Participatory management and family owned companies.

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Introduction

Since the early twentieth century we can observe increasing interest of family business in western economies. Since the early nineties of the twentieth century, almost all over the world can observe the increasing interest in the participation of employees in the company management. It involves the management of these concepts, which refer to the enterprise and creativity of workers, such as change management, quality management is the concept of knowledge organization.

The problems of family businesses is not much explored in Poland. This may be due to the fact communism time after second world war but it is quite often these companies are associated with entrepreneurial craft, housing shops, which affects the excessive depreciation of the phenomenon of family business, on the other hand, low interest of science, which often identifies it with the SME sector (Safin 2007). Sułkowski points (Sułkowski, 2004) to the problem of the impact of family ties to the organization as a marginal treatment in the micro-economic in terms of household economics, there is no regulation almost home, nor does it constitute a separate category of economic (Marjański Sułkowski, 2009). Quite often pointed to methodological problems (Jeżak and Popczyk, 2004; Safin 2007, Sułkowski and Marjański 2009, July 2006, Niedbała, 2002) due to low precision of the definition of family businesses and the subject of research. This necessitates the use of case studies at this stage of diagnosis (Safin, 2007). Very difficult is study relations between family - organization – business (Sułkowski, 2004) Family business is an entity very diverse in terms of the legal forms of ownership, size and methods of management, of which the broadest definition of family business adopt "a very general term, based on criteria of control over strategic decisions and the intention of leaving under the supervision of the family. Narrower approach to the conduct of states by the founder or his descendants and to remain under its control. Narrow definitions require the direct involvement of families in the management of the company and more than one person employed by the company and the company multigenerational. (Sułkowski, Marjański, 2009).

Participatory management of different management involved - a collection of activities whose goal is to create opportunities for people who work and push ahead with initiatives
taking over their responsibilities in the workplace. Can occur only if the same company and
used in the division of tasks and technology, the firm operates, allows for a minimum of
autonomy. Can be effective only if the delegation by management and supervisory powers to
offer employees effective participation in decision-making. The most common method is to
organize the management partycyprującego discussion groups and quality circles. Their
primary task is the ability to freely express their opinions and solve problems. Their goal may
be to improve the company's strategy, management process controls, or the freedom to
organize. The efficiency of the procedures for participating in the most dependent on the
benefits of the people, organizational and technical characteristics of the business
environment. Workers open to the participation or cooperation, if:

- are doing skills and abilities - most of them relate to interpersonal
  communication, it is also the education, knowledge, confidence in the organization;

- see in this their own benefit - to them the pleasure of the action, return the
  material, the possibility of development, change of status, etc.;

- company offers such a possibility - if the one job, many people are employed,
  it is an individual commitment to values, the structures strongly expanded vertically
  communication is often impaired and relatively less responsibility. In this situation the
  solution is the redistribution of power in the organization, along with the extension of the
decisions taken collectively (Stocki et al, 2008).

The structure of the economic mechanism is (...) complex. Development and progress
in the field of political and economic function is a quantitative understanding of these
mechanisms, the relationship is equivalent of the amount of people understand this
assumptions, objectives and methods, often remote in its effect - to the amount of people
which don’t understand this mechanism and which motivate by extemporary and unthinking
instinct in a given society. (E. Kwiatkowski Rule). Man may be responsible, if he is the
perpetrator, that is, given the opportunity to meet some act - knowingly and voluntarily
(K.Wojtyła, 1985). In most companies, however, (as marked R. Stocki, 2002), "we are dealing
with injury liability because someone else is able to meet the deed (the employee), and
whoever else is working deliberately and voluntarily (management and board)."
participation to be effective requires a paradigm change in thinking about the people in your organization. It is therefore a huge challenge for education systems.

1. Participatory Management and its importance

Innovative method of management. Finding sources of business success, often talk about the mentality, attitudes, limitations of mind. But not quite know what's in this for. Studies of total participation management (TPM) has shown, in contrast to other more traditionally managed companies, new perception of their employees. Each of them has a specific "theory of the hidden people", which has consequences in terms of their efficiency in governance.

Research on TPM. In research we will try to examine the implicit theories of managers and workers and referring them to other aspects of the company. Implementation of full participation to a greater involvement of workers, creative atmosphere of work, better communication - and increased the efficiency of teams, the loyalty of employees - less staff turnover. The open book management also many traditional management techniques were applied, but also practices that differ from the company participative managed. Among the most well-known firms participative managed are: SAIC, Southwest Airlines, SRC Holdings Corporation, Harley-Davidson, Mid-States Technical, Sprint's Government Systems Division, and thousands of small and medium-sized companies primarily in the United States. In Poland, the Towarzystwo Doradcze RS is the first company in Poland that offers advice on open book management companies applying participatory management. Research shown that companies managed in this way have very good financial results and higher efficiency than average, thanks to the involvement in the management of workers and their partnership treatment they become more competitive. Personal approach to the loyalty of workers employed and the effect of crowds willing to work in such companies.

Fully Participatory. Only in fully participatory organization that uses TPM can produce a highly effective and efficient working environment (Summers and Hyman, 2005). Participation is the process of development of individual social interaction, which is a reflection of both the social meaning (cognition) and voluntary (cognitive) acts of persons. Together, the processes involving all members of the development of individuals and communities and systems - are members in the process of transmission of meanings in which the individual and the common good is achieved through such processes of social interaction,
that each person will have a guaranteed freedom to express their. Participative management is
participating in the management of meaning the art of harmonizing and organizing in time
and circumstances of data management processes, which should be considered at the earliest
opportunity to fully participate in governance. The starting point for this stream of research is
the existence of exceptionally efficient rules for companies with a full participant in the
management, while no theory which could provide them more effective.

Tools for partnership model in management: Do not use stick and carrot, kindness, empathy, assertiveness: + submission without consent of non-violent resolution, active listening, assertive dialogue, discussion assertive; the settlement of conflicts won-won way, emotional intelligence. Open-book management is not so much a technique as a way of thinking, a process that actively involves employees in the financial life of the company. Numerous companies have already found that employees who are informed and aware of the company's financial situation are motivated to seek solutions to problems and assume a greater degree of responsibility for its performance. John Case begins by examining the current competitive climate and the history of established management techniques. He shows how the traditional treatment of workers as "hired hands" with little involvement or responsibility beyond their own area is no longer effective in today's ever more competitive global environment.

The principles of open-book management: timely sharing of crucial financial information with employees; educating the employees to understand and apply the information; empowering employees to apply the information to their own work; and offering employees a stake in the successful implementation of their ideas. Open-book management will take different forms at every company, Case notes, but he offers a wide range of suggestions and guidelines for implementing these principles. He concludes with a series of in-depth case studies, featuring companies of various sizes and financial situations that have successfully implemented open-book management. Open-Book Management is the indispensable guide to teaching employees how to think and act like owners.

Competitiveness. As the Gallup Institute in research, applying the model of partner firms are more competitive and earn more.
2. Issue of Polish Family Business and Participatory Management

Family Business Description. Business Mr. Robert is a small family engineering firm. Despite the small number of permanent staff (5 people) and a several people working on contract for various concrete projects, the company undertakes to play the ambitious project, which, however, are always negotiated by the owner and founder of the company. The company deals with the recruitment of Mr. Robert's wife, daughter is leading the accountancy. Other family members involved, if needed. Most of the essential work, is carried by the persons from outside the family, employed on time, contracts for a specific task or job.

Issue of business. As a result of this, one of traveling abroad Mr. Robert was so absorbed that he forget ask to be transmitted by handling correspondence to each other. When he returned after 20 days, it became clear that a number of letters contained important information for the company. One of the letters was a reminder of the transfer, which according to the Robert P. should already be paid. His failure was associated with a severe penalty. Mr. Robert began to wonder if he could do something that he did not feel a responsibility for the obligations of the company. What kind of mental revolution should be made to a daughter, or any of its employees, seeing correspondence deal without it asked them about it, and then at least in e-mail asked what to do - pay the overdue transfer or not. Is this a question of delegation of power. No! Because the daughter is taking full responsibility for the settlement of the ZUS-u and the U.S., all amounts are calculated and doing the same transfers. Similarly, every employee is doing their job. The problem is that the special letter, which has so far not opened by any of employees. Departure from the vast number of earlier cases were the exception, in such situations, processes and procedures were not sufficient. The need of ownership perception and not thinking of officials as employees. Robert P. can not find such of thinking, nor the employees nor the members of the family. Without it is helpless against the two biggest challenges: 1 To further develop the company based on people outside the family and how to make a foreign person cooperated with family members, who are co-ownership of business? 2. How to prepare for the company to transfer to next generation – to your children? How to ensure that no waste merchandise of decades of life of its founder?

Dilemmas. Such as those above meet many family businesses and a lot of similar company those resulting from what in English is called gratefully "sweat capital". These companies usually do not emerged as a result of investing a certain sum of money, in order to provide certain benefits, but emerged as a dream of his own company, passion, sacrifices and
hard work. The company typically had to be an alternative to existing businesses, providing opportunity to earn money in a fair and for the needs of life. Most companies that "old school" offered two options: either stagnated and is in its habit and old thinking about us as a part of the family (BLIKLE before implementation of TQM) or the separation of those involved with the company into two, one of which is a group of owners (working in a company or not) is the second group, treated more or less "human resources". Such separation is also found in the company employee (shareholders and not the shareholders) and cooperatives (cooperative members and employees of cooperatives). This way of solution is due to the helplessness of modern managerial methods in the construction of systems of participation. To meet the market needs, we don’t need to define quality according to customers' expectations to the product, but good quality for the product shall be considered the one that is consistent with publicity. And these are worded so as to hide the obvious defects in the product and the benefits, even not so important for customers to highlight. In this way, products are substitutes rather than products. As surrogate were plated silver cutlery, so a lot of production imitate a real products. Ham only by view recalls ham, schools only seemed to raise and teach, clothes are beautiful and seemingly functional, apparently play a media and information. With the hypocrisy that goes to market a specific type of perversion of procedure. Employees are the first group that knows the truth about your business. He knows what and how to produce and what they say. It's no wonder that they are specifically committed to engaging in such business for life. The process of imitation infect the company and employees. Employers pretend that they pay, and employees not really work.

Solution of dilemmas Mr Robert P. Therefore, the solution dilemmas Mr Robert should be start from ...

The first step – rethink the whole concept of company, as the quality of functioning in reality or reality - quasi quality. In deciding on a reality- quasi quality, there is no other way to become an impersonal corporation. If you want to talk about people, not about human resources – all, we must begin with the value, and above all these we can see what they are doing in this company, which offers on the market. Assuming that a company like most of Robert P. family signed their name will establish sentatives wants to offer quality products and not in the next few years, but in the next few generations, is making ...
Step two - see the people involved in, or free person, with good will, wishing to learn and ready and capable of change. Staff and members of the family of Mr Robert we should therefore understand both the business and operational to its activities so as to understand the Mr Robert. The fact that none of the nearest colleagues did not that which he expected the result of three reasons: because workers do not understand what they do, they do not know how to do this and there was no clear rules (procedures) what, how and when have to do. The elimination of these obstacles sets us on the following three steps towards the creation of a company with which the staff will be identify.

Step three - to teach employees the principles and rules according to which the company operates. This step may take several years if the business is not easy. It is important that workers know and understand the market, concurrence how it is transfer for their monthly salaries and profits of the owners.

Step Four - to teach workers new skills that are needed to operate the company. The order is important to understand will be before the learning. If we know why we need the knowledge, we learn more faster and preferably. Precondition for effective learning is to provide feedback. This, however, can not be done on an individual level, if the result of an individual is not embedded in the outcome of the entire company, and the result shows the whole company and explained to employees.

Step five - a company incorporated in the permanent collection of knowledge and experience in the form of policies, procedures, manuals and other systems which are continuously produced and continuously improved by all employees. Again it is important to order. Work on systems must be preceded by work on each other and understand the whole system. The approach here is the most brief shot of something which can be described as full participation in management. This approach is used in many family businesses such as the Brazilian Semco whether American WL Gore Associates, Inc. or Harley-Davidson.

Dilemma is resolved, so that workers will become members of a large, loving family, and the family does not have to give up any of his ambitions and dreams. This, interestingly, the company carried out as a dream become a place of work, which only proves that these people just need jobs (Stocki, 2008).

Basic guidelines for the introduction of Open Book Management are as follows:

(1) Give employees access to all relevant financial information
(2) Teach your employees to understand financial information and market

(3) Give employees responsibility for the numbers, which have an impact

(4) Let employees rate (participation) in this game (Stack, 1992).

3. The W/M Display Group - Family Business and Open Book Management - an american case

Company W/M Display Group was founded in 1947 under the name Wiremasters Inc., and is in its third generation of founding family business. W/M has won numerous industry and client awards for innovation and service including Outstanding Merchandising awards from POPAI, The Design of the Times Award from P.O.P. Times magazine, Supplier of the year and preferred supplier awards. The clients of W/M tell about demonstrated commitment to their business. The are fortunate to enjoy many long – term relationships with clients, some spanning 15 and even 50 years.

Clients about W/M Display Group. “Their ability to meet our needs is evidence of superior teamwork, this type of performance is unparalleled in our experience in dealing with display manufactures.”, “W/M helped us to reduce our display costs and developed a more innovative, flexible solution for our display needs. Overall, they helped us reduce our costs by approximately 25%. They are easy to work with and easy to communicate with, and quality of their work is very good”. “W/M has been willing to listen us, learn about our business and visit our dealers. They are very good down-to-earth, vey professional people, a very good company to work with.”

An open book management. Chicago manufacturing firm uses open-book management to foster growth, guard against downturn. Be they busy times or slow, workers at W/M Display Group know where they stand. That’s because the family-owned manufacturing company on the South Side practices open-book management, a leadership approach that empowers employees through transparent communications. On a whiteboard in the lunchroom, company bosses post benchmarks weekly for everyone to see. They share financials in depth at quarterly meetings, answering employee questions. And, in between, a newsletter sheds light on various developments affecting the business. While communicating effectively is always helpful, it takes on new importance during a tough economy. An open-
book approach dispels negative rumors about job security that often start from uncertainty. The result is a more focused workforce. You have everyone understanding the conditions of the business,” said Paul Scriba, president of W/M. “It certainly keeps a lot of suspicions and hypotheses down.” What employees don’t know can hurt the company because in the absence of information, people often think the worst, experts said. When managers aren’t saying anything, they are still communicating because of their mood and non-verbal expression, said Jackie Sloane, president of Sloane Communications, an executive coaching and marketing communications firm. Even when the news is bad, leaders are better off communicating it than keeping people guessing, she said. “It helps everybody to be able to plan their lives, to be able to talk about it,” she said.

An open-book approach also can help companies perform better during down cycles. At W/M, employees are encouraged to make decisions based on the company’s core values and what’s best for the customer. The approach has boosted its productivity and results. For the first six months of the year, the company’s revenues were up about 12 percent, while profits climbed 10 percent, Scriba said, though the past month has been slower. For the year, the company is targeting sales of more than $10 million, he said. The approach is new for W/M, founded in 1947 by Scriba’s grandfather. Until a few years ago, the company’s top leaders relied on a command-and-control strategy to get things done, Scriba said. “Following my father’s lead, I developed a dictatorial style,” he said. It was a top-down approach that stymied growth because workers relied on top management to make decisions. But as the company grew, Scriba found it difficult to keep up with it all. “It had developed into something far beyond my personal ability to manage,” Scriba said. “As I struggled through that, it resulted in a tremendous amount of stress.” With the stress contributing to ulcers, Scriba looked for a better way.

Chicago Family Business Council at University of Chicago Mr. Scriba began reading books on leadership, then joined a peer-to-peer business group through the University of Illinois at Chicago Family Business Council, where other owners shared their experiences with open-book management, he said. “As they grow, it’s impossible for the leader to have their fingers on every single decision in the business,” said Ernest Barrens, director of the Family Business Council. “Anecdotally, our members are focusing less on a command-and-control structure.” Abandoning a dictatorial style for shared leadership requires good communication skills. The Family Business Council teaches a method for constructive conversations, including acknowledging what the other person is saying, not interrupting, and
responding by using an “I” statement, such as “I understand what you’ve said, but I disagree.” Still, it wasn’t an overnight decision for Scriba to make W/M transparent.

Issues of Open Book Management Implementation – how change for success. “The hardest part for me was getting to a point where you begin sharing information,” Scriba said. Open-book management requires more than disclosing the company’s financial performance, Scriba said. “If you open the book but are still a dictator, people aren’t going to respond to that openness. You’ve got to make the decision to change your management style.” The change started with drafting W/M’s core values, which help provide guidelines for decision-making, Scriba said. “You’re empowered to do what makes the customer happy.” The management team then set goals and came up with a way to measure progress, Scriba said. For example, the company measures on-time delivery, customer complaints, employee productivity, rework and scrap rates, closing rates and budget figures by department. The measurement tools help alleviate the need to micromanage, he said. “You become more trustful over time, but it’s important to have good gauges in place.” As leaders encourage workers to make decisions, they reward them for going above and beyond through Bonus Bucks paid to top performers who come up with a new idea or process to reduce costs, said Pat Grady, director of operations at W/M. In addition, employees are paid monthly bonuses based on meeting or exceeding benchmarks. Employees like the freedom that comes with making decisions autonomously. And they appreciate being informed about the company’s performance. “It gives you a greater sense of security. You have greater trust in your upper management,” Grady said. “In the old days in other companies, you felt like some of the money was being slid under the table back to the boss and no one knew about it. Now, we’re all aware of where it goes,” Grady said. “We know where the nickels and dimes are being gained or lost and we focus on our efficiencies.” When managers let go of the need to control, they have more time to explore the bigger picture. “For me, it was an overwhelming sigh of relief to see that things would get accomplished without my direction,” Scriba said. “It has rejuvenated people’s enthusiasm.”

Role of leader. As we see strong position of leader which is play by owner and her commitment in TPM implementation. The role of leader comes down primarily to:

- Defining the rules of the game and the rules prevailing in the company, and ensure compliance. This is an example of the leader and point of reference for employees, its integrity is important for the integrity of the company.
- Strategic focus the company. It rests on the shoulders of the leader most responsible for taking strategic decisions and accountability for results and for the implementation

- Build in an inclusive culture and systems that support it. The leader is also responsible for promoting the participation and learning and for supporting the "revolutionaries" hidden in the depths of the organization (Teerlink, 2002).

4. Blikle sp z o.o. family business owned polish case

Since 1991 the company is experiencing great restukturyzacja of character qualitative and quantitative, and since 1996 undertaken a fundamental element of the reform is to base organizational structure and the management of the described and known to staff the principles of total quality management.

According A. Blikle the rule of law is an excellent foundation for the establishment of modern management methods. A mission Blikle is the cult of fairness and kindness. Blikle sp o.o. represents the industry, confectionery, in which the important role played by tradition and efforts for the continuation of five generations of the company. In this way, is a company which is the symbol of Warsaw's art confectionery and as a unique business model of the family.

TQM is fundamental element of management is to base it on a comprehensive quality management. Andrzej Blikle implement in your business methods E. Deming and P. Drucker concerning the permanent improvement and building open relationships based on cooperation. At Blikle employees and owners are equal under the existing rules, owners can strategic decision-making only on forum of the general meeting and the appointment and accountability of the work of management and supervisory boards (Blikle, 2003). Owners may be billed only when they are employed in managerial positions. At all levels of the company's aim is to the widest possible participation of workers in management. All employees and owners comply with current rules, divided into basic and operational. Operating rules in the form of regulations, instructions, procedures and standards are collected in a book of procedures, organized by sections, corresponding to the basic business processes, structured alphabetical: biurotyka, aesthetics and ergonomics, finance, information
technology, human resources, marketing, environmental protection, production catering, primary production, food service sales, sales of department stores, engineering, production technology, management (Blikle, 2004). In terms of operational procedures adopted principle of absolute respect for the standards indicating the current rules and the principle of improving the standards of meaning can change if they were her reasons.

One of the most fundamental principles is the principle of hierarchies, meaning the principle of full single team leader responsible for all duties assigned to his position and team. The principle of delegation of responsibility by the team leader duties and responsibilities, leaving components in scope only by the enforcement of obligations team leaders educational activities managers components, analysis of job, applications for promotion, granting leave. The principle of delegation of responsibility does not diminish the responsibility manager resulting from the principle of full liability. The principle of one supervisor says that everyone is responsible against their immediate superiors. The principle of openness of talking about the free exchange of ideas, not the rule limiting hierarchy of responsibility. Principle equal opportunity means equal opportunities for promotion opportunity for every employee, regardless of the the family Blikle. Adaptation of Blikle’s quality circles and more open relationships is accompanied by passwords: “the extraordinary achievements with the participation of ordinary people” and “the joy of the work creates its productivity and quality”.

Andrzej Blikle apply TQM enriched with historical knowledge of TQM and contemporary social psychology such as assertiveness, conflict resolution, communication, interpersonal and emotional intelligence (Blikle, 2008). One task is to implement quality circles three highest levels of Maslow's belonging, esteem and fulfillment. Specific tasks of quality circles is to teach the respect for human rights, creating joy at work, providing the joy of solving problems independently, mobilize human resources for unused opportunities, increase knowledge and skills employee, making passive-active, improve work quality, customer satisfaction through employee satisfaction, work study team, bringing satisfaction of personal development, the creation of groups of workers who want to constantly improve their skills. The purpose of quality circles to address problems identified by their members, rather than performing the tasks of the business to which teams are performing to claim task team imposed by management. In practice, quality circles have functions: 1. teach methods of quality control (Deming's 14 points, seven step method, using error circle of management: plan, execution, measurement, analysis), expand the general knowledge workers (city history,
art history, aesthetics, science, foreign languages, rhythm), 2. learn methods of working in a
team, 3 describe (identify) the problems that hinder the work of their members, the work of
other employees, company's operation and competitiveness, 4 solve these problems by using
known methods, 5 tend to the known methods of management. Quality instructors of the
company are expected to participate in continuous training in issues of quality, permanent
transfer their knowledge to other staff, benevolence, and forbearance.

Quality management in company A. Blikle is based on three pillars: continuous
improvement (the principle of excellence), systemic thinking (the principle of rationality), and
the cooperation and goodwill (Blikle, 2003).

Permanent improvement boils down to this, that to achieve the perfection of the final
product should not only improve the product, but everything that leads to it. That everything
can be perfect, it is expected that this improvement took part at least, all employees, and even
all stakeholders (owners, customers, suppliers). Do not expect perfection, expect progress,
whereby the process of improvement never ends and is a permanent, routine part of work.

Co-operation and goodwill, means that all workers are able to take care of the quality
of activities performed by them, first you should understand what the quality is and be able to
appreciate it. To progress was possible it is necessary work performance, knowledge passed
from worker to worker, should be created in each team and between ambiance live
collaboration, the common element is the implementation of the company tasks.
Consequently, employees at all levels should ensure compliance with the principles of
cooperation instead of competition, the elimination of all corruption mechanisms, the
elimination of ostracism and discrimination by a team of individuals, in situations of conflict
strategy win - win instead of win-lose, do not look for wine but causes, require the discipline
of work, encourage staff to eliminate barriers to work, take care of charges for the basic
principles of assertive communication, to create favorable conditions for dependents of
quality improvement.

System thinking means realizing the principle: if you want to interfere in any
phenomenon, is try to first understand the mechanisms that govern it. One of the most
important examples of systems thinking is proceeding in accordance with the motto do not
look guilty, and why.
The effects of the use of TQM in the company to improve working conditions, elimination of waste, increase productivity and product quality. The company conducted training courses and training on these methods of management. The dynamic increase in the number of sales outlets in the past 18 years in the company, and thus also of production, the number of employees and productivity. In 1990 the company had one cafe, studio production with an area of 150 m2 and a workforce of 42 employees. In the year 2009 has 23 facilities, 1800 m2 production area and employs approximately 250 employees. Also seriously increased the value of sales to employees and implementation franchise. Professionalization of management in the company.

A. Blikle admitted to the board at the highest level of experts from outside the family, which constitutes the criterion of competence rather than blood ties and professional management. The company has developed and constantly improved the organizational structure of the vertical and horizontal. Family firm's organizational culture, Andrzej Blikle scientist at the same time as a professor of mathematics IPI PAN, the owner and confectioner, with precision and effectively created and implemented a set of rules and procedures, organizational, which is constantly improved through a comprehensive quality management TQM. This represents an excellent example of innovation and modernization that began in 1990, comprehensively changing 140 years of business today (Blikle, 2009).

6. Conclusion

Is the crisis hard to apply the methods and cut costs or using participatory methods to raise efficiency and innovation? In other words, whether to take a step back, or dare to take a step forward? The word "crisis" in the Chinese language is expressed by two characters - one of them say "threat", the second is the "new opportunities". Polish language is different, but the Poles often gave proof that mobilize the most precisely in times of crisis To seize the opportunity, you should treat the crisis as a wake-up call, calling for changes in the company. Now may be the only effective, increasing productivity and innovation. To release, you may want to involve employees in the knowledge that in today's innovation comes from much more synergy than the genius of individuals. The most common reaction to the crisis staff is burying one's head in the sand in the hope that it will be pominiętym exemptions and survive the bad time. In such a situation is much harder to ask them to act differently, innovatively perhaps participatory approaches will help. Participatory management does not mean the
discharge of the responsibility for making decisions on staff - this is not a system of consultative or democratic. This manager is always the one who takes decisions and responsibility. The voice of the workers it can afford to make decisions more accurate. Participatory management of demand, it is open to other voices, other perspectives and other arguments. Polish workers want to know more about your company, its plans and the fate of a desire for this knowledge will be even greater in times of crisis. helping to achieve important strategic objectives: to recognize the essence of the crisis, to mobilize the internal forces within the organization and prepare for the next stage - after the crisis.

References: