



REVIEW ARTICLE

Understanding New Power Communities and Leadership in Medicine and Health Professions: A Review of Concepts and Literature

Kurt W. Jefferson, PhD,¹ Angela Allen, EdD,² Kristina Bloch, EdD,³ Sytisha Claycomb, EdD,⁴ Jill Gaines, MS,¹ Elizabeth A. Harris, EdD,⁵ Destiny Livers, EdD,⁶ Krissalyn Love, EdD,⁷ Paula McCraney, EdD,⁸ Carmen Moreno-Rivera, EdD,⁹ Colleen Koch Murphy, EdD,¹⁰ Joshua Overton, EdD,¹¹ Mário Gouvêa Ransan, EdD,¹² Kaci Shipp, EdD,¹³ Laura Stimler, OTD, EdD,¹ and Trevor Timmerberg, EdD¹⁴

¹Spalding University, Louisville, Kentucky, USA

²Jefferson County Public Schools, Louisville, Kentucky, USA

³University of Louisville, Louisville, Kentucky, USA

⁴Operation New Hope, Jacksonville, Florida, USA

⁵St. Xavier High School, Cincinnati, Ohio, USA

⁶University Instructors, LLC, Louisville, Kentucky, USA

⁷Transylvania University, Lexington, Kentucky, USA

⁸Louisville Metro Council, Louisville, Kentucky, USA

⁹Louisville MSD, Louisville, Kentucky, USA

¹⁰Assumption High School, Louisville, Kentucky, USA

¹¹Lowe's Companies, Owensboro, Kentucky, USA

¹²Southern High School, Louisville, Kentucky, USA

¹³Suntory Global Spirits, Louisville, Kentucky, USA

¹⁴St. Mary Academy, Prospect, Kentucky, USA



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ABSTRACT

The authors' review scholarly works in leadership studies and other fields and apply concepts and literature related to Heiman and Timms' seminal work, *New Power* (2018), in order to understand the evolving area (as described by Heimans and Timms) of "new power communities." New power communities can be found in medical and health professions organizations today. Moreover, the importance of social media, crowdsourcing, and the impact of broad-based mass movements in democratic polities, along with the use of new technologies, has caused a reorientation of human networking and interaction. The article discusses the following literature: Naím's *The End of Power* (2013), Jefferson, et al.'s "New Power through the Lenses of Leadership Studies, Psychology, and Politics" (2016), Shultz's *Learning from Experience* (2016), and Slaughter's *The Chessboard & the Web* (2017). Each of these works can inform our analysis of "new power," community, leadership, and other concepts that helps us analyze and contextualize Heimans and Timms' *New Power* in ways that allow us to not only understand the concept of "new power" better, but also understand how leadership, community, and power impact medicine and the health professions. Methodologically, this review study employs a qualitative systematic review approach (see Anh and Kang, 2018). In attempting to understand better the concepts of "new power" and "new power communities," the authors provide an empirical analysis of new power communities in digital spaces emerging in various contexts including medicine and health professions.

Introduction

This scholarly piece is a review article that provides commentary and analysis on the literature in leadership studies and other fields that relate directly to the concept of “new power.” New power is based on Jeremy Heimans and Henry Timms’ work, *New Power: How Power Works in Our Hyper-Connected World—And How to Make It Work for You* (2018). Heimans and Timms are two Australian social entrepreneurs. *New Power* is a seminal study related to how socio-political, economic, cultural and technological power is distributed in the current age in which we live and how power dynamics in groups and organizations are changing due to technology, social media, and other types of new media methods, such as crowdsourcing. This review article will discuss a number of important scholarly works and research (viz., Naim, 2013¹⁵; Jefferson, Mather, Bennett, et al., 2016¹⁶; Shultz, 2016¹⁷; and Slaughter, 2017¹⁸) that relate directly to *New Power* and its concepts and also help us inform our analysis of “new power” and, more specifically, “new power communities.” New power communities are those communities that are evolving in new media and social spaces where participation, access, and the democratization of individuals’ voices (via social media and new technologies) bring people together to share in various types of leadership and participatory social and organizational experiences. This article will give examples of “new power communities” such as seen in the health professions and it will lend empirical validation to the platforms used by organizations and individuals that allow individuals to participate, lead, grow, and alter the nature of historical patterns of participation and access in healthcare systems, organizations, and decision-making.^{19(pp81-105)}

The mission of the Heimans and Timms’ book, *New Power*, is to study and find balance in the ever-changing global structures of power. “Old power,” as conceptualized by Heimans and Timms, refers to the traditional hierarchical structures that the

world required for influence while “new power” acknowledges the changing landscape with social media, grassroots movements, and more autonomy than ever before. We live in an age where “that ability is now in all our hands.” The goal of *New Power* is to “navigate and thrive in a world defined by the battle and balancing of two big forces[;]” that is, old power and new power. Leveraging the structures in place both formal and informal allow for leaders to maximize their power and influence to create change. Although a shift in mindset is needed, old power should not be replaced. Old power is often preferred. Instead, the power configurations should be viewed as a “spectrum.” Heimans and Timms characterize old power as “currency” and new power as a “current.” Old power is only held by a few whereas new power is an open, participatory, and peer-driven process that defines one’s sphere of influence and impact directly information dissemination. For example, one could argue that this review article (and the process and vetting of a peer-review process that it underwent is an example of new power: giving new ideas rise and consideration and including new voices and authors in the process). The new power compass is made up of four facets: crowds, cheerleaders, castles, and co-opters. Crowds operate in the new power model and display new power values. Cheerleaders operate in old power models but embrace new power values. Castles operate in new power models and values. Co-opters operate in new power models with old power values. Many organizations are trying to shift to the crowd quadrant. Heimans and Timms set out to expand on ideas which they first presented in the *Harvard Business Review* by telling the stories of organizations and individuals who utilize new power models and dynamics. Heimans and Timms begin by defining new power as participatory in nature. New power is derived from crowd sourcing and mobilization. Ultimately, they seek to “[equip] those fighting for a more open, democratic, and pluralistic world with the tools they need to prevail.” Heimans and Timms’ research draws from numerous examples, including some which are highly personal

to the authors. The book seeks to share the “potential and pitfalls of new power”^{19(pp1-13)} as validated by the authors so that others might learn from their experiences and observations.

Methodology

The method used in this review article is a “systematic review” approach as described by EunJin Ahn and Hyun Kang in the *Korean Journal of Anesthesiology* (2018).²⁰ The nature of the review is grounded in empirical information, largely conceptualizations based on generalizations focused on the areas of new power, networking, the psychology and leadership studies approaches to new power, and the nature of communities and how they coalesce, grow, and dissipate in digital platforms and spaces. Although, this review piece is not a meta-analysis of the literature surrounding empirical data on “new power” per se; the piece does provide qualitative data and commentary on the evolving nature of concepts related to the importance of how the idea of “new power communities,” as conceptualized by Heimans and Timms, may be applied in medical and health system organizations in order to better understand how new power is affecting leadership in these types of organizations. Each author (16 authors in total) has contributed significantly to this systematic review of the leadership studies literature and its application to the contexts of new power and new power community growth and evolution. Thus, a qualitative approach has been taken in the review and analysis in this study.

LITERATURE ON NEW POWER, NETWORKING, AND COMMUNITY

This review article looks at how Heimans and Timms’ “new power” is applied to “new power communities.” New power communities are defined by those that participate in these unique communities (found largely online) and tied to crowdsourced information in digital spaces and a “bottom-up” galvanization of participatory agents who focus on communicating and interacting online on topics of interest (usually on new media platforms). According to Heimans

and Timms, the major players are “participants,” “super-participants,” and the “stewards” of the platforms themselves.^{19(p87)}

This article reviews several scholarly works that connect directly and help inform our analysis of Heimans and Timms’ “new power” thesis (see Table 1). Although Heimans and Timms lay out the seminal research on “new power,” how “new power” is understood in leadership studies has been studied by Jefferson, Mather, Bennett, et al. (2016). In their commentary and analysis, they looked at how leadership studies, politics, and psychology can be applied to the “new power” thesis and why that is important for understanding both “new power” and power in general. As Jefferson, Mather, Bennett, et al. said, “Heimans and Timms’s work is important [as it] resonates with people as it is attempting to create a new set of conceptual frameworks related to old power, new power, socio-cultural understanding, politics, and the technological tools that characterize and delimit our age. For these alone the book has merit.”^{16(p9)} The new power thesis connects directly to the work of Moisés Naím. His book, *The End of Power*, argues that “power is easier to get, harder to use—and easier to lose.” As he goes on further to argue, “Understanding how power is losing its value—and facing to the hard challenges this poses—is the key to making sense of one of the most important trends reshaping the world in the twenty-first century.”^{15(p2)} Naím goes on to argue that power, as we know it in organizations and individually, is experiencing three revolutions: a) a “more revolution;” b) a “mobility revolution;” and c) a “mentality revolution.” These three revolutions parallel the empirical dynamics outlined in Heimans and Timms’ work, *New Power*. The “more revolution” ties to control. Can leaders and organizations keep control over their citizens, employees, students, etc. when laws, niches, ethics, and incentives fail to stay tied to the wants and needs of the subordinates? The “mobility revolution” ties to leaders and organizations inability to work within specific boundaries and employees and subordinates have alternatives and increasingly changing incentives to stay and not

seek their own aspirations or individual or collective demands. Third, the “mentality revolution” touches on the end of “automatic deference to authority” and changing values (based on more universal assumptions) replace localized values and skeptical mindsets become “more open to change.” Thus, “loyalty” begins to ebb.^{15(p72)} Thus, one can see that

Heimans and Timms’ thesis (which will be explained below) connects directly to the “end of power” thesis that sees participation, democratization, openness, and expanded agency and power becoming more available to individuals and no longer the purview of those that controlled organizations for generations.

Table 1: *New Power* and Literature Related to “New Power,” Community, and Networking

Author(s)	Work	Conceptualization
Moisés Naím	<i>The End of Power</i> (2013)	Naím’s thesis focuses on the collapse of power and the rise of technology, micropowers, increased participation and decision-making from the broad citizenry (non-elites/leaders), and the growing flow toward less hierarchy and more access in organizational structures and life
Kurt W. Jefferson, Robert D. Mather, Jabani Bennett, Leslie Cairo, III, Laura Harbolt, Paul M. Ratterman, Janikaa Sherrod, Sara Story, Nathan Sturtzel, Jennifer Teater, and Christina Thomas	“New Power through the Lenses of Leadership, Psychology, and Politics” <i>Journal of Scientific Psychology</i> (2016)	Jefferson, Mather, Bennett, et al.’s thesis focuses on the development of “new power” ideas and their impact on digital time and space in new media and the negatives and positives of “new power” (see Heimans and Timms below). Jefferson, Mather, Bennett, et al. look also at the disciplines of leadership studies, politics, and psychology and how “new power” can be applied in these areas as well.
George Shultz	<i>Learning from Experience</i> (2016)	Shultz discusses much about his career in this work, but most importantly for this study, he discusses “community” and its fragmentation in the twenty-first century and how diversity and governance could help community and broader “civil society” make a comeback.

<p>Anne-Marie Slaughter</p>	<p><i>The Chessboard & the Web</i> (2017)</p>	<p>Slaughter focuses on, what Heimans and Timms would call, “old power” in a discussion of global diplomacy (i.e. “the chessboard). However, she adds to her 2004 work (<i>A New World Order</i>) by discussing the concept of “networking” further in this work. Her insights and analysis are applicable to “new power” and “new power communities” given the importance she stresses on digital networking and using computer networking as a metaphor for networking and connectedness in general.</p>
<p>Jeremy Heimans and Henry Timms</p>	<p><i>New Power</i> (2018)</p>	<p>Heimans and Timms’ wide-ranging book has many interesting and important elements. For the sake of this review article, the authors of this review article focus on the foundational concepts of “old power,” “new power,” and “new power communities.” Each tie to the broad-gauged twenty-first century phenomenon tied to increasing digital access for individuals (via social media platforms and other technological platforms) that bring about increased participation, access, and democratization in various socio-cultural, economic, and socio-political spaces thus changing the power structure in organizations and societies as well.</p>

The other area of the literature that connects directly to new power is networking and community. Anne-Marie Slaughter in the *Chessboard & The Web* (2017) connects international diplomatic maneuvering to the worldwide web of the Internet. In doing so, she intentionally lays out the nature of networking in both contexts. Thus, networking in an “old power” (as Heimans and Timms would call it) geopolitical system of diplomacy is starting to give way to a

“new power” oriented system of networking tied to the advancement of technology and the use of digital systems to enhance modern networking and diplomacy via the web. She states:

Even more important will be the network mindset: the ability to convert three-dimensional human relationships into two-dimensional maps of connections, and to see the relationships

between people or institutions—the links—as clearly as the agents themselves, the nodes. We should be teaching students the architecture of the Internet the types and properties of networks, and how to manage and lead within networks. Over the longer term, the more we know about how and when networks emerge and what their impact is both on the people or institutions within them and the world outside them, the more we will know about how to create and orchestrate them for specific purposes.^{18(p230)}

Moreover, networks tie to community. And, this review article (below) discusses in-depth Heimans and Timms' concept of "new power communities." The late George Shultz, a distinguished former American Secretary of Labor and Secretary of State, argues that "community" was the backbone of American socio-cultural and socio-political strength in the twentieth century. And yet, this has been lost. He says that "Some of our communities, large and small, have lost their vibrant diversity. Resources and regulations now distort how they operate and how they see themselves. A natural compatibility between diversity and governance has been lost and must somehow be regained."^{17(p118)} He goes on to argue that the loss of another layer of society, "civil society," has been challenged as groups, associations, foundations, economic forums, etc. all suffer from the inability to build the much-vaunted American community. Of course, this is now found in transnational digital spaces and that is the importance empirically of Heimans and Timms' study of "new power" and "new power communities" and this literature has allowed us to study these concepts and build a discussion that could reshape how we understand leadership, leadership theory, and other interdisciplinary approaches and frameworks as we build a case for applying "new power" model to community in this review article.

OLD POWER

"Old power" models rely on information that only a select group of people hold, and once that power is gone, they lose their advantage. Heimans and Timms make an interesting point in that the old

power world was built top-down, but new power structures occur from a ground-up approach. Within these concepts are the ideas that inform us as to concept of "new power" and how these ideas aid the grassroots ideas that then gain steam such as the "ALS Ice Bucket Challenge." The "Ice Bucket Challenge" allowed for participation in a cause that not only galvanized many in social media spaces, but also provided leadership development and funding for the ALS Association. Transnational space allows ideas, like the "Ice Bucket Challenge," to percolate, catch fire, and grow. But, in order to maintain momentum, structures must be in place to keep the work (of these type of "new power" phenomena) moving forward.^{19(pp34-35)}

As a result, the most successful leaders are able to utilize power from below (new power) and above (old power). The Islamic State in Syria (ISIS) is a prime example of leveraging all spheres of power to create an infamous network that operates with deeply problematic, if not outright treacherous, intent and morality; but, it appears to be a seemingly rational actor in terms of its new power structure from a leadership standpoint. Thus, power structurally is not determined as it was before in previous generations. The head of a major corporation that wields tremendous influence and corners the market of an industry is no longer beyond reproach. The existing traditional structures of hierarchy do not inherently fit into the current paradigm of the younger generations' realities of socio-economic structure such as the "sharing economy" or "gig economy" as argued by Anne-Marie Slaughter.^{19(pp48-53), 18(pp107-108)} Corporate leaders are not the only entities that garner the keys as gatekeepers of accession. The former representation of power (from the "old power" perspective) is now an outdated model of privilege and susceptible to a new age of influence that undermines, and even replaces, the previous misconception of power by means of money, status, and title. The corner office does not have the same mark of distinction in comparison to a social media influencer who does not need an office or can acquiesce Wi-Fi from a local coffee

establishment. The growth of app-based companies in recent years allows one of the world's biggest hotels to own no hotels (Airbnb) and one of the world's largest ridesharing companies to own no automobiles (Uber).^{19(pp62-64, pp110-115)} Formerly, intimidation and authority were weapons that cowed subordinates into fear and coercion. The idea of cooperation was instituted as a forced construct that was mandated and involuntary as opposed to collaborative. The emergence of new power has moved the nature of power away from hierarchy to a more participatory and horizontal structure with an aim at democratizing the leadership process.

NEW POWER MODELS: PARTICIPATION, MOBILIZATION, AND TECHNOLOGY

Heimans and Timms are clear: "The future will be a battle over mobilization. The everyday people, leaders and organizations who flourish will be those best able to channel the participatory energy of those around them – for the good, for the bad and for the trivial." How quickly one can mobilize their networks and how connected and extensive those networks are will determine who holds the real power in the future. Moving people up the participation ladder encourages greater access by and inclusion of a wider group and a larger number of people. Participation is no longer a one-time shot. It is no longer all or nothing. Moving people up and along in terms of increased and improved participation allows them to be included, fit in, and grow as they go. Another important aspect of the twenty-first century world is that ideas "spread sideways." Ideas and information spread out more like a web and less from a top-down source such as elites. As populist as that may appear, today, the ideas that resonate are "those that become individualized expressions of affiliation and identity among peers."^{19(pp10-43)} Experts and those of greater influence can reach more people at once; however, that influence is short-lived. Information and ideas have greater staying power and reach more people when they are shared outwardly among peers.

These new ways in which people are engaging (and the increased sense of agency that comes with this

participation) are sending organizations into what Heimans and Timms call "new power models." The new power model contrasts with the old power model in the following way: The new power model is "enabled by the activity of the crowd" whereas the old power model is "what people or organizations own, know, or control that nobody else does." New power is here to stay and those who will create the greatest influence are those who are best at mobilization. Those who will flourish will be those that are "best able to channel the participatory energy of those around them." In addition, just like any tool, new power can be used for negative or positive ends; therefore, it is up to those whose intentions are for the good to learn to wield the strategies of new power, understand when there needs to be a balance of old and new power, and to recognize when new power is used for negative ends so that it can be harnessed. This ties to how ideas spread in new power communities. In old power models, communication was distributed to audiences in limited ways. When media changed, organizations were able to quickly draft and publish their own messages directly to consumers. When crafting an idea that people will remember, new power asks organizations to think about how people engage in developing and adopting these ideas. Heimans and Timms propose the acronym "ACE – actionable, connected, and extensible" – to make an idea spread. An "actionable" idea is one in which people understand their role in spreading the idea. People push the idea through their "connected" network and increase understanding of the idea or cause. If it is "extensible," the idea will be extended and altered to allow more people to connect to it.^{19(pp9-38)} This is how ideas move and expand in "new power communities."

CROWDSOURCING IN NEW POWER COMMUNITIES

In the new power paradigm, crowd cultivation and development are a major component that separates new power from old power. In essence, successfully building a crowd can ultimately lead to a sustainable community, organization, or product. To build this type of crowd, Heimans & Timms describe five

essential steps to building a new power crowd. Step 1: Find your connected connectors – people share a worldview, network with one another, and are influential in their reach. The ability to cultivate and identify the right connected connectors is the difference between a product or organization taking off or fizzling. Step 2: Build a new power brand - a brand is defined by the way a product or organization looks, sounds, and feels. Furthermore, in the new power model, there is also an emphasis on "the ownerless brand". This methodology counters the old power approach which has strict rules around reproduction and usage, to a new power approach which is "unbranded" and focuses less on the ownership and more on mass usage. Step 3: Lower the barrier, flatten the path—reduction to barriers of participation are lowered and improvements to a streamlined user experience are increased. The act of reducing barriers is also known as "frictionless" which has become a necessary action for anyone looking to build a crowd. Step 4: Move people up the participation scale—using scaled participation individuals move superficial engagement to more robust engagement. A simple way of looking at this is first starting by getting people in the door (get them to share a post or use a hashtag), then focusing on keeping people engaged by moving them up the scale through opportunities such as crowdfunding, or content creation. The final step in building a crowd is Step 5: Harness the three storms—storm creation (identifying and creating ways to challenge the status-quo), storm chasing (keep an eye out for storms that elevate an organization or cause, and be prepared to act within moments); and finally, storm embracing; i.e., embracing storms and allowing yourself to be swept up in them.^{19(pp59-78)} New power networks evolve out of this context.

NETWORKS ARE KEY TO NEW POWER COMMUNITIES

Operating in networks is not necessarily a new concept, as human networks are as old as human relationships. In the late twentieth and twenty-first centuries, concepts regarding networks have been expedited with the internet. In fact, Slaughter states

that "the very technology that allows us to study networks—the global network of computers that we know as the Internet—has become the metaphor and emblem of the network age."^{18(p42)} The Internet has allowed people from across the world to feel like neighbors. On the internet, it gives individuals free reign to state their opinions, become quasi-experts, and to research and roam freely into peoples' lives. Therefore, it is not surprising in an era of growing new power communities that individuals are demanding their employers share information that would previously be considered confidential. People that work in the post-industrial world no longer believe in succumbing to a "need to know mindset;" but instead, they have created a "right to know expectation." New power governs itself on an informal governance, opt-in decision-making, and self-organization; thriving on collaboration, and being radically transparent.^{19(pp22-24)} Riding the wave of new power allows for the disenfranchised to have access to power, as they may not have had in the past.

LEADERSHIP IN AN ERA OF NEW POWER

To switch from old power to new power methods requires leaders to give up control, allowing the movement to spread without constant supervision and approbation. Old power models rely on information that only a select group of people hold, and once that power is gone, they lose their advantage. The new type of power is "about a different approach to the exercise of power, and a different mindset, which can be deployed even as particular tools and platforms go in and out of fashion."^{19(p11)} This emerging mindset, which relies on open innovation, enables ideas to spread faster, allows people to have a hand in creating new and better ideas, and gives the transparency and constant feedback that users are looking for today. Leaders must understand this new approach in order to channel the participatory energy of those around them. Our hyperconnected world demands new ways of doing business, and the new power framework and mindset are key ingredients of new power communities and their potential impact. Although shared, participatory leadership is important; the

empowerment of consumers and like-minded groups is important in giving them the chance to shape a business or an important cause.

NEW POWER LEADERSHIP IN MEDICINE AND THE HEALTH PROFESSIONS

The concepts of new power and new power communities are important for medical and health professions leaders to embrace and study because these phenomena are not going to go away. In fact, they will continue to grow as transnational interconnectedness continues to expand. Therein lies the crux of the potential and importance behind studying the growth and impact of Heimans and Timms' new power paradigm. Technology will only continue to expand and evolve and our connectedness will continue to change as well. Thus, constant growth of networks between people will become the norm. Keeping this in mind is important for medical and health professions leaders because it appears to be the way of the future. Health organizations that seek to thrive within the new power world need to recognize the expansion of influence and crowd-sourced growth in order to be able to remain competitive in the global marketplace. One example of this is the current rise of TikTok (a Chinese-founded company that has turned into a global organization) which has stormed the market and is consistently producing content even more so than Facebook or other social networks. TikTok's impact is a good example of what Heimans and Timms are referring to when they describe the impact of user-created and user-generated content versus a developer that is trying to push or create expert-oriented content. TikTok's claim to fame is that any user can download the app and begin to generate videos and interact with others that are creating videos, and in so doing begin to develop a persona and in many cases generate some income from it as well.²¹ Curiosity and creativity are part of this process and American social entrepreneurs Matt Murrie and Andrew McHugh focus on this in getting learners to understand the importance of curiosity.^{22(p265)} Thus, many of the users on TikTok are generating content for the first time in their lives. The platform has inspired and

helped them to be curious and creative in the same way that a good leader helps propel creativity and curiosity within their teams. TikTok brings to the table the notion that everyone can be an innovator and that our interconnectedness is only growing and will continue to do so in the future.

An example of a medical and healthcare crowd-building campaign in the new power sense was the Choosing Wisely initiative of the American Board of Internal Medicine (ABIM) Foundation which promoted national awareness for patients to avoid unnecessary medical tests, treatments, and procedures. Selecting appropriate medical tests within the context of the United States healthcare system is complex and influenced by professional organizations, insurance companies, government, and patients. In 2002, the Choosing Wisely campaign emerged as an effort to put the power back to the patient by providing fully transparent guidelines to consider when choosing medical professionals, as well as to initiate conversations between patients and health care professionals for improved patient outcomes and to promote a sustainable health care system.^{23(pp990-95)}

The first step to building a crowd is to identify connected connectors. For Choosing Wisely, individuals include health care professionals and patients. Connected connectors include health care professionals that collaborate with professional organizations (i.e., ABIM) to improve and communicate professional practice guidelines. This initiative originated from the ABIM and has since expanded across dozens of society partners and professional organizations. Today, the Choosing Wisely logo and objectives are published on websites across many different professions (e. g. American Occupational Therapy Association) to demonstrate collaborative efforts and supportive partnerships. There is an app available for patients to download to promote high levels of engagement and autonomy with their healthcare experiences and decisions. It is clear that Choosing Wisely built their brand by establishing and publishing their logo to be visible and transparent with their collaborative partners. In

order to lower the barrier and flatten the path to participation, the Choosing Wisely campaign spread across multiple professional organizations and regulatory bodies (such as the American Society of Microbiology, American Academy of Dermatology, and the American Academy of Pediatrics). From a macro-level perspective, increasing accessibility to a wider group of individuals drew attention to micro-level decisions that were occurring on a daily basis in the healthcare system. These daily decisions had the potential to save significant costs and avoid unnecessary medical tests, procedures, and services. Thus, the medical and health professions communities were seeing new power impact their modus operandi and the important patient-provider relationship. The previous example demonstrate why leaders cannot just rely on old power for not only healthcare decisions but in maximizing business outcomes as well.

Another example of new power is the use of posts on Reddit which allow new power communities to form around various topics and, as Heimans and Timms explain, online storms that have evolved leading to a phenomenon called the #redditrevolt.^{15(pp82-87)} As a result, the new power method is empowering a new generation to demand more, to speak about what they are being paid, and demand to be paid fairly and to be treated fairly. Leaders need to understand that new power can empower one's health business, hospital, clinic, and other medical communities (including medical schools and health professions programs in occupational therapy, clinical psychology, respiratory therapy, and physical therapy). Yet, at the same time, new power can destroy your business because due to the power and influence of the internet, leaders cannot get away with abuses of old power that have been prevalent within most societies (especially in the west).

Going back to the example of the physician who utilized old power in that they had knowledge that their patients did not, Heimans and Timms speak to the fact that there are medical doctors that will refuse to accept patients that question them or bring

up things that they have read. This is an example of leaders not embracing new power and in so doing could easily cause harm to their practice and lose business or even losing their licenses. An example of this would be if a patient knew that the doctor was going to behave this way and then recorded a quick TikTok of their reaction and posted it on Reddit on r/publicfreakout it would generate enough following that could lead to an enormous outpouring of support for the patient and a backlash against the "old power" physician which will cause harm. This issue cannot be discounted even in the patient-driven healthcare models and systems of twenty-first century global context. And, to some extent, we are seeing this on transparent websites that allow patients to rate and grade their physicians and other health professionals (e.g. nurse practitioners, physician assistants, etc.) The Reddit thread is consistently being posted on and videos are shared daily. This is new power applied today and medicine and health professions are both susceptible to its twists and turns in new power communities.

Conclusion

Due to the consistent growth of digital interconnectedness and networking that is present largely due to the Internet and emergent technologies (of the digital variety such as those artificial intelligence-based communication and learning systems), leaders in medicine and the health professions need to understand how new power is applied, and how it can lead to negative and positive outcomes for citizens of the globe. Importantly, individuals can be part of new power communities and learn to utilize new power in responsible ways in order to help their organizations find success in this new age of changing transnational power dynamics.

Jefferson, Mather, Bennett, et al. stated:

Shifts in the structural paradigm happened primarily because of widening access to information and the willingness of people—both professionals and non-professionals—to share it electronically. Not only are people sharing what they know, but new technological

platforms encourage them to offer opinions about what they and others are disseminating. With the onset of new power transactions, individuals are changing their beliefs about how they think about the world ought to work, and how they can participate in the shift from old norms to become more competent in exerting new power in cooperative and collaborative ways.^{16(p4)}

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Disclosures:

None

This review study has reviewed the literature tied to Heimans and Timms' "new power" phenomenon and it has demonstrated that a set of concepts, ideas, and phenomena are emerging and impacting how leaders and organizations are tackling the issues related to them and to "new power." New power communities and new power leaders, especially in medical and health professions fields, must understand and apply the principles of intersectional collaboration, strategic transparency, and inclusivity to engage effectively with all stakeholders in new power communities. Community, technology, networking, and participation are keys parts of the emergent "new power" model in leadership and organizations such as medical and health professions organizations. Thus, the challenges of an evolving global network landscape require new power strategy, leadership, medical and health ethics, and a mindset that appreciates urgency and constant movement.

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