Database

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Source	Southon G, Perkins R, Galler D. Networks: a key to the future of health services. Australian Health Review. 2005;29(3):317-326
Link	[Link](#)
Source Type	Review /Overview
Domain	Groups
Subdomain1	Communties /networks
Subdomain2	Networks - occupational
Key Points	In any organisation reliant on the expertise and experience of a cadre of professional staff whether engineers or medical specialists there will always be a tension between managers who exert their influence and control through vertical hierarchies and professional who exert theirs through horizontal networks or communities of practice. This paper describes the increasing role of various forms of clinical networks and their strengths and weaknesses:, and the fundamental differences of the two models of governance and work practices . Quote: " *In general, the differences between hierarchical and network relations can be summarised as follows:In hierarchies, people look to their superior for authority; in networks, people look to the most competent colleagues, wherever they may be. Hierarchies are focused on organisational coherence and viability, while networks are focused on expert achievement.Hierarchies are based on formal control, accountability and extrinsic motivation, while networks are based on expertise, collegial values and intrinsic motiation.Hierarchies bring structure, control and accountability, while networks bring knowledge, innovation and capability. Managers, politicians, and policymakers tend to be more comfortable with hierarchies while professionals gain more from networks*"
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