

Participatory Management Resource Directory

Leveraging Financial Empowerment to
Support Employee-Owned Businesses:
Tools for Cooperative Developers

Participatory Management Resource Directory

The following resources provide a useful introduction to the concept and practice of various types of participatory management.

Worker cooperatives provide a unique opportunity to build on the collaborative nature of the business by leveraging participatory management and employee engagement in reviewing financials and budgeting to enable worker-owners to enhance their financial skills and build their sense of self efficacy. It is important to note that this is not meant as a comprehensive list – there are high quality resources that did not make the list. Rather it is a collection of widely respected books that provide a good framework on participatory management for any worker cooperative developer. These tools help cooperative developers and managers maximize the “cooperative advantage” for their business, engaging worker-owners in ways that make the cooperative “feel cooperative” and be a successful business, along with a democratic enterprise.

Foundational Documents

Must Reads for Understanding Participatory Management

Building Long-Term Value: Developing a High-Performance Ownership Culture

Virginia J. Vanderslice & Alexander P. Moss



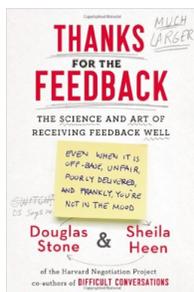
A foundational document on building ownership culture within an employee owned company. While the document is focused on companies with an Employee Stock Ownership Plan, the ideas are equally useful for worker co-ops. From Praxis “The ongoing payoff of the ESOP is based on its ability to align

stakeholder interests. The ESOP has the potential to be the foundation for long-term growth in company value that will benefit all shareholders.

Download at praxiscg.com/thought-leadership

Thanks for the Feedback: The Science and Art of Receiving Feedback Well

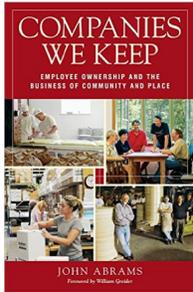
Douglas Stone & Sheila Heen



This book is written for individuals; however, its research and advice are equally valuable for leaders in the workplace. While not really a business book, it gets to the heart of the issues related to creating an effective culture – how to provide and listen to feedback. Written in an inviting style, this book is a good introduction to the idea that everyone can learn from conventional business books.

Companies We Keep: Employee Ownership & the Business of Community & Place

John Abrams

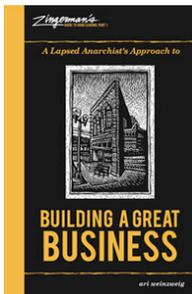


A memoir by the founder of South Mountain Company on the process of becoming a worker cooperative. South Mountain was one of the first companies to convert to a worker cooperative after operating for many years as a successful, conventionally structured firm. This book walks through that process, how South Mountain handles governance and management, and gives a real on the ground view of how to operate a purposeful company.

Tools and Resources for Participatory Management

A Lapsed Anarchist's Approach to Building a Great Business

Ari Weinzweig



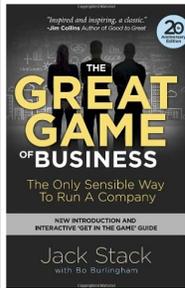
The first of three books on the Zingerman's approach to open book management and participatory culture, this book examines the basic building blocks of the culture and structure of Zingerman's. While Zingerman's started as a food store and deli, they've turned their unique approach into a comprehensive training program. The Zingerman approach can work in many types of businesses and this book provides a series of time tested and effective tools that build a great team. Zingtrain has other resources and books on their website: zingtrain.com/.

Some that are a good place to start include the following:

- [Ten Steps to Designing a Great Game](#)
- [Meaningful Games at Work](#)
- [Game Template](#)
- [Attracting and Retaining Employees](#): The key 12 questions that determine how employees feel about their job.

The Great Game of Business: The Only Sensible Way to Run a Company

Jack Stack & Bo Burlingham



One of the first books on the how and why open book management works, especially in employee owned companies. The Great Game is a system used by many employee owned companies. This book lays out the history of the system, and the key principles guiding its implementation. The system uses games as a way to get employees to work together to accomplish a shared purpose.

There are a number of free resources available from the Great Games website: www.greatgame.com. (Registering with the site is required.)

Some good tools to start with include:

- **Financial Literacy Assessment:** This tool can be used to assess what each member of a team's financial knowledge is. This can be very helpful in determining what kind of training or support a business might need.
- **MiniGame Checklist:** This workbook walks participants through how to set up an effective game, how to measure success and what the rewards should be.
- **Critical Numbers Scorecard:** An essential part of the Great Game is to measure performance, share that information and tie that performance to employees or cooperative member's compensation. This score card gives an example of how the reporting system might look.

Distributed Decision Making

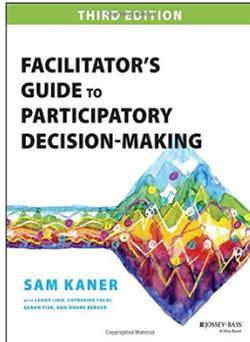
WL Gore Case Study



A case study on the distributed management system used at WL Gore, a 100% employee owned company. Gore (the makers of Gore-Tex and other products) has a distributed management system – leadership roles transition and factories are limited to 100 people to ensure each facility maintains a direct human connection to everyone else in the plant. The report is available from Management Exchange, a resource for other management tools. [View Case Study](#).

Facilitator's Guide to Participatory Decision-Making

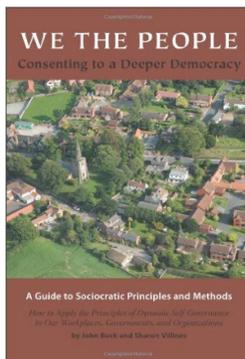
By Sam Kaner



A how-to guide on running effective meetings. From the Publisher: “Guides readers through the struggle and the satisfaction of putting participatory values into practice, helping them to fulfill the promise of effective group decision-making. With previous editions already embraced by business and community leaders and consulting professionals around the world, this new book is even more insightful and easy to use.”

We the People: Consenting to a Deeper Democracy

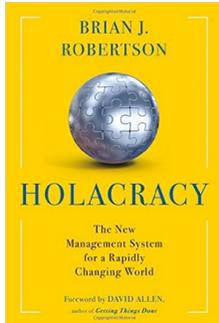
By John Buck and Sharon Villines



An introduction to Sociocracy, a system of governance that uses a consent based decision making process and provides a non-hierarchical structure. Many cooperatives looking to create a flat or non-hierarchical management system look to Sociocracy. The book discusses the history of sociocracy the principles and methods, how and why they produce better organizations, and “how to” chapters. The Authors also maintain a website: Sociocracy.

Holacracy: The New Management System for a Rapidly Changing World

By Brian J. Robertson

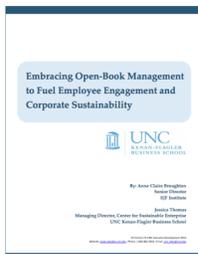


Holacracy is a consensus based management system used by firms such as Zappos. The idea behind holacracy is to redefine management and turn everyone into a leader. Holacracy distributes authority and decision-making throughout an organization, and defines people not by hierarchy and titles, but by roles.

Financial Literacy & Open Book Management

Embracing Open-Book Management to Fuel Employee Engagement and Corporate Sustainability

Jessica Thomas, & Anne Claire Broughton



A case study from the UNC business school's Center for Sustainable Enterprise, this report found that clearly communicated and understood goals lead to improved profitability and teamwork, which leads to higher levels of employee satisfaction and lower turnover. [Available for free download.](#)

The Open-Book Management Field Book 1st Edition

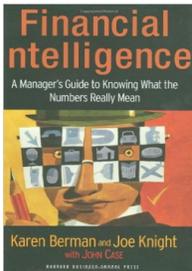
John P. Schuster, Jill Carpenter, M. Patricia Kane



A how-to guide on running effective meetings. From the Publisher: “Guides readers through the struggle and the satisfaction of putting participatory values into practice, helping them to fulfill the promise of effective group decision-making. With previous editions already embraced by business and community leaders and consulting professionals around the world, this new book is even more insightful and easy to use.”

Financial Intelligence: A Manager's Guide to Knowing What the Numbers Really Mean

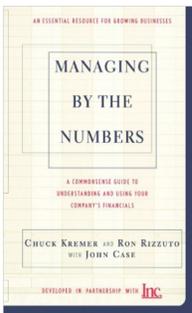
Karen Berman, Joe Knight, & John Case



A simple introduction to a company's financial statements, what they mean and how to use them. The authors are the people behind the Business Literacy Institute, which offers training and tools around financial literacy. Check out [their website](#) or their [YouTube channel](#) for more resources.

Managing by The Numbers: A Commonsense Guide to Understanding and Using Your Company's Financials

Chuck Kremer, Ron Rizzuto, John Case



A practical how-to guide on understanding the power of financial statements in driving both business performance and worker engagement. From the publisher: "... a practical, common-sense approach to reading financial statements and to managing the three bottom lines of business financial performance: net profit, operating cash flow, and return on assets. The book features numerous exercises and examples (with associated templates available on the Web)"