Power Sharing in Industry

A practical guide to employee participation in company operations

Innis Macbeath

Gower Press

TECHNISCHE HOCHSCHULE DARMSTADT
Fachbereich 1
Gesamtbibliothek
Betrie bswirtschoftslehr e
Inventor-Nr. 15.926
Abstell-Nr. : AO1/811
Sachgebiete:
8.1.4

Contents

Acknowledgements	xii
Foreword by Adrian Cadbury	xiii
Introduction	xv
PART ONE Participation in Practice	
1 The Wage-Work Bargain	3
Collective bargaining	4
Payment by results	5
High day rate/Measured daywork	7
2 Reforming Payments Systems	11
Productivity bargaining	12
Presenting the problem	13
Designing a structure	15
Monitoring productivity	16
Added value as an index	17
Direct consensus method of job evaluation	19
Ground rules for participation	20
3 Legitimate Direction	27
Board responsibility	28
Degenerate hierarchies	30
Nationalization	34

	Cooperatives	36
	Worker directors	37
	Sit-ins and work-ins	38
4	Quality and Satisfaction	39
	Job enrichment	42
	Job redesign	44
	Factory culture	46
	'Scientific' management	48
5	Recruitment, Turnover and Responsibility	53
	'Attractive' and 'unattractive' employers	54
	Employment analysis	55
	Compensating for mistakes	56
	The right to leave	58
	Techniques of diagnosis	59
	Diffusion of skills	61
	Labour turnover analysis	62
	Where have they come from?	64
6	Discipline and Grievance	67
	Adapting to a changing society	68
	An angry subject	70
	Supervisors' role	71
	Mandatory rules	72
	Setting the scene	72
	Full participation	73
	Self-discipline	75
	Self-respect	77
7	Information, Control and Consultation	79
	Misinformation systems	80
	Two-way information	81
	Briefing groups	83
	Works councils	85
	Company publications	88
	Attitude surveys	89
	Pitfalls of a survey	90
8	Participating Managers	93
	Maintaining the system	94
	Highfliers	95
	Project groups	97
	Innovation	98
	How close is close?	99

	Necessary authority	100
PART TWO	Participation by Rule	
	9 What is Enterprise?	105
	The personal contract	106
	Rights of ownership	107
	Legal entities and powers	108
	Specialization	109
	Mastery and control	110
	Acceptance of a place in life	112
	Authority and effectiveness	113
	Place in the market	114
	Summary	115
	10 Political Pressures	117
	EEC Programme	118
	Theory and practice	120
	Survey of works councils in Europe	122
	EEC Social Programme	127
•	11 Industrial Dialogue	129
	Ideology	130
	Taking sides: the TUC	131
	Joint control incorporated	134
	Taking sides: the CBI	136
	Nonexecutive directors	137
•	Sighting shots	138
	The confident employee	140
	What shape for legislation?	142
PART THREI	E The Power to Share	
	12 Taking Risks with People	149
	Individual and collective choice	150
	Unstructured power	151
	Democratic right to apathy	152
	Competition for labour	153
	Deathbed recoveries	156
Appendices	Appendix 1 Definitions	163
	Appendix 2 Example of attitude survey	
	findings for three groups	165
	Appendix 3 References and further reading	169