An alternative organisational structure is the ‘pool’, with no apparent or fixed ranks (Perdicoúlis, 2015b). The designation of a leader or representative, or attribution of special functions to each member are optional — i.e. there is a certain fluidity in roles and dynamics.

A key condition that establishes the framework for formal communication is often a ranking or tier system known as ‘hierarchy’ (Perdicoúlis, 2013) and respective accompaniment styles (e.g. governance, leadership) subject to documented regulations — e.g. professional code of conduct, laws.

Associated governance styles are encountered, for instance, in [truly] democratic regimes (Perdicoúlis, 2017a), military and religious organisations (Perdicoúlis, 2014b), as well as in most companies and institutions (Perdicoúlis, 2015). A delusion of academic ranks is discussed in Perdicoúlis (2015b).

Communication is crucial for all human relationships. Social circumstances usually involve conventions that are generally assumed, but professional situations demand formality and rigour (Perdicoúlis, 2021) for common system models (e.g. direct democracy, constitutional republic).

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