



# DILEMMAS OF PARTICIPATORY MANAGEMENT

AND EXPERTISE TO SOLVE THEM IN A WORKER CO-OP

**RYSZARD STOCKI**

SAINT MARY'S UNIVERSITY, HALIFAX

MIK - UNIVERSITY OF MONDRAGON

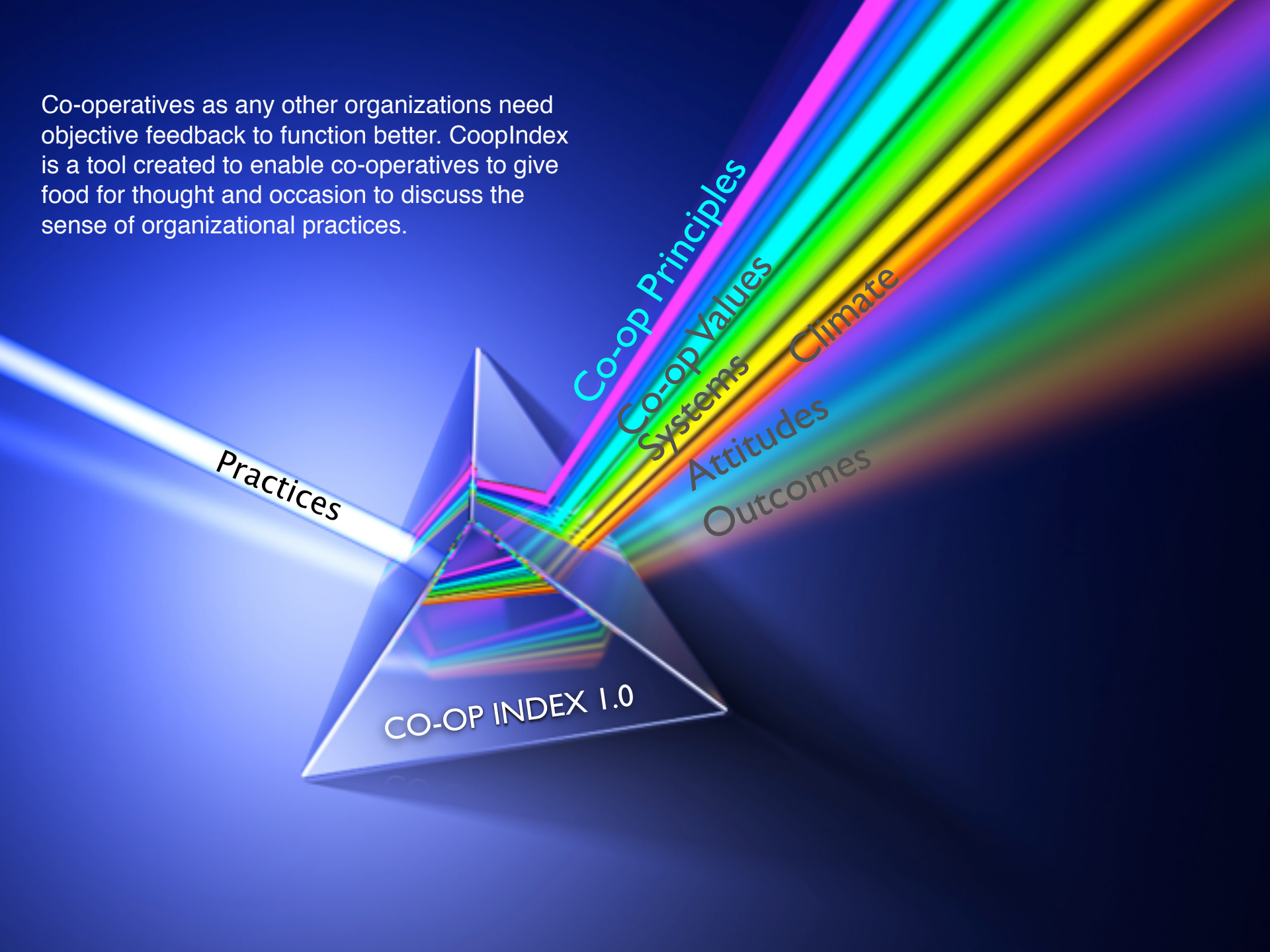
UNIVERSITY OF SOCIAL SCIENCES AND HUMANITIES, KATOWICE

Presented at

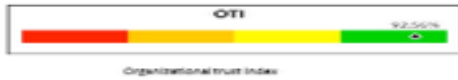
Canadian Worker Co-op Federation CoopZone Conference

Wolfville, Nov 6-8, 2014

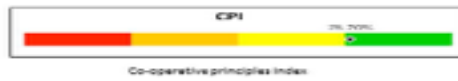
Co-operatives as any other organizations need objective feedback to function better. CoopIndex is a tool created to enable co-operatives to give food for thought and occasion to discuss the sense of organizational practices.



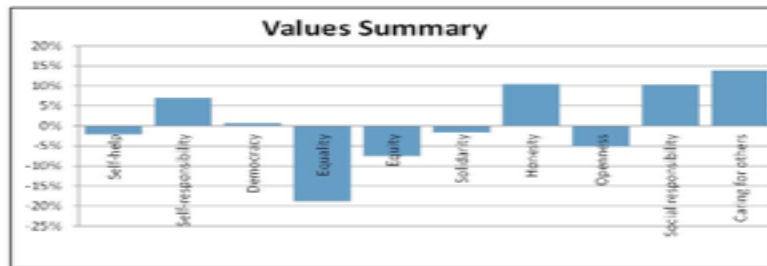
## CO-OP INDEX Organizational maturity and trust



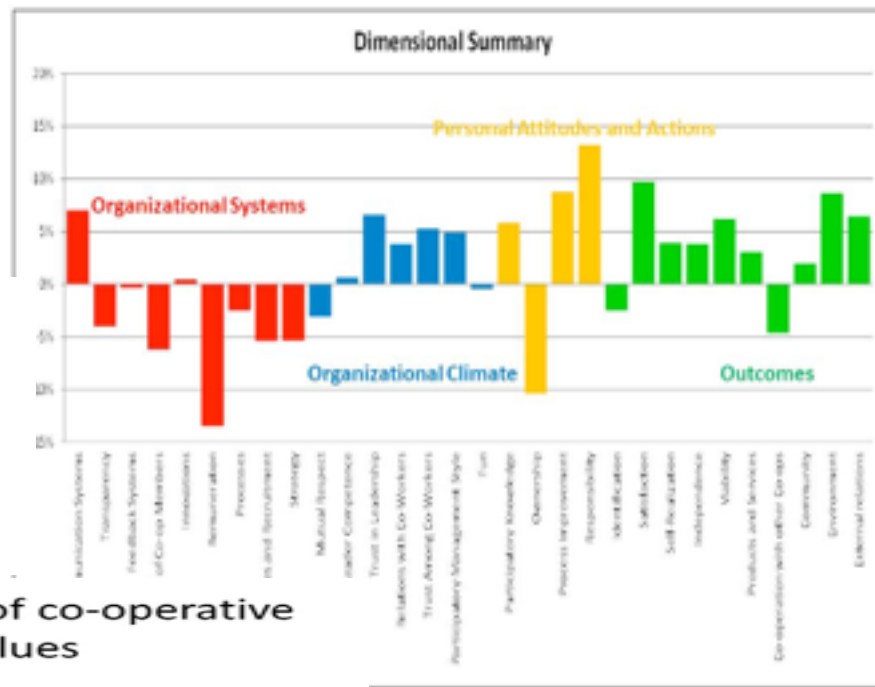
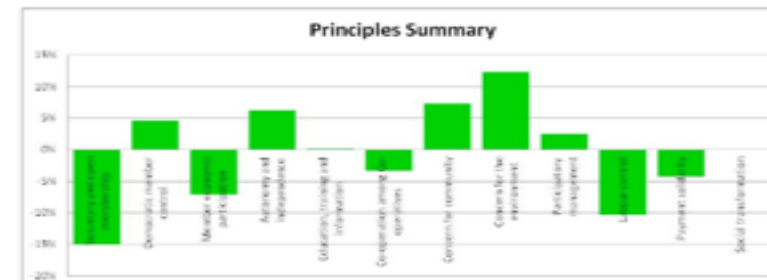
## CO-OP INDEX Adherence to Co-op principles and values



## Application of co-operative values



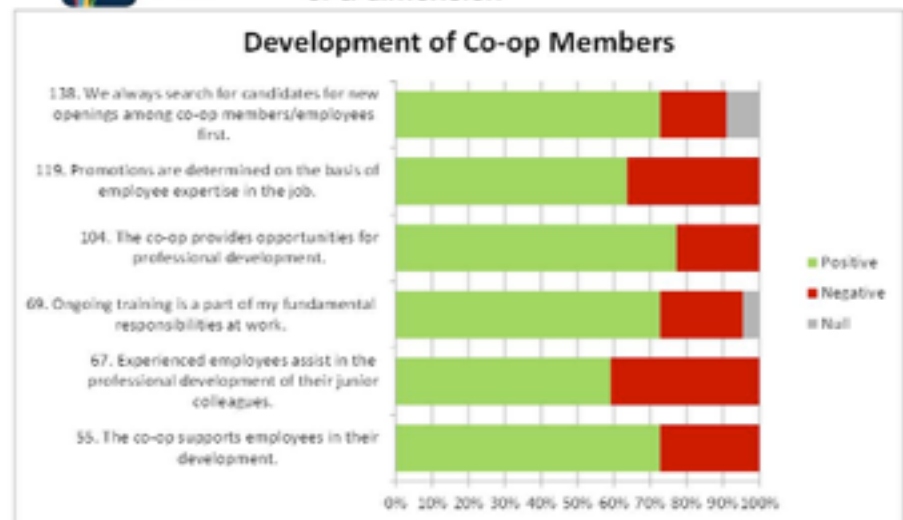
## Adherence to Co-operative principles



Some snapshots from a CoopIndex Report.

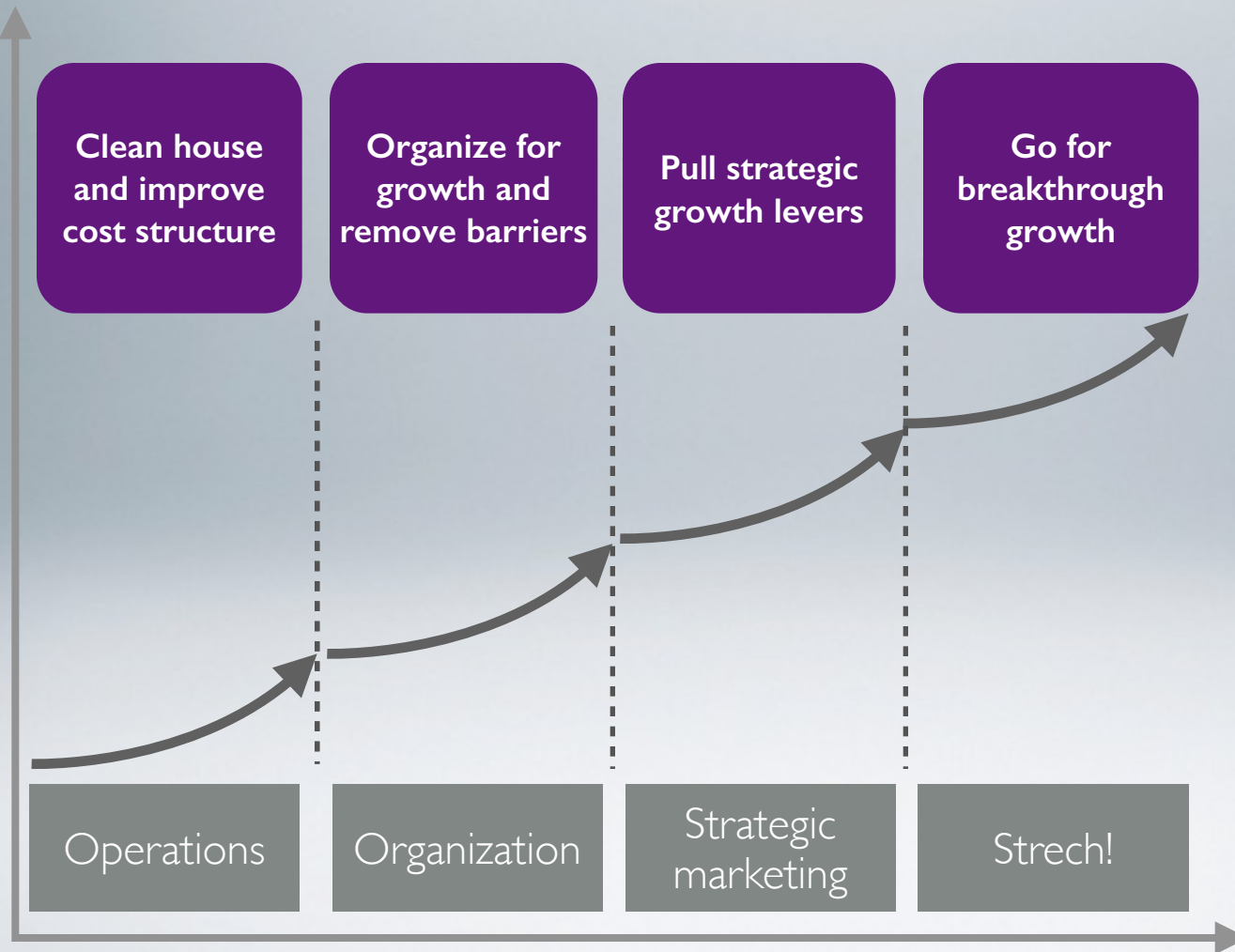


## Organizational systems –an illustration of a dimension



# BUSINESS GROWTH MODEL

A.T. KEARNEY



Although the CoopIndex and other similar tools refer to Co-operative Values and Principles and test how they are met in a co-op, they refer to them on an organizational level only. As Kearney's model on the left, they are based on an organizational growth model.

Measures of growth and success should be adequate to the nature and goals of the organizations.

Multiple Reports  
To account for every individual's good (e.g. Co-opIndex 2.0)

Multiple bottom lines  
To account for the common good and stakeholder groups

Triple bottom lines (e.g. 3E)  
To account for CSR policy

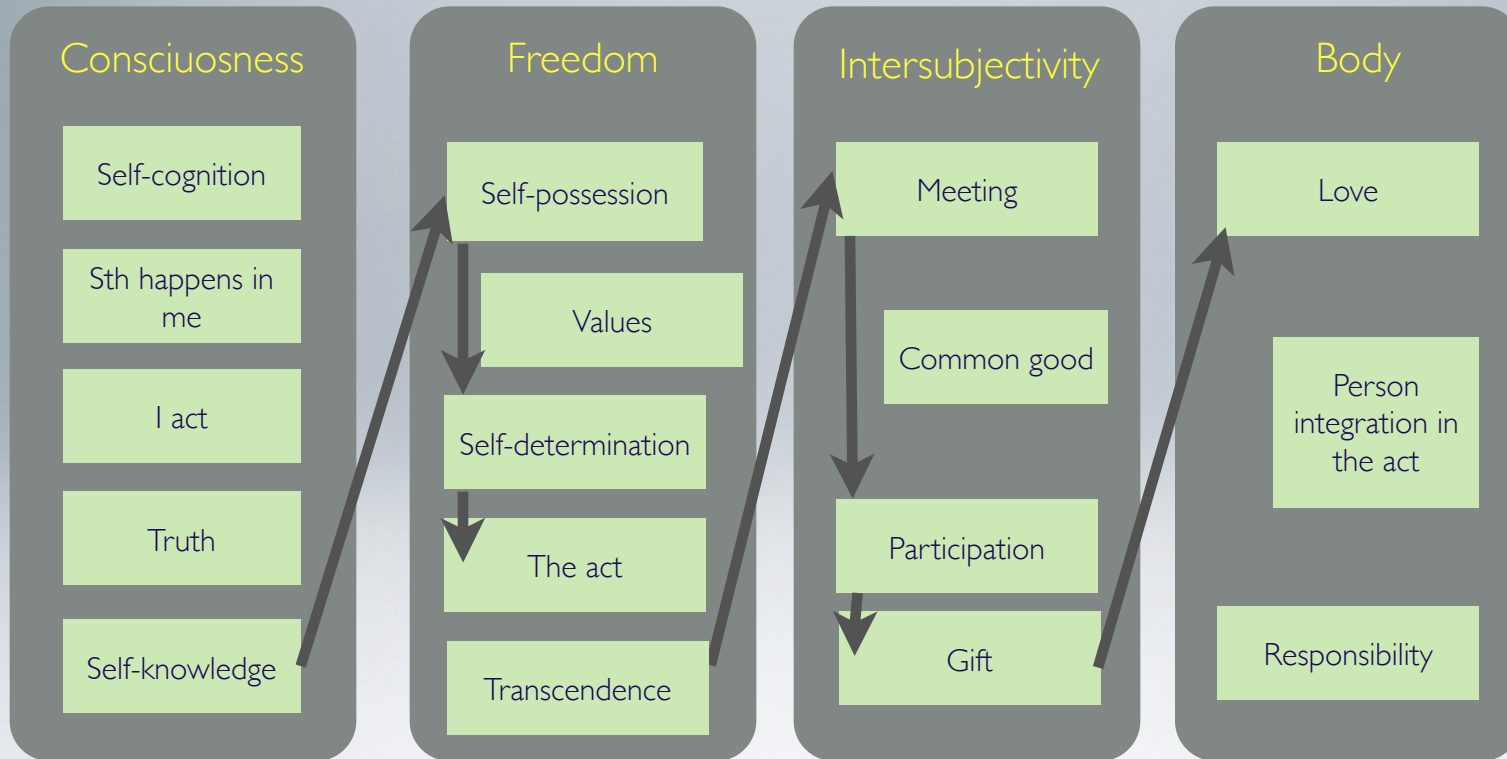
Single bottom line (ROI, ROS)  
Profit – as to increase capital is the main goal

**But co-operatives are, first of all, person partnerships and meeting the values and goals of a single person (a member or an employee) is their main concern.**

**Capital venture companies, whose main concern is meeting the goals of the owners of capital often absent from their enterprises.**

CAPITAL/PERSON AS AN OBJECT

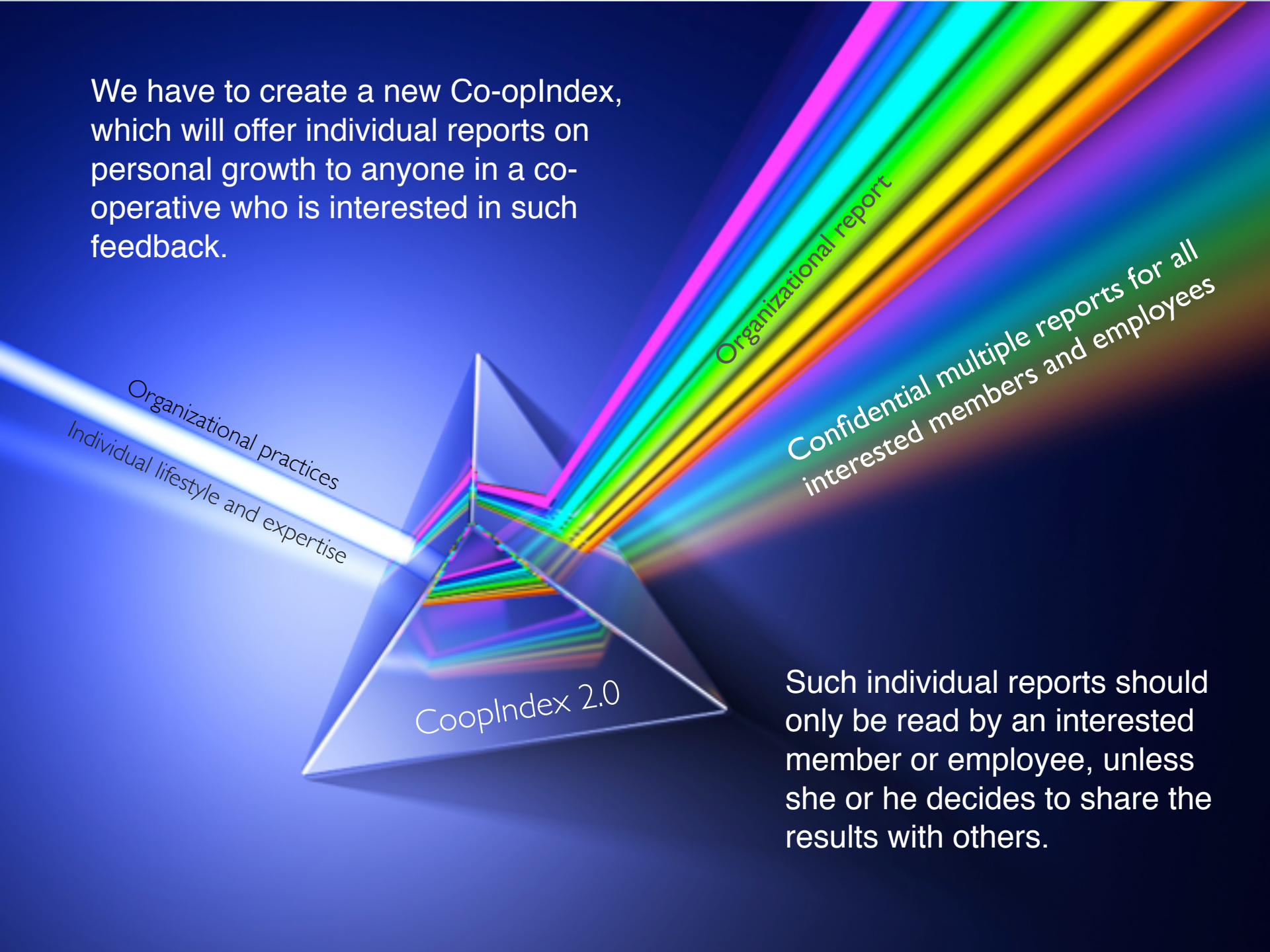
In a co-operative, beside a business (or organization) growth model, we should also have a person growth model and tools to measure personal growth. In fact, real participation is impossible without growth of personal expertise.



# PERSON GROWTH MODEL

WOJTYŁA, 1969

We have to create a new Co-opIndex, which will offer individual reports on personal growth to anyone in a cooperative who is interested in such feedback.



Such individual reports should only be read by an interested member or employee, unless she or he decides to share the results with others.

**HERE ARE SOME DIFFICULT  
ISSUES WHICH HAVE TO BE  
UNDERSTOOD TO ENABLE A  
CO-OPERATIVE TO REALIZE  
THEIR GOALS.**





Caring for others

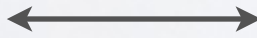
Self-help

Equality

Solidarity



**Be**



**Have**

# I. SECURITY THROUGH POSSESSION AND CO-OPERATION (Grulkowski, 2007)

We seek personal security both through **having** more and **being** with others. How to build a community-based society in a global and mobile world, when local geographic communities slowly disappear?

Honesty

Social responsibility

Equity



**Trust**



**Truth**

## 2. PEOPLE ARE TRUSTWORTHY, BUT ONLY TRUTH JUSTIFIES TRUST.

(Wrightsmann, 1974)

Mobility, globalization and access to information result in superficial knowledge of many people. But common work requires trust. How to trust people you do not know?

Caring for others

Social responsibility

Self-responsibility

Openness

Solidarity



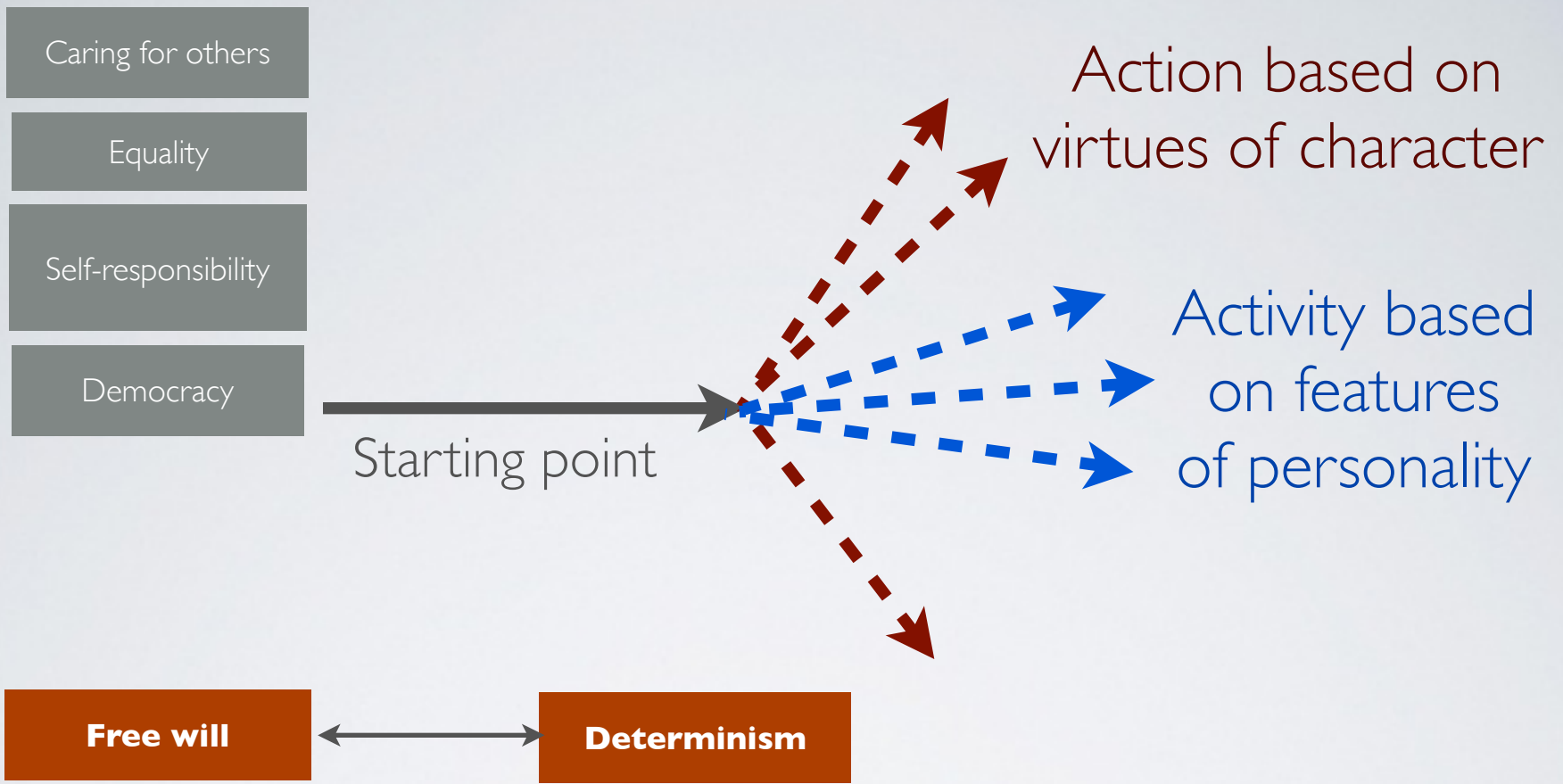
**Engagement**



**Cynicism**

3. PEOPLE ENGAGE IF THEY ARE COMPETENT, THE TASK IS A CHALLENGE AND THEY RECEIVE FEEDBACK. (Wrightsmann, 1964, Csikszentmihalyi, 1975)

How to engage people who are incompetent, or when the tasks are easy and boring but necessary?

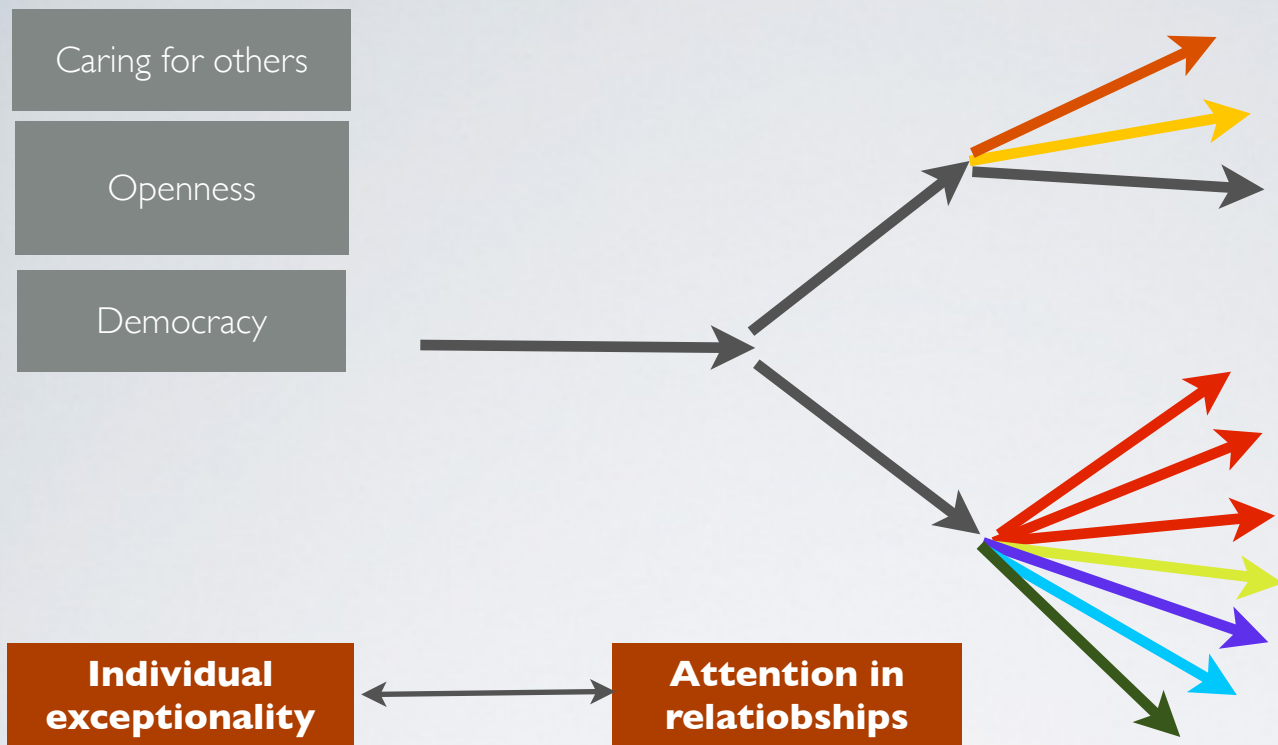


## 4. FREE WILL GIVES PEOPLE MORE CHOICES. (Wrightsman, 1964)

How to help people see their self-efficacy?

How to bring up children in a knowledge-oriented educational system?

How to convince people that free will requires similar exercises as physical education?



5. A HUMAN BEING IS COMPLEX AND IT IS NOT EASY TO DISCOVER WHAT MOTIVATES HIM OR HER. EVERYONE REQUIRES ATTENTION. (WRIGHTSMAN, 1964 )

To survive, enterprises in most sectors have to be large.

What is the optimal size of an enterprise?

How to be attentive to more and more people around to recognize their dignity and uniqueness?

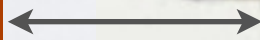
Honesty

Solidarity

Democracy



**Independence**



**Self-justification**

6. SENSEMAKING MAY DIRECT ACTIVITY IF IT IS BASED ON TRUTH AND INDEPENDENCE OF JUDGEMENTS. (WRIGHTSMAN, 1964)

People like the fox in the Aesop's fable are masters of rationalization and making sense of their failures. How to protect human self and allow it to grow, but tell people truth at the same time?

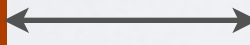
Caring for others

Equality

Openness

Democracy

**Variability**



**Stability**



## 7. PEOPLE CHANGE (OFTEN NOT NOTICING IT).

(Wrightsmann, 1964)

How to notice a change and adequately respond to it?

How to differentiate between unimportant and essential changes?

How to build stability in a changing world?

Social responsibility

Equity

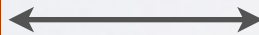
Openness

Solidarity

Democracy



**Complexity**



**Effectiveness**

## 8. ORGANISATIONS ARE ORGANISMS, NOT MECHANISMS

A. PROCESSES REQUIRE TIME

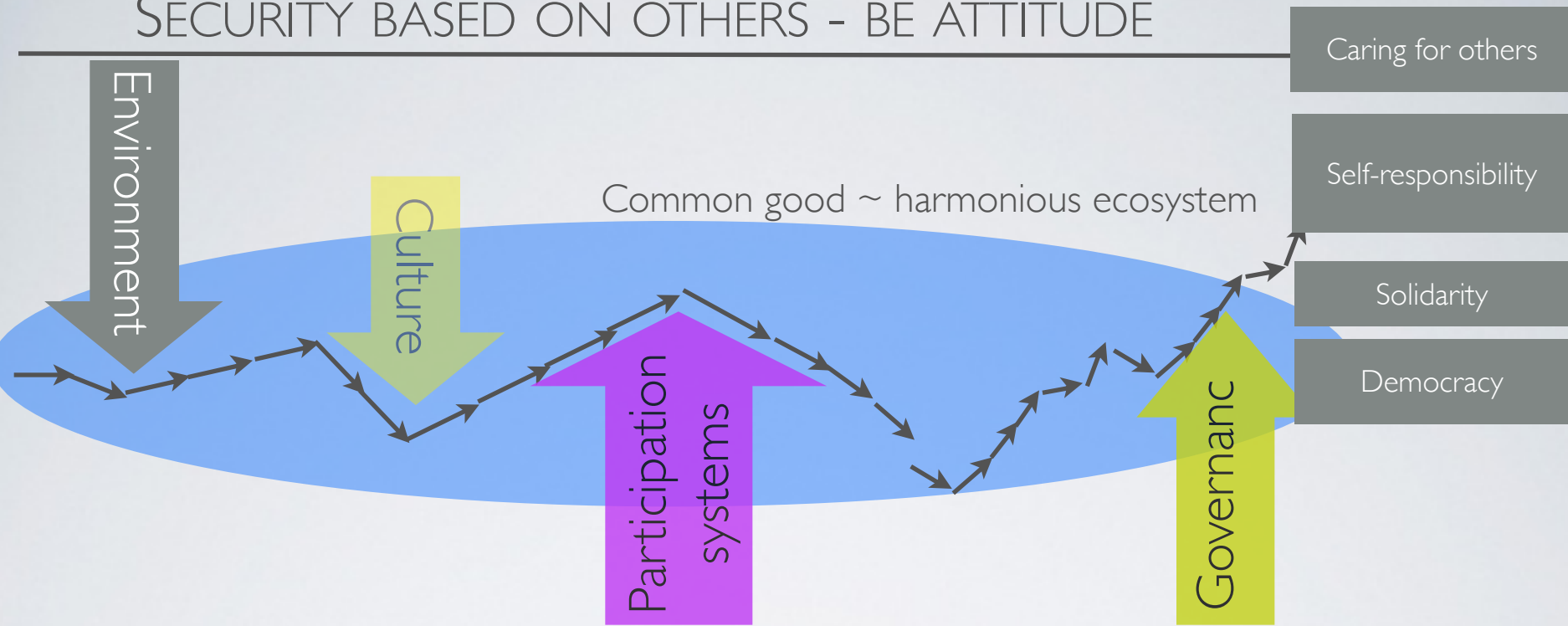
B. THEY START WHERE THE PREVIOUS PROCESS ENDED.

How to be successful in time-based competition?

How to treat people as human beings and yet compete with those who treat them as resources?



# SECURITY BASED ON OTHERS - BE ATTITUDE



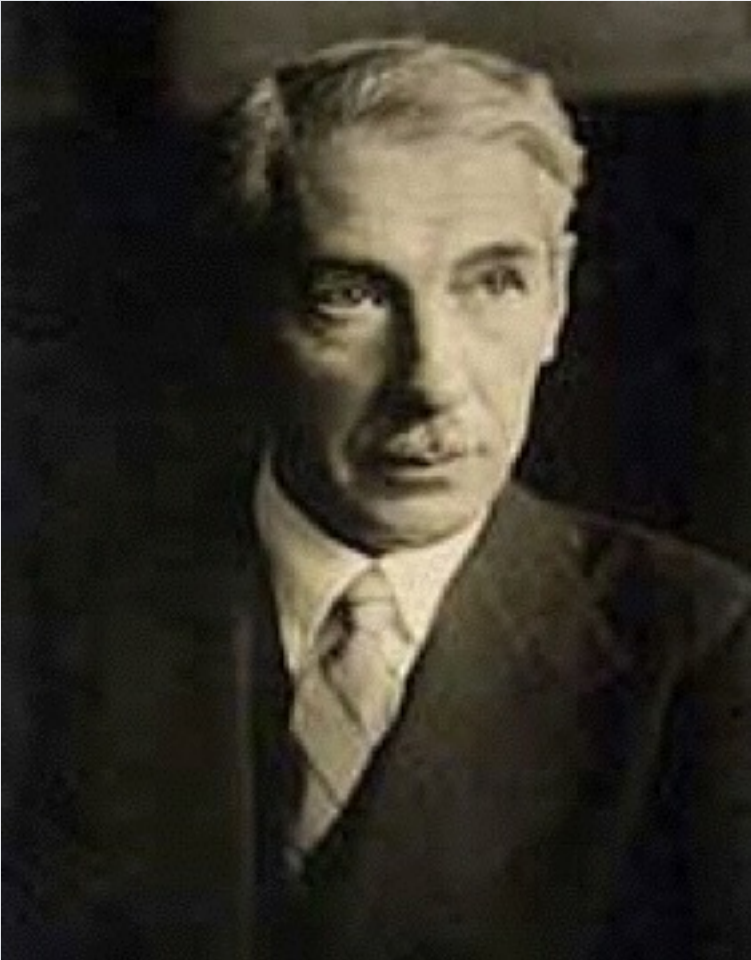
# SECURITY BASED ON POSSESSION - HAVE ATTITUDE



9. **PARTICIPATION** - ALLOWS SECURITY BASED ON COMMON GOOD NEGOTIATED ON THE BASIS OF UNDERSTANDING COMPLEXITY

How to find time for participation? Who and how should participate?

# PARTICIPATION AND COMPLEXITY



The structure of the economic mechanisms is complex (...). Political and economic development and progress is a quantitative function of understanding of the mechanisms. It is equivalent to the relationship between two numbers. The first is the number of people who understand the assumptions, goals and methods, often distant in their consequences. The second is the number of people who are driven by ad hoc or thoughtless reflexes in a given society.

Eugeniusz Kwiatkowski "The Outline of Economic History of the World" - 1947

IF YOU ARE INTERESTED IN THE PROGRESS IN  
THE DEVELOPMENT OF COOPINDEX 2.0

CONTACT ME AT:  
[ryszard@stocki.org](mailto:ryszard@stocki.org)