So what is the Participative Organisation?

*International Experiences*

Peter Totterdill

UK WON

SHARE your experiences and LEARN from others
SHARE your experiences and LEARN from others
Creating workplaces which truly engage employees at all levels.

Where they use and develop knowledge, skills and creativity to the fullest possible extent.
Participative and empowering workplace practices lead to improved productivity, cost, sales and rates of innovation.
They also enhance employee health, well-being and engagement.
Most successful innovations are generated in the workplace – not led by research or technology.
So what creates the . . .
Beyond the fragments
Making organisations truly participative

The Fifth Element
The UK’s Favourite Retailer (Consumer Satisfaction Index)

“Many of our Partners have worked for the business for many years. They’re interested in what they sell, and have excellent product knowledge: all our Partners are trained on products, sales and service . . . we are delighted that so many customers remark on our Partners’ friendliness and helpfulness.”
“Many of our Partners have worked for the business for many years. They’re interested in what they sell, and have excellent product knowledge: all our Partners are trained on products, sales and service . . . we are delighted that so many customers remark on our Partners’ friendliness and helpfulness.”
1. Make staff care about customer service
2. Teach protocol - but empower staff to make decisions themselves
3. Enable front-line staff to feedback on what customers want
4. Be exceptional
5. Maintain customer service levels online
The importance of teamworking

Convergence between productivity and quality of working life

... so why is it so difficult to achieve?
Real versus pseudo teams

‘Although 90 per cent of staff in the UK’s National Health Service say that they work in teams, when we probe a little deeper we think the true figure is nearer 40 per cent – and that around half the staff are working not in real teams but in what we would term pseudo teams.’
Real teams
Autonomy
Dialogue
Sharing problems & solutions
Overlapping roles
European Workplace Innovation Network

HIGH PERFORMANCE
GOOD WORK
SUSTAINABLE ORGANISATIONS

The Fifth Element

Work organisation

Structure and systems
European Workplace Innovation Network
European Workplace Innovation Network

HIGH PERFORMANCE

GOOD WORK

SUSTAINABLE ORGANISATIONS

The Fifth Element

Work organisation

Structure and systems

Reflection and Innovation
Wasted assets?
EMPLOYEE-DRIVEN INNOVATION
Co-created innovation

Facilitators

Gorillas
Co-created innovation

Facilitators

Guerrillas
European Workplace Innovation Network

HIGH PERFORMANCE
GOOD WORK
SUSTAINABLE ORGANISATIONS

The Fifth Element

Work organisation
Structure and systems
Reflection and Innovation
Workplace partnership
Proposition:
A Partnership Committee working to its full potential is located at the centre of the triangle.

Co-created leadership...
European Workplace Innovation Network

HIGH PERFORMANCE
GOOD WORK
SUSTAINABLE ORGANISATIONS

The Fifth Element

Work organisation
Structure and systems
Reflection and Innovation
Workplace partnership
European Workplace Innovation Network

HIGH PERFORMANCE
GOOD WORK
SUSTAINABLE ORGANISATIONS

The Fifth Element

Work organisation

Structure and systems

Customer Focus
Employee Engagement
Productivity
Enabling Culture
Resilience
Enterprising Behaviour

Reflection and Innovation

Workplace partnership
creating workplaces where employees at all levels can use and develop their full range of knowledge, skill and creativity in their day-to-day jobs.
So if it works . . .
So if it works . . .

why isn’t everyone doing it?
European Workplace Innovation Network

Closing the gap

Business organisations
Trade unions
Researchers
Policymakers
The power of networks

Knowledge exchange
Problem sharing
Peer review
Collaborative innovation
So how can EUWIN promote workplace innovation?
A community of enterprises, social partners, policymakers and researchers.
A widespread campaign.
Keynote events across Europe.
A knowledge bank to support practitioners.
Join euwin at http://tiny.cc/rh6juw

... and become a EUWIN Ambassador!