



PARTICIPATORY MANAGEMENT IN A WORKER CO-OP

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**ASSUMPTIONS:
TWO GROWTH MODELS**

Measures
of growth

CAPITAL/PERSON AS AN OBJECT

Repeated bottom lines
To account for every individual's
good (e.g. Co-opIndex)

**Co-
operatives**

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

Person
partnerships

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

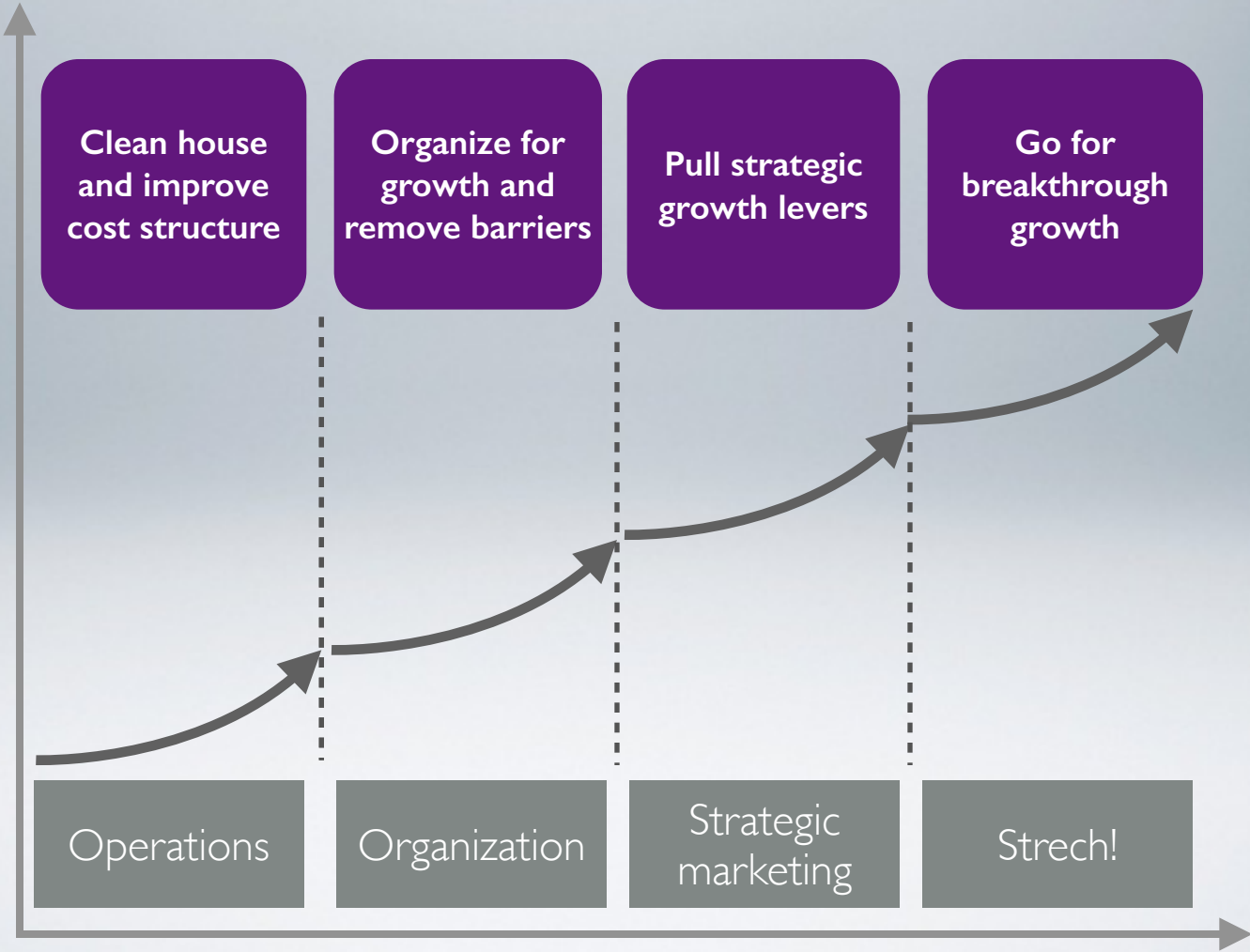
Capital
partnerships

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

**Capital
venture
companies**

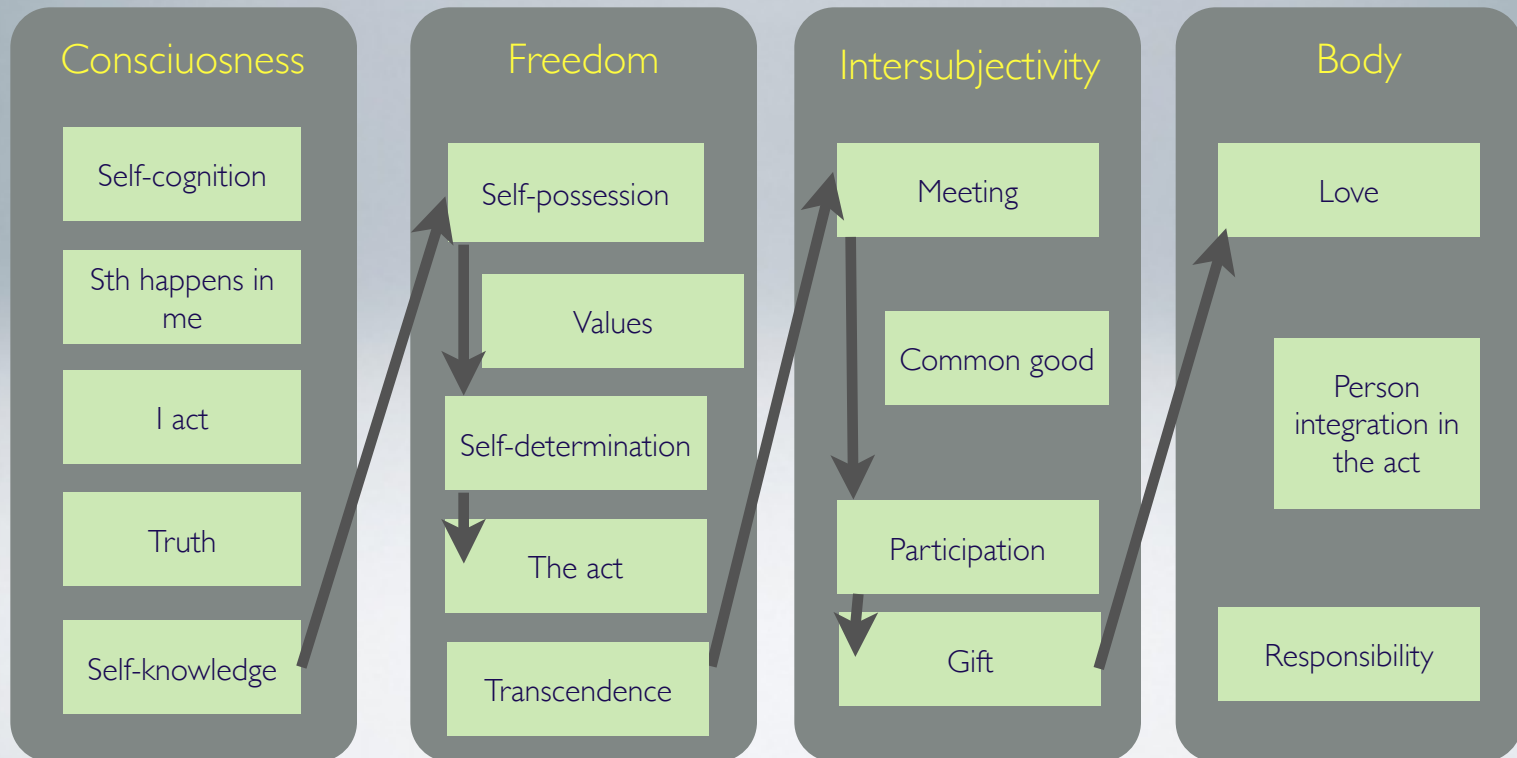
BUSINESS GROWTH MODEL

A.T. KEARNEY



PERSON GROWTH MODEL

WOJTYŁA, 1969



**SOME INDIVIDUAL
ASPECTS OF COMPLEXITY
WHICH HAVE TO BE
UNDERSTOOD TO MAKE
PARTICIPATION POSSIBLE**



Caring for others

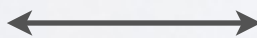
Self-help

Equality

Solidarity



Be



Have

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

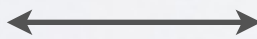
Honesty

Social responsibility

Equity



Trust



Truth

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

(Wrightsmann, 1974)

Caring for others

Social responsibility

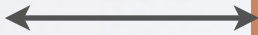
Self-responsibility

Openness

Solidarity



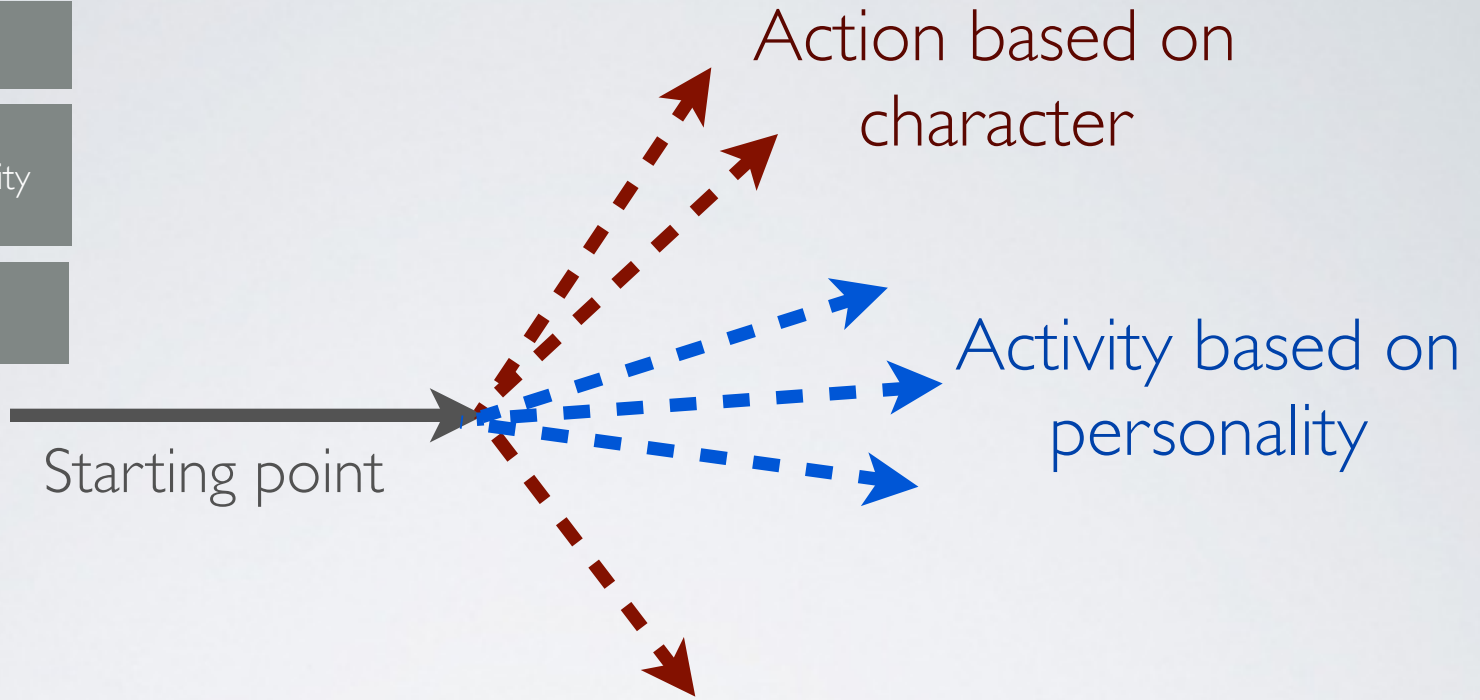
Engagement



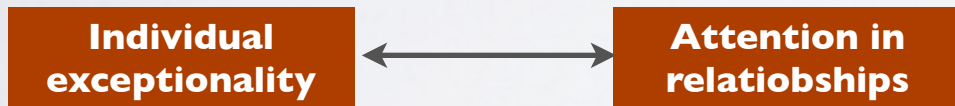
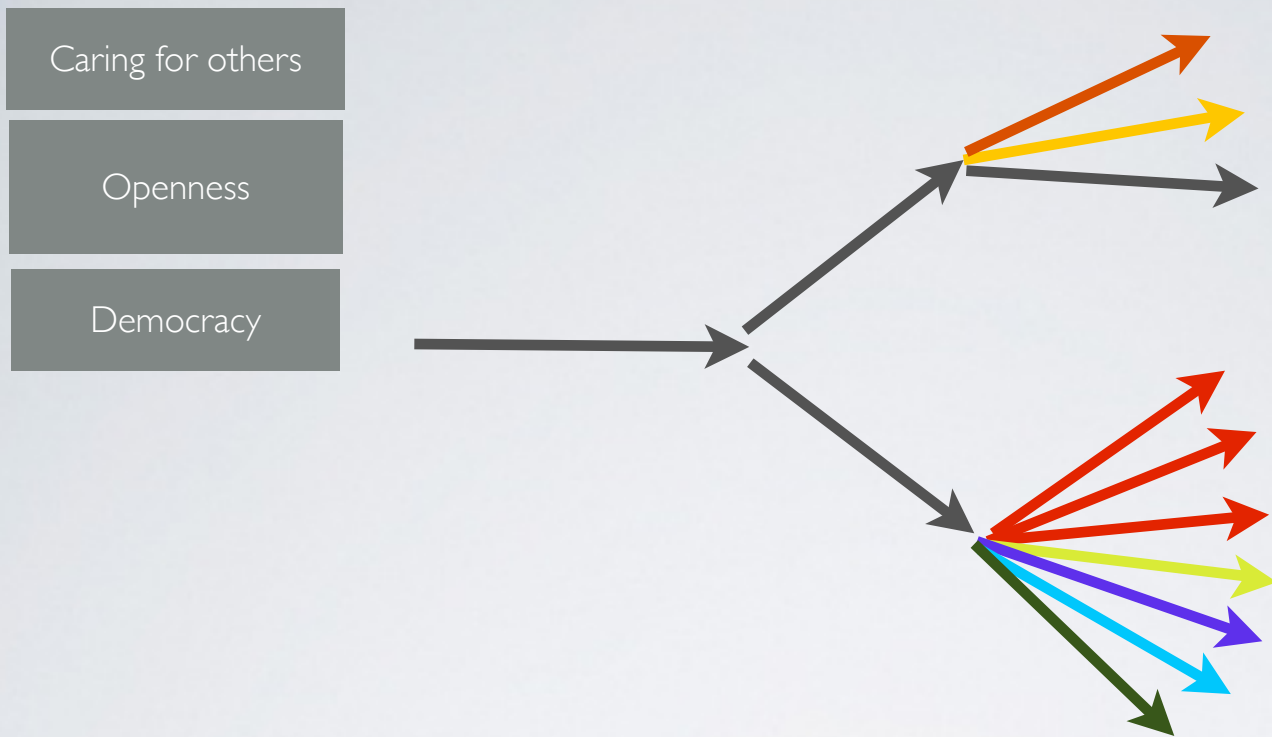
Cynicism

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

- Caring for others
- Equality
- Self-responsibility
- Democracy



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



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

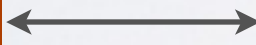
Honesty

Solidarity

Democracy



Independence



Self-justification

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

Caring for others

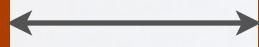
Equality

Openness

Democracy



Variability



Stability

7. PEOPLE CHANGE (SOMETIMES NOT NOTICING IT).
(Wrightsman, 1964)

Social responsibility

Equity

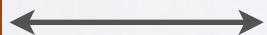
Openness

Solidarity

Democracy



Complexity



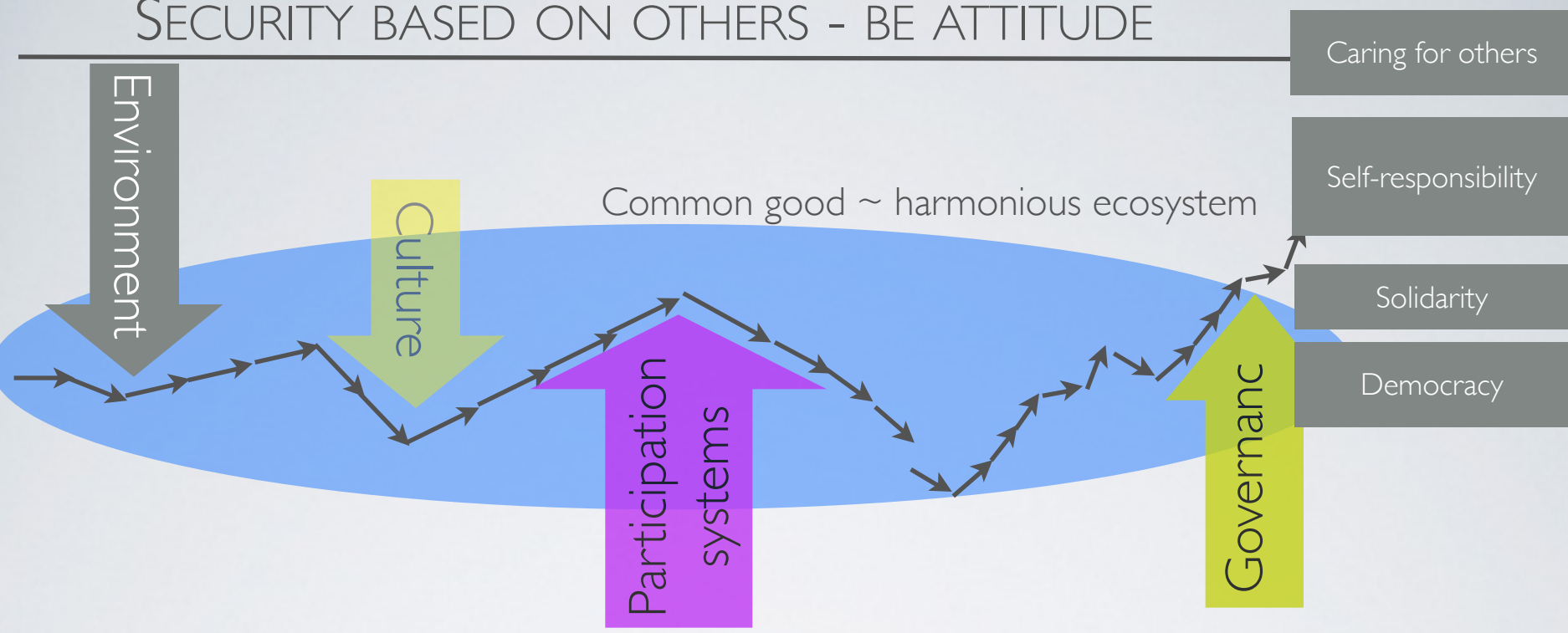
Effectiveness

8. ORGANISATIONS ARE ORGANISMS, NOT MECHANISMS

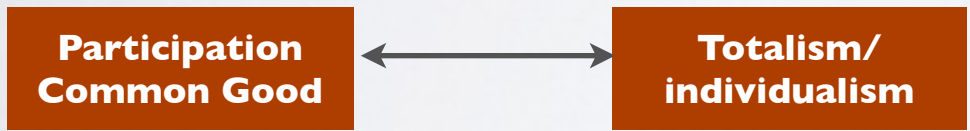
A. PROCESSES REQUIRE TIME

B. THEY START WHERE THE PREVIOUS PROCESS ENDED.

SECURITY BASED ON OTHERS - BE ATTITUDE

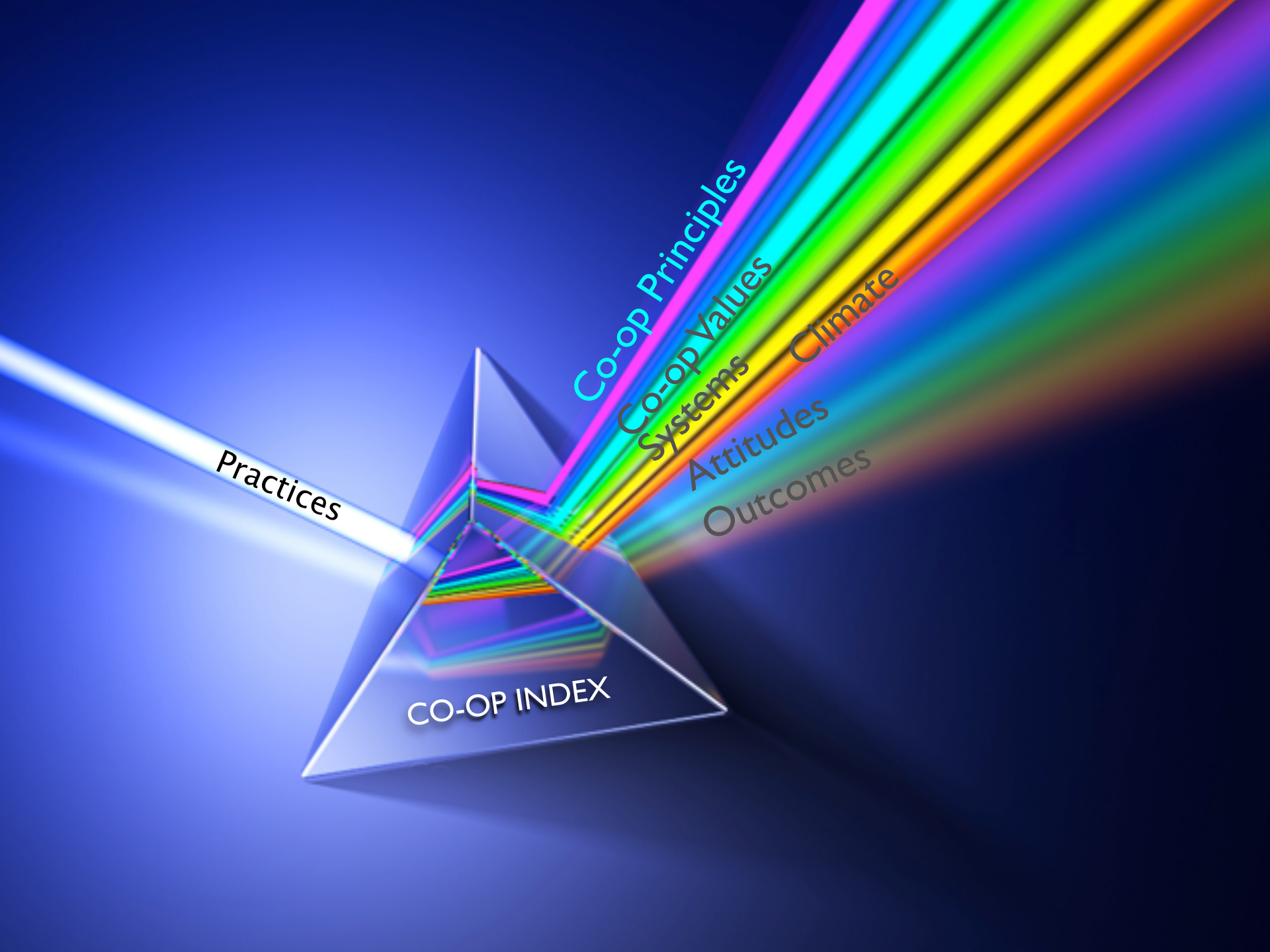


SECURITY BASED ON POSSESSION - HAVE ATTITUDE



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

MEASUREMENT



Practices

Co-op Principles

Co-op Values

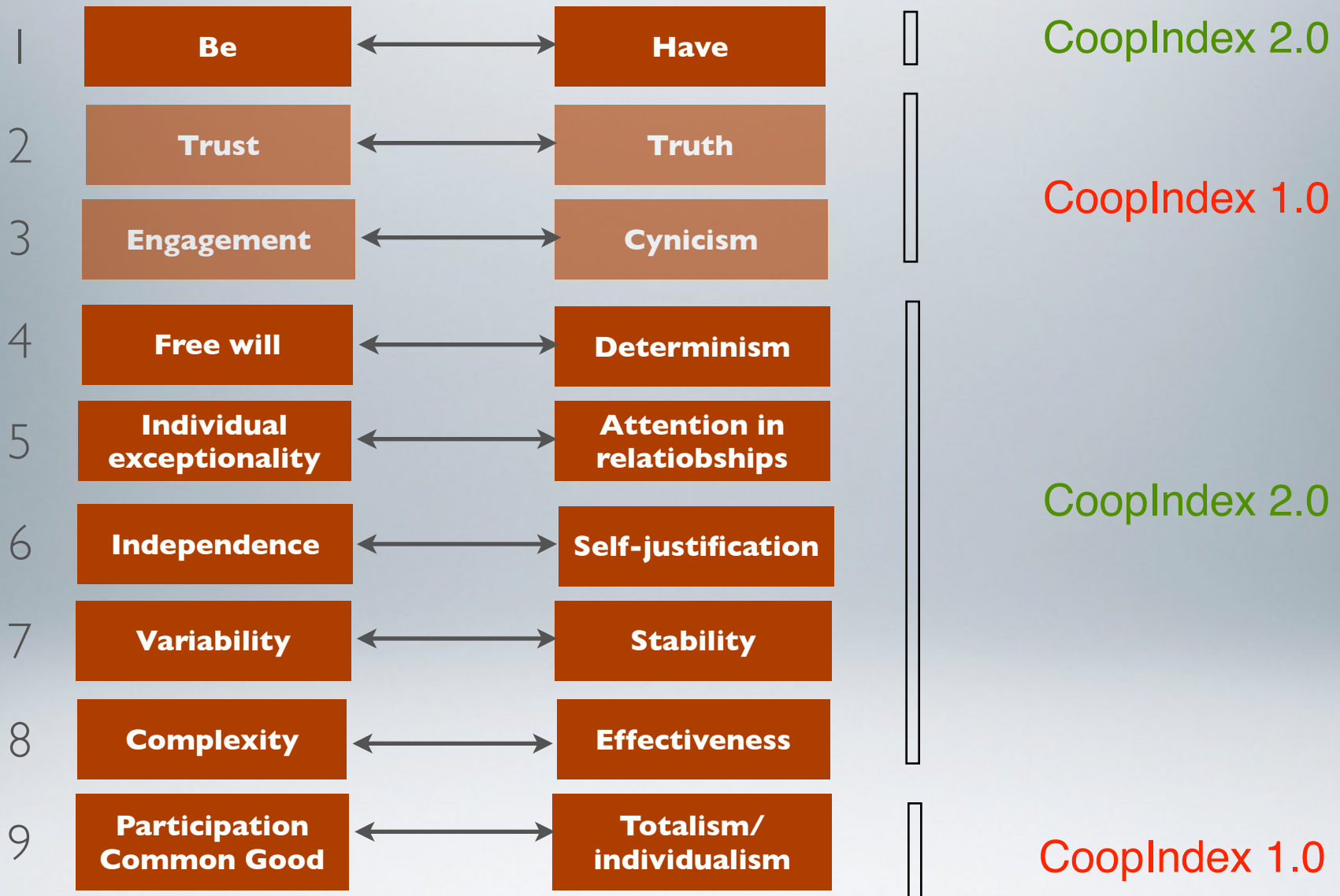
Systems

Climate

Attitudes

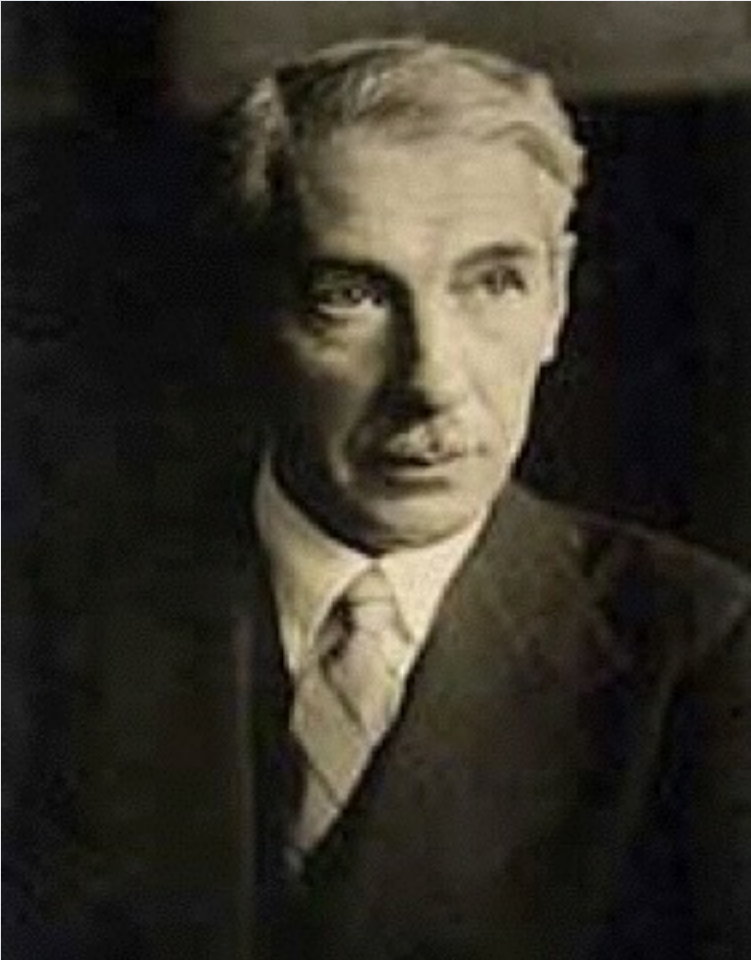
Outcomes

CO-OP INDEX



METHODS

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 the number of people who understand the assumptions, goals and methods, often distant in their consequences and the number of people who are driven by ad hoc or thoughtless reflexes in a given society.

“The Outline of Economic History of the World” -
1947