

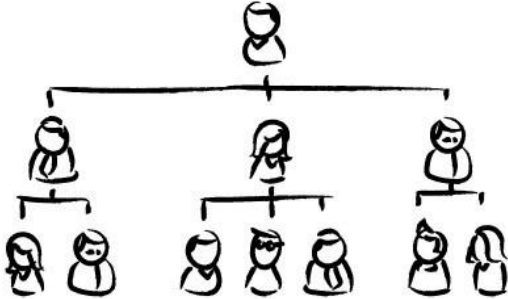
# 'Flatten the hierarchy!', 'Lead from the top!': How to navigate the contradictions of complex organisational structures in practice

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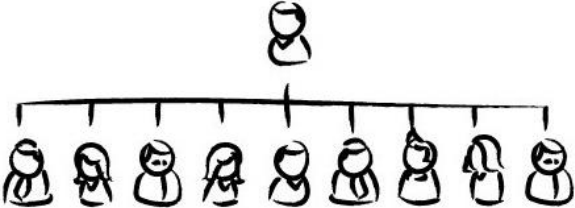
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What is hierarchy?



Organization A



Organization B



Network

# Informal hierarchy

- Power
- Status and interpersonal dynamics

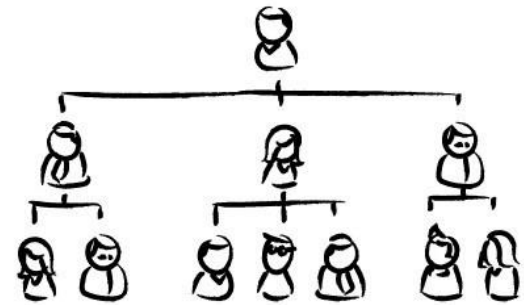
## Positional power

Legitimate  
Reward  
Coercive  
Resource

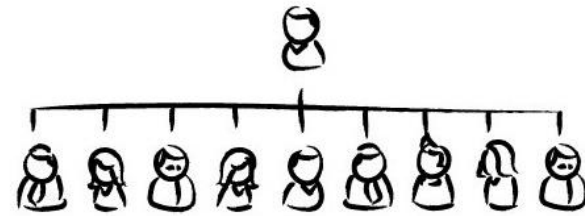
## Personal power

Expert  
Information  
Connection  
Referent

# Formal and informal hierarchy



Organization A



Organization B




Network

# Using power differently

- Make expectations clear
- Give permission  
(let go of how outcomes are achieved)
- Mean it!
- Reward success



## Health as a Social Movement

#hello my name is...  




The background features several sets of curved lines in shades of gray, some solid and some dashed, creating a sense of motion and depth. A prominent red speech bubble shape is positioned on the left side, containing the main title.

# Implications for the healthcare workforce

- What, and to what degree, do the healthcare workforce need to understand?
  - Today
  - Future
- If there is a need, whose role is it?
- Could the principles be modelled in the approach?
- Are there enough stories and examples which describe what actually changed?