

RC 10 NEWSLETTER

Participation, Organizational Democracy and Self-Management

ISA – International Sociological Association, Research Committee 10

AIS – Association Internationale de Sociologie, Comité de recherche 10

AIS – Asociación Internacional de Sociología, Comité de Investigación 10

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Manuscripts: Please try to send only electronic versions by disk or email to the above address.

Membership: All corrections with regard to membership and members addresses should be sent to the treasurer, Litsa Nicolaou Smokoviti, Greece (see address below).

The New RC10 Officers

Research Committee 10 “Participation, Organizational Democracy and Self-Management” of the International Sociological Association

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Membership:

RC-10 members have the right to: Participate in Board elections; Propose themselves or others for Board membership; Participate and vote in business meetings of the RC-10; Participate in all other activities of the RC-10, and Receive the RC-10 Newsletter.

Membership fees are €40 for each four-year period. Members from low income, or soft currency countries, as well as students, may pay a reduced fee of €20. The fee for lifetime membership is €120. Membership fees can be paid during registration at one of the RC10 conferences, or by mailing a check or money order to **Litsa Nicolaou Smokoviti** at the address shown above. The check or money order, in euros, should be made out to the order of **Litsa Nicolaou Smokoviti** – RC10

Editor's Note

The president asked me to replace her as newsletter editor and this is the first newsletter that is issued when I serve as an editor. First of all let me thank Michal Palgi for this proposal, as to my personal views on the newsletter, it can be simply stated through two sentences:

- 1. first of all to try to make possible for all RC-10 members a full knowledge of ISA and RC-10 collective activities – seminars, workshops, meetings, congresses, etc – and of members' scientific production – articles and books – and of their proposals of co-operation among RC-10 members and with people from other organisations;*
- 2. secondly to substitute as broad as possible electronic delivering to snail mail: this is fully congruent with the proposals by Michal Palgi on the Web site utilisation.*

It is my first experience so I will be very indebted to all of you making comments, criticism, suggestions and whatever you think can be helpful to improve the newsletter.

This year will be a very crucial year for many economic, social and political reasons and we will be involved as world citizens and social scientists; so a very hard year to afford, for this reason let me join the president in wishing a happy and peaceful new year to all of you.

Francesco Garibaldo

A letter from the chair

This is the first newsletter that is issued when I serve as a chair. I would like to thank you all for voting for me and will try to continue the good tradition of the previous RC10 chairs. Thanks are also due to Alain Chouraqui for helping me and showing me the “ropes” of presidency, to Gyoergy Szell who responds to my numerous questions and requests and to Francesco Garibaldo who answered the challenge of replacing me as the next newsletter editor.

My vision of a well functioning research committee is of a community of researchers interested in similar issues and ready to cooperate with each other. This cooperation can be optimized to the benefit of all only if the communication channels between us are kept open. To facilitate this, the first action I took upon myself was to develop and open an updated website where all news and information about RC10, its activities and members can be found. Its address is: www.yvc.ac.il/rc10. I tried to do that with no cost to the RC10 and got two of my sons to help on the job, and my college to host the site with no charge. I thank them all for doing it. Now I can make all the changes needed in the website by myself. If you want some information to be put in it, simply send me a Word file and I will put it in. Bruce Wilson has volunteered to edit two sections of the website: Publications and Links. The publications page will be edited differently once we get all the information from members. The following sections are suggested: Publications coming out of RC10 activities, books by RC10 members (relevant to RC10) and articles by RC10 members. In the Links section we would like to have links to websites that can interest our members. So if you have any suggestions please write to Bruce (bruce.wilson@rmit.edu.au) with a copy to me (palgi@yvc.ac.il).

Another idea of cooperation among RC10 members is offered by Vera Vratusa, who is interested in carrying out a multi-national research on general attitudes towards ideas of participation – please read her call for cooperation and respond directly to her if you are interested.

An additional thought is to further develop ideas of participation and form connections with other bodies researching similar issues, such as citizen participation in decision making in their communities. Any ideas in this direction that you would like to put in the website or the newsletter will be welcome.

The list of the new board and officers is presented on the second page of this newsletter. I would like to congratulate all of them and hope you will approach them with your suggestions or needs.

This year we are going to have several workshops and conferences of and in association with RC10 that are all listed in the following pages. I hope many of you would be able to participate. Also, if you are planning a workshop or conference, please let me know so that we can discuss it in the board and give you all the logistic support we can.

I hope you will all have a very happy, fruitful, healthy and peaceful year. A year of cooperation, participation, collaboration and achievements.

Michal Palgi
President – RC10

Carta desde el sillón

Esta es la primera carta de noticias la cual es emitida cuando yo servía como directivo. Yo quiero agradecerles a todos por votarme y tratarse de continuar la buena tradición de los anteriores directivos RC10. las gracias se las debo también a Alain Chouraqui por ayudarme y mostrarme las cuerdas de la presidencia, a Gyoergy Szell el cual responde a mis numerosas preguntas y pedidos y también a Francesco Garibaldi el cual respondió ed the challenge of replacing me as the next newsletter editor.

Mi visión de un comité de funcionamiento bien de la investigación está de una comunidad de los investigadores interesados en ediciones similares y alista para cooperar con uno a. Esta cooperación se puede optimizar a la ventaja de todos solamente si los canales de comunicaciones entre nosotros se mantienen abiertos. Facilitar esto, la primera acción que tomé sobre me era desarrollar y abrir un website actualizado donde todas las noticias e información sobre RC10, sus actividades y los miembros pueden ser encontradas. Su dirección es: www.yvc.ac.il/rc10. Intenté hacer eso sin coste al RC10 y conseguí dos a mis hijos ayudar en el trabajo, y mi universidad de recibir el sitio sin carga. Los agradezco todos por hacerla. Ahora puedo realizar todos los cambios necesitados en el website por me. Si usted quisiera que una cierta información fuera puesta en ella, simplemente envíeme un archivo de la palabra y lo pondré adentro. Bruce Wilson se ha ofrecido voluntariamente a corregir dos secciones del website: Publicaciones y acoplamientos. La página de las publicaciones será corregida diferentemente una vez que consigamos toda la información de miembros. Se sugieren las secciones siguientes: Publicaciones que salen de las actividades RC10, de los libros de los miembros de RC10 (relevantes a RC10) y de los artículos de los miembros de RC10. En la sección de los acoplamientos quisiéramos tener acoplamientos a los websites que pueden interesar a nuestros miembros. Tan si usted tiene cualquier sugerencia satisface escribe a Bruce (bruce.wilson@rmit.edu.au) con una copia yo (palgi@yvc.ac.il). ¿Otra idea de la cooperación entre los miembros RC10 es ofrecida por Vera Vratusa, que está interesado en realizar una investigación multinacional sobre actitudes generales hacia ideas de la participación? por favor leído su llamada para la cooperación y responda directamente a ella si usted está interesado. Un pensamiento adicional es desarrollar más lejos ideas de las conexiones de la participación y de la forma con otros cuerpos que investigan ediciones similares, tales como participación del ciudadano en la toma de decisión en sus comunidades. Cualquier idea en esta dirección que usted quisiera poner en el website o el boletín de noticias será agradable. La lista el tablero y los oficiales se presenta en del nuevo la segunda página de este boletín de noticias. Quisiera felicitar todos y esperarle les acercará con sus sugerencias o las necesidades. Este año vamos a tener varios talleres y las conferencias y en de la asociación con RC10 que todos se enumeren en las páginas siguientes. Espero a muchos de usted podría participar. También, si usted está planeando un taller o conferencia, déjeme por favor saber de modo que poder discutirla en el tablero y darle toda la ayuda logística que podemos. Le espero todo tendré un año muy feliz, fructuoso, sano y pacífico. Un año de la cooperación, de participación, de la colaboración y de los logros.

Michal Palgi
Presidente RC10

Lettre du Président

Celle-ci est la première lettre que j'écris depuis quand Je suis devenu président. Je voudrais remercier tous pour avoir choisi de me voter et j'espère continuer la bonne tradition des présidents de RC10 qui m'ont précédé. Je dois aussi remercier Alain Chourquai pour son aide , Gyorgy Széll qui a répondu à mes nombreuses questions et Francesco Garibaldo qui a accepté la charge de me remplacer en qualité d'éditeur de la prochaine newsletter.

Dans ma vision un comité de recherche qui fonctionne doit être composé par une équipe de chercheur qui ont d'homogènes intérêts et qui désirent coopérer. Une coopération peut être possible et efficace seulement si le réseau de communication entre nous est gardée ouvert. Pour améliorer la communication la première action que j'ai prise en charge a été celle d'ouvrir et de développer un website dans lequel on puisse trouver toutes les informations concernant RC10, tous les membres et leur activité. L'adresse est le suivant: www.yvc.ac.il/rc10. J'ai essayé de faire tout ça sans dépenses pour le RC10 et j'ai eu pour cela l'aide de mes deux fils, et mon collègue qui a pris le site en charge sans dépenses pour nous. Je remercie tous pour leur aide. Maintenant je peux apporter tout seul les modifications nécessaires à l'intérieur du website. Si quelqu'un d'entre vous désire insérer des informations dans le site vous devez tout simplement envoyer un document Word à mon attention. Bruce Wilson s'est offert de prendre en charge deux section du site concernant Publications et Links. La partie du site concernant les publications sera édité d'une façon différente après avoir reçu toutes les informations concernant les membres. Pour l'instant les sections qui ont été proposées sont les suivantes: Publications qui naissent du travail développées par les membres du RC10, livres (significatif en relation au RC10) et articles écrits par RC10 membres. Dans la partie concernant les Links je voudrais insérer des sites qui puisse être intéressant pour les membres. Si quelqu'un d'entre vous a des suggestions à proposer vous pouvez écrire à Bruce (bruce.wilson@rmit.edu.au) en envoyant aussi une copie à mon adresse (palgi@yvc.ac.il). Une autre idée de coopération entre les membres RC10 a été proposé par Vera Vratusa qui est intéressée à développer une recherche multi-nationale et à analyser les attitudes générales par rapport à la participation; à ce propos je vous invite à lire le call for coopération et à lui répondre directement si vous êtes intéressés. Une autre possibilité est celle de développer des idées de participation et des liaisons avec des organisations qui s'occupent de thèmes pareils, comme par exemple la participation des citoyens à l'intérieur de leurs communautés. Toutes vos propositions à cet égard sont bienvenues. La liste des nouveaux membres et officiels est présentée dans la seconde page de cette lettre. Je désire remercier toute l'équipe et je espère que vous ferez référence à eux avec vos suggestions et vos besoins. Cette année on va organiser plusieurs workshops et conférences avec RC10 que vous trouverez dans les pages suivantes. J'espère que la plupart d'entre vous puisse participer à ces événements. Si quelqu'un est intéressé à organiser un workshop ou une conférence je vous invite à le communiquer le plut tôt possible ainsi que l'on puisse vous donner les renseignements nécessaires pour vous supporter. Je souhaite à vous tous une très bonne et heureuse année riche en santé, prospérité et paix. Une année de coopération, participation, collaboration et d'amélioration.

Michail Palgi
Le Président

Letter from Alain Chouraqui, immediate Past-President

When leaving the position of Chair of RC10, I think useful to try to present a short personal assessment of RC10 policy during these last seven years. Details are provided in the RC10 report on our website.

As usual, good and bad marks may be given.

At a personal level, I am happy with the fact that the three goals I had proposed as a candidate have made significant progress. First, bridges were built or strengthened with colleagues from areas outside the original core of our network. We took or supported many initiatives in that way. Our first Conference in Africa is a good example as well as the process of building a new Subcommittee for Asia and Oceania. In that way, the language issue was seriously taken into account, in order to help in keeping cultural diversity in our Newsletter and in our events and Congresses. Secondly, links with social actors (unions, NGO's, decision makers) were developed, like in our cautious but successful contribution to the World Social Forum in Porto Alegre. Third, improving the relationship between theoretical and field approaches was a permanent concern in all our major events, notably on the basis of the results of our Copenhagen Conference.

In line with these three ways of building bridges, we worked on a fourth and unexpected dimension: the co-operation with a great number of other academic bodies and networks, inside ISA (like our new and successful initiative for a Focused session in Brisbane with five other RC's), and outside ISA, like in Tel Aviv with the International Institute of Sociology, in Wuppertal with the International Political Science Association, or in Brisbane with the International Industrial Relations Association. Not always easy to adjust concepts and methodology, but fascinating job, bringing interest and people to RC10 activities.

I am confident that RC10 will maintain the necessary strong willingness and efforts to go on that way. A few events were already planned in that direction for the following years.

I was not happy with the fact that, in spite of repeated efforts, our website could not appear last year. Thanks to Michal Palgi who gave competence, time and energy to implement it as soon as elected as new Chair.

I keep mixed feelings about our IberoAmerican Subcommittee. On the one hand, I am sad that, in spite of years of patience and flexibility, our board did not succeed in implementing fair relationship with the new leadership of this Subcommittee. On the other hand, it is a relief for me that the situation is now cleaned up for our new board. A new Subcommittee may now definitely be built on transparent and democratic basis.

About our activities, RC10 reached an average of 3 to 4 events a year (except the year of the World Congress), taking place in all the continents, with a good regional distribution of our membership which allowed us for instance to hold successful events on three continents in one month. On that basis, and following ISA data in Brisbane, RC10 may now be considered as the most active one in ISA. A number of books and papers then appeared, but not enough in my opinion. And in spite of many bureaucratic and practical obstacles, we also succeeded to hold 17 sessions in the Montreal World Congress as much as in the Brisbane one.

These events were based on our new selected keywords: Participation and ...globalisation, ...workplace and industrial relations, ...organisation, ...democracy, ...property, ...culture, ...participatory research. In order to keep our original field while taking into account the theoretical and practical changes in it, a new name was finally approved by RC10 members: «Participation, organisational democracy and self-management».

We also could hold one to two board meetings a year, and I systematically asked for detailed minutes, which helped in keeping a continuity in action, specially for those who missed a board meeting. I thank for these repeated efforts our board members and our secretary and deputy-secretary, and more generally all those who contributed to RC10 activities during these years : officers, board members, co-ordinators, events organisers, books editors... Special thanks to Ake Sandberg and György Széll whose advice were always precious for me.

I am convinced that Michal Palgi who lives day to day participation in her kibbutz will know how to go on with our group, how to improve what was done and how to adapt to new challenges. I am also very confident in the various qualities of our officers, Dasarath Chetty, Heinz Suenker, Litsa Nikolaou, of Francesco Garibaldi and of all the new board members. As a past-president, I am definitely ready to play my role within this board.

Let me finally stress that I definitely appreciated our group, and the great opportunity to discover and manage such personal, cultural and academic diversity and qualities. That human dimension and my optimistic conviction about participation gave me energy to serve RC10 during years which were not easy for me at a personal level.

Indeed, my deep conviction is that participation is definitely not an old issue. On the contrary, from the workplace level to the global one, participation is to-day strongly based on democratic requirements, people's abilities, technological tools, systemic constraints, multi-level governance and even productive efficiency. This new convergence of factors lets me think that, far from deregulation and from authoritarian systems, democratic participation and "regulated autonomy" are more than ever good tools to effectively combine individual freedom and societal democracy. This should stimulate academic research and social action in a dangerous period dominated both by deregulated processes and by aggressive fundamentalism.

Alain Chouraqui
Past President of the ISA/RC10

News from the Past-Treasurer

It has been another four years of 'normal' activity in RC 10 on the side of the finances again since the Montreal Congress.

The income by fees of members was directly coming to RC 10 and via ISA. The latter alternative turned out to be more agreeable, because there had been a lot of difficulties with ISA before the Brisbane congress again about the status of RC 10 members in ISA. This is decisive for the scope of presentation on World Congresses.

The costs came from miscellaneous travelling costs, contributions to a publication, the newsletter, ballot mailing, the new Internet website (2002) and from bank fees (administrative). The account was close to free of fees in the beginning, however, later this was changed to the level of a 'privileged' bank account. The rates the banks charge for sending or depositing money have been considerably raised in Germany, so, perhaps in another country, this can be reduced again.

There has been the change of currency in Germany from Deutsche Mark to Euro last year and this helps RC 10 to pass on the treasurer in Europe easily. Right now, no US dollars are kept. The account that we kept for years in the US, by Rusty Russell, the former president, was integrated into the bank account in Germany in 2001.

Balance of RC 10

The time period to report here is 1998 to 2002 (November)

Year	In	Out	Administr.	Total
1998				4.879,32
1999	1.360,37	249,84	39,29	5.950,56
2000	165,00	3.805,29	30,30	2.281,97
2001	6.877,89*	1195,00	130,44	7.834,42
Deutsche Mark/EURO				
2002	€ 161,70	€ 559,39	€ 114,78	€ 3.481,98

* 6.401,74 DM of Rusty's US-account

Some notes on members

The second task of the treasurer turned out to be taking stock of members.

In November 2002, we had some 274 members in the lists. This may look like to be an excellent figure. Most of the members come from America and Europe. We improved in Eastern Europe, Asia, Australia and Africa. However, the participation of those members seems to be fragile in some parts. For instance, the handing in of new addresses is very weak in case of moving as is the naming of email facilities. More, quite a number of our members are lifetime members. This shows closer contact to the RC, however, this demonstrates too the problem of an aging RC. RC 10 should care for younger members in the future more than it did in the past.

After six year as a treasurer, I thought it is time to hand over the job to somebody else. Litsa Nicolaou Smokoviti from Athens, Greece will take over.

Wiking Ehlert – The Past-Treasurer

Dr. h.c. for Prof. Dr. Menachem Rosner

Menachem Rosner from the Kibbutz Reshafim and the Kibbutz Research Centre at the University of Haifa has been awarded the Dr. h.c. at the Department of Social Sciences of the University of Osnabrück, Germany, on 27 May 2002 in a great ceremony at the Aula of the Osnabrück Castle, the main building of the University. After the Laudatio by György Széll he gave a lecture on: The search for a good society and the experience of the Kibbutz.

Just in times of conflict and warfare in the Holy Land the search for a good society seems to be a hopeless Utopia. The Department of Social Sciences at the University of Osnabrück wants to set a sign with this honorary doctorate – as it has done with the former honorary doctorates for internationally well known peace researchers: the Austrian Prof. Dr. Robert Jungk (1992), and the cosmopolitan Norwegian, Prof. Johan Galtung (1995).

Menachem is one of the founding members of RC 10 and served as board member. He was also president of the Israeli Sociological Association. Menachem Rosner is one of the leading Kibbutz researchers and founder of the centre with the same name at the University Haifa in 1976. The Centre is linked since the year 2000 with the Department of Social Sciences at the University of Osnabrück through a co-operation agreement.

Menachem Rosner was born in 1922 in Cernauti, Romania and emigrated before the Second World War to Palestine. There he was one of the founders of the Kibbutz Reshafim in the forties of the last century, still under British occupation. He still lives there.

The University of Haifa is a very special University. Not merely that there is the only Kibbutz Research Centre in Israel, but the university sees its role in contributing to a better understanding between Israelis and Palestinians since its very inception, and it is therefore prominent in this regard to many other Israeli universities. Menachem Rosner himself is an activist for peace and understanding – in science, politics and social affairs.

His research – amongst others at Harvard University, the University of California at Berkeley or at the Institute for Political Studies in Paris – are dedicated to the tension between democracy, the good life and economic efficiency. In face of shareholder-Value and globalisation are these more urgent problems than ever.

György Széll

**Congratulations to Prof. Menachem Rosner an Old Member of RC10
On the Receipt of Ehrenpromotion from the University of Osnabrück**

On behalf of the international Research Committee on Participation, Organisational Democracy and Self-Management of the International Sociological Association, I would like first to warmly congratulate Prof. Dr. Menachem Rosner, as a pro-eminent colleague and as an old friend of us. His Ehrenpromotion in Osnabrück University is a new international recognition of his major contribution to Social Sciences.

In our specific field, he was one of the founders of our Committee in the seventies, he brought enlightening analysis on a number of topics, and he always stressed the links between participation and democracy, and between research and social actors. His studies on the Kibbutz movement always reminded us the lessons from this original experience of democracy and self-management at the roots of his country. His involvement in programmes like recently “In search of a good society” is in the same line, never forgetting the historical human values which inspired his activity.

Let me also congratulate the Osnabrück University for having given credit to our field of research, and for having chosen Menachem Rosner, in spite of the present worrying renewal of intolerance even among us academics.

Warmest thanks Menachem to have shared with us your unique experience and wisdom!

Alain Chouraqui
Past President of the ISA/RC10

May 27th, 2002

Forthcoming RC10 events

13th World Congress International Industrial Relations Association

Berlin, September 8-12, 2003

Special Seminar

Jointly Organised by Workers' Participation Study Group of IIRA and RC10 Participation, Organisational Democracy Self Management of International Sociological Association (ISA)

New Forms of Organisation, Partnership and Interest Representation

Joint Chairs:

Raymond Markey (University of Wollongong, Australia & Chair Workers' Participation Study Group of IIRA), and
Alain Chouraqui (LEST/CNRS Aix-en-Provence, France, & immediate past President, RC10 Participation, Organisational Democracy Self Management of ISA)

Papers:

Jacques Bélanger (Université Laval, Quebec) and Paul Edwards (University of Warwick), 'The Conditions for Social Compromise at the Workplace: Drawing Lessons from Teamwork'
Paul J. Gollan (London School of Economics, UK), 'Faces of non-union representation in the UK – Management strategies, processes and practice'
C. Jecchinis (National Vocational Centre, Greece) 'The Contribution of New Forms of Work Organisation to the Improvement of Conditions for Increased Productivity and Employment: Problems and Prospects in the European Union'
Vladimir Lazarenko (Kharkov Region Scientists' Union, Ukraine) & Vladimir Sobolev (Kharkov National University, Ukraine), 'Models of Corporate Governance and Employee Participation: Peculiarities of Formation within the Post-Soviet Transitions'
Raymond Markey (University of Wollongong, Australia), 'The State of Participation in Australia: Where To Next?'

Meeting of Workers Participation Study Group of IIRA

Joint Chairs:

Raymond Markey (University of Wollongong, Australia & Chair Workers' Participation Study Group of IIRA), and
Chris Jecchinis (National Vocational Centre, Greece)

Agenda:

Business Meeting

Papers:

Johann Maree and Shane Godfrey (University of Cape Town South Africa), 'When participation performs: the Workplace Challenge Project at two South African clothing firms'
Glenn Patmore (University of Melbourne, Australia), 'Transporting the European Social Partnership Model to Australia: A Legal Perspective'

Video presentation: Henry Bass, Merrimack Films

SASE CONFERENCE
(Society for the Advancement of Socio-Economics)

in Aix-en-Provence (LEST)
from June 26th to 28th, 2002

APPEL A PROPOSITIONS/CALL FOR PROPOSALS

RC10 Session(s) in French.

Le Comité de Recherche 10 (Participation, démocratie dans les organisations, autogestion) de l'Association Internationale de Sociologie a été sollicité pour organiser **une ou des session(s) en français lors du Colloque SASE (Society for the Advancement of Socio-Economics) à Aix-en-Provence (LEST) du 26 au 28 juin 2002** (www.sase.org). Le thème général est le suivant: **la participation directe et représentative aux différents niveaux de régulation, de l'atelier au niveau global.**

Veillez adresser, **avant le 20 janvier 2003**, une manifestation d'intention indiquant le(s) auteur(s), le titre et l'objet du papier proposé, au coordinateur de ce projet:

Alain Chouraqui
Directeur de recherche/ Director of research
Centre National de la Recherche Scientifique
(National Center for Scientific Research)
Laboratoire d'Economie et de Sociologie du Travail (LEST)
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Un **abstrat de 200 mots maximum** est souhaité, et sera en tout cas rapidement demandé lorsque la thématique de la ou des session(s) aura été précisée.

Workshop on

**Participation & Organizational Democracy: A Role of Education,
Educators, and of Their Training (a draft title)**

in Prague/Czech Republic (2004, Richard Ruzicka).

Planned as a joint venture with RC04 - Sociology of Education.

Other forthcoming events

RLDWL-network special session

In the framework of
the 36th Congress of the
INTERNATIONAL INSTITUTE OF SOCIOLOGY

Social Change in the Age of Globalization

Beijing 7-11 July, 2003

[www.IIS2003beijing.com.cn]

Session: Labour in the age of globalisation

Chair: Prof. Dr. György Széll,

University of Osnabrück, Department of Social Sciences

D-49069 OSNABRÜCK/GERMANY

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Fax +49 (541) 969-4600; e-mail: gszell@uos.de

1. **Prof. Dr. György Széll:** Introduction
2. **Prof. Dr. Abha Avasthi** (Lucknow University, Dept. of Sociology/India): Recent developments in Labour Relations in India
3. **Dr. Dinghong Yi** (Renmin University, Peking/Dept. of Labour Relations and Human Resources) & **An Yang, MBA** (City Gvt. of Tianjin & University of Osnabrück, Dept. of Social Sciences): China and the WTO – Effects on Employment, Labour Relations, Intercultural Management & Economic Welfare
4. **Dr. Francesco Garibaldi** (Institute for Labour, Bologna/Italy): The coming back of class struggle: is a social compromise agenda available?
5. **Xiachang Jin** (Center for Labor and Community Research, Chicago/USA): The center and the periphery
6. **Prof. Dr. Shujiro Yazawa** (Hitotsubashi University, Faculty for Social Studies, Tokyo/Japan): Japan in a times of change

Founding Conference of the European RLDWL Network

Prospects for the social conditions and the role of work in Italian and European society: the research work of IpL and some of its national and European partners

Bologna, 20-21 June 2003

Information: info@ipielle.emr.it

PRIMER ANUNCIO E INVITACIÓN A PRESENTAR COMUNICACIONES

XVI SEMINARIO INTERNACIONAL DE SOCIOLOGÍA "SOBRE PARTICIPACIÓN, DESARROLLO Y EQUIDAD EN LA SOCIEDAD DE LA INFORMACIÓN"

25-27 de junio de 2003 en la Universidad de las Américas, Cholula, Puebla, México

Organizan:

Instituto Nacional Para El Federalismo Y El Desarrollo Municipal (Inafed), Universidad De Las Américas, Red Interamericana De Alto Nivel Para La Descentralización (Riad) De La Oea, Red De Investigadores Sobre Gobiernos Locales (Iglom), Rc 17 De La Asociacion Internacional De Sociología, Asociación Iberoamericana De Sociología De Las Organizaciones (Isa)

Continuando con la tradición de los Seminarios organizados por AISO y el SI-RC-10 de la Asociación Internacional de Sociología en las ciudades de Lima (Perú, 1989), León (México, 1989), Madrid (España, 1990), Santiago de Chile (Chile, 1991), Santander (España, 1992), Guanajuato (México, 1993), Bielefeld (Alemania, 1994), Braga (Portugal, 1995), Santiago de Chile (Chile, 1996), Las Palmas de Gran Canaria (España, 1997), Montreal (Canadá, 1998), Lima (Perú, 1999), Barbastro (España, 2000), San Juan (Argentina, 2001), Brisbane (Australia, 2002) sobre participación en las organizaciones, se invita a participar en la XVI edición que se celebrará en la Universidad de las Américas, Cholula (Puebla, México)

Comité Científico:

Dr. Carlos Gadsden Carrasco (INAFED, Coordinador General). Dra. Nora Lustig (Universidad de las Américas). Elizabeth Spehar (UPD, OEA). Dr. Paul Rich (Stanford University, Universidad de las Américas). Dr. Antonio Lucas (Universidad Complutense de Madrid, España). Dr. Aldo Meneses (Escuela de Gobierno y Gestión Pública de la Universidad de Chile, Santiago, Chile). Dr. Manuel da Silva e Costa (Universidad do Minho, Braga, Portugal). Dr. Alejandro Piscitelli (Universidad Austral, Buenos Aires, Argentina). Dr. Antonio Colomer (Universidad Autónoma, España).

Comité Organizador:

Lic. Berta Salinas (Universidad de las Américas). Dr. Fernando Fonseca (INAFED). Lic. Carlos Domínguez (INAFED). Mtr. Antonio Lara (INAFED). Mtr. Francisco Hernández (INAFED). Ann-Marie Blackman (OEA). Dra. Lourdes Vinuesa (Universidad Complutense)

Presentación de resúmenes de las comunicaciones hasta el 30 de enero 2003. Sobre 15 líneas de texto. Las comunicaciones aceptadas deberán ser enviadas a la Secretaría antes del 30 de abril de 2003. Con el segundo anuncio se indicarán las características formales de las comunicaciones. La extensión de las comunicaciones tendrá un máximo de 35.000 caracteres (15 folios a doble espacio aproximadamente).

Se organizarán cuatro grupos de trabajo centrados en las áreas específicas señaladas y un quinto más general en inglés. Deseamos alentar un intercambio teórico y de experiencias prácticas que orienten en una visión de futuro en los siguiente campos:

1. Descentralización, gobierno local y participación
2. Desarrollo y equidad: teoría y experiencias
3. Educación para la participación
4. Comunicación electrónica en las nuevas sociedades de la información
5. Participation, development and equity in the new informational societies (papers in English).

Secretaría del Seminario

Dr. Fernando Fonseca, INAFED, Tejocotes 164, Colonia del Valle 03210, México D.F., Tel. +52 (55) 50622000. Página Web: www.cedemun.gob.mx; e-m: federalismo2000@yahoo.com

Call for Papers
36th Congress of the
INTERNATIONAL INSTITUTE OF SOCIOLOGY
Social Change in the Age of Globalization

Beijing 7-11 July, 2003
[www.IIS2003beijing.com.cn]

RC10 intends to organize one or several sessions in the Beijing Congress on his various topics about participation, organisational democracy or self-management. Those who want to present a paper in this (these) session(s) have to send their abstracts to the coordinators until January 24th, 2003. Taking into account the general topic of the Congress, priority will be given to proposals linking globalisation and direct or representative participation (employees', citizens', unions', NGO's...). Sessions will be held in English, but oral presentations may be in French or Spanish when necessary.

May authors send their abstracts **before January 24th, 2003** by email, to the coordinators of this programme: Alain Chouraqui, chouraq@univ-aix.fr and György Széll, gshell@uni-osnabrueck.de

Abstracts and papers should be in English.

Typed single-space in 12 pt Times New Roman font.

First Name: _____

Family Name: _____

Institution: _____

Address: _____

City Postal Code: _____

Country: _____

Tel: _____

Fax: _____

Email: _____

Title: _____

Abstract text (no more than 300 words)

European Sociological Association
6th Congress “Ageing Societies, New Sociology”

Conference website < www.um.es/ESA >

Murcia/Spain, 23-26 September 2003

Stream „Work & Organisation“

Stream Co-ordinators:

György Széll (University of Osnabrück/Germany) &
Göran Ahrne (University of Stockholm/Sweden)

Session 1: Work, organisation & ageing societies

Chair: György Széll (gszell@uos.de) & Göran Ahrne (gahrne@sociology.su.se)

Session 2: The New Economy & new forms of organisation

Chair: Francesco Garibaldo (Institute for Labour, Bologna/Italy)
f.garibaldo@ipielle.emr.it & Ake Sandberg (National Institute for Working-Life,
Sweden) ake.sandberg@niwl.se

Session 3: Trade Unions and Employers Associations

Chair: Rainer Zoll (University of Bremen) zoll@uni-bremen.de & Alain Chouraqui
(LEST/CNRS, Aix-en-Provence/France) chouraq@univ-aix.fr

Session 4: Human Resource Management & Life-long Learning

Chair: Jan Kees Looise (University Twente/The Netherlands)
J.C.Looise@sms.utwente.nl & Paul Thompson (University of Strathclyde,
Glasgow/UK) p.thompson@strath.ac.uk

Session 5: Public Sector & Privatisation

Chair: Jacques Defourney (CIRIEC, University of Liège/Belgium)
j.defourney@ulg.ac.be & Litsa Nicolaou-Smokoviti (University of Piraeus/Greece)
lnicola@otenet.gr

Session 6: European integration and enlargement

Chair: Csaba Makó (Hungarian Academy of Sciences, Budapest/Hungary)
mako@ntt.hu & Dimitrina Dimitrova (ILO, Budapest/Hungary) dimitrova@ilo.org

Session 7: Gender

Chair: Elisabeth Michielsens, University of Westminster, London/UK michiee@westminster.ac.uk
& Michal Palgi, Emel Yezreel College, Israel palgi@yvc.ac.il

Session 8: New trends in the sociology of work and in organisational theory

Chair: Nikolai Genov (Free University of Berlin/Germany) genov@zedat.fu-berlin.de &
Thoralf U. Qvale (Work Research Institute, Oslo/Norway) tq@afi-wri.no

Session 9: Poster session

Chair: William Outhwaite (University of Sussex/UK) R.W.Outhwaite@sussex.ac.uk &
Edward Zammit (University of Malta) ezam1@um.edu.mt

Deadline for proposals: 28 February 2003!

All proposals should be sent to the session chairs as well as to the stream co-ordinators

Communication from RC10 members

A Suggestion for Research Collaboration

The purpose of the entire, still not existing questionnaire is to gather comparable data with the common research instrument for the common research project that interested members of RC 10 might prepare for Durban. Items I have sent were meant to obtain the empirical basis for the conclusions about the prevailing mood among respondents that we can afford to interview (the best would be the big stratified sample of entire population in respective country) concerning the preferred form of dominant ownership relations, regulation of life reproduction and participation in strategic decision making. Many more and better questions can be posed, but we should start from somewhere - for proposed questions I have some longitudinal data to compare with (from 1995 in YU)

1. What type of ownership would secure the best conditions for economic prosperity in our present situation?
 - a. Predominantly private ownership
 - b. Predominantly state ownership
 - c. Predominantly ownership of the people employed in an enterprise
2. Who should choose directors in a privately owned enterprise?
 - a. Owner(s) only
 - b. Owner(s) and employees together
 - c. Employees only
3. Who should choose directors in a state-owned enterprise?
 - a. The state (government, ministry, etc.)
 - b. The state and employees together
 - c. Employees only
4. On what circumstances depends business success:
 - a. Expert knowledge
 - b. Originality and innovativeness
 - c. Support of all employed
 - d. Connections with people in power
 - e. Available financial means
 - f. Luck
7. Other

Vera Vratusa

vvratusa@sezampro.yu

**Tier Canada Research Chair
Université Laval
Département des relations industrielles**

The Département des relations industrielles of Université Laval (www.rlt.ulaval.ca) invites applications for a Tier 2 Canada Research Chair.

The purpose of the Canada Research Chairs Program is to increase the research excellence of Canadian universities. Applicants are invited to consult the program Web site (www.chairs.gc.ca) for full information on selection criteria.

The five-year Tier 2 Chairs, which are renewable once, provide favourable conditions for the development of highly promising new researchers. The chairs are for researchers who, in the judgment of their peers, have the potential to become world leaders in their field.

Research areas and functions

The applicant's research is expected to contribute to the development of research within the Département des relations industrielles. More specifically, a number of professors in the department conduct research related to innovation in organizations; these studies concern the determinants, processes and effects of innovation in work and employment. These topics are explored in terms of their human, organizational and institutional dimensions. An interest in international aspects would be desirable.

The successful candidate could take up the appointment as a faculty member in the Département des relations industrielles as of September 1, 2003. The Chair Program allows the Chairholder to devote him/herself mainly to research. The Chairholder's role in teaching and supervising graduate students at the master's and doctoral levels will gradually increase over time. It is expected that at the end of the period of the Chair, the individual selected will continue his/her career as a faculty member at Université Laval.

Applicant profile

To meet the rigorous criteria of excellence of the Canada Research Chairs Program, applicants will have obtained their doctorate within the last ten years and hold a regular position in a university or research centre. In addition to their doctoral thesis, applicants will have already demonstrated their potential through significant publications that show their research potential.

Applicants may hold a doctorate in industrial relations or one or more related disciplines such as sociology, economics, management or law. This Program imposes no restrictions on nominees with regard to nationality or country of residence.

Procedure

A committee will receive applications until February 28, 2003. Applications must include a curriculum vitae, a 3-5 page statement of the applicant's research program for the next five years, and the names of three individuals who will provide reference letters.

For more information or to submit an application, contact:

Dr. Fernande Lamonde, Chairperson

Département des relations industrielles - Faculté des sciences sociales

Université Laval, Québec - Québec, Canada G1K 7P4

Fernande.Lamonde@rlt.ulaval.ca

Tel.: (Canada) 418-656-2131 extension 2515 - Fax: (Canada) 418-656-7688

Country Report

Report from India

Development-driven business alone will *survive* and *improve quality of life*

What's the real business of business today? I submit that the answer is certainly not ever increasing profits and turnover for their own sake. We believe that the business of business is to generate responsible capital. Business is required to go beyond making profits and ultimately improve the quality of life of the community that the business is in.

To be sure, this is not an issue that many hard liners are comfortable with. CEOs in the corporate sector belonging to this category will tend to justify their focus on the bottom line, which to them means only enhancing shareholder's value. It seems that other participants and the communities come in their way.

This calls for a serious inquiry into the very fundamental purpose of business itself. There are some questions we need to answer.

1. Will future society be organisation-based or community-based?
2. Is our idea of the bottom line restricted only to meet the needs of a few stakeholders and where does the element of development and the Community really come in? Why development-driven business?
3. What is the concept of development in business and how does improving quality of life be an indicator of holistic business performance?
4. Do the CEOs of the corporate world generally know enough about building community and are they competent to take social responsibility of business in a holistic sense of the term? Do most business leaders really comprehend the need to go beyond 'management' towards more of 'governance'? Why is corporate governance becoming increasingly relevant?

Examining the following four propositions could perhaps help us arrive at some useful answers on redefining the fundamental purpose of business.

Generate the Leadership that helps you walk the talk in every day life

A man who wants to do something will find a way; A man who doesn't will find a reason!

Stephen Dolley

The first precondition is a clear departure in business leadership - the leadership that is bent on demonstrating the success of making business truly developmental -one that treats customers as people first. It is not just about mouthing these phrases. But it is about putting it into practice.

The Tata Council for Community Initiatives [TCCI] is a network of nearly 200 Tata community and environment champions representing over 85 Tata business units spread all over India. The TCCI has identified certain issues for inquiry in the form of the following 4 propositions. Our experiences lead us to recognise the importance of 'networking' as one kind of institution. We learnt that social responsibility is 'not getting obsessed with the obscure side in the bottom line'. It is also cultivating the habit of building a 'larger purpose'.

We further realised how important ‘governing’ is more than ‘managing’. We therefore believe that leadership in Community (and in business) should be an act that “best balances the interests of all stakeholders”.

Proposition I - Build *Community networks* not stubborn Institutions: Most traditional institutions clearly differentiate between a (superior) giver and an (inferior) receiver. Hierarchy is intrinsically embedded in our thinking. Moreover we have a tendency to reduce complex concepts like wealth to a number. For a business, it is wealth or profit, for a nation, it is the GNP. How do we move away from the situation where one set of people do something for another presumably grateful set?

Consider the idea of *Community as an ‘institution’* as M. Scott Peck puts it. *Community* was the first form of our collective existence, but it has been relegated to the periphery. Even so, it is important to recognize the idea of *Community* as a powerful way to network a variety of traditional institutions, *organizations*, interests and beneficiaries under one common goal that gives the fullest satisfaction to some basic human needs – the sense of belonging and togetherness.

There are examples of global *Communities* where they accommodate multiple stakeholders and cultures. The G7, Third World, North-South are *communities* that address issues across continents, countries and races. When business primarily sees the good of a community in a basic sense, it becomes *development-centric* and social responsibility is no more peripheral.

The first proposition is that we look at the power of networking to build flexible communities, both internally and externally, rather than different versions of the same old top-down institutions, especially when it comes to putting business at the centre stage of development!

Proposition II – Create a higher purpose and build it right into your *Bottom-line*: Can making cars, assembling computers or setting any form of annual targets be an *end* in themselves? What is the ultimate purpose of business? Is it simply producing goods or providing services without impacting the overall picture of improving the quality of life?

For example, running a school profitably is important, but making profit includes the more important aim of building self-confidence in children. To be sure it's not easy to measure self-confidence, but that doesn't mean we give up and make the *number* of children passing public examinations as our focus. Similarly, hospitals should concentrate on the number of patients to attract the profits they bring, but not to the exclusion of making people truly healthy.

It is common knowledge that an enterprise often sails through troubled times because it had the leaders to pursue a *vision* that was not narrowed down to fit into an obscure side of a bottom-line. One loses a lot more by being just centric to this limited idea of the bottom-line. It is true that obscurity will beget obscurity. And abundance will beget abundance.

Ultimately we all agree that the bottom line is important. The question is what does that bottom line constitute?

We propose that a business should aim at the bigger ‘purpose’, call it ‘top line’ and it is included in the bottom line. And the *big purpose for all human endeavour should be improving the quality of life of the community network of stakeholders, something that came so naturally to us in the Tata group.*

Proposition III – Business Performance is developmental in nature: Most of us feel comfortable when performance this year is better on a scale comparable to the previous year. The comfort is with the ‘common denominator’ for measuring performance. For a moment let us assume that the ‘purpose’ of a venture keeps evolving. The only form of stability is the level of constant involvement and commitment of people to a ‘micro level purpose’ at all times. A NGO may look at improving *accessibility* of a resource at one point and shift focus to improving participation or response time at another. It doesn't have to have a static permanent measure. Businesses constantly shift strategies to survive, but growth thereafter is related to the top-line. To improve quality of life or to bring good things to life become important. Sociologists all over the world now recognize that income generation (as a constant measurable factor) in itself does not constitute *human* development!

This is why business will have to consciously strive to achieve developmental goals in a holistic sense and, if formula is a must, adopt the triple bottom line approach. This way *economic-value* [profit] addition is only a part of the ‘wealth’ generated by an enterprise. We are concerned about a broader idea of performance - creating Economic, Natural and Social Capital.

Here the proposition is that business must assess social and environmental impacts constantly and cost them as annual revenue and capital budget provisions. Profits generated *after* accounting for development costs would be responsible profits. This means that a business measures its developmental performance holistically and not *something else in isolation!*

Proposition IV – Enlightened businesses govern, not just manage. All types and scales of activities seem to need *management* – and we continue to believe that ‘someone’ is managing the ‘other’ all the time. But leaders of an enlightened business don't see things this way. Their mode of action is non-paternalistic, and in fact respect and support ‘*people naturally and constantly engaged in their own development*’. Here it is not about dominating but it is about networking. New communications and information technology combine with emerging social issues like ‘inclusion’ and ‘equity’ to govern more than to manage.

Hierarchy, bureaucracy, rigid identities and centralized authority or any form of paternalism are very costly. Reengineering without discarding the *traditional mindset* will inevitably fail. What's needed are commitment, trust and intelligent application of networking. The aim is to create a climate for generating and managing knowledge of which products and services are mere manifestations.

Experience shows that in large chaotic cities motivation rather than regulation is more useful in attaining an objective, for instance keeping the streets clean. In the long run, people do only what they believe. Solutions generated through self-management or co-determination last longer. In an enlightened business where consultation is a natural process, all people (stakeholders) are taken into account. The process when conditioned by a developmental mindset, by its very *nature* becomes participatory for all concerned stakeholders and the community to build responsible capital – economic, natural and social capital, all at the same time.

In the Tatas therefore, social development is not done for PR but because it is a core value. Mrs. Shakti Sharma, Head-Social Services & Family Initiatives, Tata Steel made a presentation at the Headquarters of the International Finance Corporation at

Washington. One of the respondents there said that it is wonderful to note that a company for hundred years has been a good corporate citizen for no other reason than that *it is the right thing to do!* This has changed the way employees, too, *relate* to one another. Everyone likes to be consulted and be involved in all major actions. By being transparent and accountable to public scrutiny, Tata enterprises have further enhanced their *relating* talents and capacity to address environmental and social issues to build high-trust stakeholder-networks – the *Community*.

Proposition four is that instead of traditional management, we deploy the concept of development-oriented business through a more democratized but effective process of *governance*. Robert Putman and others have successfully demonstrated on how people at large feel more comfortable living in communities under democratic ways rather than an authoritarian custom. This becomes the scenario for contemporary business and now business leaders have to take clues from this.

Here are some more situations in which the above 4 propositions are manifest at a micro-level where practitioners can keep asking on how to enrich their everyday lives:

1. In the TATA group during the last two years, '*leadership*' in a development programme meant that externally you recognized the importance of minimizing charity and focused on building self-reliant community. Internally, you were certainly satisfied when your superiors at work took part in community development more than merely sanctioning money or support. You are committed to volunteering although we are concerned that we spend 40% of social expenditure through charity and donations. [Measure: How do you measure your success in making the shift to building self-reliance in the community, increasing volunteers and influencing your management to cut back on donations or just signing cheques and get involved?]
2. You are known in the community for helping in generating a larger purpose through the *TATA process*, rather than stand for just one common 'programme' or activity as a comfortable level of being visible, say on an issue like population control or combating AIDS and so on. You do agree that the Process helped you develop your higher purpose to whatever issue you took up. *That further means your 'action' at all times had a context deeply rooted in values of development.* A simple event like a blood donation campaign is not seen as an end in itself. But *it is an end* if you felt: 'We Tata guys came to know each other better through it'. Here you tested 'participation' as a value. Or 'the local blood bank needed a particular blood group and we gave it'. There you tested 'improving access to scarce resource'! Action reinforced by the mini-mission is what makes it 'right'. That's the kind of value we add as *mission-managers*. *And our basic mission is 'improving the quality of life'*. [Measure: How does 'improving the quality of life' become central to the context and purpose in the stated objectives of even our smallest programmes?]
3. This Council aims at generating TCCI regional-groups into a formidable force in corporate social responsibility, both in their individual areas and in the country as a whole. This way we build internal community networks referred in Proposition-I. [Measure: How do you really generate participatory processes internally, select programmes and measure their impact, raise funds, create inputs / expertise in a way that people at large see you 'as-a-group' under the

stewardship of the Tata Brand? Internally, how is a brand identity developed – a sense of belonging among Tata employees?]

4. Programme Leaders constantly learn about developing some kind of a ‘market-process’ for ‘beneficiaries’. Although sustainability is spoken about, developing a ‘market-process’ for generating new ideas, learning skills to make and sell better products is the key to success. [Measure: How do we ensure that a ‘market process’ is systematically built into a withdrawal plan and factors of sustainability are worked out in our Projects?]
5. Although our preoccupation is managing business, we know that in development work one does not offer a ‘product’ or ‘service’. This work is also not managed in the same way. (I am not surprised when asked “what exactly does the TCCI do?!). I simply reply “ We develop and deploy human processes, influence people to reflect on these processes, help build ‘can-do’ confidence through working models of community-action. Changed people and governance based systems are our outcomes. We facilitate ‘transformation of minds’. In fact, Peter Drucker suggests *Transformation* is the end ‘product’. By that we mean that it is transformation for *all* of us involved! [Measure: How do you create and record attitudinal changes in the community? How did you bring about better governance and eliminate bureaucracy in public systems? How lasting is that benefit?]
6. As a Leader you have had to learn to build sound working relationships across borders - across departments within the company, across companies in the TCCI regional group, staff, volunteers at times having to compromise on your preconceptions. It is said that leaders are good followers too, since they empathize with the difficulty of the person assigned to do a job. Ultimately you want certain things to happen by rallying all concerned into a community network. [Measures: 1. *In important meetings while encouraging new ideas and inputs how do we ultimately converge to action with integrity?* Is our criticism constructive and supportive? 2. How do you ensure that all Tata companies and institutions feel actively involved in the Regional activity? 3. How do you ensure that a strategy is transparent and fair in selecting projects, short-listing NGOs, finalising the approach and pitching the scale of work? (...ensuring that someone is prevented from pushing a personal advantage and so on).]
7. Ultimately a leader is the one who has the urge to develop oneself– as a professional and as a person. If the need for self-improvement is not *intense enough and explicit*, it almost shows that a person claims to be perfect when actually there is no such limit to improvement at a deeply spiritual level. Therefore, we always say that “*Our best performance is yet to come*”! In a recent issue of Harvard Business Review, Jim Collins proposes a level 5 in leadership as the ‘triumph of personal humility’! [Measure: So, how do you reflect, conceptualize and articulate what really opened up for you while serving the community? How do you set goals for your own personal development?]
8. Although much of this work is driven by ‘passion’, facilitators are focused on the job and less on their ‘self’. In the last word, he or she is *not* a mere rapport or image builder. There is no hurry to appear on the CNN or the BBC. There are no club-talkers here. The intent is never PR or needless approval seeking. Our people are encouraged to be confident and modest yet capable of contesting.

They are fearless and unstoppable. [Measure: How do you showcase yourself in spirit and in words?]

I gratefully acknowledge the valuable editorial help provided by Shri Ashok Mahadevan, Editor-in-chief, Readers' Digest, Mumbai.

Anant G. Nadkarni

tcci@tata.com

10th May 2001

Books and Articles by RC10 Members

Garibaldo F., **Information and Communication Technologies, Organisations and Skills: Convergence and Persistence**, in *Ai&Society*, Springer-Verlag, London, 2002

This article, first of all, supports the idea that the undeniable process of ICT-based technological convergence implies the social, cultural and business unification of the world of media and culture. The poor performance of the mega merger is a clear indicator of the unstable ground of the convergence hypothesis. Secondly, it argues in favour of cooperation between different expertise, skills and cultures to make multimedia products or to supply multimedia services, instead of creating from scratch a brand new class of hybrid skills and professions. Thirdly, a variety of new possible and realistically achievable professional profiles in cultural industries and institutions are illustrated. Eventually a set of public policies, in the light of a new role for cities and regions, is developed

Markey R., Hodgkinson A. (University Wollongong-Australia), Chouraqui A. (Cnrs-France), Gollan P. (London School of Economics), and Veersma U. (Nijmegen University-The Netherlands), **Models of employee participation in a changing global environment: diversity and interaction**, Ashgate publ., Aldershot, Burlington (USA), Singapore, Sydney, 2001, 343 p.

Part I: Perspectives and Theory

Part II: Direct participation

Part III: Trade Unions

Part IV: Works councils and consultative committees.

Part V: Interaction between different forms of participation

Blasi J., Kruse D., Bernstein A., **In the Company of Owners, The Truth about Stock Options (And Why You Should Have Them)**, Basic Books, N.Y., 2002.

Contents

Part I The History of Partnership Capitalism

1. It All Began with Shockley

2. The Soul of a New Corporation: How High Tech Companies Institutionalized Partnership Capitalism

3. The Soul of an Old Corporation: From Thales to Executive Stock Options

Part II Sharing the Company with Employees

4. How High-tech Firms Share the Wealth

5. Why Companies Hand Out New Options Every Year

6. What Shareholders Gain by Giving Up Some of Their Ownership

7. The Evidence that Stockholders Come Out Ahead

Part III A New Corporate Model

8. Top-Down Capitalism: What Would Have to Change in Corporate America

9. Partnership Capitalism: How to Put it All Together

10. Conclusion

Websites of interest

“Participation: Decision Making and Employee Ownership”,
The Ownership Culture Report, Cambridge, MA: Ownership Associates, Inc.,
Vol. 1, No. 2, Fall/Winter, 1998.
<http://www.ownershipassociates.com/ocr2.shtml>

Employee Participation in Decision Making in Extension: A Ladder of Participation to
Reduce Cynicism. - Thomas J. Gallagher
<http://www.joe.org/joe/2002october/comm2.shtml>

The National Center for Employee Ownership (some articles under “ownership
culture”). <http://www.nceo.org/>

European Foundation for the Improvement of Working and Living Conditions - EPOC
(Employee Participation in Organisational Change) research project.
<http://www.eurofound.ie/industrial/epoc.htm>

An annotated list of articles and books on corporate governance or related subjects.
<http://www.corpgov.net/library/articles/abarticles.html#b>

MEMBERSHIP APPLICATION & RENEWAL FORM RC 10

PERIOD 2003 - 2006

International Sociological Association

Research Committee 10: "Participation Organizational Democracy and Self-Management"

Family Name: _____ First Name: _____

Mailing Address: _____

City: _____ Country: _____

Phone: _____ Fax: _____ Email: _____

- I am applying herewith to become a *new* member of RC 10
- I wish to *renew* my membership in RC 10

Payment (Please tick only **one** of the two squares)

- I am paying RC 10 fee directly to RC 10 (below) and ISA fee to the ISA
- I am paying both fees via the ISA

Place and Date:

Signature:

- I am paying €40 for 2003-2006.
- As a member from a non-OECD country, I am paying the reduced fee of €20 for 2003-2006.
- I am paying €120 for lifetime membership.
- I am already a life member, but am contributing _€20_€40 to help meet the current expenses of RC 10.
- I am applying to be exempted from paying the fee for 2003-2006 because I am unable to pay as explained in the note attached.

MODE OF PAYMENT TO RC 10

- I am sending a postal order.
 - I am enclosing a check in Euros
-

Send application form (and cheque) to RC10 treasurer:

Litsa Nicolaou Smokoviti,

43, Marathonodromou Ave.; Psychiko, 15452 Athens, GREECE.

Email: spiros@unipi.gr; Tel. +30 1 6713902; Fax: +30 1 6719697
