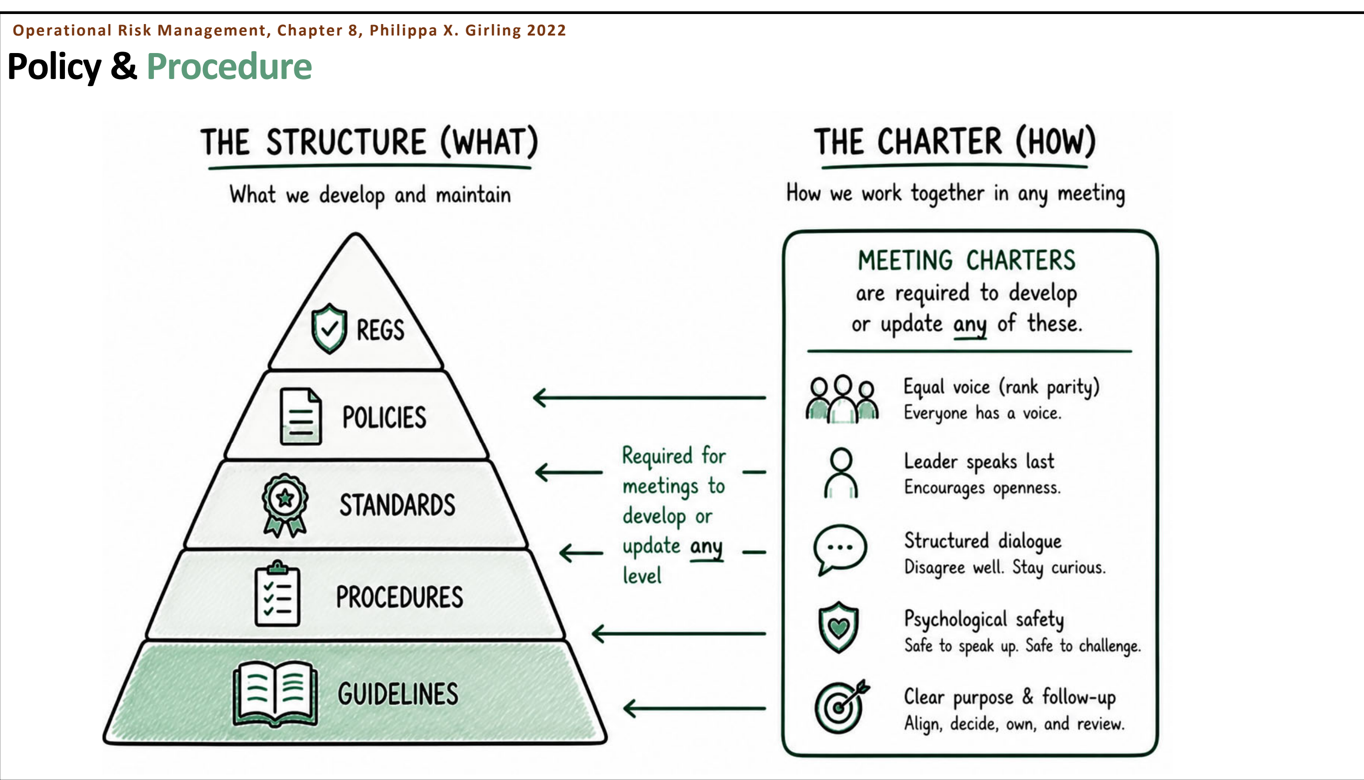
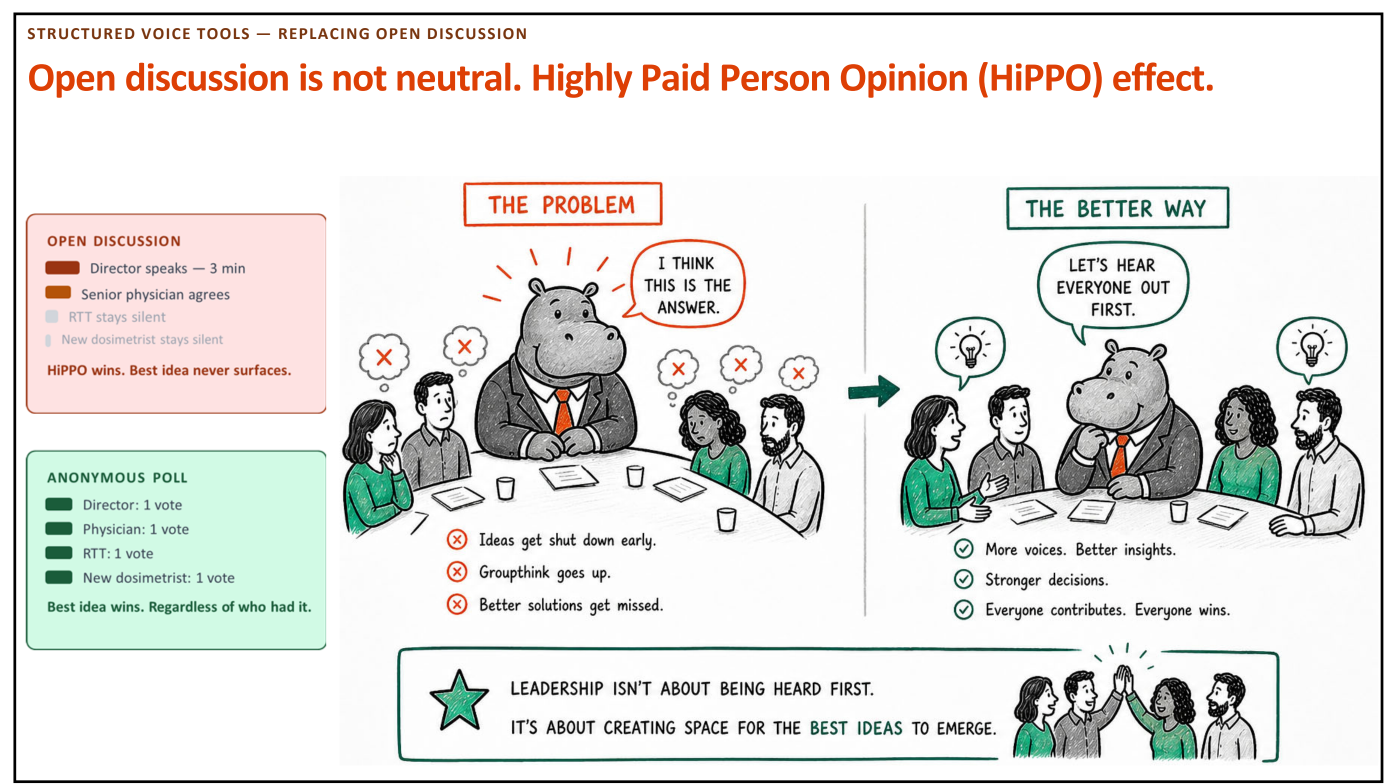
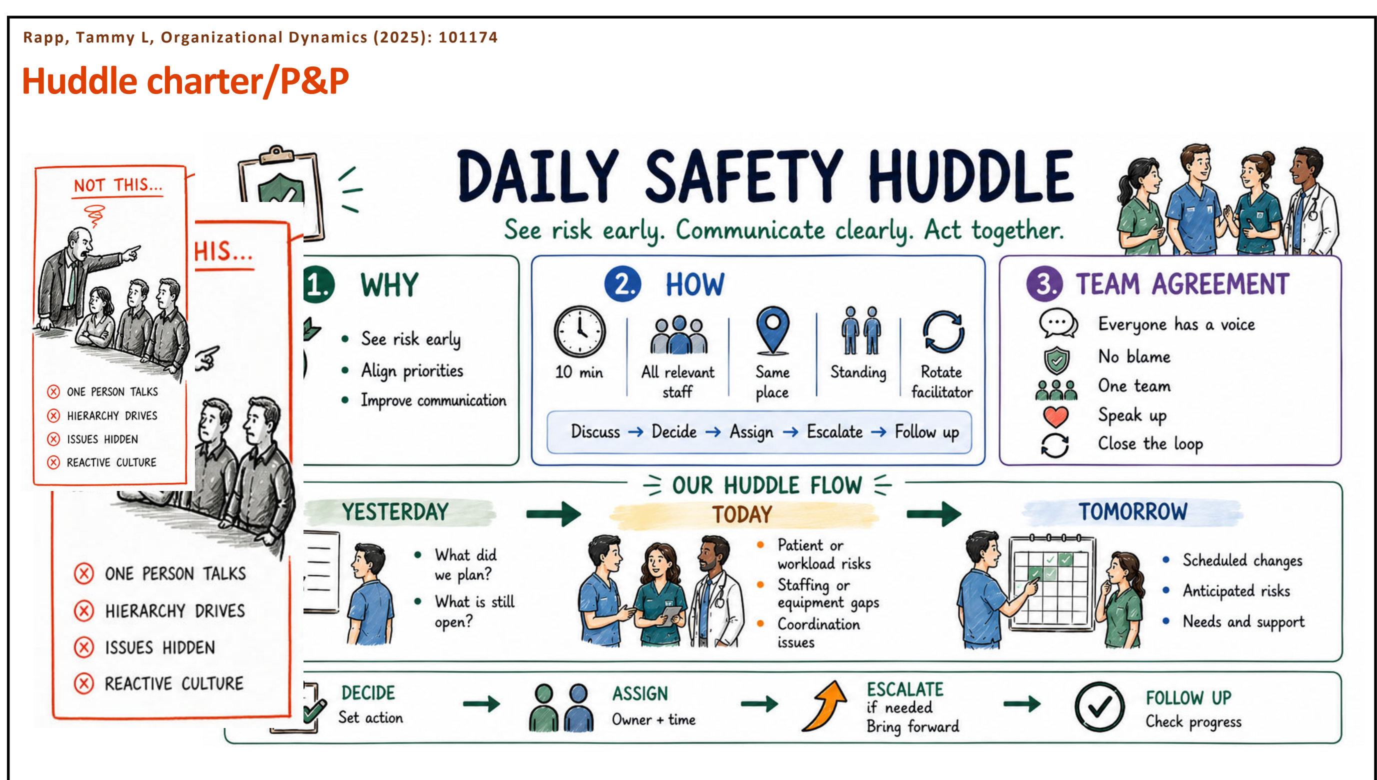


Operational Risk Management, Chapter 8, Philippa X. Girling 2022
Policy & Procedure
THE STRUCTURE (WHAT)
What we develop and maintain
REGS
POLICIES
STANDARDS
PROCEDURES
GUIDELINES
Required for meetings to develop or update any level
THE CHARTER (HOW)
How we work together in any meeting
MEETING CHARTERS are required to develop or update any of these.
Equal voice (rank parity)
Everyone has a voice.
Leader speaks last
Encourages openness.
Structured dialogue
Disagree well. Stay curious.
Psychological safety
Safe to speak up. Safe to challenge.
Clear purpose & follow-up
Align, decide, own, and review.



STRUCTURED VOICE TOOLS — REPLACING OPEN DISCUSSION
Open discussion is not neutral. Highly Paid Person Opinion (HiPPO) effect.
OPEN DISCUSSION
Director speaks — 3 min
Senior physician agrees
RTT stays silent
New dosimetrist stays silent
HiPPO wins. Best idea never surfaces.
ANONYMOUS POLL
Director: 1 vote
Physician: 1 vote
RTT: 1 vote
New dosimetrist: 1 vote
Best idea wins. Regardless of who had it.
THE PROBLEM
I THINK THIS IS THE ANSWER.
Ideas get shut down early.
Groupthink goes up.
Better solutions get missed.
THE BETTER WAY
LET'S HEAR EVERYONE OUT FIRST.
More voices. Better insights.
Stronger decisions.
Everyone contributes. Everyone wins.
LEADERSHIP ISN'T ABOUT BEING HEARD FIRST.
IT'S ABOUT CREATING SPACE FOR THE BEST IDEAS TO EMERGE.



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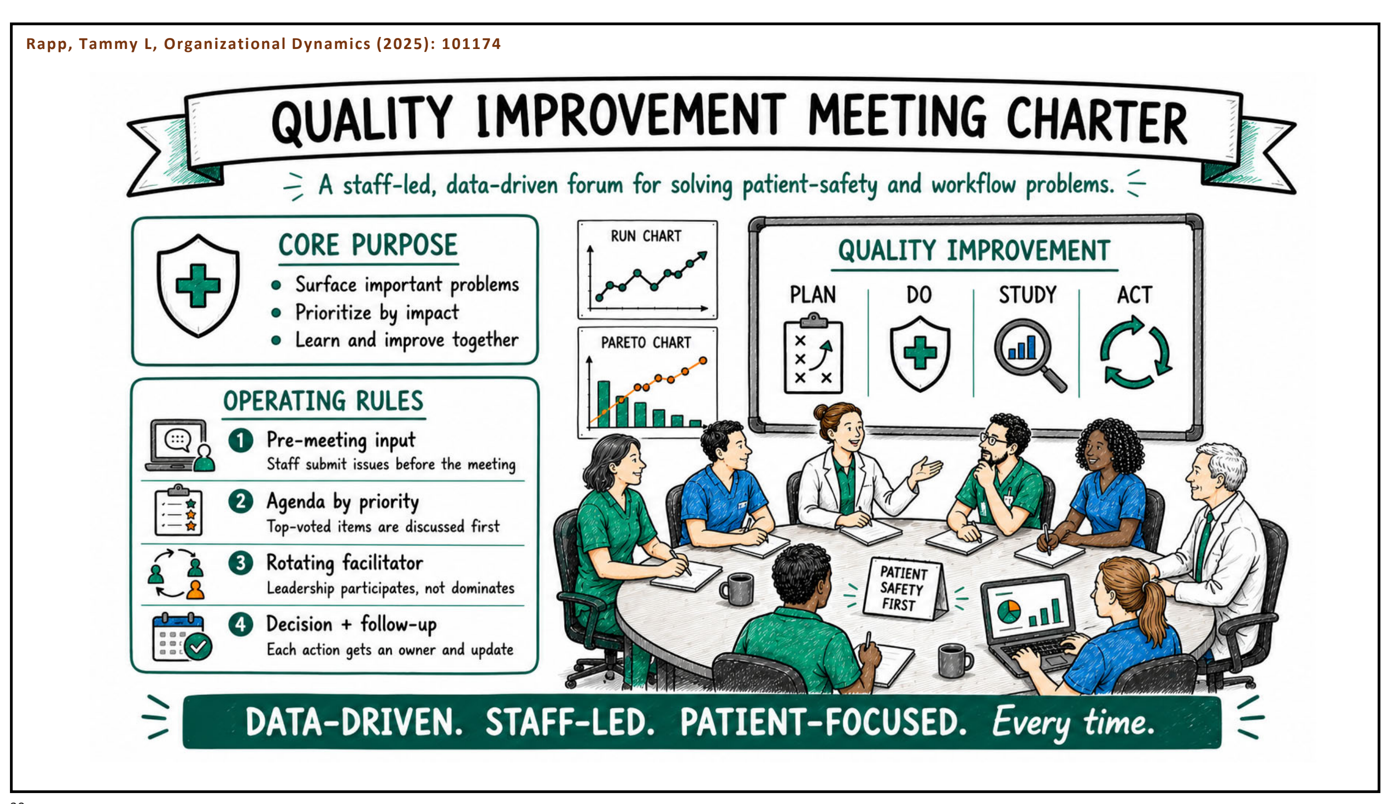

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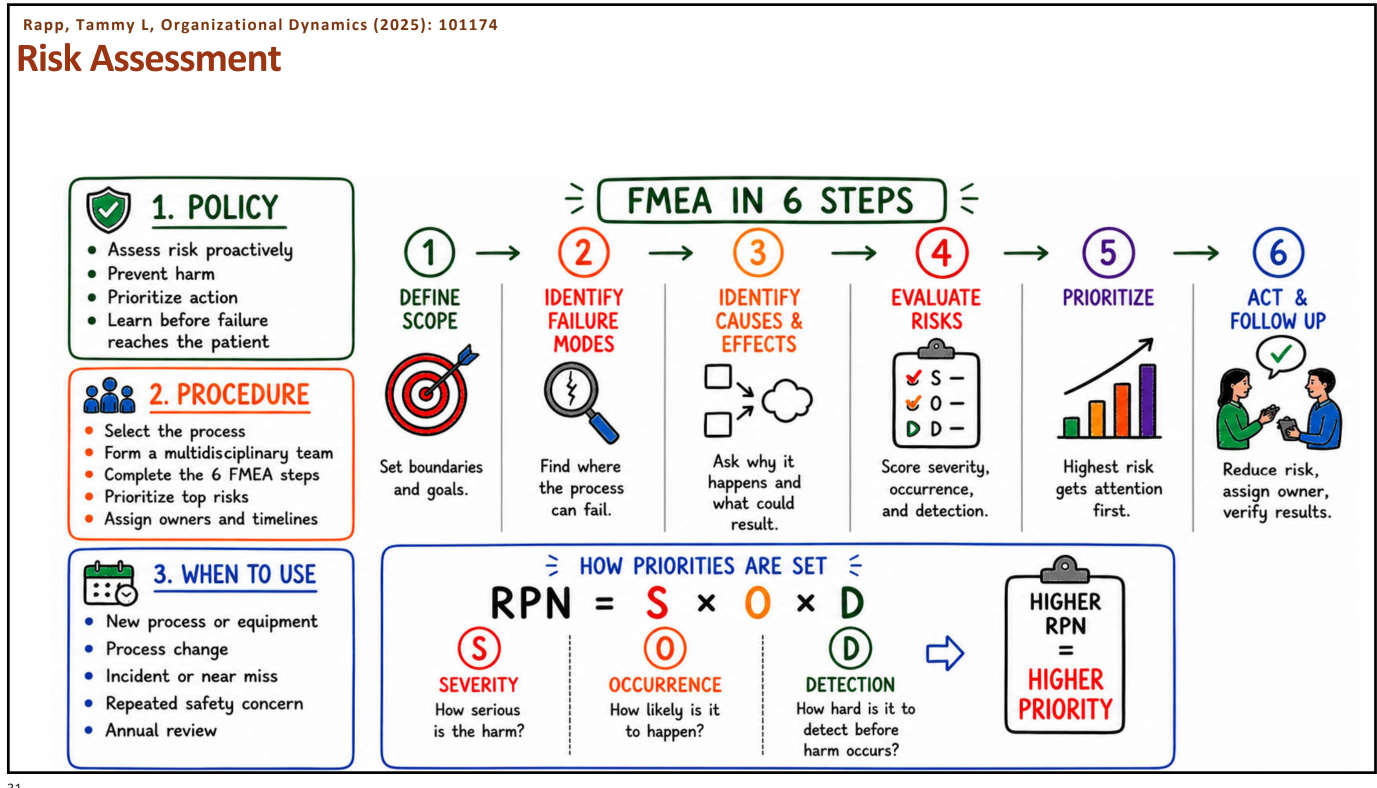
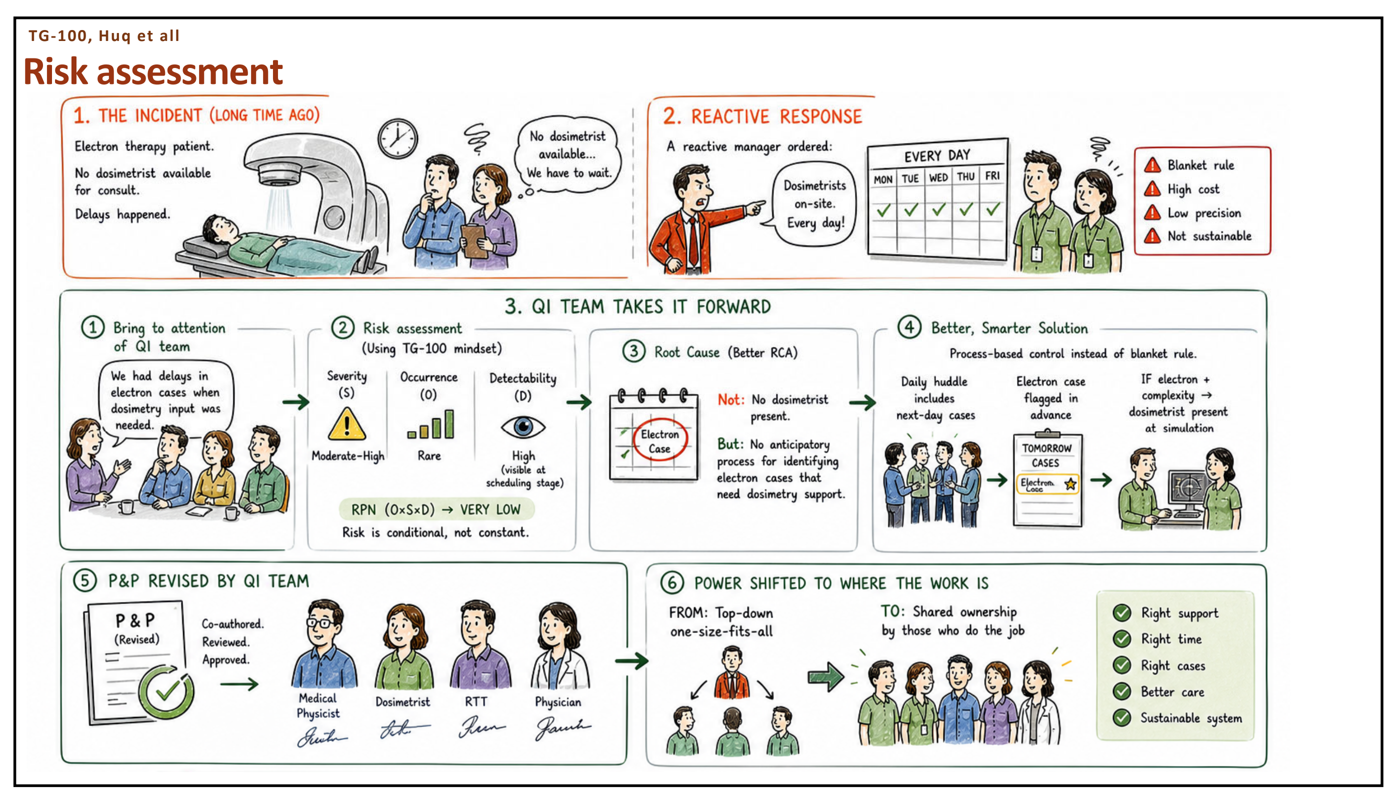
Rapp, Tammy L, Organizational Dynamics (2025): 101174

Risk Assessment



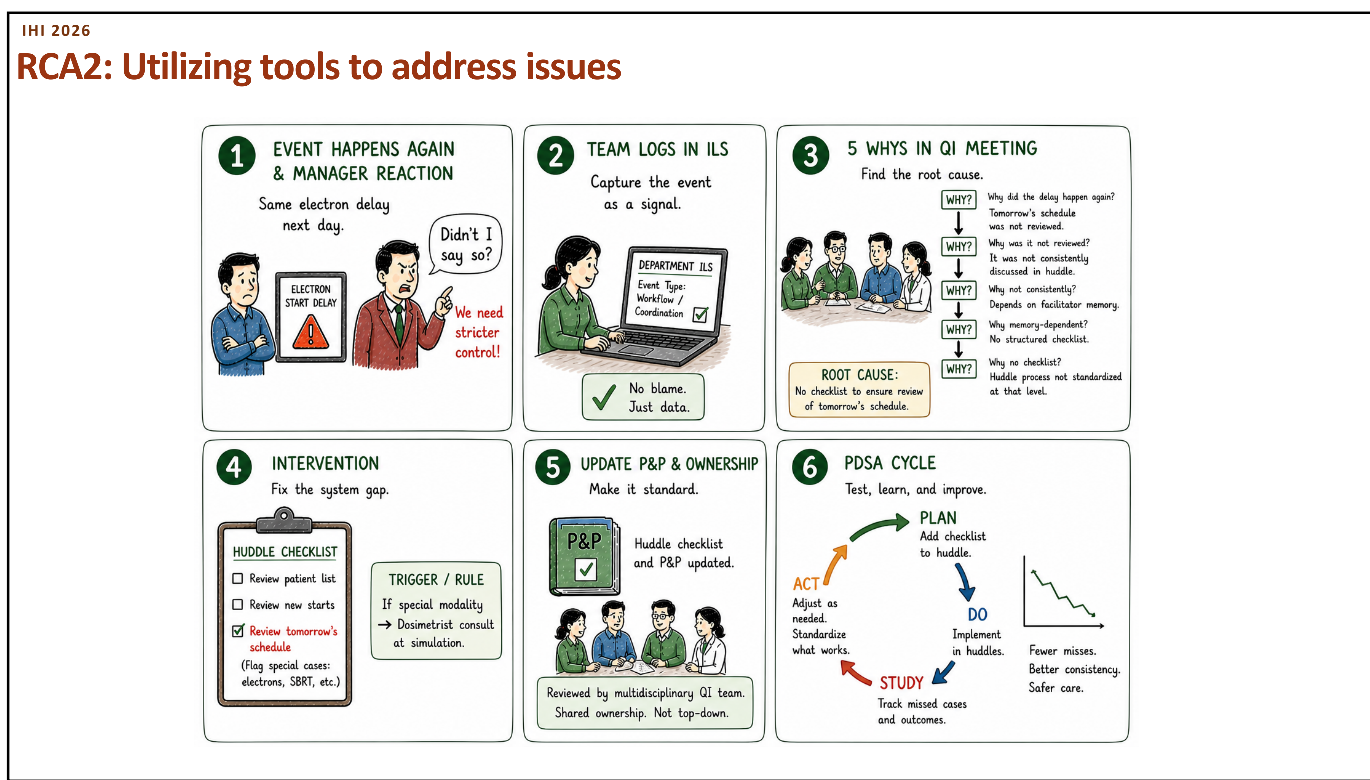
TG-100, Huq et all

Risk assessment



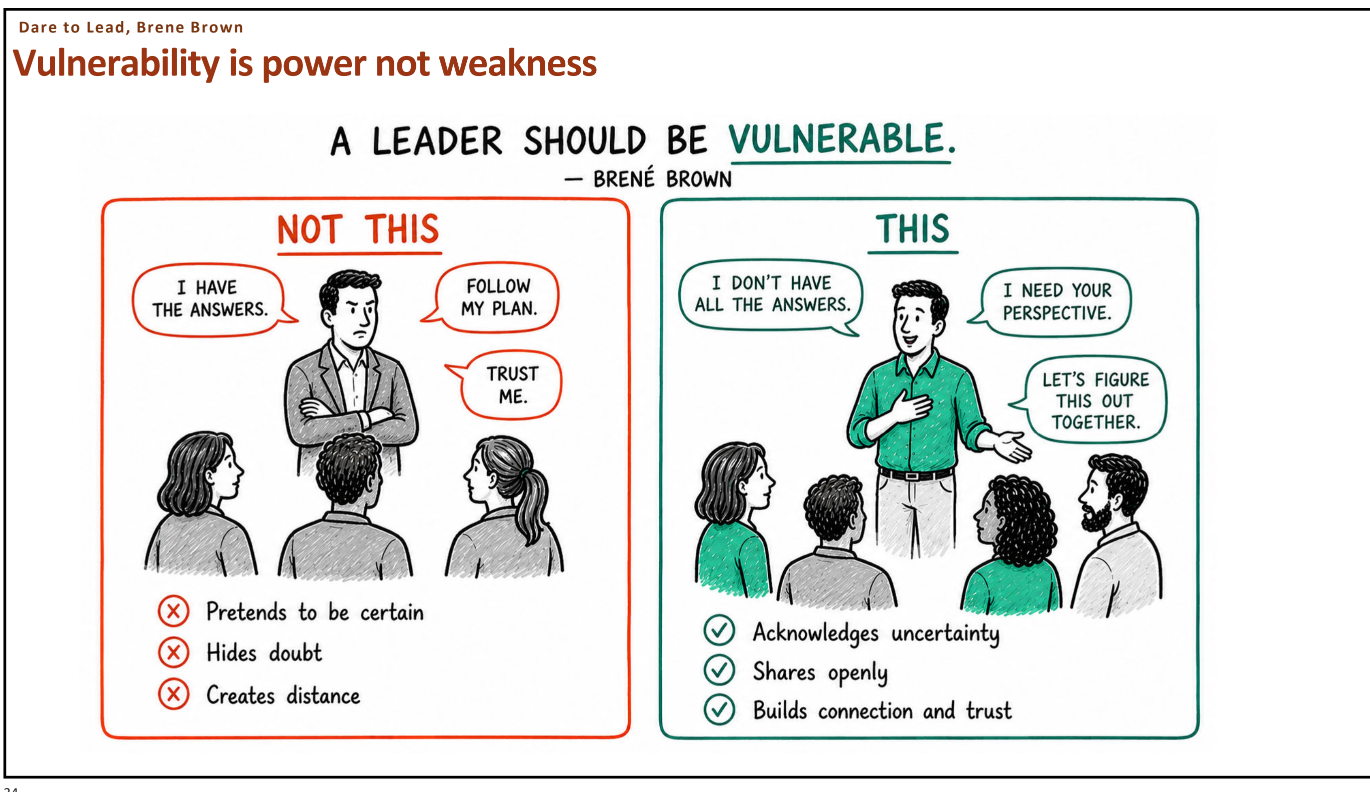
IHI 2026

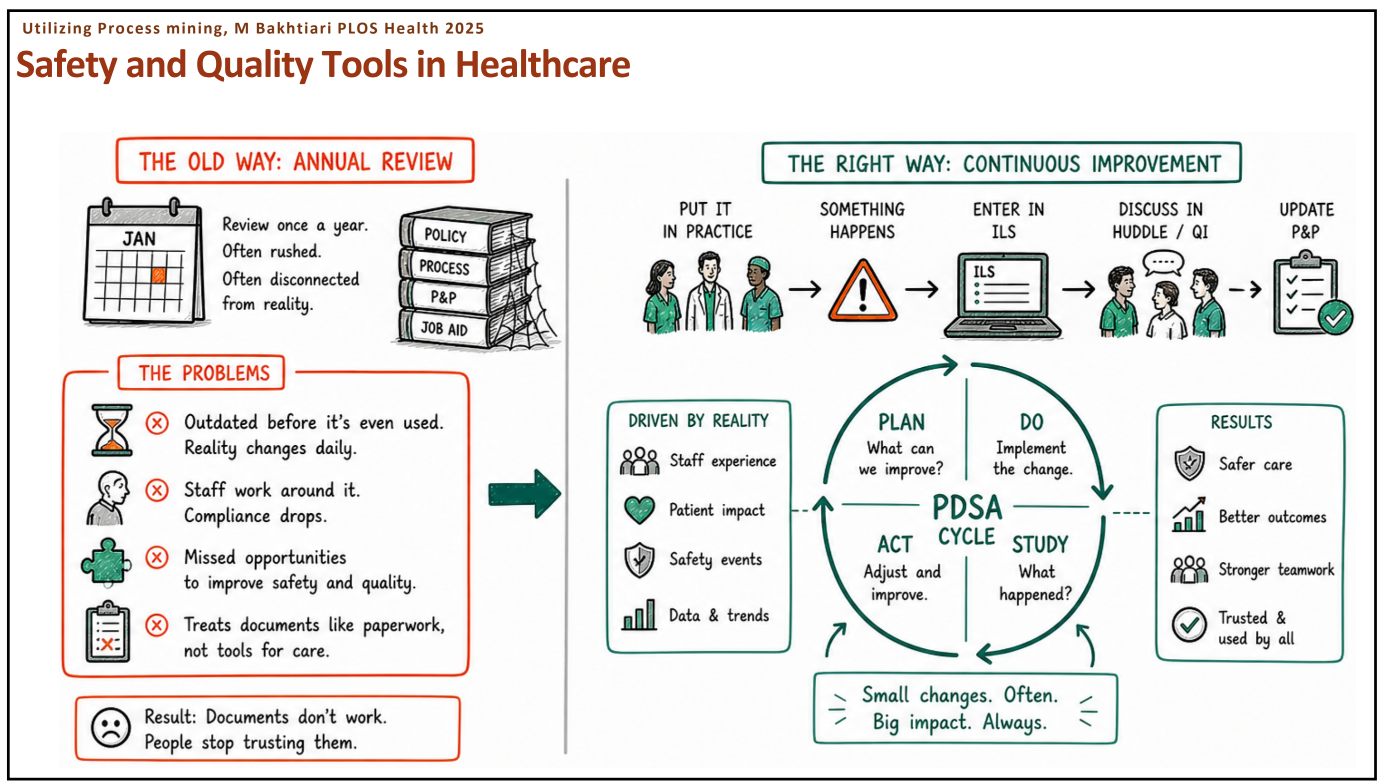
RCA2: Utilizing tools to address issues



Dare to Lead, Brene Brown

Vulnerability is power not weakness





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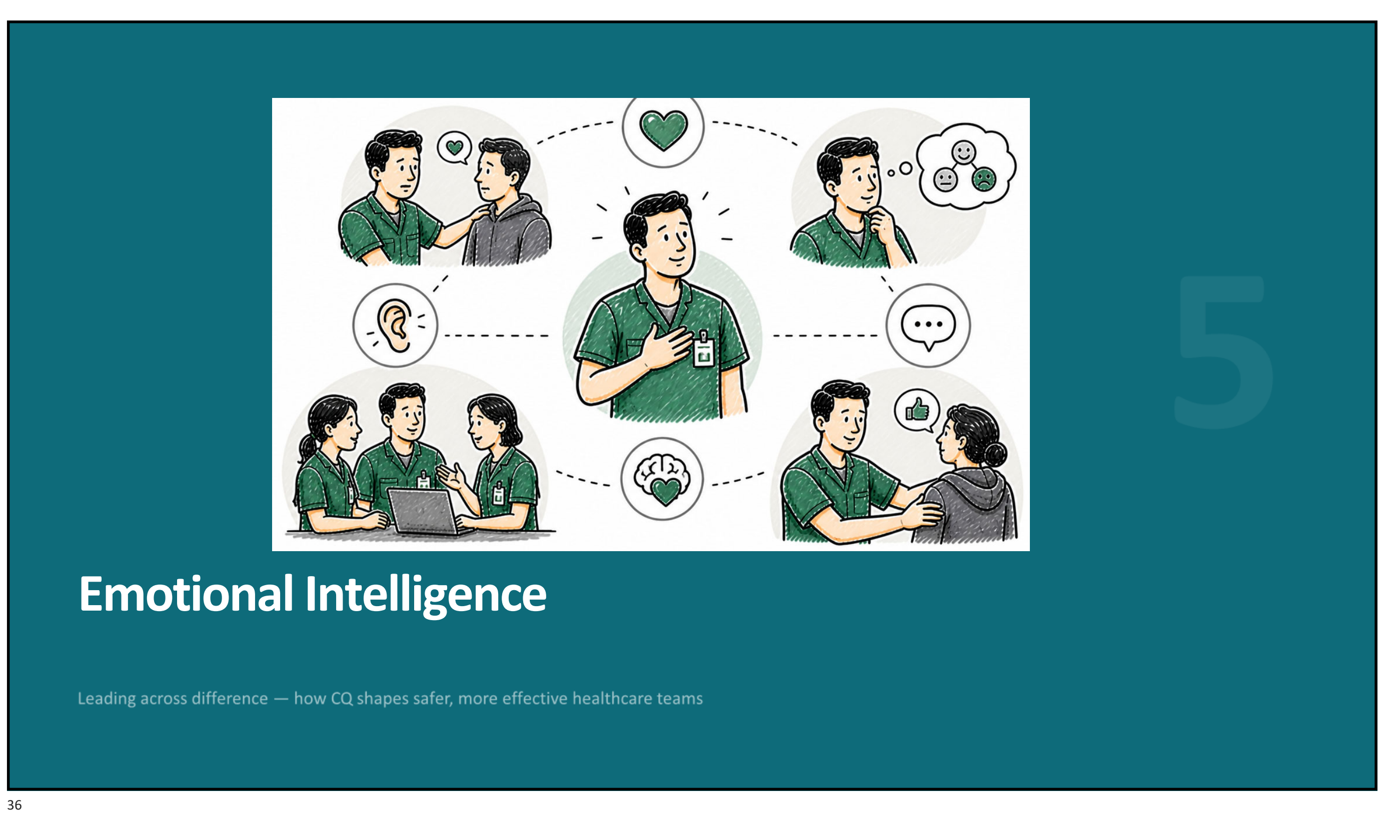

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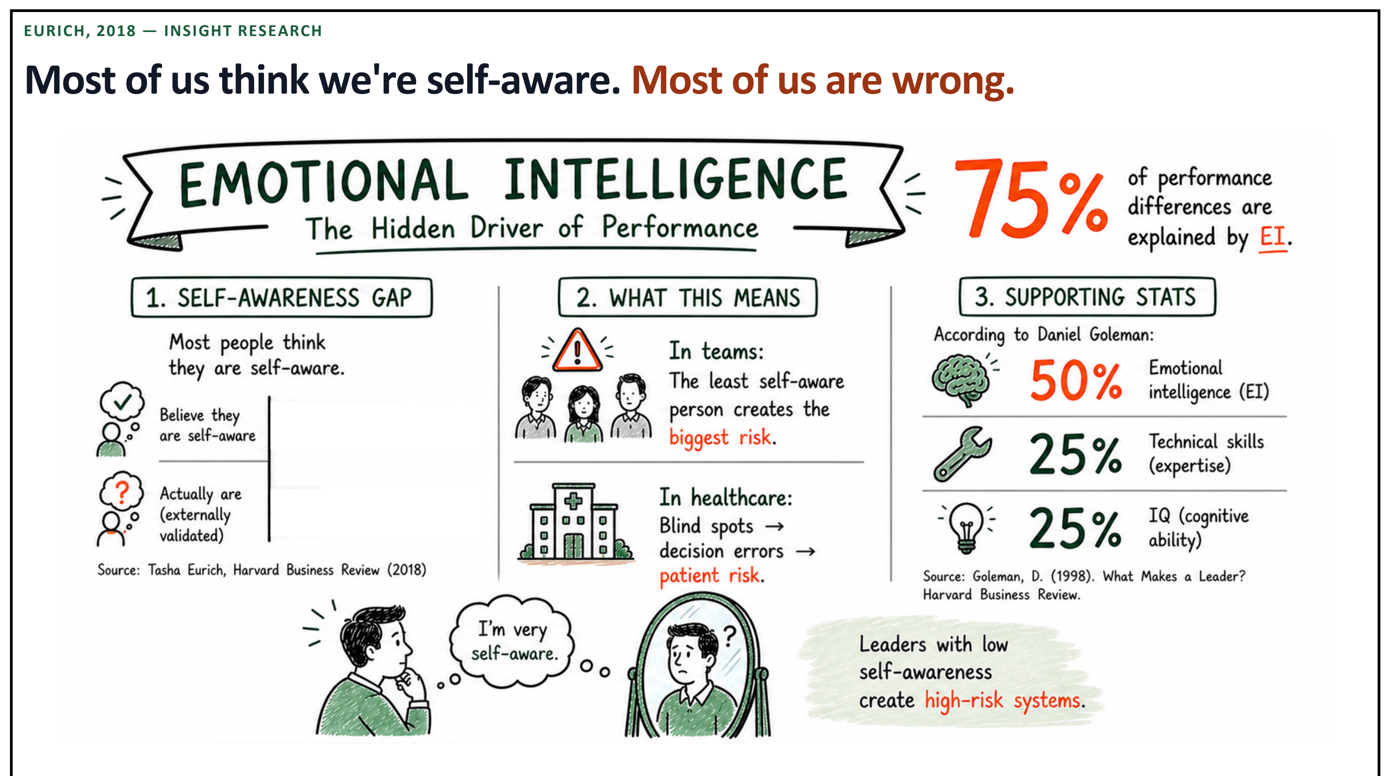
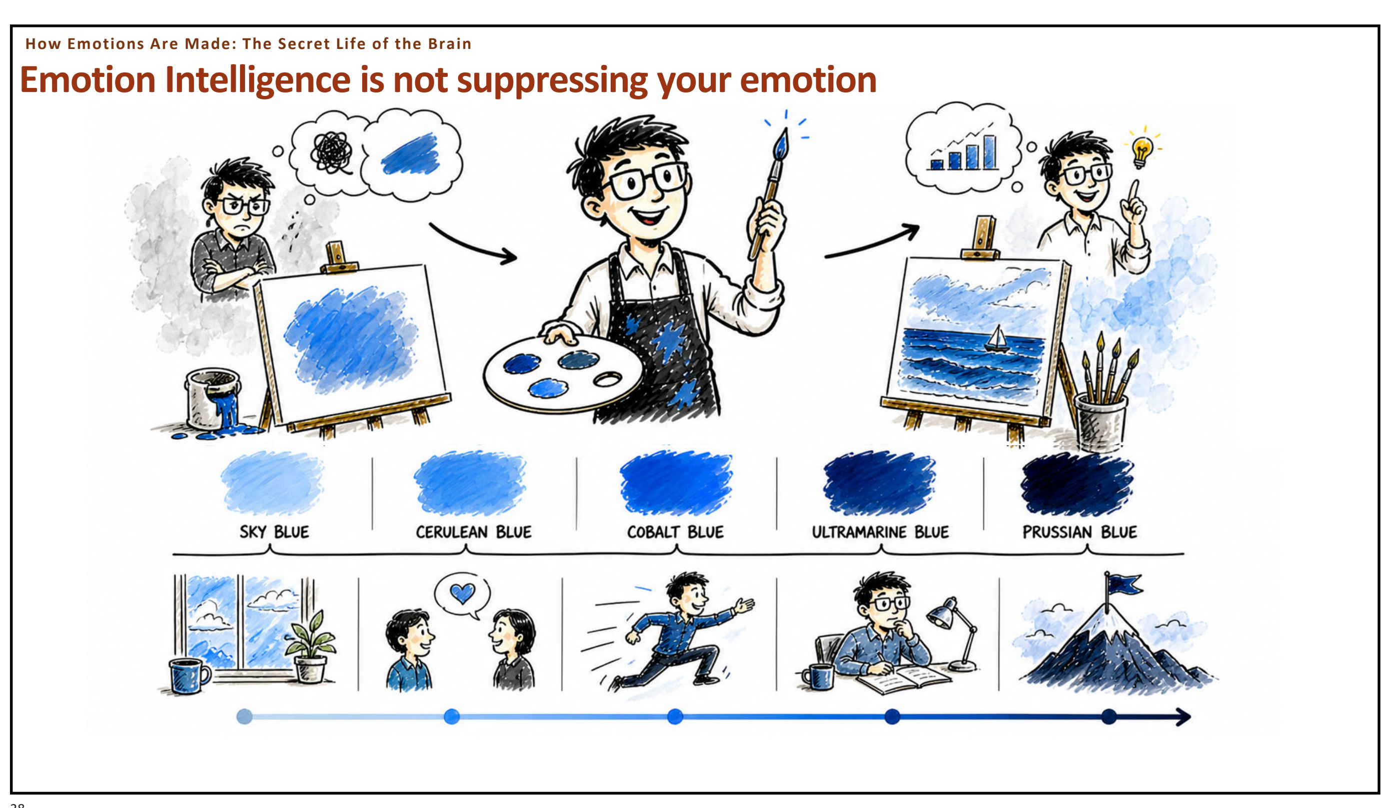
EURICH, 2018 — INSIGHT RESEARCH

Most of us think we're self-aware. Most of us are wrong.

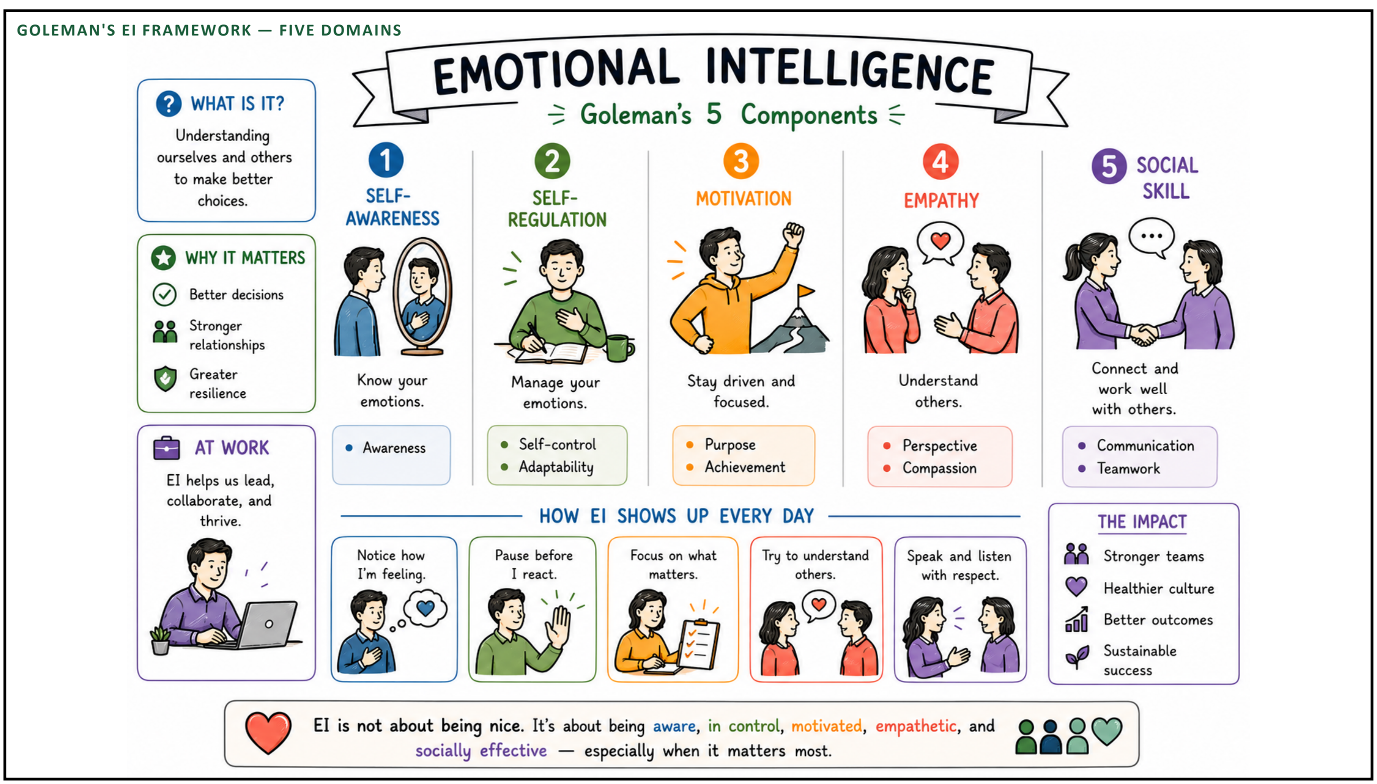


How Emotions Are Made: The Secret Life of the Brain

Emotion Intelligence is not suppressing your emotion



GOLEMAN'S EI FRAMEWORK — FIVE DOMAINS



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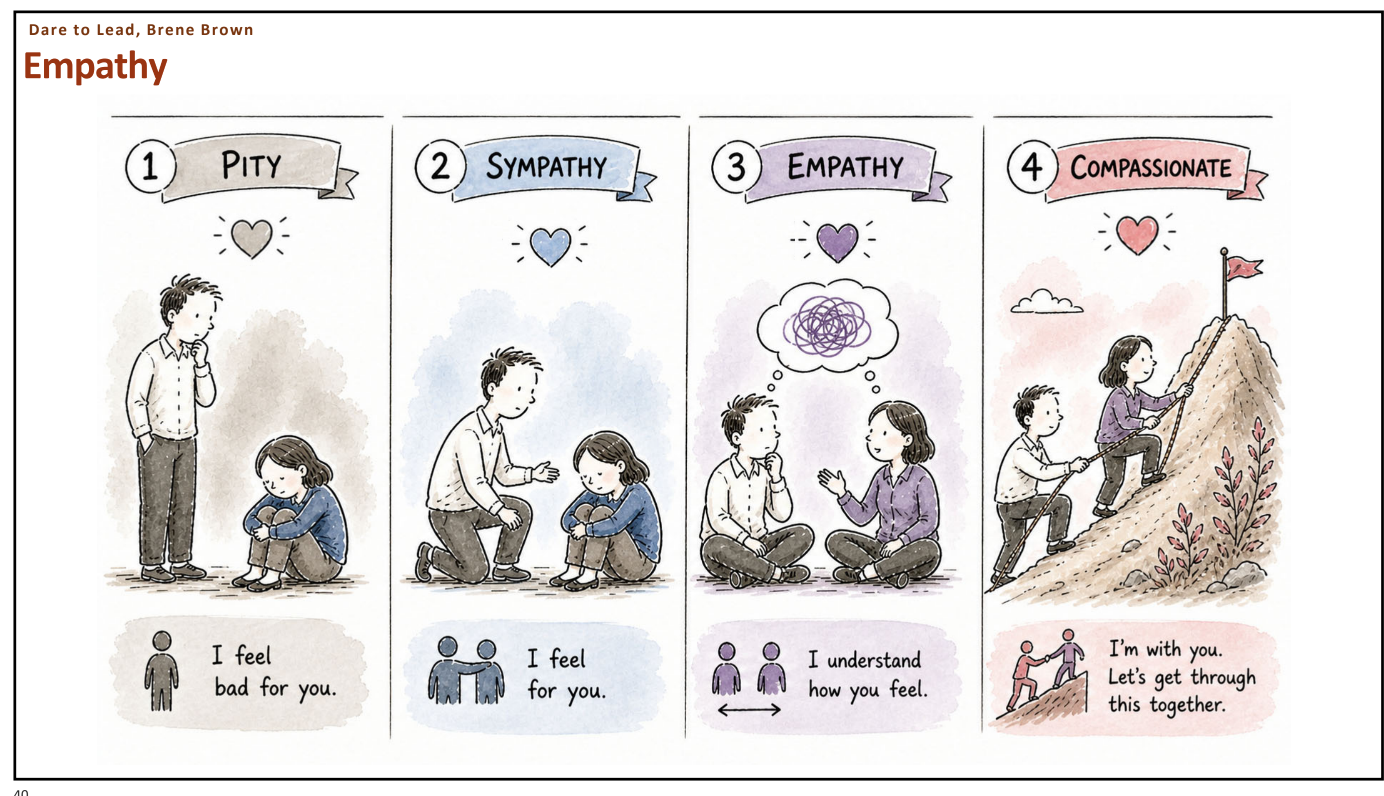
Dare to Lead, Brene Brown

Empathy



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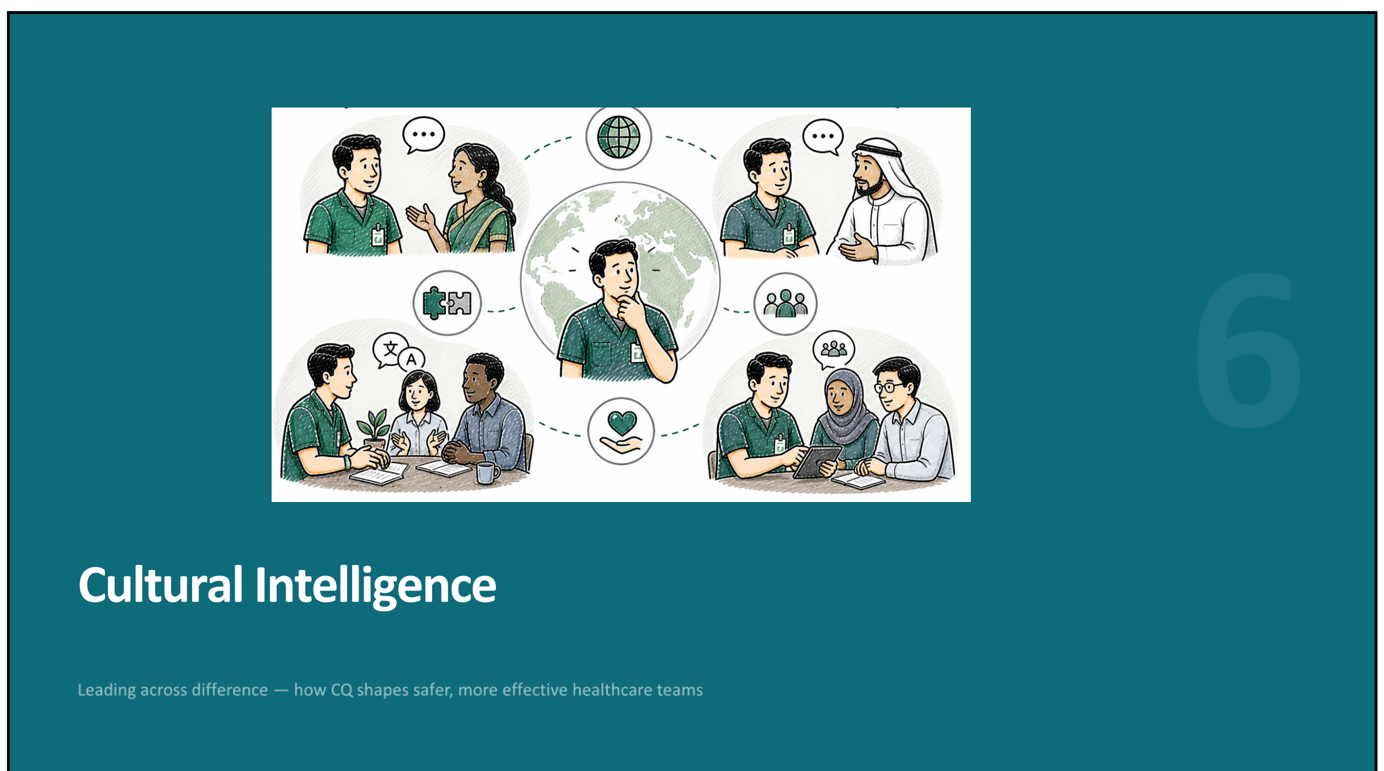

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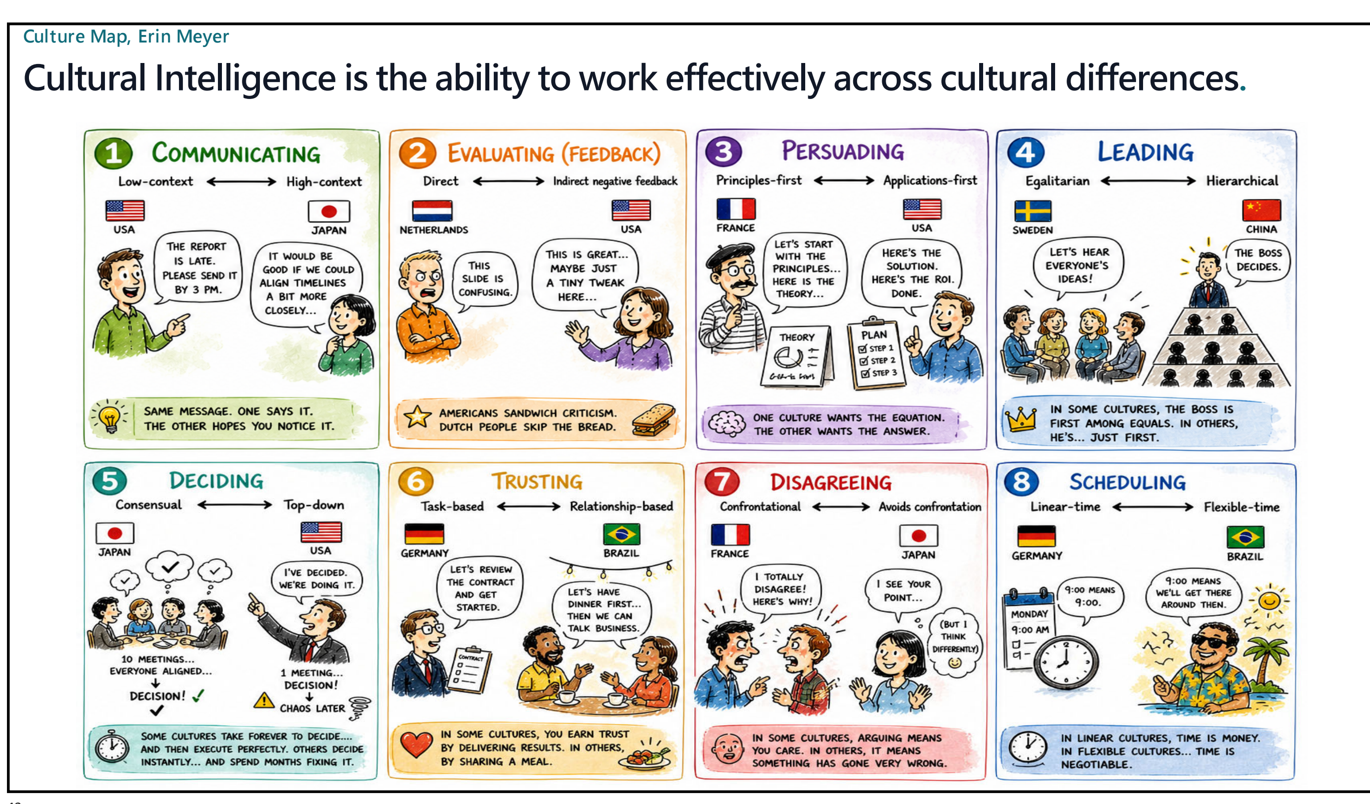

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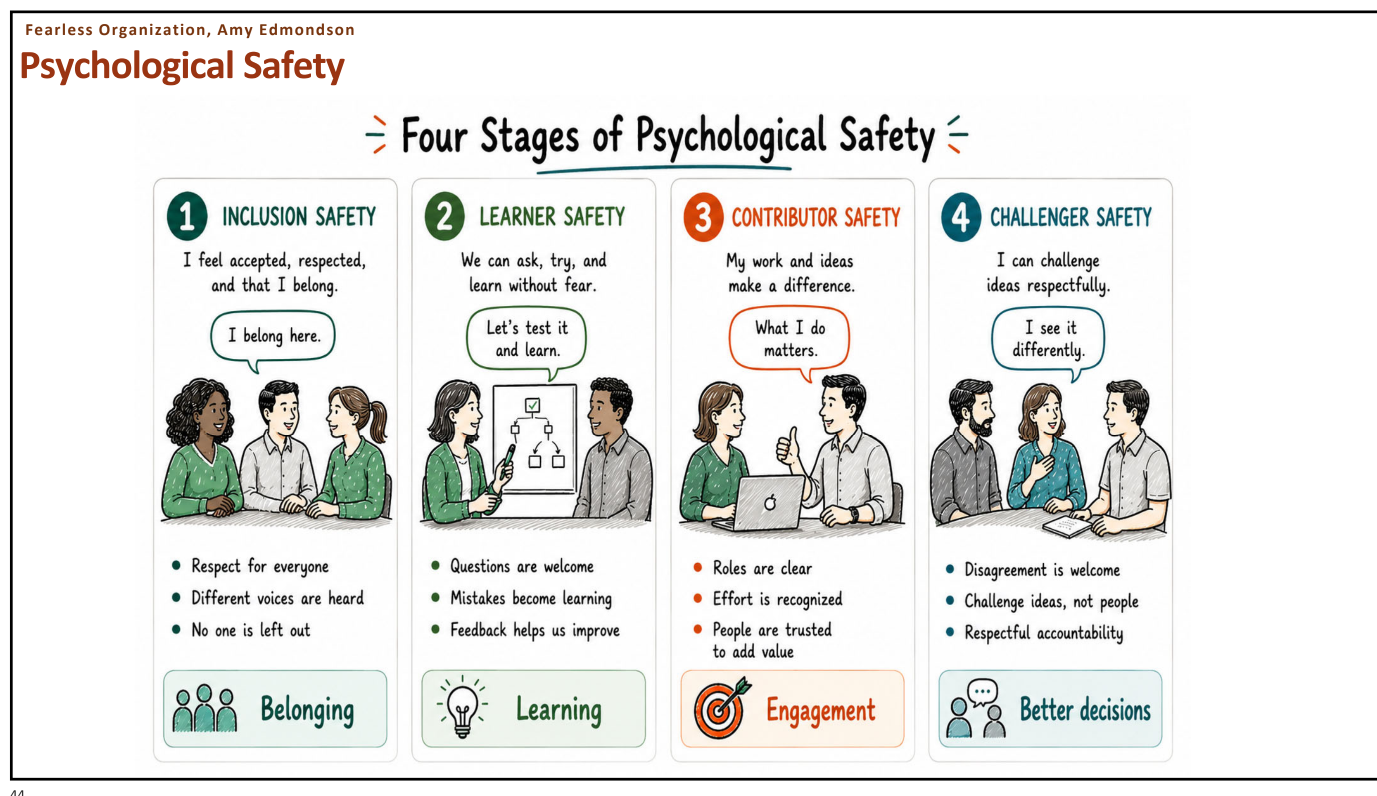
Psychological Safety

The four stages that determine whether your team can include, learn, contribute, and challenge — without fear

Fearless Organization, Amy Edmondson

Psychological Safety



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Our Iceberg Is Melting

Kotter's 8-Step Model for leading change — through the lens of a penguin colony

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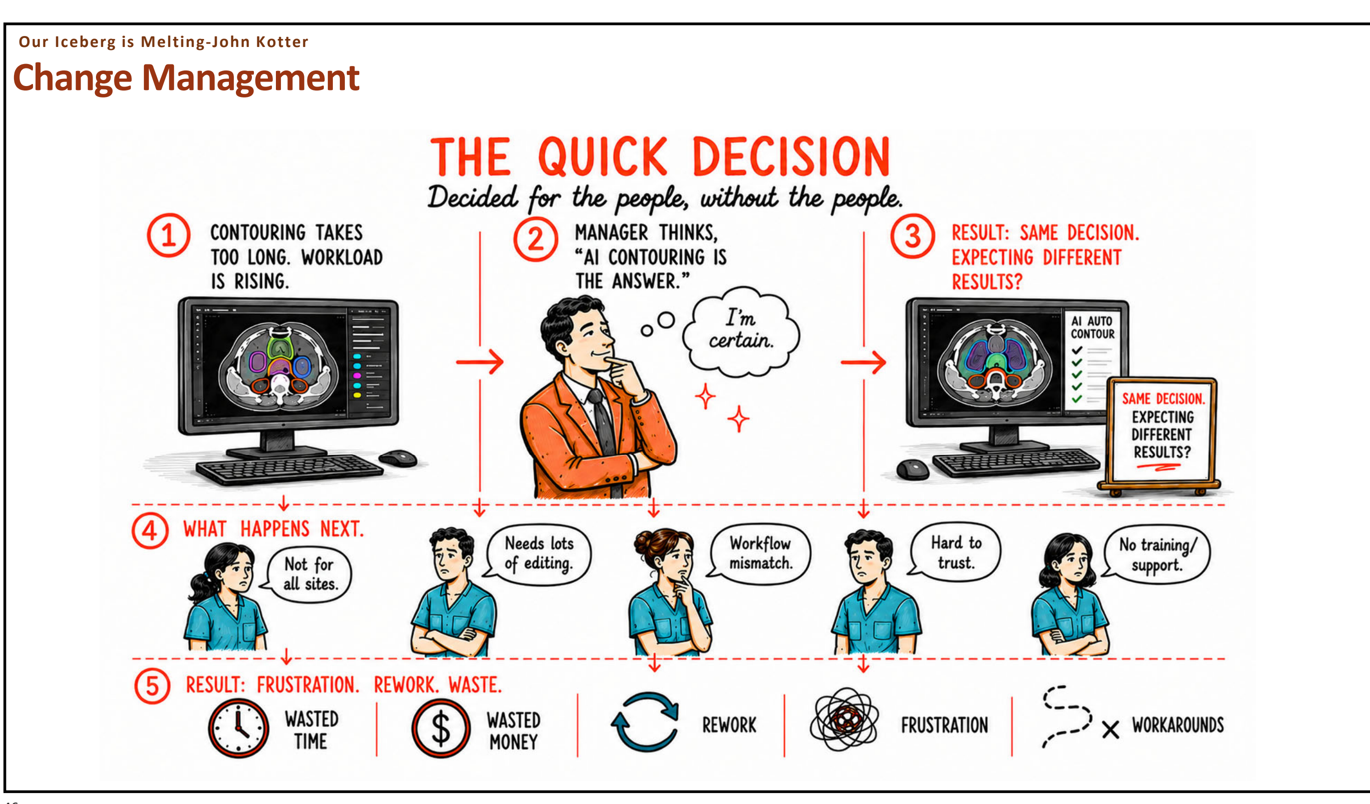
Our Iceberg is Melting-John Kotter

Change Management



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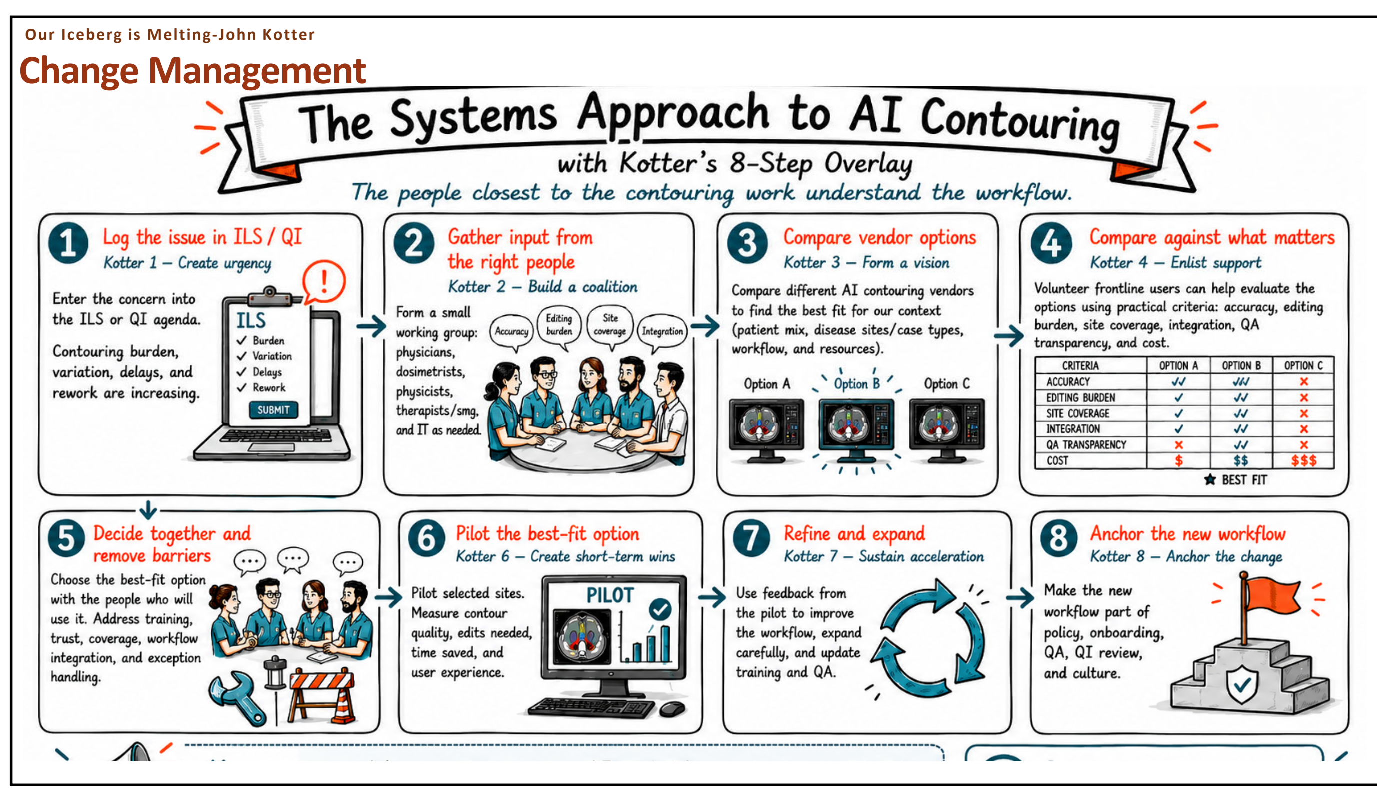

CRITERIA	OPTION A	OPTION B	OPTION C
ACCURACY	✓✓	✓✓✓	✗
EDITING BURDEN	✓	✓✓	✗
SITE COVERAGE	✓	✓✓	✗
INTEGRATION	✓	✓✓	✗
QA TRANSPARENCY	✗	✓✓	✗
COST	$	$$	$$$

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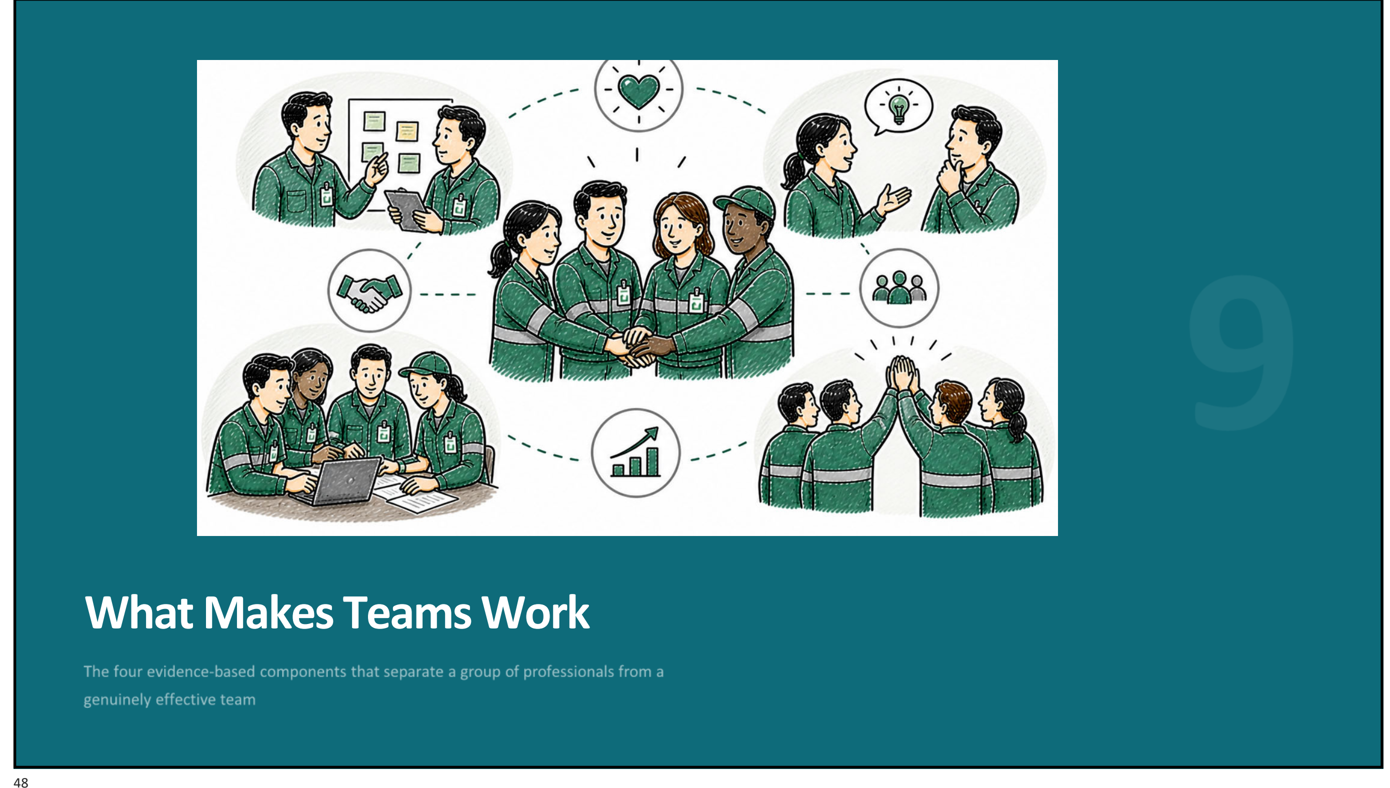

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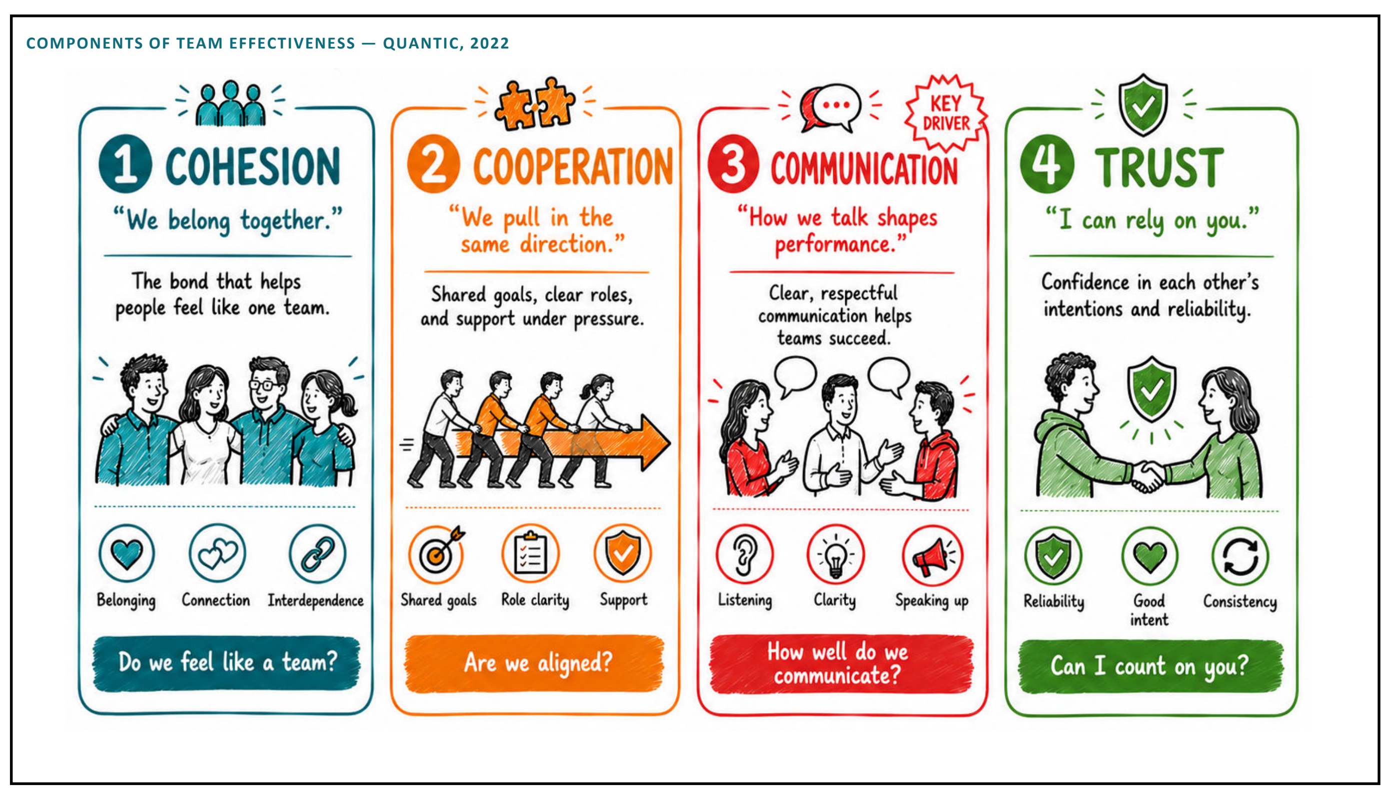

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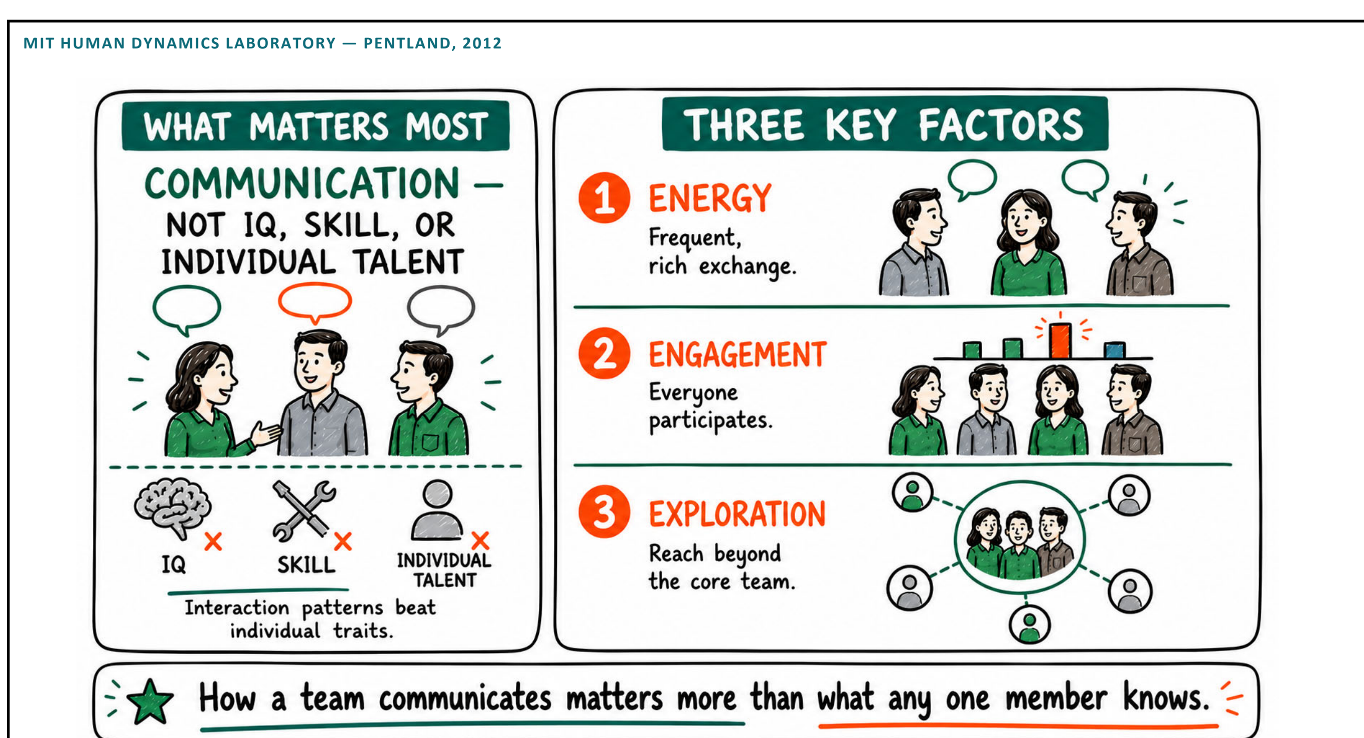
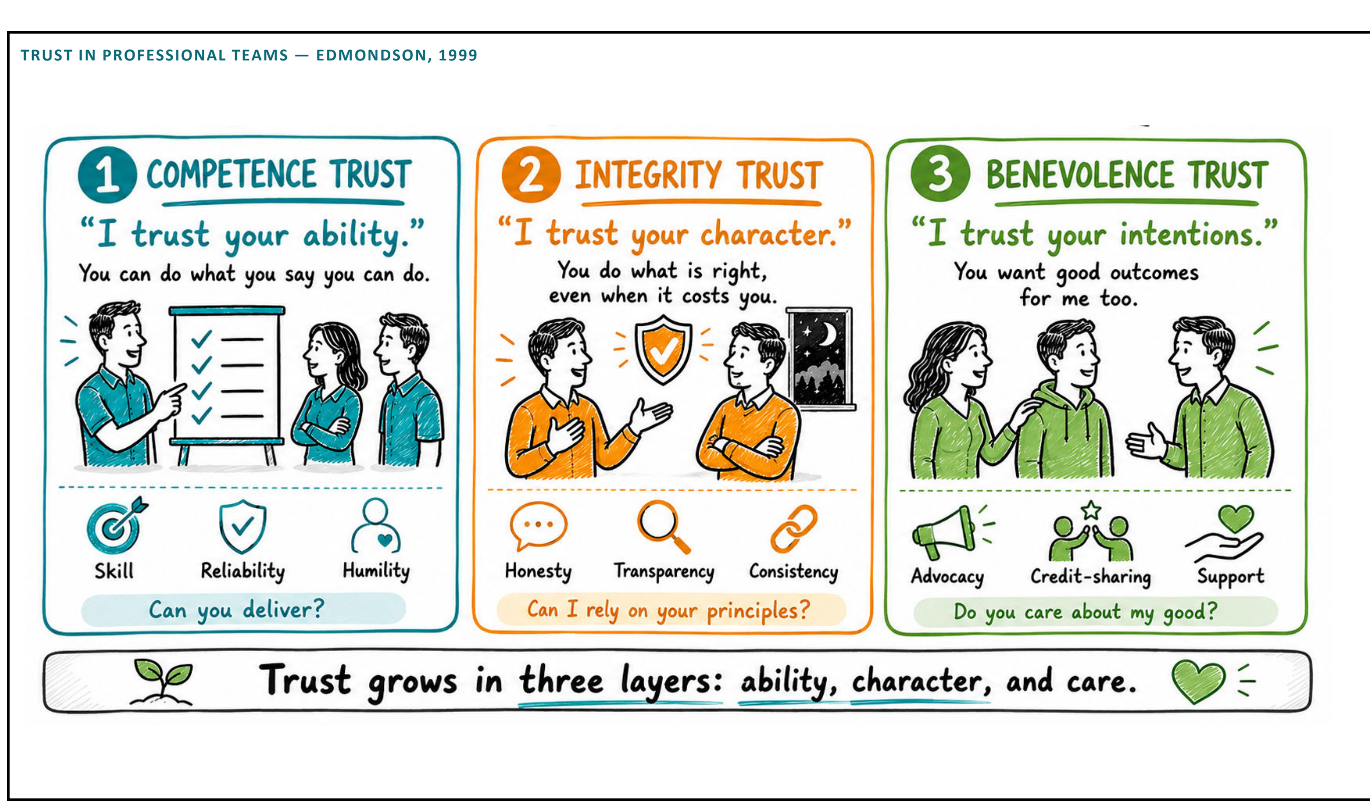
MIT HUMAN DYNAMICS LABORATORY — PENTLAND, 2012

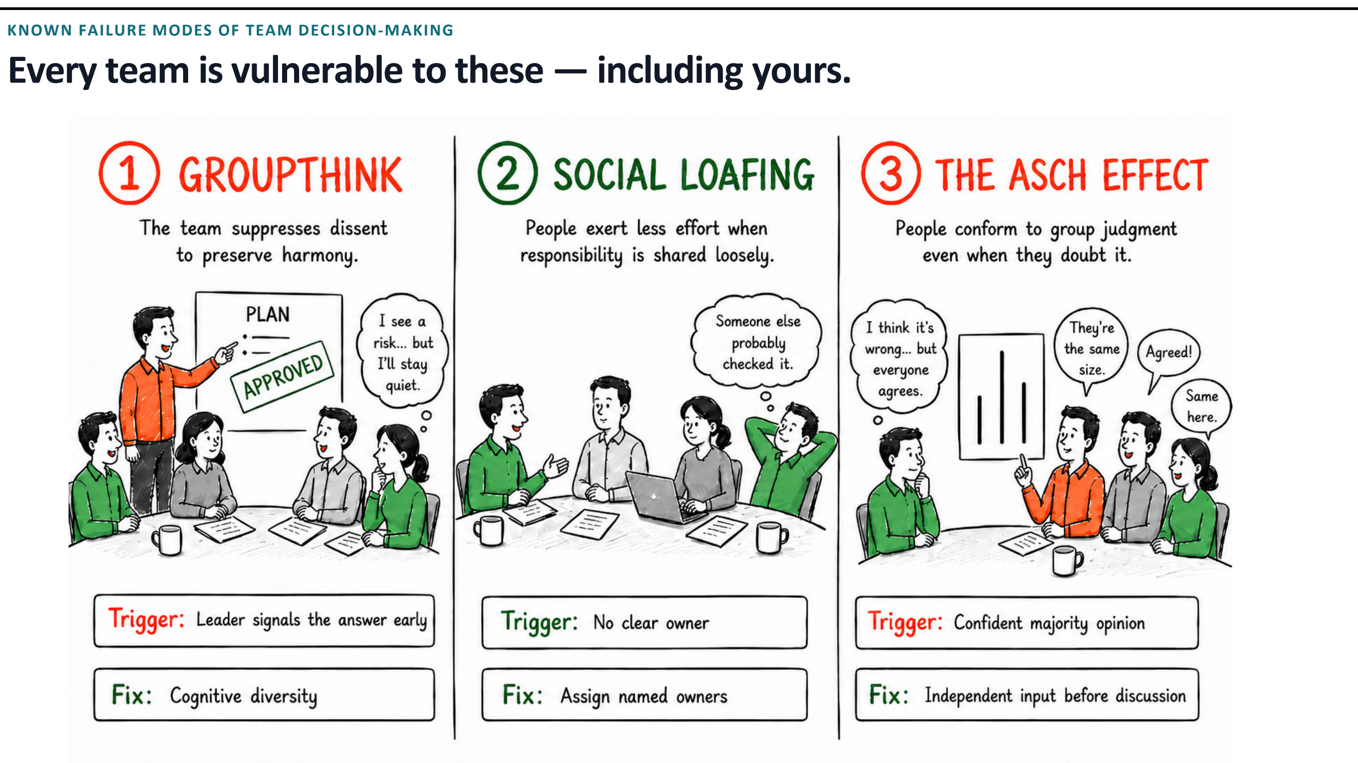


TRUST IN PROFESSIONAL TEAMS — EDMONDSON, 1999



KNOWN FAILURE MODES OF TEAM DECISION-MAKING

Every team is vulnerable to these — including yours.



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The Evidence Arsenal

When authority pushes back — the guidelines, mandates, and research already on your side

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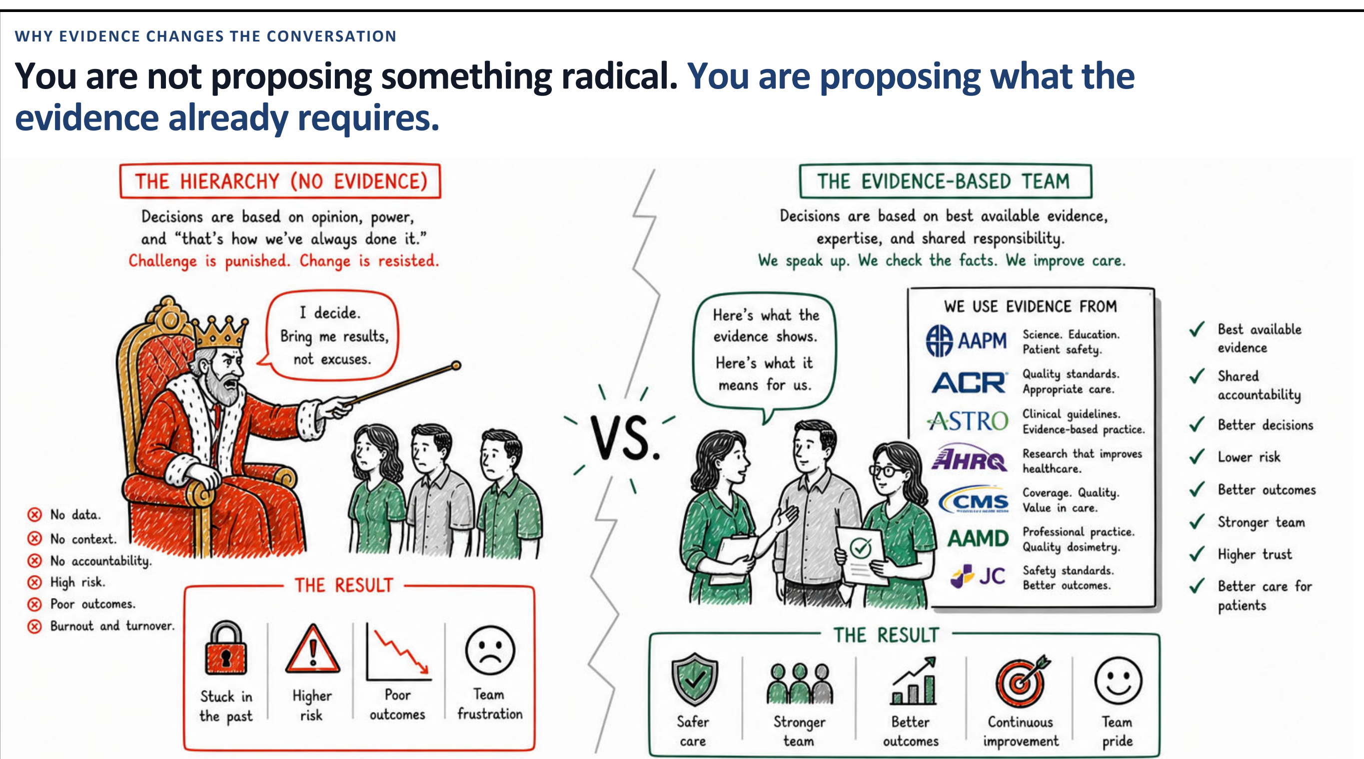
WHY EVIDENCE CHANGES THE CONVERSATION
You are not proposing something radical. You are proposing what the evidence already requires.
THE HIERARCHY (NO EVIDENCE)
Decisions are based on opinion, power, and "that's how we've always done it."
Challenge is punished. Change is resisted.
I decide. Bring me results, not excuses.
No data.
No context.
No accountability.
High risk.
Poor outcomes.
Burnout and turnover.
THE RESULT
Stuck in the past
Higher risk
Poor outcomes
Team frustration
VS.
THE EVIDENCE-BASED TEAM
Decisions are based on best available evidence, expertise, and shared responsibility.
We speak up. We check the facts. We improve care.
Here's what the evidence shows. Here's what it means for us.
WE USE EVIDENCE FROM
AAPM Science. Education. Patient safety.
ACR Quality standards. Appropriate care.
ASTRO Clinical guidelines. Evidence-based practice.
AHRQ Research that improves healthcare.
CMS Coverage. Quality. Value in care.
AAMD Professional practice. Quality dosimetry.
JC Safety standards. Better outcomes.
Best available evidence
Shared accountability
Better decisions
Lower risk
Better outcomes
Stronger team
Higher trust
Better care for patients
THE RESULT
Safer care
Stronger team
Better outcomes
Continuous improvement
Team pride

When They Say It — What You Can Say Back
Evidence-grounded responses to the 34 organizational phrases that push safety out of the narrow corridor

Safety Differently, Sydney Dekker

What they say, what you can say

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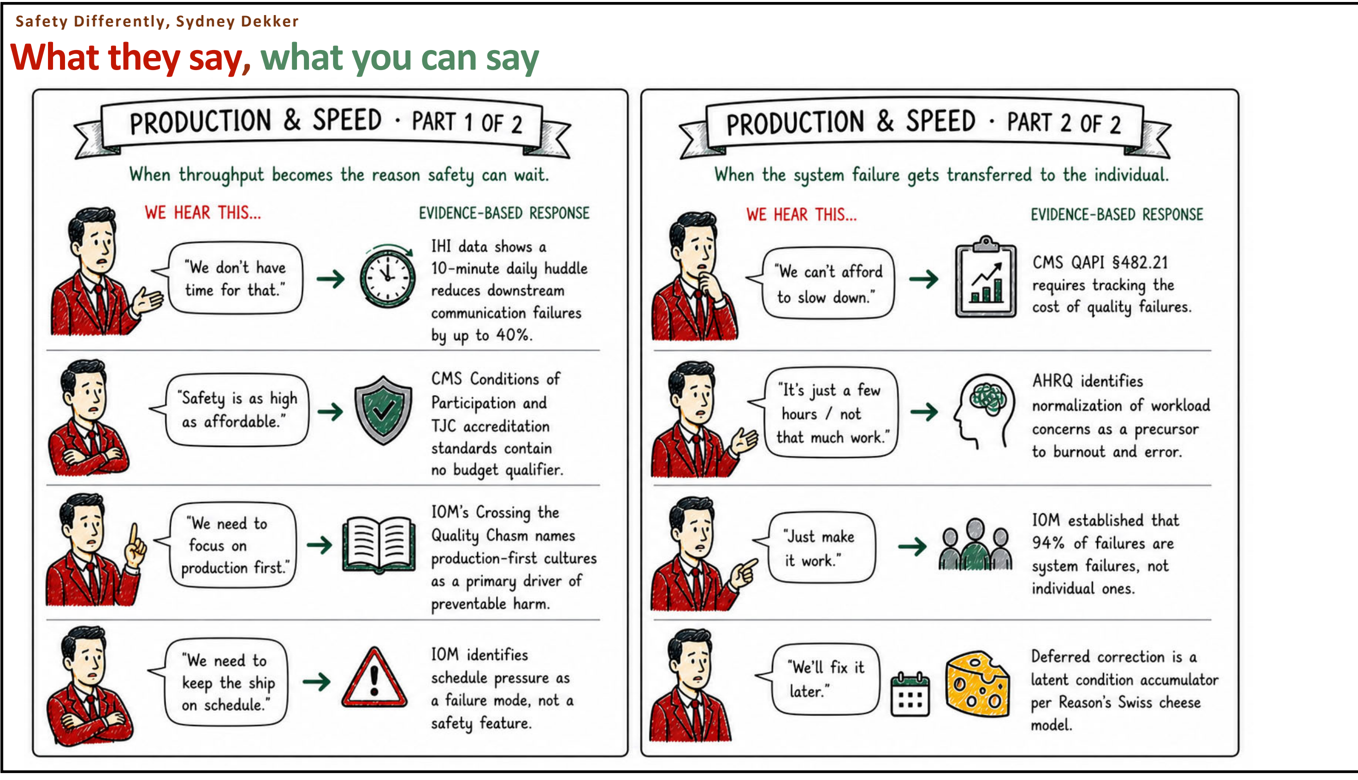
Safety Differently, Sydney Dekker

What they say, what you can say



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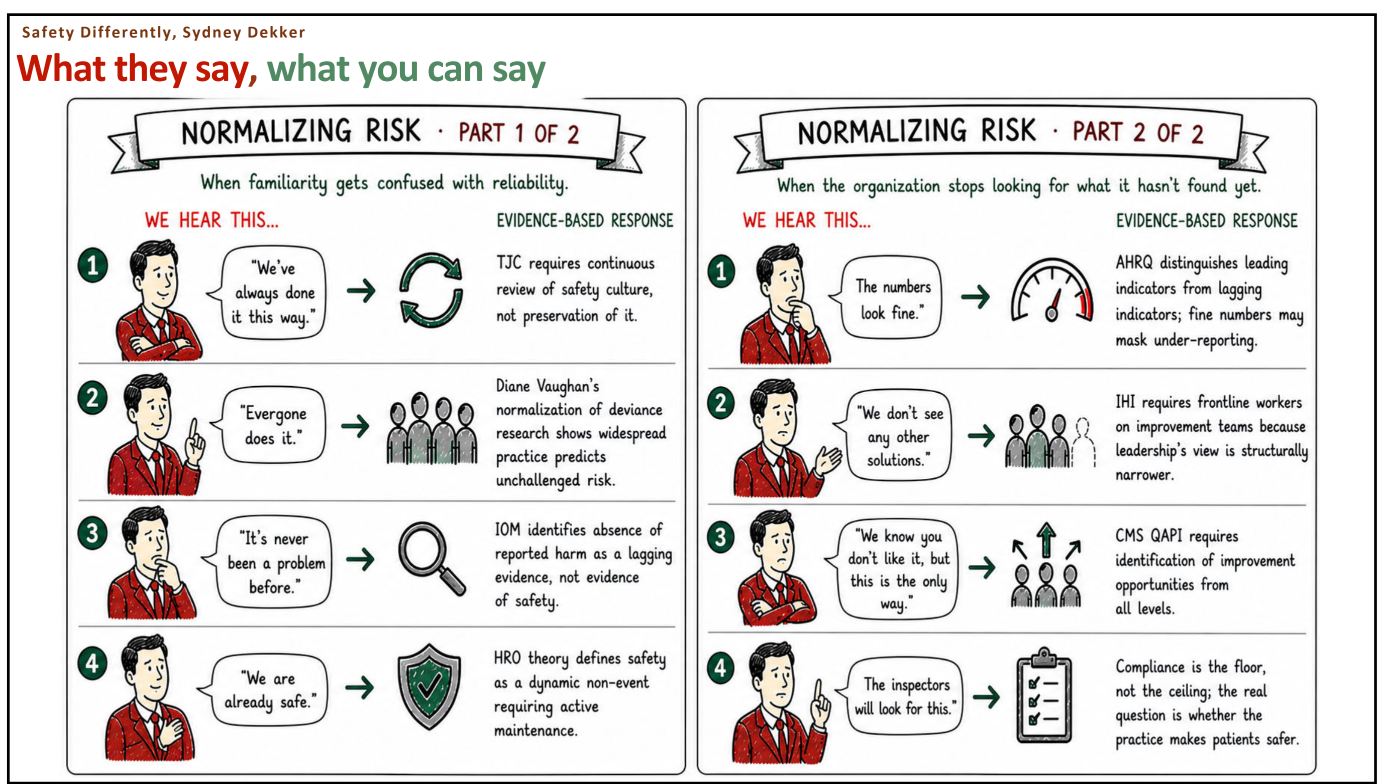

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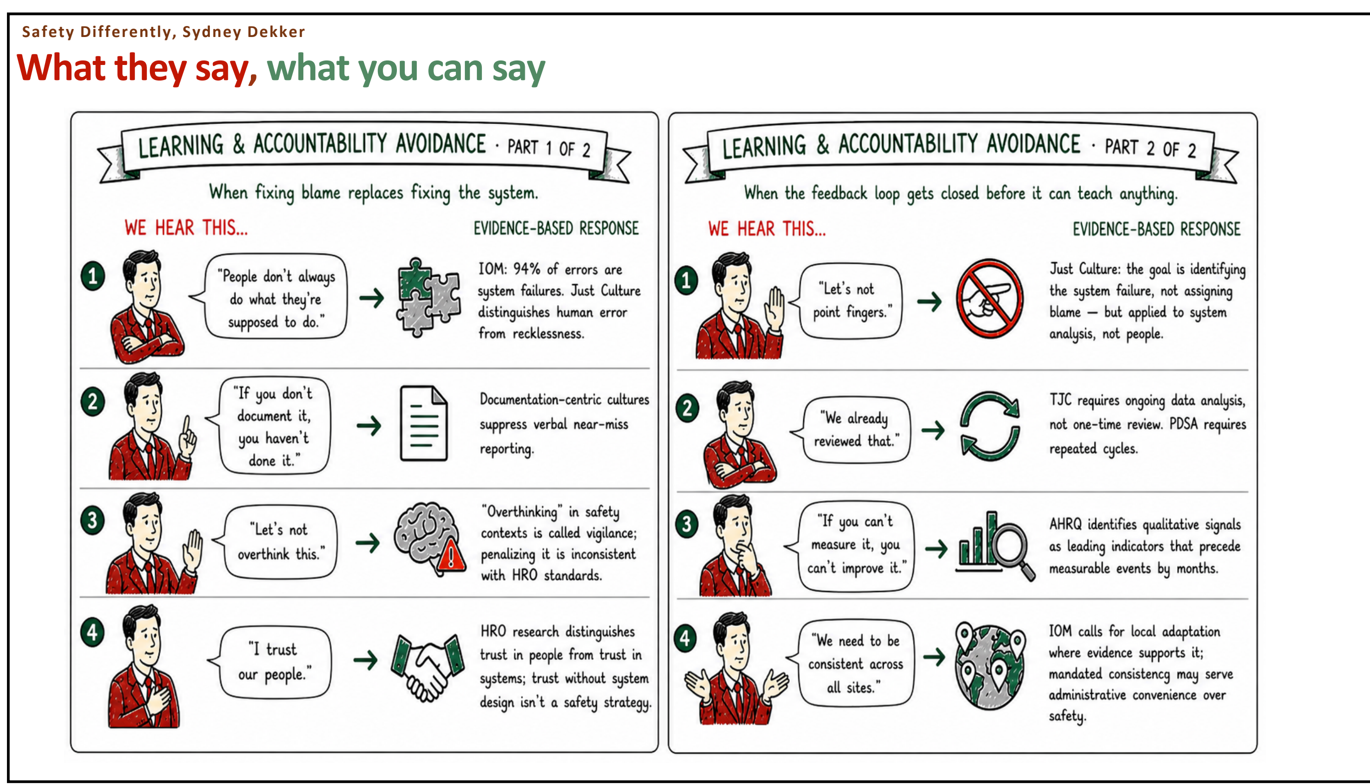

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Conclusion

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