

NED 2024



SPRING FORWARD: Strengthening Skills and Engaging with Colleagues

ITHS | Institute of Translational Health Sciences
ACCELERATING RESEARCH. IMPROVING HEALTH.

WHAT CAN YOU DO WITH HIERARCHY AS A RESEARCH PROFESSIONAL?

A Discussion On Managing A Sometimes Discontented
Elephant On The Team



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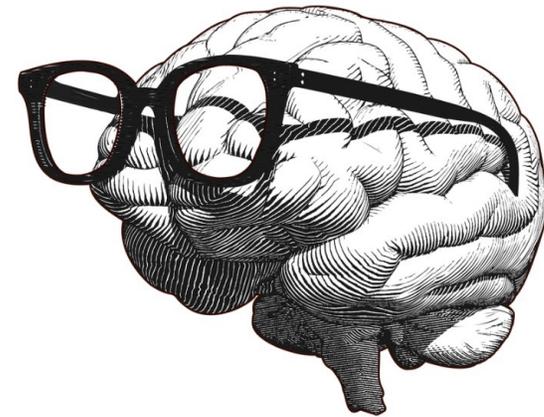
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Session Plan

- Welcome
- Context Setting/Definitions
- Strategies for Shaping & Managing Hierarchy
 - Strategies from the literature
 - Flip Chart Discussions
- Large Group Discussion/Debrief









WHITMAN COLLEGE
BA, 2001
(Politics & Environmental studies)

Do what makes you mad.



JOHNS HOPKINS UNIVERSITY
BSN, 2005
(Nursing)

What are you worried about?



NYU
MA, 2009
(International Education: Cross Cultural Exchange & Training)

Education is a powerful tool for change.



UNIVERSITY of WASHINGTON
PhD, 2014
(Nursing Science)

How do you know if a change made a difference?



W
K12 Career Development Award
(Implementation Science)

How do you get things that work into practice?



W
Graduate Certificate
(Effective Writing for Health Care)

Effective writing is fundamental in research.



What is Hierarchy?

“Hierarchy is a fundamental organizing principle of social life. Differences in rank– power or status– pervade nearly all social collectives, and they profoundly influence individuals, groups, and societies.”¹

In humans, two key bases of social rank are power– which is based on the capacity to control resources & outcomes of self & others – & status– which is based on respect and esteem from others. Power & status differentials pervade nearly all types of human collectives, profoundly shape our feelings, thoughts, & actions, & coordinate social exchange between individuals, groups, organizations, & nations.”¹

“Hierarchy is an ideologically charged concept... We assert that its formulation reflects a common & problematic tendency to treat hierarchy as a force of nature... Group members– leaders and followers—need not be passive victims of hierarchy. Although hierarchy is pervasive and often emerges without conscious awareness, individuals also have a great deal of agency (which they assert to varying degrees) and can actively shape the environments in which they live and work.”²

Text excerpts from: 1) van Kleef & Cheng, 2020; 2) Reit & Halevy, 2019

Functions & Dysfunctions of Hierarchy

Functional Hierarchy	Dysfunctional Hierarchy
Rational-Functional Process	
<p>“Group members defer to leaders because they trust them to serve group interests, and leaders reciprocate this deference by pursuing actions that serve group interests. The outcome is... a well-functioning meritocracy in which the group as a whole benefits from greater coordination, cooperation, and social order (i.e. clear division of labor and behavioral norms).”¹</p>	<p>“Hierarchies become dysfunctional when errors occur in the stratification process. For example, when non-diagnostic cues (e.g. train dominance, overconfidence, are mistaken for competence, or when dominance-seeking individuals who prioritize self-interest over group interest rise to the top and lead the group, hierarchies become dysfunctional by failing to serve group members’ best interest.”¹</p>
Relational-Communal Process	
<p>“Group members respect & admire their leaders, entrust them with valuable resources and decision-making power, defer to them voluntarily, while leaders reciprocate this deference by promoting procedural, interactional, and informational justice within the group. Put differently, individuals support & legitimize social & organizational hierarchies that are transparent & consistent, that provide group members with visibility & voice, in which decisions are communicated in a clear & timely fashion, & in which group members treat each other with dignity & respect.”¹</p>	<p>“When powerholders undermine individuals’ ability to fulfill their relational needs when powerholders objectify, demean or otherwise mistreat followers, thereby stirring debilitating conflict within the group.”¹</p> <p data-bbox="1346 1273 1948 1304">Text excerpts from: 1) Reit & Halevy, 2019</p>

SOCIETAL AND CULTURAL PROCESSES: How hierarchy shapes communities, intergroup relations, and societal power structures

Hierarchy across cultures and developmental stages

von Rueden
Torelli et al.
Thomsen

Hierarchy and intergroup relations

Pratto & Stewart
Kteily & McClanahan
Fiske & Bai

Hierarchy, social class, and economic inequality

Rodriguez-Bailon et al.
Kraus & Torrez
Sheehy-Skeffington
Laurin & Engstrom

GROUP AND ORGANIZATIONAL PROCESSES: How hierarchy shapes group-wide dynamics

Hierarchy emergence in groups

Cheng
Witkower et al.
de Waal-Andrews & van Vugt
Petersen & Laustsen
Hobson

Individual differences in hierarchy navigation

Benenson & Abadzi
Grosz et al.

Costs and benefits of hierarchies for individuals and groups

Reit & Halevy
Greer & Chu
Pai & Bendersky

INTERPERSONAL PROCESSES: How hierarchy shapes social relations

Social dynamics of rank change

Pettit & Marr
Stankou et al.

Rank, social information processing, emotional sensitivity, and morality

Magee
Hasty & Maner
van Kleef & Lange
Scholl
Schmid Mast
van Dijke
Fleischmann & Lammers

Rank, cooperation, competition, and aggression

van Dijk et al.
Schaerer et al.
Weick

INTRAPERSONAL PROCESSES:
How hierarchy reflects and shapes individual psychology

The desire for social rank

Mitchell et al.

Effects of rank on cognition, affect, and behavior

Cho & Keltner
Pike & Galinsky
Guinote & Kim
Fast & Schroeder
Yin & Smith

Rank, physiology, and health

Sherman & Mehta
Scheepers & Knight
Fournier

Perception, representation, and signaling of rank

Zitek & Phillips
Schubert
Carney
Aung & Puts
Rucker
Chen

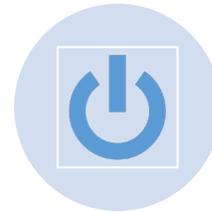
Source: June 2020 Special issue of "Current Opinion in Psychology" on Power, Status and Hierarchy (Vol 33)

<https://www.sciencedirect.com/journal/current-opinion-in-psychology/vol/33/suppl/C>

Strategies for Shaping & Managing Hierarchy



Question, Analyze, &
Negotiate Hierarchy



Know & Leverage Your
Power



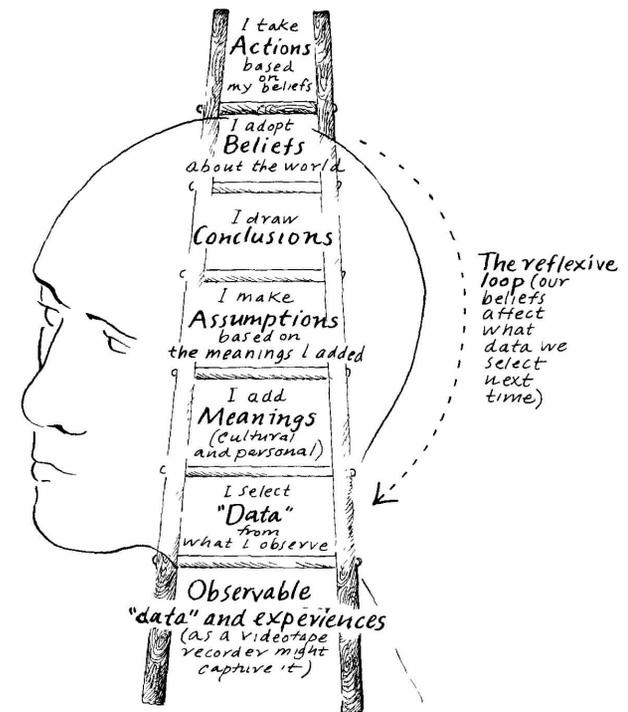
Individual & Team
Development



Resources for Legal &
Ethical Concerns

Question, Analyze, & Negotiate Hierarchy

- What do you label as hierarchy?
 - Consider whether & how this label affects how you approach situations.
- Reflect on the way you relate to hierarchy in different situations / over time
 - Explore & test assumptions of hierarchy (ladder of inference)
- Directly Address Hierarchy (e.g. in interviews, job searches, annual reviews, recruitment materials, meeting management, etc.)



Source: The Fifth Element Fieldbook, Senge 1994

Know & Leverage Your Own Power



Research Professionals are vital members of teams

Often have:

- More FTE on a team than PI
- Seen & done more hands-on research than PI & other team members
- Have skills & knowledge gained from working in non-research settings



Seek out formal & informal support & professional development opportunities (e.g. NED)

- Develop & foster peer networks
- Mentorship (within or beyond your current research team(s))



Expert research professionals are in high demand

- Currently: 27 active searches on UW for “research coordinator”;
- 173 active searches for category of “research/science/laboratory”

Ref: McMullen-Jackson, C. (2020). A Guide for Clinical Research Coordinator Management & Support. Masters Capstone Project. Johns Hopkins University. <https://jscholarship.library.jhu.edu/server/api/core/bitstreams/80e319bf-283d-4824-a426-690fcde6dfb8/content>

Individual & Team Development

- Areas to consider addressing in your team:
 - Approaches to flattening hierarchy (e.g. meeting roles/management; debrief regularly)
 - Clear Communication (about goals, roles, processes)
 - Contracting (e.g. policies, team agreements)
 - Conflict Management
 - Mentoring & Social Support
 - Rituals & Relational Rewards (e.g. acknowledgements, team celebrations)
- Resources for team training (<https://www.iths.org/investigators/services/team-science/>)
 - ITHS Team Science Seminar Series (offered monthly, geared towards individuals, recorded)
 - ITHS Team Science Workshop (offered for teams annually, next training in October 2024)

Ref: 1) Reit & Halevy, 2019

Resources for Legal & Ethical Concerns

- UW Human Resources: <https://hr.uw.edu/>
- UW Office of the Ombudsman: <https://www.washington.edu/ombud/>
- UW Office of Research: <https://www.washington.edu/research/or/>
 - Human Subjects Division: <https://www.washington.edu/research/hsd/>
 - Office of Research Misconduct Proceedings: <https://www.washington.edu/research/compliance/office-of-research-misconduct-proceedings/>
- SafeCampus: <https://www.washington.edu/safecampus/>
- WA State Employee Whistleblower Act: <https://www.washington.edu/admin/rules/policies/APS/47.01.html>

Flipchart Discussions



Gather at the Flipchart topic that resonates the most with you right now

Question, Analyze & Negotiate Hierarchy
Know & Leverage Your Power
Individual & Team Development
Resources for Legal & Ethical Concerns



Spend 10 minutes discussing & making notes on the flipchart

Hint: identify a recorder & a reporter



Share highlights, questions, & challenges from your group's discussion

2-3 mins to share; 2-3 mins to field questions/discuss

Resources/References

- Special issue of “Current Opinion in Psychology” on Power, Status and Hierarchy (June 2020, Volume 33, Pages 1-264)
<https://www.sciencedirect.com/journal/current-opinion-in-psychology/vol/33/suppl/C>
 - [Managing hierarchy’s functions and dysfunctions: a relational perspective on leadership and followership – ScienceDirect](#)
- McMullen-Jackson, C. (2020). A Guide for Clinical Research Coordinator Management & Support. Masters Capstone Project. Johns Hopkins University.
<https://jscholarship.library.jhu.edu/server/api/core/bitstreams/80e319bf-283d-4824-a426-690fcde6dfb8/content>
- Tauber, Loyens, Oertelt-Prigione, Kubbe (2022). Harassment as a consequence & cause of inequality in academia: A narrative review.
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9167878/>

Questions?



Debrief

- ▶ What went well during this session?
- ▶ What could have gone better during this session?
- ▶ What's one thing you will take away from this session?

Please feel free to reach out with follow-up comments & questions!
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