**Institute for Healthcare Improvement**

Open School

Chapter Leadership Structure

Chapters choose to set up their leadership structure in a variety of ways, including board, dual, flat, and multi-campus leadership structures. Some explanations and models of the various leadership structures are outlined below:

A. Board Structure

The board structure provides a hierarchical organization of your Chapter, in which roles and responsibilities are clearly defined. If your Chapter is interprofessional, you might have one Chapter Leader from each of the different professions, or you might have a single Chapter Leader and multiple vice presidents, each representing a different profession.
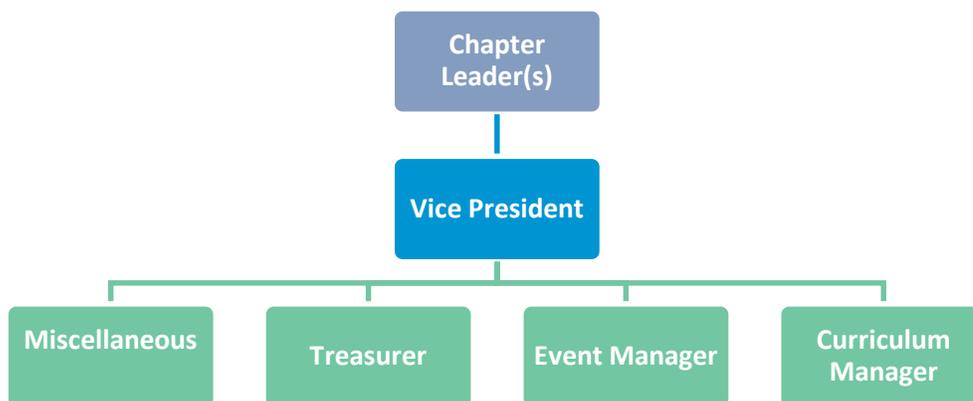

This structure is most often helpful if your Chapter is large or growing. You may also wish to create smaller groups within the Chapter to work intensively on specific areas using this structure.

B. Distributed Leadership Model

This model uses a snowflake structure, which enables teams to exercise interdependent leadership, where individuals can work toward goals together, with each team member equally owning the team's purpose and activity.

The Distributed Leadership Model begins with a collaborative leadership team at the center. Although there may be members contributing to or leading on different pieces of the Chapter's work, an interdependent leadership team holds a group's vision and enables interdependent coordination and collective action.
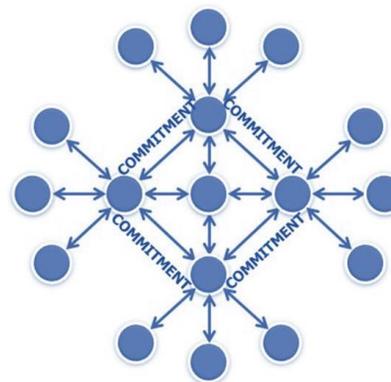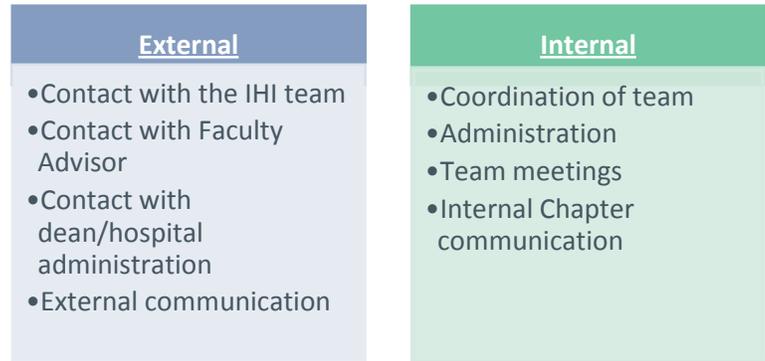

Originally adapted from the works of Marshall Ganz at Harvard University and modified by the IHI Open School.

C. Dual Leadership

Within this model, one of the Chapter Leaders is responsible for the internal management of the team, whereas the other is responsible for external contacts. If you choose dual leadership, it is recommended that you have a clear and logical division of tasks. For instance, work could be divided internally/externally by profession or by another sensible separation.

It is important to create an overview of all the responsibilities assigned to Chapter Leaders and intentionally divide them into two sections. Dual leadership is undoubtedly a challenge, especially if your Chapter is large and you don't know the other Leader very well. One of the common pitfalls of dual leadership is that it's relatively easy for one person to be the "real" leader and the other to be a sidekick. A clear division of tasks and responsibilities is thus crucial for the success of this structure.

A hypothetical model of dual leadership

External	Internal
•Contact with the IHI team •Contact with Faculty Advisor •Contact with dean/hospital administration •External communication	•Coordination of team •Administration •Team meetings •Internal Chapter communication

D. Flat Structure

If you started your Chapter recently, or if you have relatively few Chapter members, a flat structure might be more appropriate.

In this structure, it is important to manage transitions and handoffs clearly to maintain continuity and role clarity.

Miscellaneous
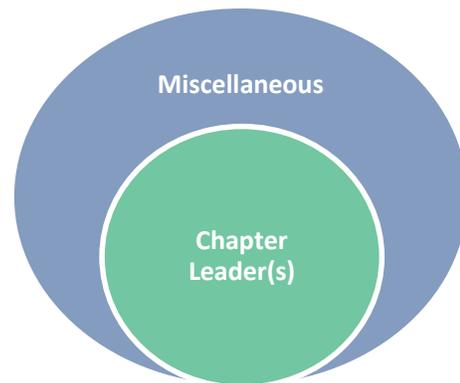
Chapter Leader(s)

E. Multi-Campus Leadership

Some Chapters have representatives from campuses located in different places. This can provide logistical challenges, but also unique opportunities. We recommend that multi-campus Chapters recruit a Chapter Leader from each campus, and then consider implementing a board structure to organize resources and events. For instance, the Atlanta Chapter, made up of students from Georgia Institute of Technology and Emory University, has summarized its structure in this figure:

Emory University
Student Representatives

Georgia Institute of Technology
Student Representatives

Atlanta Chapter Leaders

President
VP External
VP Internal
Secretary
Treasurer
Director of Learning
Director of Projects