

SHARE

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MODULE 6. Conclusions and recommendations.

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Throughout this last chapter, we will summarise the main ideas and the most important phrases and guidelines included in the previous chapters.

The metal sector in Europe has been and continues to be one of the main forces driving the European economy.

Throughout history, the sector has undergone important sectoral restructuring that has radically transformed the way companies are made and managed.

Companies are initiating cultural change processes based on the participation and shared responsibilities of all the people who make up the organisation.

But what is corporate culture?

The most complete definition is that of R. Soria, 'an important element to boost the competitiveness of the company, which recognises the intellectual abilities, work and exchange of ideas between groups. By allowing the exchange of ideas, it facilitates the carrying out of the company's activities, creating a climate of companionship and dedication towards work at the same time'.

It can be said that working with a participative model entails strong cultural roots based on the participation of people within the organisation and around it. It is necessary for companies and their employees to have a culture based on collaboration and cooperation between different interest groups integrated in their DNA.

Some factors that define of shared and participatory management:

- Change in the entire organisation's culture, including the owner.
- Transformation of management, from director to leader
- Joint project, company and workers
- Shared and joint values, company and people
- Transparent and fluid information
- Self-managed and multidisciplinary teams
- Employee participation in company management

PROCESSES

In order to move forward and work with these management models, it is necessary to change the structure of the companies, moving towards:

- Non-hierarchical structures.
- A process-driven approach.
- Use of new technologies.

In order to work on these models, it is necessary to change the organisational model towards management by processes, defined as: 'a set of activities and decisions carried out in different areas and aimed at achieving a company objective', focusing on the client.

INFORMATION/COMMUNICATION

In companies with of shared and participatory management, the dissemination of information is key. Without correct information, correct decisions cannot be made.

Strategic communication policies have to improve and change in companies; changes are achieved when they are executed step by step, with measurable and achievable results.

For the development of these new organizational models, , it is necessary for the sense of belonging to be increased and the sharing of experiences and ideas to be encouraged in order to improve the competitiveness of the companies all together, through different messages

WORKERS

People become the main axis of the company, which leads it to create new conditions to improve the capabilities and motivation of its workers.

As we have already said before, this type of model encourages companies to be less hierarchical and, therefore, decision making is more flexible.

The worker plays a leading role in the shift towards such participatory models.

Training should not only cover technical skills. It is also necessary to train cross-disciplinary skills in order to improve communication, teamwork, decision making....

The adaptability and versatility of people are obtained through job rotation and training, reinforcing technical qualifications in order to work in more fundamental positions and moving towards multi-disciplinary teams.

For a company to work with a of shared and participatory management model, this implies that all the people in the organisation share this participatory culture.

LEADERSHIP

Leadership is another key element for a participatory model. Leadership allows all people to be integrated into a shared common project, taking into account the individual needs of each person, without forgetting the common interest and objectives of the companies.

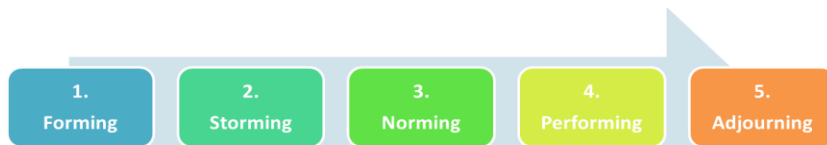
These types of models are based on trust.

It is necessary for it to go from being a hierarchical management, to being a leader-coordinator-facilitator of change and of the organisation's direction. Employee relations are based on honesty.

WORK TEAMS

A team is a group of people who work together to achieve something beyond their own individual interests. Not all groups are teams, but each team is a group.

Team development stages according to BW Tuckman and Jensen MAC



The of shared and participatory management model facilitates shared leadership.

IMPACT ON BUSINESS, WORKERS AND SOCIETY

In these models, the people define a common vision, which is reflected in the organisation as a whole through a positive state of mind for its people. It is a common opinion that the economic remuneration of the people who make up the organisation must be aligned with the company's situation and productivity, with the employees being able to participate in some way in the company's results.

As far as clients are concerned, the behaviour and attitudes of employees directly influence the client's perception of the company.

Finally, from society's point of view, companies must be involved in social activities and take into account the benefit for society.

Throughout these pages we have given an introduction as to how a company can change its management model. Now comes the most complicated thing, setting some business objectives, agreed with the people who make up the organisation, internally analysing the organisation and establishing a strategy for 'x' years, with its objectives and goals, defining a business culture and working on a management model according to the strategy defined by all people in the organisation, to evolve towards a participatory business model.