

# Participatory government in the enterprise

workers with a sens of citizenship and solidarity  
for an economy which serves all people



La Poudrière





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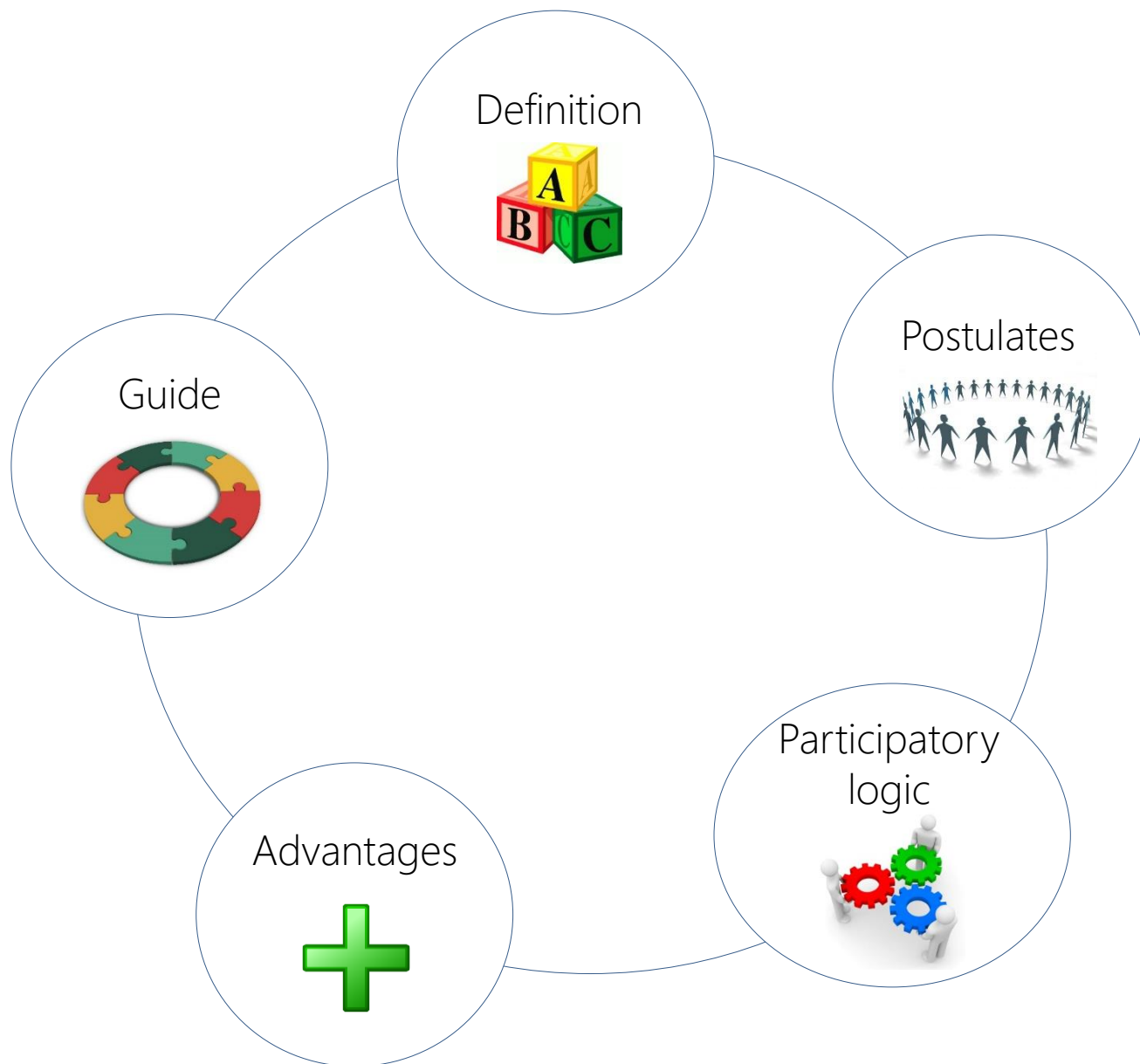
workers with a sens of citizenship and solidarity  
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This guide was developed by 2 working groups (Belgian and European).

The guide can not be freely disseminated.

If you wish to use this guide, please contact us.

All the results you may collect using the guide must be communicated.  
The results will stay confidential and is destinated to help improve the tool.



# Definition



Participatory government in the enterprise is...:

« a form of enterprise's government organizing the **direct expression** of the workers, further than their first position in the enterprise, regarding the choice of the **enterprise's project**, the **relation** of the enterprise with its **environment** and the **society**, The **strategic goals** (governance), and the **management** of the enterprise.

It relies on the **exchange of information**, the **dialogue**, the **direct participation** of the workers to the **decisions** and the **controle** of the **decision-taking and-making**.

It aims at the implementation , the sustainability and the development of an economy based on **decision-making co-responsibility**, the **appropriation** by the workers of their **working-tool**, the **purpose of service** to members, the **respect of human beings** and **future generations**. »

# Postulates



The participatory government in the enterprise is possible if you are convinced that: ...

- All the workers have **the capacity to govern their enterprise**;
- **Empowerment** reinforces the skills and the capacities to govern.

# Advantages

## At the society level:

- A societal added-value : (re)integration, environmental respect,...
- Resilience in period of crisis: job stability (cohesion)
- Citizenship in the enterprise: useful for the exercise of civic democracy

## At the enterprise level:

The diversity and the complementarity of the capacities and skills of the workers favors:

- The emergence of ideas ;
- The pursuit of social aims;
- The quality of the governance and the management.



# Participatory logic

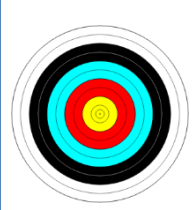
What influences the way the enterprise is governed:

- Size and resources
- Types of activity
- Number of professional activities
- Number and profil of workers
- Number and types of functions
- Types of employment contracts
- Organisational model (mechanistic and organic)
- Cultural, social, political and economical environment
- AIMS
- Position in it's Life Cycle (« age »)

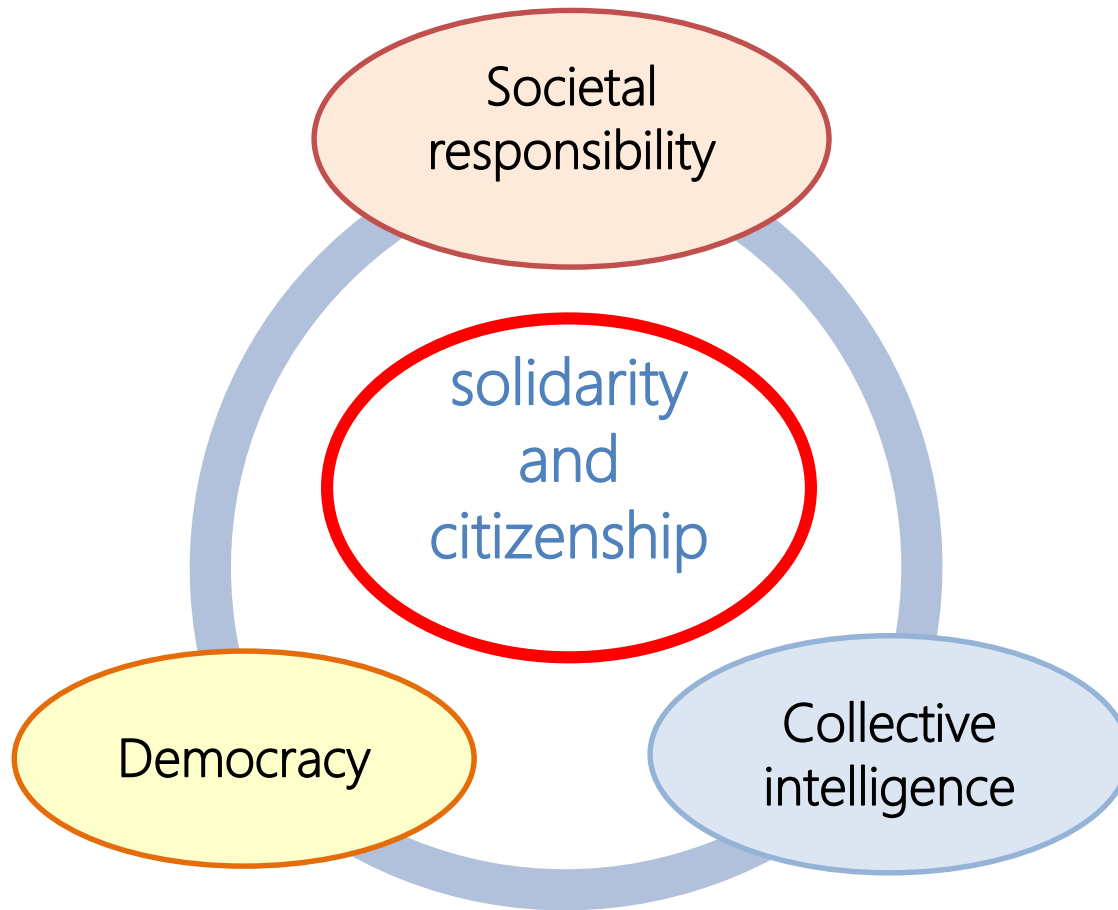
**Participation adapts** itself to the realities of the enterprise.

It influences the perception of ideas but also the way they are build, analysed, jugded and treated → particular logic.

**Different realities** = → the organisation, tools and approaches are specific to each enterprise **BUT the AIMS are the same!**



# Aims and means







## Guarantees (1/3 = Societal responsibility)

How to have the aim of addressing a societal need?

⇒ Usefulness

⇒ employment

⇒ well-being

⇒ respect of human beings and future generations

⇒ socio-economic alternative



## Guarantees (2/3 = collective intelligence)

How to elaborate or improve solutions **collectively** to address the interest of the greatest number of workers in order to achieve the social aim?

- ⇒ mastery by the workers of all relevant information
- ⇒ sharing of opinions and the confrontation of ideas
- ⇒ creative solutions
- ⇒ consideration of the social aim



## Guarantees (3/3= Democracy)

How to take decision in a democratic and participatory way?

- ⇒ access of the power of decision to the workers
- ⇒ existence of places of debate and decision-making
- ⇒ presence of workers in those places
- ⇒ democratic decision-making by the workers
- ⇒ collective and individual approach






# Conditions

## Types of conditions

- ▶ 1) Clarifying conditions : **What are we talking about?**
- ▶ 2) Organisational conditions : **Who, What, Where and When?**
- ▶ 3) Operating conditions : **How do you practice?**
- 👤 4) Skills and attitudes needed: **What should we be able to ?**
- ▶ 5) Education, Training and accompaniment conditions: **How to promote the development of needed skills and attitudes?**



# Guide for a participatory government in the enterprise

	 Aims and means	 Guarantees	 Conditions
<b>Democracy</b>	- - -	- - - -	- - ...
<b>Societal responsibility</b>	- - -	- - - - -	- - ...
<b>Collective intelligence</b>	- - -	- - - -	- - ...



# Interested? Contact us!

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