

A SYSTEMATIC REVIEW OF ENTERPRISE2.0 AND ITS RELATIONSHIP WITH ORGANISATIONAL DEMOCRACY

Paul Flowers

[6661 words]



Cranfield
UNIVERSITY
School of Management

Table of Contents

0. INTRODUCTION	3
1. METHOD	3
2. REVIEW QUESTIONS	9
3. DESCRIPTIVE DATA.....	9
4. MODELS OF ORGANISATIONAL DEMOCRACY	12
5. EMERGENT THEMES.....	15
6. DISCUSSION	18
7. SUMMARY OF FINDINGS	19
8. CONCLUSION AND NEXT STEPS.....	20
REFERENCES AND FULL BIBLIOGRAPHY.....	22
FULL LIST OF INCLUDED STUDIES	23
APPENDIX A – DATA EXTRACTION AND SYNTHESIS TEMPLATE	29

Table of Figures

Figure 1 - Stages of Systematic Review.....	4
Figure 2 - Search Keywords.....	5
Figure 3 - Database Search Options	6
Figure 4 - Primary and Secondary Inclusion and Exclusion Criteria.....	7
Figure 5 - Quality Assessment Criteria	8
Figure 6 - Gross and Net Yield by Stage	9
Figure 7 - Gross Yields by Search String and Stage	10
Figure 8 - Journal Categorisation and Longitudinal Publication Date Summary.....	10
Figure 9 - Quality Assessment and Journal Rating	11
Figure 10 - Methodological Approaches.....	11
Figure 11 - Theoretical Frameworks utilised by included studies	12

A SYSTEMATIC REVIEW OF ENTERPRISE2.0 AND ITS RELATIONSHIP WITH ORGANISATIONAL DEMOCRACY

0. INTRODUCTION

This paper will outline the approach and findings from a Systematic Literature Review of Enterprise2.0 and its relationship with Organisational Democracy. The findings from this Systematic Review will inform a subsequent Empirical Research Project.

The organisational problems that stimulated this research may be summarised as: (a) The disconnection between leaders and workers in organisations, and the perceived need to engage in meaningful conversations and (b) The tension created by the conflicting desires of leaders to introduce Organisational Democracy, whilst at the same time needing to retain Power and Control.

Since corporate organisations are experimenting with Enterprise2.0 as a means to engage leaders and workers in meaningful conversation and to address the perceived disconnect, this is seen to be an important topic, a view that is supported in the practitioner literature. An initial review of Academic literature, completed at Scoping Study (Flowers, 2008c, 2008d) suggested that there is little knowledge as to how Enterprise2.0 may enhance Organisational Democracy or what challenges may exist, although it did highlight the tensions and difficulties encountered in other forms of Organisational Democracy.

1. METHOD

A strict process was adopted for the Systematic Review, and this is outlined in the Review Protocol (Flowers, 2008b). A short summary will be included here.

The Systematic Review (Tranfield, Denyer and Smart, 2003; Duff, 1996) is built on the evidence-based approaches in medical science and healthcare and latterly in developing evidence-based policy. The approach provides a rigorous framework for undertaking a Literature Review, and these stages are shown in Figure 1. This section will also include a brief discussion on the specific application adopted in this study.

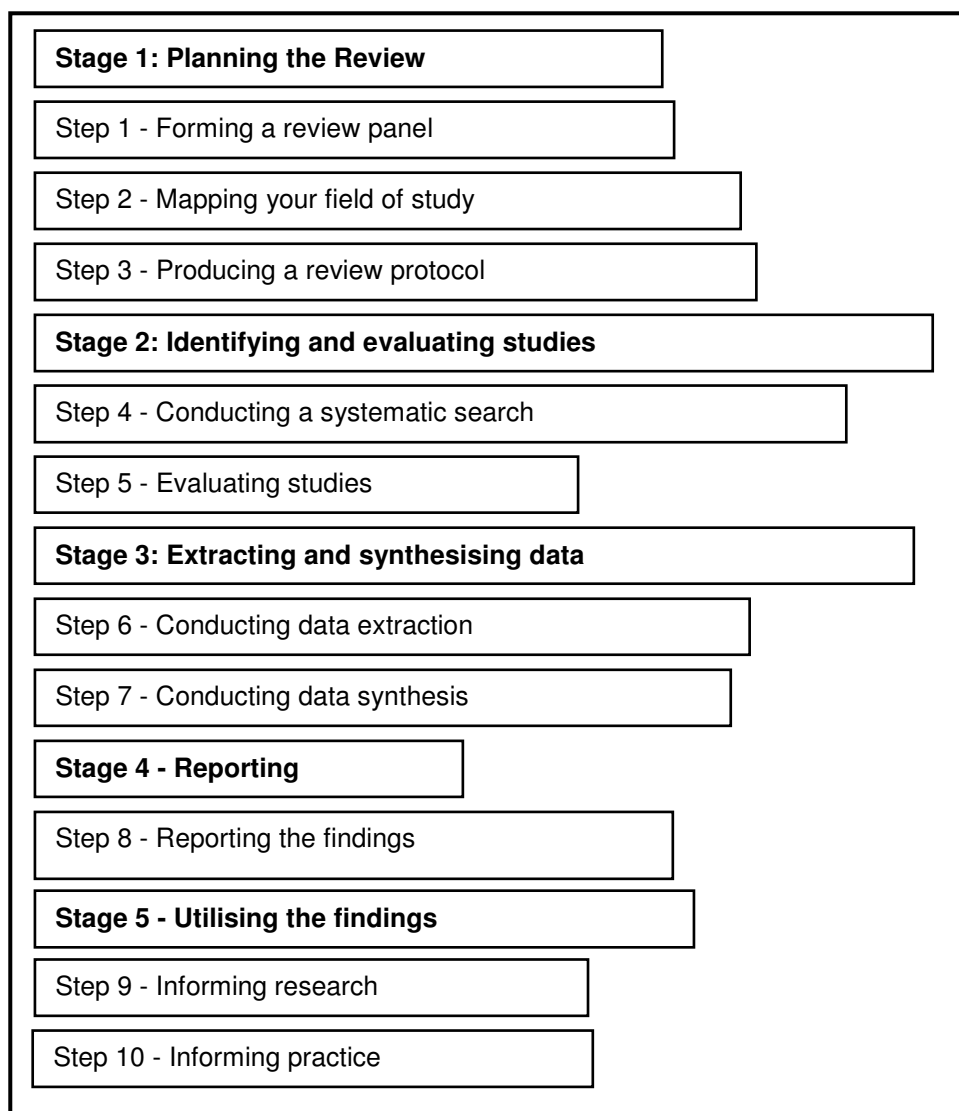


Figure 1 - Stages of Systematic Review

Stage 1: Planning the Review

Initially an 'extended' panel was formed recognising the various contributions that may be required to support the Systematic Review process. As well as including the core supervisory panel, thought was given to the other individuals who might make a contribution, whether scholarly, procedural, or advisory (e.g. field practitioners). During the Review, the use of this 'extended' panel was in fact restricted to the immediate panel and those offering 'technical' support with respect to searches and sourcing of literature. The wider panel were not engaged since on reflection, it was not clear precisely what support was being sought, or it was identified that the individuals may be contacted at a later stage of the Project.

Based upon findings from Scoping Study, the field of study was mapped and included Organisational Democracy, Organisational Politics and Power. Since the purpose of this research is to look at the relationship between Enterprise2.0 and Organisational Democracy, Technology is also included in the mapping activity.

Finally, an extensive Review Protocol (Flowers, 2008b) was produced. This protocol summarises learning and findings up to the point of the Review, includes

the field mapping, lists the 'extended' panel, provides a personal statement, lists Review Questions, defines the Search Strategy (comprising keywords, search strings and sources), lists Primary (for assessment of title, and abstract) and Secondary (for full texts) inclusion and exclusion criteria, outlines potential sources, lists the specific quality appraisal criteria to be applied, describes the data extraction template that will be used, outlines the Synthesis approach, and proposes a project plan. This protocol was tested, and subsequently agreed with the supervisory panel prior to the Review beginning.

Stage 2: Identifying and evaluating studies

As part of the protocol, and informed by prior Scoping Study work, a set of Keywords, Search Strings and Sources were identified. Initially, a set of Keywords were defined. These are shown in Figure 2.

<p><u>ORGANISATIONAL ACTORS</u></p> <p>Executive Senior Manager Director Leader Board member CEO Boss Management Supervis* Worker Employee Operative Workforce Work force Subordinate Sub-ordinate Follower Team Workgroup Work group</p>	<p><u>POWER & CONTROL IN AN ORGANISATIONAL CONTEXT</u></p> <p>Authority Influence Power Control Conflict Command* Dominat* Repress* Restrains* Suppress* Anarchy</p>	<p><u>POLITICS IN AN ORGANISATIONAL CONTEXT</u></p> <p>Organizational democracy Organizational politics Workplace politics Emancipation</p>
<p><u>TECHNOLOGY</u></p> <p>Enterprise2.0 Enterprise 2.0 Web2.0 Web 2.0 Social network* Wiki Blog</p>	<p><u>ORGANISATIONAL DEMOCRACY</u></p> <p>Organizational democracy Shared leader* Distributed leader* Collaborative leader* Autonom* workgroup* Worker co-operative Worker cooperative Labor managed Labour managed Adhocracy Autocra* Egalitarian</p>	<p><u>LEADER-WORKER RELATIONS</u></p> <p>Employee involvement Employee engagement Employee empowerment Employee participation Employee collaboration Employee representation Worker involvement Worker engagement Worker empowerment Worker participation Worker collaboration Worker representation</p>

Figure 2 - Search Keywords

It is the lower keywords that formed the core of the Systematic Review since the upper keywords primarily address aspects covered during Scoping Study.

A series of Search Strings were then developed utilising these Keywords and pilot searches were undertaken to test validity.

The Search Strings used in this study were as follows:

ORGANISATIONAL DEMOCRACY and LEADER-WORKER RELATIONS (OD-LWR)

TECHNOLOGY and LEADER-WORKER RELATIONS (T-LWR)

TECHNOLOGY and ORGANISATIONAL DEMOCRACY (T-OD)

Each of these searches was undertaken on each of three databases with discrete options selected.

Upon advice from the supervisory panel, searches were also undertaken on the Psycinfo database, a specialist Psychology database. A sub-set of the **TECHNOLOGY** search string was used – with searches for 'enterprise2.0', 'enterprise 2.0', 'web2.0' and 'web 2.0' undertaken.

Figure 3 summarises how each search was undertaken on each database.

	Extent of Search:	Fields Searched:	Search Options:
ABI/Inform Trade & Industry (Proquest)	Full Search Strings	Citation and Abstract	Scholarly Journals
Business Source Complete (EBSCO)		All Fields	Scholarly (Peer Reviewed) Journals
Wiley Interscience		Full Text / Abstract	Journals
Psycinfo	Restricted Keyword Search	Quick Search	Social Science Technology Peer Reviewed Journals

Figure 3 - Database Search Options

Once searches had been completed, a series of Inclusion and Exclusion criteria were applied. These comprised Primary Criteria, applied at Title and Abstract level, and Secondary Criteria, applied to full texts. These criteria were informed both by Scoping Study, pilot searches and refined during the Review itself and are shown in Figure 4. In addition, where articles were identified as either Book Reviews or Duplicates, they were marked as such and discarded. Where texts were not available electronically (via SFX), they were marked 'unavailable' and inter-library loan requests were made in an attempt to source a paper-based copy. If a paper-based copy was available, the study was considered in the same way as the other studies, if not it remained marked as 'unavailable'.

Once these searches were completed and the Inclusion / Exclusion criteria applied in order to identify a set of relevant studies, a series of 'cross-referencing' activities were undertaken. Each of the references for each of the studies included from the initial searches was reviewed, and discrete searches undertaken for paper titles and authors felt to be of most relevance. It was only at this stage that Practitioner, as well as Academic, Papers were considered. The studies identified at this stage were again subjected to the Primary and Secondary Inclusion / Exclusion criteria to produce a further set of relevant studies. Where studies were identified as Book Reviews or Duplicates, they were marked as such and discarded. At this stage, if studies were not available

electronically (via SFX), they were not considered, and no further attempt was made to source a paper-based copy.

Studies considered at Scoping Study stage were also reviewed for Inclusion and, if still felt to be relevant to this Review were included.

Criteria	Inclusion	Exclusion
1A	Corporate or government sector	Voluntary or not-for-profit sector (rationale: cultural differences within the organisation e.g. purpose, motivation, governance models, volunteer vs. employee etc).
1B	Organisational Politics / Organisational Democracy	Socio-Political or Socio-Economic models (Rationale: test searches yield some papers related to P olitics; these are out of scope for this review).
1C	English	Non-English (Rationale: to control out cultural differences for studies not undertaken in English-speaking geographies).
2A	Organisational Democracy models that facilitate meaningful conversation between leaders and workers	Other Organisational Democracy models that operate within a 'closed' group and do not bridge the divide between leaders and workers (e.g. a local workgroup), or which do not provide a voice for workers (e.g. shared ownership schemes that simply divide reward / investment).
2B	May be conceptual or theoretical, but must have implication for practice, e.g. recognising / discussing the tensions and challenges of implementing Organisational Democracy in an organisational context	Abstract concepts or theories that are incognisant of application within the organisational context.
2C	Considers the impact of Organisational Politics, Power, Control etc. in relation to Organisational Democracy	Considers the impact of Organisational Politics, Power, Control etc. in relation to other issues, e.g. morale or employee satisfaction or performance
2D	Internal use of the technology, e.g. to connect leaders and workers	External use of the technology, e.g. to connect businesses and their customers.
2E	Considers the management and leadership considerations, consequences and outcomes of technology implementation / adoption, e.g. engagement with the technology.	Focuses on the technical considerations, consequences and outcomes of technology implementation / adoption, e.g. selection criteria or TAM assessment.
2F	Considers how economic decisions are made within organisations.	Financial or economic analysis of Labour-managed firms, or worker co-operatives, for example lending, pricing, utilisation, productivity etc.
2G	Considers empowerment in relation to organisational democracy.	Considers empowerment in other contexts, e.g. coaching, or during change.

Figure 4 - Primary and Secondary Inclusion and Exclusion Criteria

Finally, and through discussion with the supervisory panel, select conference proceedings were reviewed for papers relevant to the study. Two conferences were identified – The 16th European Conference on Information Systems 2008,

and The Academy of Management 2008 Annual Meeting Proceedings and again, any papers identified were subjected to the Primary and Secondary Inclusion and Exclusion criteria. As a general principle, only working papers, conference papers and non-academic texts, published within the last 3 years would be considered for inclusion.

For each included study a quality appraisal was undertaken, and Figure 5 summarises the evaluation criteria against which a narrative was provided. The Journal Rating was based upon Cranfield School of Management Guidance (Kirchner, 2006).

QUALITY ASSESSMENT CRITERIA	
1.	Consider journal rating, and number, nature, range of references.
2.	Was an explicit account of the theoretical framework given? (consider depth of review / synthesis of earlier work, related concepts or fields, e.g. literature review)
3.	Is there a succinct statement of objectives or research questions? (consider extent to which the review/research questions are clearly/explicitly articulated)
4.	Is there a clear description of the context? (consider intervention, outcome, barriers and if/how overcome)
	Is the method both well defined and well designed? (consider the depth of definition, and supporting justification, assumptions and limitations) How was the sample chosen, was it adequate Is there a clear description of data collection and data analysis methods; are they appropriate, is there transparency
5.	How does the research move from raw data (numbers, quotations, examples) to an analysis and interpretation of the meaning and significance of the findings? (consider clarity and transparency of findings, strength of warrant, coherent and consistency of approach that addresses stated aims).
6.	For conceptual models, is an explicit model described, linked to earlier work, related to the organisational context and discussed extensively?
7.	How significant are the findings, what is their contribution, and their general relevance to practice; is there guidance for future research? (consider degree of abstraction vs. generalisability)

Figure 5 - Quality Assessment Criteria

Stage 3 – Extracting and synthesising data

For each of the studies selected for Inclusion, a Data Extraction and Synthesis Template (developed and agreed as part of the Review Protocol) was completed.

This template includes citation information, descriptive information, methodological information, thematic information, and key findings as well as the inclusion/ exclusion criteria and the quality assessment criteria referenced earlier. An abstract of each paper was also produced (as opposed to the original author-provided abstract) and included, and in order to aid synthesis, both the Wallace and Wray Critical Analysis Framework (Wallace and Wray, 2006) was included as were sections prompting an assessment against each of the Review Questions. The full Template is shown in Appendix A.

Stage 4/5 – Reporting and Utilising the findings

This paper will report findings, and suggest suitable Research Questions and Outline for the Empirical Research Project as a mechanism to utilise the findings.

Overall Yield

Figure 6 briefly summarises the initial yield and net (post inclusion / exclusion assessment) totals for each stage of the process.

	Search Strings	Cross-Referencing	Scoping Study	Conference Proceedings	Grand Total:
Initial Yield:	390	251	39	2	682
Net Yield:	63	14	7	0	84
% of total:	75%	17%	8%	0%	100%

Figure 6 - Gross and Net Yield by Stage

A full log (Flowers, 2008a) was kept of all decisions, actions, and observations throughout the Systematic Review which includes a more detailed breakdown of the reasons for inclusion and exclusion at various stages. This is available, upon request.

2. REVIEW QUESTIONS

As part of the prior Scoping Study, the relevant fields were identified, and assessed, resulting in the following Systematic Review Questions:

- What different perspectives and models exist with respect to Organisational Democracy? [RQ1A] What interventions (technological, procedural, systematic etc.) can be initiated to enhance Organisational Democracy? [RQ1B]
- What are the general factors that affect Organisational Democracy? [RQ2]
- What tensions are observed between the desire of the leader to embrace Organisational Democracy whilst maintaining a need to retain power or exert control? [RQ3]
- What are the theoretical frameworks and methodological approaches employed within this field? [RQ4]
- What is the relationship between Enterprise2.0 and Organisational Democracy? [RQ5]

The findings for each of these questions will be addressed in this paper.

3. DESCRIPTIVE DATA

This section will be used to describe the overall literature base, incorporating a meta-analysis of all studies included in the Review. In addition, it will address the Review Question [RQ4].

Upon completion of the Method outlined in Chapter 1, 84 studies were identified as relevant for inclusion. Figure 7 shows the breakdown by Search String and Stage.

	Search Strings	Cross-Referencing (*)	Scoping Study (*)	Conference Proceedings	Grand Total:	% of Total:
OD-LWR	50	11	6	0	67	80%
T-LWR	11	3	1	0	15	18%
T-OD	2	0	0	0	2	2%
Totals:	63	14	7	0	84	100%

(*) Studies Mapped to most appropriate Search String

Figure 7 - Gross Yields by Search String and Stage

The meta-analysis shown in Figure 7 is informative, since it shows the relative size of the relevant fields as they relate to this study. It highlights that the bulk of the literature in scope for this study (OD-LWR) does not directly address Enterprise2.0 or related technologies. The search that might be considered as closest to the aim of this study (T-OD) yielded only 2 studies and this would support the findings from Scoping Study that this is a largely un-researched field. Other reasons for the low yield may be that this area is not seen as relevant by Scholars; it may be that this is an emergent area, or it may be that the Search Strings were incomplete. When coupled with other, more mature fields, these searches did yield greater results suggesting that Search String integrity is not in question. Also, the use of the simplified Keyword searches in Psycinfo did yield significant results revealing an active discussion regarding the use of this technology in Academic, Library and Medical environments. Whilst there is apparently little Scholarly work in the area of Enterprise2.0 and its relationship with Organisational Democracy, it has been found through earlier searches that this area is a key topic of conversation within the Practitioner literature, perhaps suggesting that whilst Academic literature is discussing the role of Enterprise2.0 in certain domains, practice is ahead of Academic study when assessing the role of Enterprise2.0 as a suitable intervention to democratise the organisation and in connecting leaders and workers.

The second meta-analysis that is reported here shows the domains from which relevant studies are sourced from, and tracks the longitudinal publication dates for each study for each of the domains. This analysis is shown in Figure 8. The Journal in which each contributing study was published is categorised according to Cranfield School of Management guidelines (Kirchner, 2006). Where a Journal is not classified, this is shown. Additionally, Practitioner Papers (introduced at the cross-referencing stage) are also shown.

	Economics & Decision Science	HR Management & OB	Strategic Management & International Business	Not Categorised	Practitioner Paper	Total:
Not Known		1;	1;	1;		3;
1950 - 1959		1;				1;
1960 - 1969		1;		1;		2;
1970 - 1979		4;	2;	1;		7;
1980 - 1989		2;	6;	2;		10;
1990 - 1999	2;1	5;	6;2;	11;1		24;2;2
2000 - 2008		2;1;	11;1;	7;8;	3	20;13;
Total:	2;1	16;1;	26;3;	23;8;1	3	67;15;2

Key: **OD-LWR**; **T-LWR**; **T-OD**

Figure 8 - Journal Categorisation and Longitudinal Publication Date Summary

A number of observations can be made from this meta-analysis and these are briefly discussed here. Although one study has been identified as far back as the 1950's, it appears that studies relating to the OD-LWR search string have become much more prominent through the 1980's, and 1990's and that this prominence appears to be continuing. The largest yield for this search was identified in Journals categorised as Strategic Management and International Business. Whilst the number of studies was more stable, there is also interest in this area in the HRM & OB domain. Secondly, the Technology-related searches only yielded results from the 1990's onwards, with a marked increase from 2000-onwards. To extend understanding in this area, it appears that further recourse to practitioner literature may be required.

The third meta-analysis undertaken is to provide an indication of quality of included studies. This is summarised here through use of the Cranfield School of Management guidelines (Kirchner, 2006). These guidelines provide a rating for each journal publication, using the following quality scale: 4* = world leading, 3* = top international, 2* = lower international, 1* = national. The findings from this meta-analysis of studies included in this review are shown in Figure 9.

	Unknown	Unrated	1*	2*	3*	4*	Practitioner	Total:
OD-LWR	1	22	4	10	7	23	0	67
T-LWR	0	8	0	0	1	3	3	15
T-OD	0	1	0	0	1	0	0	2
Total:	1	31	4	10	9	26	3	84

Figure 9 - Quality Assessment and Journal Rating

This analysis shows that overall, 62% of the included studies are from rated journals and that 42% of the included studies are from 3* and 4* journals.

Within the T-LWR domain, as discussed earlier, some of the included studies are Practitioner papers included from the cross-referencing activity. In addition, it should also be noted that many of the papers in this search shown as originating from unrated journals were associated with Communications and PR, which is not a domain that is listed as part of the Cranfield School of Management Journal Rating guidelines, and hence, would by default, be shown as unrated.

The final meta-analysis undertaken will address the Review Question [RQ4].

What are the theoretical frameworks and methodological approaches employed within this field? [RQ4]

Figure 10 shows which methodological approaches are used (and to what extent) across the included studies. Where multiple methodological approaches are used within the same paper, only the primary method is recorded.

	N/a	Conceptual	Case Study	Literature Review	Action Research	Quantitative	Qualitative	Total:
OD-LWR	3	13	29	3	16	2	1	67
T-LWR	0	0	2	1	5	7	0	15
T-OD	0	0	1	0	0	1	0	2
Total:	3	13	32	4	21	10	1	84

Figure 10 - Methodological Approaches

Figure 10 shows that the most commonly used method for the fields of interest in this study is the Case Study approach. Although 38% of included studies adopted this approach, it should be noted that oftentimes, these Case Studies take the form of vignettes, and that only a handful of extended Case Studies have been identified during the review.

Figure 11 shows which theoretical frameworks are employed (and to what extent) across the included studies.

	Power Theory	Organisational Democracy	Leadership Theory	HRM	Organisational Theory	Technology	Other
OD-LWR	9	28	17	10	9	0	13
T-LWR	0	0	0	4	0	6	9
T-OD	0	0	0	0	0	2	3

Figure 11 - Theoretical Frameworks utilised by included studies

These results merit a brief discussion. Within the studies included from the OD-LWR search, the role of the leader is discussed extensively, along with leadership style. Also, studies included from this search discuss power and control, in some cases using approaches such as the Control Graph Theory to assess the impact and consequences. HR Management (such as Employee Involvement, 360-degree feedback programmes) is also discussed, as are Organisational Theories (such as the Likert Organisational Profile). As expected, theories of Organisational Democracy are discussed most extensively in the studies identified through this search, confirming Search String integrity.

For the technology-related searches (T-LWR, T-OD), there is a natural bias to technology-related concepts, and whilst HR Management theories (Employee Involvement, Employee Engagement and Employee Communications) are also discussed, none of the Technology-biased studies include any theories of Organisational Democracy.

4. MODELS OF ORGANISATIONAL DEMOCRACY

This section will provide an overview of the models of Organisational Democracy identified, and position this in the wider context. It will address the Review Questions [RQ1A] and [RQ1B].

What Different Perspectives and Models Exist with respect to Organisational Democracy? [RQ1A]

Two striking perspectives are apparent when assessing the literature on Organisational Democracy. The first regards its span, both in terms of its existence in a historical perspective and in terms of global application (i.e. across both time and space), and the second the highly entwined relationship with the wider socio-economic and socio-political context. With respect to the first point, Derber (1966) for example cites North American examples that go back as far as 1867, Hennen (2001) documents the example of Weirton Steel in the 1930's and Clarke (1987) identifies interventions in Great Britain that also go back to the 1800's. Upon analysis, it is also striking that the tensions discussed today with respect to models of Organisational Democracy (see Chapter 5) also existed then, and these studies, therefore are as relevant today as they were at the time. In terms of global application, a number of interventions exist, including the

Mondragon co-operative model in Spain, and the social ownership models observed in Yugoslavia (Whyte and Blasi, 1982), the Israeli Kibbutz that combines work, community and social welfare (Rosenstein, Ofek, and Harel, 1987; Whyte and Blasi, 1982) and other models, such as the participatory Japanese Management System, or Theory Z (Mills, 1995; Ouchi, 1982) are heavily referenced. Interventions in Brazil (Semler, 1989), and Algeria and India (Strauss and Rosenstein, 1970) have also been identified. In mainland Europe, studies are concerned with the legislative frameworks, such as German co-determination (Windmuller, 1953; Bartolke, Eschweiler, Flechsenberger and Tennenbaum, 1982), and the European Union legislation on Works Councils (de Jong and van Witteloostuijn, 2004; Thorsrud and Emery, 1969). In the USA, there is much discussion as to the role of unions and collective bargaining within an overall context of Industrial Democracy (Derber, 1966, 1967; Hennen, 2001; McHugh, Cutcher-Gershenfeld and Polzin, 1999) and this is reflected in British studies (Clarke, 1987) which are also often highly political pieces (Wellens, 1974, 1983; Jaques, 1985).

This short summary highlights the span, across both time and space, which has been identified as part of the review and also the highly intertwined relationship between the drive to Organisational Democracy and the wider socio-economic and social-political context. The ideological relationship between the wider democratic principles pervading society and the drive to Organisational Democracy are explicitly discussed by Bluestone (1977) who sees this as a positive development, by Pateman (1975) in her contribution to the political theory of Organisational Democracy, and by Strauss and Rosenstein (1970) in their critique of worker participation theory. Whilst political ideology is seen as a driving force, Pateman, Strauss and Rosenstein and others (Kerr, 2004) question whether this model is flawed. For example, Pateman believes that more direct forms of democracy (as opposed to representative forms) are needed in order to avoid disillusionment from employees and citizens, Strauss and Rosenstein argue that much of the drive for Organisational Democracy has come from intellectuals, propagandists and politicians, rather than rank-and-file workers and Kerr fundamentally questions whether political democracy is appropriate for organisations, highlighting that hierarchy and appointment within the organisational construct is very different to the principles of democratic election and equal rights that pervade wider political democracy constructs. Others, however, call for organisations to look back to earlier stages of human development for suitable models of operation, for example, the Athenian model that aligned civic duty and decision-making rights (Manville and Ober, 2003; Russell, Hochner and Perry, 1979) or to adopt the social-principles of our hunter-gatherer past (Ehin, 1995a) to discover meaningful ways to manage complex organisations 'more congruent with human nature'. Beyond ideology, it is also worth noting that changes in the socio-economic and socio-political environment can create greater appetite for Organisational Democracy. Derber (1967) for example, highlights the appetite for worker- and union-friendly legislation observed immediately following the Great Depression in the USA and Strauss and Rosenstein stress the obvious appetite for all-pervading democracy across Germany and Europe immediately after World War II, in India and more recently in Eastern European states such as Yugoslavia and Poland as they undergo fundamental shifts in the nature of their politics and political aspirations.

Finally, discussions centre on the success or otherwise of Organisational Democracy. Whilst, some suggest that the interventions seen in the Kibbutz, Mondragon and the Yugoslavian model can only exist in the set of political, economic and social circumstances that created them (Strauss and Rosenstein, 1970), others (Semler, 1989) suggest such interventions should instead prompt thought and discussion on what may be appropriate interventions on a broader

scale and to encourage organisations to experiment. Indeed a number of large-scale interventions are documented, including the Bremen Group (de Jong and van Witteloostuijn, 2004), Ford (Denton, 1995), Suma Wholefoods (Jones, 2000), Delta Air Lines (Kaufman, 2003), Weirton Steel (Hennen, 2001), the US Navy (Powley, Fry, Barrett and Bright, 2004) and Semco (Semler, 1989). Despite these examples, writers appear divided on the overall adoption or success of Organisational Democracy models and a number question why this may be – arguing that the concept of democracy goes against that of the rational organisation (Butcher and Clark, 2002), highlighting that if democracy leads to organisational success, then it would have been adopted more widely (Johnson, 2006), that the argument is fatally flawed since it is a concept incompatible with that of the organisation (Strauss and Rosenstein, 1970; Kerr, 2004) and that Managers deliberately disrupt or derail interventions (Brennan, 1991). Others also question whether it is democratic to give voice to employees at the expense of other stakeholders, such as the wider community, customers or suppliers (Johnson, 2006; Pateman, 1975) or indeed, other employees to which rights are not extended (Russell, Hochner and Perry, 1979) or are restricted to a minority elite (Johnson, 2006).

What Interventions (technological, procedural, systematic etc.) can be initiated to enhance Organisational Democracy? [RQ1B]

In general, there appear to be four faces of Organisational Democracy interventions as described in the studies included in this review; those interventions that overlay onto an existing hierarchical structure, those that create a 'parallel structure' (Lawler and Mohrman, 1987), those that introduce innovative HR Management or other Management-led Initiatives, and those that provide some form of economic incentive, such as a worker co-operative, or an Employee Stock Ownership Plan (the ESOP).

When considering those interventions that overlay onto the existing organisational hierarchy, a number of different terms are used to describe such interventions, but Kaufman's (2003) study of the mechanisms employed at Delta Airlines is informative. Delta's model of involvement and participation work on three levels – at board-level where employee representatives have taken part, for example, in decisions such as CEO selection, at divisional level, where operational, customer-service and employee related issues are addressed, and at a low level – for example addressing continuous improvement and local practices/conditions. Various, and in different instantiations, workers may advise, recommend, or decide, unions may or may not be present and legislation may or may not exist.

In terms of introducing 'parallel structures', Ackoff's (1989) conception of a 'Circular Organisation' is one example. This model overlays a model of collective authority onto an existing hierarchical structure by ensuring that everyone in a position of authority has a board that includes representation from sub-ordinates, their immediate supervisor and other interested parties. Lawler and Mohrman (1987) discuss the concept of the 'Quality Circle', an intervention that both benefits and suffers from the fact that it is a 'parallel structure'. Whilst it draws people from across the organisation to address specific issues, without disrupting existing structures, power is still ultimately retained by management. In her review, Brennan (1991) goes further suggesting that Managers use both overt and covert power to disrupt such interventions.

HR and Management initiatives identified include the 360-degree feedback process whereby individuals receive feedback from peers and sub-ordinates as well as from their supervisor. Some (Bernadin and Beatty, 1987) argue that if

such an intervention is managed carefully, it may overcome the 'delusionary system' under which managers and sub-ordinates usually communicate, whilst others (Peiperl, 2001) argue that such interventions cause anxiety, consume enormous effort, could affect ratings, be used for political advantage or have other unintended consequences (Waldman, Atwater and Antonioni, 1998). Other Management-led initiatives identified in this study include Total Quality Management, which in their critique, Rothschild and Ollilainen (1999) highlight that whilst emphasising the employee's role, the interventions in fact re-enforce top-down power relations. Finally, the use of the Appreciative Inquiry Summit (Powley, Fry, Barrett and Bright, 2004) describes a unique intervention that temporarily suspends existing hierarchical structures that foster stronger unity, creating informal ties that facilitate sustaining participative approaches and that this can work even in traditionally hierarchical environments such as the US Navy.

ESOP and other ownership models provide an intervention that both provide voice for employees as well as a financial incentive to participate. Some (Semler, 1989) see these links as essential to underpin Organisational Democracy, whilst others (McHugh, Cutcher-Gershenfeld and Polzin, 1999) suggest that such schemes benefit the employer – since employees are less likely to 'strike against themselves'. Other models, such as the Scanlon Plan (Strauss and Rosenstein, 1970) that collectively reward improved productivity have also been identified.

5. EMERGENT THEMES

This section will identify key themes emergent from the Literature and address the Review Questions [RQ2] and [RQ3].

What are the general factors that affect Organisational Democracy? [RQ2]

Certain factors affecting Organisational Democracy have already been outlined in Chapter 4, with particular respect to socio-economic, socio-political, cultural, legislative and ideological factors. Further factors were also identified as part of the review, and these will be outlined here.

Changes in the External Environment

A common set of reasons cited for the need to create a more democratic workplace, relate to changes in the external environment. Specifically, moving to complex, highly interdependent, technological work within a rapidly changing environment and a mobile workforce is seen as a key driver. Pearce and Barkus (2004) considers this in respect to North American Knowledge Work, and in the strongly contrasting environment of South American Manufacturing, Semler's (1989) perspective is remarkably congruent, highlighting that in complex production environments, workers are best-placed to make the decisions and that contemporary workers will be attracted by such models, that staff turnover will be lower, and that productivity will be higher as a result. Ehin (1995b) emphasises the benefit of adopting a more self-organising system that empowers the workforce and generates learning, using Starbucks as an exemplar, and Calmano (2004) suggests adoption of such models can create a significant competitive advantage.

Organisational Crisis

Paradoxically, the role of the external environment in driving towards a more democratic workplace is also seen as one of the drivers for moving away from highly participative models of working. When organisations experience an extreme crisis, a number of examples are recorded where the participative style becomes highly autocratic. Muczyk and Reimann (1987) challenge the 'unbridled enthusiasm' with which participative leadership is embraced, highlighting that many other factors including systems and culture must be aligned for this to succeed, and this theme is developed by Muczyk and Steel (1998) in their study of the 'Turnaround Executive' where they argue that a more autocratic and directive style is needed in times of crisis and hardship. Even in interventions perceived to be successful, Organisational Democracy is seen to be slower, and more time-consuming (Kaufman, 2003) and requires extended and concerted effort (Thorsrud and Emery, 1970).

What tensions are observed between the desire of the leader to embrace Organisational Democracy whilst maintaining a need to retain power or exert control? [RQ3]

As well as the discussion regarding [RQ2] above (relating to leadership style), another commonly cited theme in literature is the role of middle management and supervisors in a participative work system. Of interest also is the role of the unions which is also extensively discussed, and their role is seen as particularly complex. The positive involvement of all of these groups (where relevant to the specific context) is seen as necessary for successful and sustained implementation, and all appear to use power to retain control or block participative approaches and so are relevant for discussion here. Finally, the equally complex role of the employee and the employee representative will be discussed; this again is a repeated theme from literature. From these discussions, it will be possible to begin to draw conclusions with respect to the extent of any Organisational Democracy realised through the various interventions – is it truly democratic, representative, or simply a pseudo- or even a false-democracy.

Middle-managers and Supervisors

Walton and Schlesinger (1979) discuss the role of supervisors in participative management environments, highlighting that supervisors often feel marginalised in such systems since the management boundaries become blurred and that this can often lead to resentment on their part. Brennan (1991) considers the role middle managers play with respect to Quality Circles, finding that middle management was the most common and universally cited reason for failure. Brennan describes this group as a 'frozen layer' that use overt and covert power to stall or derail proceeding, for example through restricting information or resources or through filibustering. Johnson (2006) cites other management controls that may be enacted, including the re-enforcement of social norms and hegemonic practices that re-enforce the existing culture and hierarchical structure and which entrusts power to them; managers may limit the boundaries of decision-making, or cumbersome and bureaucratic processes may be introduced. It is often argued that the underlying causes for these reactions is the perceived loss of managerial control, however, studies in the USA (Russell, Hochner and Perry, 1979) using Control Graph Theory find that in practice, whilst participative work systems result in a more equal distribution of power, there is a greater

overall total level of influence and so management authority has been neither weakened nor strengthened, a finding also made by Bartolke, Eschweiler, Fleschenberger and Tennenbaum (1982) in their studies of participative firms in Germany. Some studies (Smith, 1978) find that in certain environments, employees prefer an autocratic, rather than democratic approach.

Many studies conclude that in order to address the tensions experienced at the middle-management and supervisory level, training (Walton and Schlesinger, 1979; Whyte and Blasi, 1982; Denton, 1995) and adjustments to evaluation, measurement and reward systems (Walton and Schlesinger, 1979) are needed. Kerr (2004) also argues that full-scale adoption (or revolution) can help, whilst others (Lawler and Mohrman, 1987) suggest a staged approach.

The Role of the Union

The role of the union is seen as complex. Historically, some firms were seen to be introducing interventions to give workers voice and representation as a deliberate tactic of union avoidance (Derber, 1967). One of the most extreme examples identified is that of E.T.Weir (Hennen, 2001), who in the 1930's created the Employee Representation Plan for Weirton Steel workers in order to provide an illusionary sense of employee participation through the creation of an impotent and falsely representative company union that resisted all calls from the workers to strike. More recently, Imperial Oil (Taras and Copping, 1999), successfully held unions in abeyance at one of its plants through the Joint Industrial Council which whilst giving employee voice, gave no power to the workforce. Taras and Kaufman (2006) observe that some employers emphasise their participative approach when the threat of unionism looms, only to reign back when this threat has passed.

Unions themselves (Brown and Quarter, 1994) are suspicious of engaging in mechanisms that introduce alternative forms of worker representation and use influencing tactics to impede the intervention, although there are examples where democratic interventions can co-exist alongside unions (Semler, 1989; Bluestone, 1977) and that unions can positively enhance the intervention, making it more equitable (McHugh, Cutcher-Gershenfeld, and Polzin, 1999).

The Employee and the Employee Representative

With respect to employees, it is argued that not all employees will want (Jones, 2000; Kerr, 2004; Strauss and Rosenstein, 1970) or feel able to contribute (Jones, 2000; Kerr, 2004; Strauss and Rosenstein, 1970) in more participative environments. In a similar parallel to the discussion earlier with respect to the need for management training, it is also argued that training the wider workforce in democratic principles (Walton and Schlesinger, 1979; Pearce and Barkus, 2004) as well as wider management skills and business understanding are important (Semler, 1989), particularly for employees who become employee representatives (Kaufman, 2003). Open sharing of information is also seen as key (Calmano, 2004, Semler, 1989).

With respect to the Employee Representative, as well as the issues over ability or commitment discussed above, role confusion, role conflict and other factors (such as degree or limits of involvement) can impede these interventions. Strauss and Rosenstein (1970) discuss the risk of co-option of worker representatives and Hammer, Currall and Stern (1991) find that as well as the 'neutralisation' tactics deployed by managers, worker representatives struggle with their dual-role – seen by worker constituents as workforce advocates, whilst being seen by

management as a channel for downward communication. Research by Thorsrud and Emery (1970) found that worker representatives often took the board (rather than the employee) view and Strauss and Rosenstein (1970) also argue that some works councils hardly function at all, and that discussion is one-way.

6. DISCUSSION

This section will specifically address the Review Question:

What is the relationship between Enterprise2.0 and Organisational Democracy? [RQ5]

Although McAfee (2006) is credited with conceiving the term Enterprise2.0, there is apparently very little academic literature on this topic. Cross-referencing however has identified some practitioner literature relevant for consideration here. For example, a report by consultants Watson Wyatt (Rudnik and Kouba, 2006) suggest that 'Enterprise2.0 behaviour' has seen a four-fold increase over a 3-year period, and suggests that this is without approval, guidance, training or central intervention. The paper suggests firms should cultivate these locally initiated interventions and facilitate its growth. Referencing the demographic profile of workers where younger workers expect to use the more collaborative, asynchronous and interactive technology that is available today, the paper suggests that future recruitment and retention will benefit. These drivers and outcomes tend to mirror writing in the field of Organisational Democracy and the paper suggests internal CEO blogging is to be encouraged as this allows employees to actively contribute, express opinions and ask questions. Harmelen (2007) discusses the approach taken by TNT to 'invite employees into the CEO's virtual office' and recognising the importance of respecting the views that are offered as constructive dialogue and the need to reach out to disengaged employees.

Xarchos and Charland (2008) describe a series of interventions in Innovapost – developed as a direct response to poor results in employee engagement surveys, particularly in the area of senior management not sharing their thoughts on the strategic direction of the company. The interventions included a CEO blog, now the most popular content based intranet site, and an online employee consultation exercise aimed at jointly creating a future business plan – to which 55% of employees posted. Results were presented to the board, which had the final say.

In a 2006 practitioner survey, Treem highlights that 32% of responding organisations use blogs that are uniquely aimed at the internal audience and 64% of respondents track blogging by employees. However, although 99% of communicators were aware of blogs, less than 30% had ever read one, and less than 30% had ever posted. As well as highlighting the differences between different demographic groups, obstacles such as disconnected employees, desire to control, and senior management resistance are cited. The paper also positively emphasises that new technology can give more control to the organisation.

In a more recent survey of communications executives, Gregory (2007) reports that 55% of the sample indicated they were already using blogs or planning to start in the next 12 months, with 71% citing 'improved employee engagement' and 47% citing 'creating a two-way dialogue with senior executives' as the drivers. Interestingly, whilst some saw risks, 70% have no policy regarding inappropriate posts, and only 26% knew how to monitor the contributions. In a parallel with Organisational Democracy literature, 23% of respondents cited gaining executive support as a key challenge. Smith (2007) also highlights the

importance of engaging the leadership team, and exercising restraint with respect to control. McAfee (2006) himself also suggests that adoption will depend greatly on the decisions made and actions taken by managers and that the culture must be receptive, and for example, where 360-degree reviews are the norm. McAfee also projects an image of the future where non-management views will be created, asking whether managers, whilst voicing support, may seek to instigate controls, silencing dissent, and working to restrain, rather than lose control.

7. SUMMARY OF FINDINGS

This section will summarise what is known and not known about: **(a) The disconnection between leaders and workers in organisations, and the perceived need to engage in meaningful conversations** and **(b) The tension created by the conflicting desires of leaders to introduce Organisational Democracy, whilst at the same time needing to retain Power and Control.**

- Case Study appears to be the preferred method across literature, but only a few are extensive
- Organisational Democracy interventions can be introduced at various organisational levels and with different remits
- Other interventions may also be considered as relevant to this study – Appreciative Inquiry Summits, TQM, 360-degree feedback programmes, quality circles, financial ownership, corporate governance structures etc.
- Organisational Democracy is not new – examples have been identified back to the 19th Century
- Organisational Democracy is seen to succeed and fail in almost equal measure, some arguing that the concept is fatally flawed
- External Factors such as rapid technological change, knowledge work, political ideology, cultural aspects and legislation are important
- The move to or away from Organisational Democracy is often triggered by an Organisation in crisis, although some interventions are triggered through culture or the ideological beliefs of Organisational Leaders
- Internal factors can determine the success or failure of such an initiative – the role of managers, employees and unions is key
- Leaders, Middle Managers and Supervisors are all seen as potential barriers, and leadership style is critically important
- Power and control are used, but literature suggests that an increase in worker power does not diminish power at other Organisational levels and that workers expect that their Management would retain certain powers
- The role of the unions is complex
- It is right to question whether true (direct), representative or pseudo-democracy is actually achieved and ultimately considering whose purpose is served
- Although some documented cases appear un-generalisable, a few large-scale, apparently successful corporate interventions have also been identified
- Education in democratic principles is seen as important, and this should be applied at all levels
- Very little academic literature exists wrt. the role of technology, and explicitly Enterprise2.0, although some practitioner literature has been identified through cross-referencing
- There is similarity between expected outcomes and potential barriers between traditional models of Organisational Democracy and the use of Enterprise2.0

- There appears to be a desire from leaders (in academic literature) and practitioners (in practitioner literature) to connect

8. CONCLUSION AND NEXT STEPS

This section will posit a proposed set of Research Questions based on the findings from the Systematic Literature Review and provide a short outline for the Empirical Research Project. In addition, it will articulate the next steps.

The draft Research Questions for the Empirical Research Project are:

- For what reasons do leaders advocate the use of Enterprise2.0?
- Can Enterprise2.0 be considered as a contemporary instantiation of Organisational Democracy, with respect to enabling meaningful conversations between leaders and workers?
- To what extent does Enterprise2.0 work as an effective mechanism to facilitate Organisational Democracy, with respect to enabling meaningful conversations between leaders and workers?
- How does Enterprise2.0 alter the tension between Democratising the Organisation and the leaders need for Control?
- How do corporate leaders exert Power to give or take voice from the emergent Enterprise2.0 phenomena?
- Ultimately, whose purpose is served through the use of Enterprise2.0?

The outline for the Empirical Research Project is:

Purpose

To establish leadership perspectives with respect to the relationship between Enterprise2.0 and its role in democratising the organisation.

A working title for the Thesis is: Enterprise2.0: The New Organisational Democracy?

Questions / Objectives

To address the finalised Research Questions (see above for draft Research Questions).

Sample

Using a Case Study approach with the Organisational Unit as the unit of analysis.

Different classifications have been developed for enquiring into different perspectives.

- "A" – **advocate** of Enterprise2.0
- "B" – has a **vision** regarding for using Enterprise2.0
- "C" – has a **reason** to use Enterprise2.0
- "D" – **operates** Enterprise2.0 usage
- "E" – a **business leader**
- "E" – part of the **wider population**
- "H" – a union representative, has an **interest** in what is being said
- "I" – an external communications consultant, can provide an **external** perspective

Only Organisations where perspectives from each category can be secured will be included.

Method of Data Collection

Face-to-face interview.

Method of Data Analysis

Transcription and nVivo coding to establish a themed synthesis.

The next steps are therefore proposed as:

- Finalise the Research Questions and Outline for the Empirical Research Project
- Retrospectively write to the extended panel with an outline of the specific Research interest and next steps, eliciting their views and seeking their interest in participating further
- Extend the search of practitioner literature, since it appears that in this particular field, practice may be ahead of academic writing

REFERENCES AND FULL BIBLIOGRAPHY

- Duff, A. (1996), "The literature search: a library-based model for information skills instruction", *Library Review*, vol. 45, no. 4, pp. 14-18.
- Flowers, P., (2008a), *Systematic Review Log*, 1st ed., Cranfield School of Management, UK.
- Flowers, P., (2008b), *Systematic Review Protocol*, 1st ed., Cranfield School of Management, UK.
- Flowers, P., (2008c), *Taking a leadership perspective on democratising the enterprise organisation through the introduction of socially-oriented, collaborative, web-based technology - Final Scoping Study*, 1st ed., Cranfield School of Management, UK.
- Flowers, P., (2008d), *Taking a leadership perspective on democratising the enterprise organisation through the introduction of socially-oriented, collaborative, web-based technology - Final Scoping Study (Addendum)*, 1st ed., Cranfield School of Management, UK.
- Kirchner, A., (2006), *Journal Recommendations for Academic Publication*, 3rd ed., Cranfield School of Management, UK.
- Tranfield, D., Denyer, D. and Smart, P. (2003), "Towards a methodology for developing evidence-informed management knowledge by means of systematic review", *British Journal of Management*, vol. 14, no. 3, pp. 207.
- Wallace, M. and Wray, A. (2006), *Critical Reading and Writing for Postgraduates*, 1st ed, Sage Publications Ltd., London.

FULL LIST OF INCLUDED STUDIES

- Ackoff, R. L. (1989), "The Circular Organization: An Update", *The Academy of Management Executive*, vol. 3, no. 1, pp. 11.
- Akella, D. (2003), "A Question of Power: How does Management Retain It?", *Vikalpa: The Journal for Decision Makers*, vol. 28, no. 3, pp. 45-56.
- Ashmos, D. P., Duchon, D., McDaniel, R. R., Jr and Huonker, J. W. (2002), "What a mess! Participation as a simple managerial rule to 'complexify' organizations", *The Journal of Management Studies*, vol. 39, no. 2, pp. 189.
- Avery, C. M. (1999), "All power to you: Collaborative leadership works", *The Journal for Quality and Participation*, vol. 22, no. 2, pp. 36.
- Barry, D. (1991), "Managing the Bossless Team: Lessons in Distributed Leadership", *Organizational dynamics*, vol. 20, no. 1, pp. 31.
- Bartoelke, K., Eschweiler, W., Flechsenberger, D. and Tannenbaum, A. S. (1982), "Workers' Participation and the Distribution of Control as Perceived by Members of Ten German Companies", *Administrative Science Quarterly*, vol. 27, no. 3, pp. 380.
- Bechtold, B. L. (1997), "Toward a participative organizational culture: evolution or revolution?", *Empowerment in Organizations*, vol. 5, no. 1, pp. 4.
- Bernardin, H. J. and Beatty, R. W. (1987), "Can Subordinate Appraisals Enhance Managerial Productivity?", *Sloan Management Review (1986-1998)*, vol. 28, no. 4, pp. 63.
- Bluestone, I. (1977), "Creating a New World of Work", *International Labour Review*, vol. 115, no. 1, pp. 1.
- Brennan, M. (1991), "Mismanagement and Quality Circles: How Middle Managers Influence Direct Participation", *Employee Relations*, vol. 13, no. 5, pp. 22.
- Brown, D. (1992), "Why Participative Management Won't Work Here", *Management review*, vol. 81, no. 6, pp. 42.
- Brown, J. and Quarter, J. (1994), "Resistance to change: The influence of social networks on the conversion of a privately-owned unionized business to a worker cooperative", *Economic and Industrial Democracy*, vol. 15, no. 2, pp. 259.
- Burkhardt, M. E. and Brass, D. J. (1990), "Changing Patterns or Patterns of Change: The Effects of a Change in Technology on Social Network Structure and Power", *Administrative Science Quarterly*, vol. 35, no. 1, pp. 104-127.
- Butcher, D. and Clarke, M. (2002), "Organizational Politics: The Cornerstone for Organizational Democracy", *Organizational dynamics*, vol. 31, no. 1, pp. 35-46.
- Calmano, V. F. (2004), "Executive Commentary", *Academy of Management Executive*, vol. 18, no. 3, pp. 96-97.

- Clarke, O. (1987), "Industrial Democracy in Great Britain", *International Studies of Management & Organization*, vol. 17, no. 2, pp. 38-51.
- de Jong, G. and van Witteloostuijn, A. (2004), "Successful Corporate Democracy: Sustainable Cooperation of Capital and Labor in the Dutch Breman Group", *The Academy of Management Executive*, vol. 18, no. 3, pp. 54.
- Decker, B., Ras, E., Rech, J., Jaubert, P. and Rieth, M. (2007), "Wiki-Based Stakeholder Participation in Requirements Engineering", *IEEE Software*, vol. 24, no. 2, pp. 28-35.
- Denton, D. K. (1995), "Ingraining employee involvement into corporate decision making", *Business Forum*, vol. 20, no. 3,4, pp. 11.
- Derber, M. (1967), "The Idea of Industrial Democracy in America", *Labor History*, vol. 8, no. 1, pp. 3.
- Derber, M. (1966), "The Idea of Industrial Democracy in America 1898-1915", *Labor History*, vol. 7, no. 3, pp. 259-286.
- Dew, J. (1995), "Creating team leaders", *The Journal for Quality and Participation*, vol. 18, no. 6, pp. 50.
- DiPadova, L. N. and Faerman, S. R. (1993), "Using the Competing Values Framework to Facilitate Managerial Understanding Across Levels of Organizational Hierarchy", *Human resource management*, vol. 32, no. 1, pp. 143-174.
- Douglas, C. and Gardner, W. L. (2004), "Transition to self-directed work teams: implications of transition time and self-monitoring for managers' use of influence tactics", *Journal of Organizational Behavior*, vol. 25, no. 1, pp. 47-65.
- Ehin, C. (1995a), "The quest for empowering organizations: Some lessons from our foraging past", *Organization Science*, vol. 6, no. 6, pp. 666.
- Ehin, C. (1995b), "The ultimate advantage of self-organizing systems", *The Journal for Quality and Participation*, vol. 18, no. 5, pp. 30.
- Ewing, M. E. (2007), "Changing with the times: Leveraging the Web to enhance your employee communications program", *Public Relations Tactics*, vol. 14, no. 3, pp. 12-13.
- Fairhurst, G. T., Green, S. and Courtright, J. (1995), "Inertial Forces and the Implementation of a Socio-technical Systems Approach: A Communication Study", *Organization Science*, vol. 6, no. 2, pp. 168-185.
- Gregory, D., (2007), *Melcrum Press Release*, 1st ed., Melcrum, London.
- Hammer, T. H., Currall, S. C. and Stern, R. N. (1991), "Worker Representation on Boards of Directors: A Study of Competing Roles", *Industrial & labor relations review*, vol. 44, no. 4, pp. 661.

- Harrison, J. S. and Freeman, R. E. (2004), "DEMOCRACY IN AND AROUND ORGANIZATIONS: Is Organizational Democracy Worth the Effort?", *The Academy of Management Executive*, vol. 18, no. 3, pp. 49.
- Hatch, M. J. and Cunliffe, A. L. (2006), *Organization Theory*, Paperback ed, Oxford University Press, Oxford.
- Hennen, J. (2001), "E. T. Weir, Employee Representation, and the Dimensions of Social Control: Weirton Steel. 1933-1937", *Labor Studies Journal*, vol. 26, no. 3, pp. 25-49.
- Jaques, P. (1985), "Whatever Happened to Motivation?", *Management Services*, vol. 29, no. 7, pp. 12-14.
- Johnson, P. (2006), "Whence Democracy? A Review and Critique of the Conceptual Dimensions and Implications of the Business Case for Organizational Democracy", *Organization*, vol. 13, no. 2, pp. 245.
- Jones, D. R. (2000), "Leadership strategies for sustainable development: a case study of Suma Wholefoods", *Business Strategy and the Environment*, vol. 9, no. 6, pp. 378.
- Kaufman, B.E., (2003), *High-Level Employee Involvement at Delta Air Lines*, John Wiley & Sons, Inc. / Business.
- Kerr, J. L. (2004), "The Limits of Organizational Democracy", *The Academy of Management Executive*, vol. 18, no. 3, pp. 81.
- Krueger, A. (1995), "Comments and discussion", *Brookings Papers on Economic Activity [H.W.Wilson - SSA]*, , pp. 161.
- Lawler, E. E.,III and Mohrman, S. A. (1987), "Quality Circles: After the Honeymoon", *Organizational dynamics*, vol. 15, no. 4, pp. 42.
- Leftridge, D. W. and Waddell-Schultz, G. (1999), "Improve Communication in a Shared Governance System", *Nursing management*, vol. 30, no. 3, pp. 50-54.
- LeNoble, P. J. (1993), "Power sources and management styles", *Management review*, vol. 82, no. 12, pp. 47.
- Manville, B. and Ober, J. (2003), "Beyond empowerment: Building a company of citizens", *Harvard business review*, vol. 81, no. 1, pp. 48.
- McAfee, A. P. (2006), "Enterprise 2.0: The Dawn of Emergent Collaboration", *MIT Sloan Management Review*, vol. 47, no. 3, pp. 21.
- McHugh, P. P., Cutcher-Gershenfeld, J. and Polzin, M. (1999), "Employee stock ownership plans: Union influence and stakeholder interests", *Economic and Industrial Democracy*, vol. 20, no. 4, pp. 535.
- Meyer, G. (1994), "The company you keep affects your attitudes toward the company", *Academy of Management Executive*, vol. 8, no. 3, pp. 101-102.

- Mills, D. Q. (1995), "The new management system", *European Management Journal*, vol. 13, no. 3, pp. 251.
- Mittler, J. E. (2007), "Know Your Management Rights", *Industrial Management*, vol. 49, no. 3, pp. 26-30.
- Moe, J. L. (1995), "What does "employee involvement" mean?", *Quality Progress*, vol. 28, no. 7, pp. 67.
- Muczyk, J. P. and Reimann, B. C. (1989), "MBO as a Complement to Effective Leadership", *Academy of Management Executive*, vol. 3, no. 2, pp. 131-138.
- Muczyk, J. P. and Reimann, B. C. (1987), "The Case For Directive Leadership", *The Academy of Management Executive*, vol. 1, no. 4, pp. 301.
- Muczyk, J. P. and Steel, R. P. (1998), "Leadership style and the turnaround executive", *Business horizons*, vol. 41, no. 2, pp. 39.
- Newcombe, R. (1996), "Empowering the construction project team", *International Journal of Project Management*, vol. 14, no. 2, pp. 75.
- Nowicki, M. and Summers, J. (2008), "When Participative Management Leads to Garbled Communication", *hfm (Healthcare Financial Management)*, vol. 62, no. 2, pp. 118-120.
- Nowicki, M. and Summers, J. (2003), "The benevolent autocrat: Is it the right fit for the times?", *Healthcare Financial Management*, vol. 57, no. 10, pp. 84.
- Pateman, C. (1975), "A Contribution to the Political Theory of Organizational Democracy", *Administration & Society*, vol. 7, no. 1, pp. 5.
- Pearce, C. L. and Barkus, B. (2004), "The Future of Leadership: Combining Vertical and Shared Leadership to Transform Knowledge Work", *The Academy of Management Executive*, vol. 18, no. 1, pp. 47.
- Peiperl, M. A. (2001), "Getting 360 feedback right", *Harvard business review*, vol. 79, no. 1, pp. 142.
- Powley, E. H., Fry, R. E., Barrett, F. J. and Bright, D. S. (2004), "Dialogic democracy meets command and control: Transformation through the Appreciative Inquiry Summit", *Academy of Management Executive*, vol. 18, no. 3, pp. 67-80.
- Rosenstein, E., Ofek, A. and Harel, G. (1987), "Organizational Democracy and Management in Israel", *International Studies of Management & Organization*, vol. 17, no. 2, pp. 52.
- Rothschild, J. and Ollilainen, M. (1999), "Obscuring but not reducing managerial control: Does TQM measure up to democracy standards?", *Economic and Industrial Democracy*, vol. 20, no. 4, pp. 583.

- Rudnick, M. and Kouba, W., (2006), *How the "Google Effect" is Transforming Employee Communications and Driving Employee Engagement (Hint: It has nothing to do with search)*, 1st ed., Watson Wyatt, USA.
- Russell, R., Hochner, A. and Perry, S. E. (1979), "Participation, Influence, and Worker-Ownership", *Industrial Relations*, vol. 18, no. 3, pp. 330.
- SCM Contributors (2008), "The Next Frontier in Employee Comms", *Strategic Communication Management*, vol. 12, no. 3, pp. 9.
- SCM Contributors (2007a), "Latest on the Melcrom Blog", *Strategic Communication Management*, vol. 11, no. 3, pp. 5-5.
- SCM Contributors (2007b), "Study Reveals Social Media use", *Strategic Communication Management*, vol. 11, no. 3, pp. 9-9.
- Semler, R. (1989), "Managing Without Managers", *Harvard business review*, vol. 67, no. 5, pp. 76.
- Smith, D. (1978), "Control and Orientations to Work in a Business Organization", *Journal of Management Studies*, vol. 15, no. 2, pp. 211-222.
- Smith, S. (2007), "Why Employees are More Trusted than the Ceo", *Strategic Communication Management*, vol. 11, no. 3, pp. 7-7.
- Strauss, G. and Rosenstein, E. (1970), "Workers Participation: A Critical View", *Industrial Relations*, vol. 9, no. 2, pp. 197-214.
- Taras, D. G. and Kaufman, B. E. (2006), "Non-union employee representation in North America: diversity, controversy and uncertain future", *Industrial Relations Journal*, vol. 37, no. 5, pp. 513.
- Taras, D. G. and Copping, J. (1999), "Employee discontent at Imperial Oil", *Human Resource Management International Digest*, vol. 7, no. 2, pp. 27.
- Thorsrud, E. and Emery, F. E. (1970), "Industrial Democracy in Norway", *Industrial Relations*, vol. 9, no. 2, pp. 187-196.
- Travica, B. (1998), "Information Aspects of New Organizational Designs: Exploring the Non-Traditional Organization", *Journal of the American Society for Information Science*, vol. 49, no. 13, pp. 1224-1244.
- Treem, J., (2006), *New Frontiers in Employee Communications 2006*, 1st ed., Edelman / Peoplemetrics, USA.
- van Harmelen, J. (2008), "Inviting Tnt's Employees into the Ceo's Virtual Office", *Strategic Communication Management*, vol. 12, no. 1, pp. 12-12.
- Waldman, D. A., Atwater, L. E. and Antonioni, D. (1998), "Has 360 feedback gone amok?", *The Academy of Management Executive*, vol. 12, no. 2, pp. 86.

Walton, R. E. and Schlesinger, L. A. (1979), "Do Supervisors Thrive in Participative Work Systems?", *Organizational dynamics*, vol. 7, no. 3, pp. 25.

Wellens, J. (1983), "REVIEW: Comment on the News", *Industrial & Commercial Training*, vol. 15, no. 9, pp. 268.

Wellens, J. (1974), "Comment", *Industrial & Commercial Training*, vol. 6, no. 10, pp. 443-446.

Whyte, W. F. and Blasi, J. R. (1982), "Worker Ownership, Participation and Control: Toward a Theoretical Model", *Policy Sciences*, vol. 14, no. 2, pp. 137-163.

Windmuller, J. P. (1953), "German Codetermination Laws", *Industrial & labor relations review*, vol. 6, no. 3, pp. 399-416.

Xarchos, C. and Charland, M. B. (2008), "Innovapost uses Web 2.0 tools to engage its employees", *Strategic HR Review*, vol. 7, no. 3, pp. 13-18.

Zimmerman, D. K. (1978), "Participative Management: A Reexamination of the Classics", *Academy of Management Review*, vol. 3, no. 4, pp. 896-901.

APPENDIX A – DATA EXTRACTION AND SYNTHESIS TEMPLATE

Reading Summary

Title:	
Author(s):	
Journal:	
Date:	

Read:	
-------	--

Paper Abstract	[100 words]		
Country:	Sector:	Technology:	...
Method(s) / Approach:	Key Concepts / Theories / Ideas:		

INCLUSION / EXCLUSION CRITERIA				
Corp or Gov NFP / vol.		Org. Politics / Org. Dem vs. Socio-political / Socio-economic models		English Language

Organisational Democracy models that facilitate meaningful conversation between leaders and workers (INCLUDE) vs. Other Organisational Democracy models that operate within a 'closed' group and do not bridge the divide between leaders and workers (e.g. a local workgroup), or which do not provide a voice for workers (e.g. shared ownership schemes that simply divide reward / investment) (EXCLUDE).	
May be conceptual or theoretical, but must have implication for practice, e.g. recognising / discussing the tensions and challenges of implementing Organisational Democracy in an organisational context (INCLUDE) vs. Abstract concepts or theories that are incognisant of application within the organisational context. (EXCLUDE)	
Considers the impact of Organisational Politics, Power, Control etc. in relation to Organisational Democracy (INCLUDE) vs. Considers the impact of Organisational Politics, Power, Control etc. in relation to other issues, e.g. morale or employee satisfaction (EXCLUDE)	
Internal use of the technology, e.g. to connect leaders and workers (INCLUDE) vs. External use of the technology, e.g. to connect businesses and their customers (EXCLUDE)	
Considers the management and leadership considerations, consequences and outcomes of technology implementation / adoption, e.g. engagement with the technology (INCLUDE) vs. Focuses on the technical considerations, consequences and outcomes of technology implementation / adoption, e.g. selection criteria or TAM assessment (EXCLUDE)	
Considers how economic decisions are made within organisations (INCLUDE) vs. Financial or economic analysis of Labour-managed firms, or worker co-operatives, for example lending, pricing, utilisation, productivity etc. (EXCLUDE)	
Considers empowerment in relation to organisational democracy (INCLUDE) vs. Considers empowerment in other contexts, e.g. coaching, or during change. (EXCLUDE)	

QUALITY ASSESSMENT CRITERIA	
8. Consider journal rating, and number, nature, range of references.	
9. Was an explicit account of the theoretical framework given? (consider depth of review / synthesis of earlier work, related concepts or fields, e.g. literature review)	
10. Is there a succinct statement of objectives or research questions? (consider extent to which the review/research questions are clearly/explicitly articulated)	
11. Is there a clear description of the context? (consider intervention, outcome, barriers and if/how overcome)	
12. Is the method both well defined and well designed? (consider the depth of definition, and supporting justification, assumptions and limitations) b. How was the sample chosen, was it adequate c. Is there a clear description of data collection and data analysis methods; are they appropriate, is there transparency	
13. How does the research move from raw data (numbers, quotations, examples) to an analysis and interpretation of the meaning and significance of the findings? (consider clarity and transparency of findings, strength of warrant, coherent and consistency of approach that addresses stated aims).	
14. For conceptual models, is an explicit model described, linked to earlier work, related to the organisational context and discussed extensively?	
15. How significant are the findings, what is their contribution, and their general relevance to practice; is there guidance for future research? (consider degree of abstraction vs. generalisability)	

A Systematic Review of Enterprise2.0 and its relationship with Organisational Democracy
Issue 1 (Oct'08)

Introduce the text - (A) Why am I reading this? (1) What review question am I asking of this literature?	
Reporting the content – (B) What are the authors trying to do in writing this? (2) What type of literature is this? (3) What kind of intellectual project is being undertaken?	[50-100 words]
Reporting the content – (C) What are the authors saying that is relevant to what I want to find out? (4) What is being claimed that is relevant to answering my review question?	[50–100 words]
Evaluating the Content – (D) How convincing is what the authors are saying? (5) How far is there backing for claims? (6) How adequate is any conceptual or theoretical orientation to back claims? (7) How far does any value stance adopted affect claims? (8) How far are claims supported or challenged by others work? (9) How far are claims consistent with my experience?	[100-200 words]
Drawing your conclusion – (E) In Conclusion, what can I make of this? (10) What is my overall evaluation of this literature in light of my review question?	[100-150 words]
What does this paper say about.. What different perspectives and models exist with respect to Organisational Democracy? What interventions (technological, procedural, systematic etc.) can be initiated to enhance Organisational Democracy?	
What does this paper say about.. What are the general factors that affect Organisational Democracy?	
What does this paper say about.. What tensions are observed between the desire of the leader to embrace Organisational Democracy whilst maintaining a need to retain power or exert control?	
From this paper, what can be determined regarding.. What are the theoretical frameworks and methodological approaches employed within this field?	
What does this paper say regarding.. What is the relationship between Enterprise2.0 and Organisational Democracy?	
In general, what is known and not known about: The disconnection between leaders and workers in organisations, and the perceived need to engage in meaningful conversations The tension created by the conflicting desires of leaders to introduce Organisational Democracy, whilst at the same time needing to retain Power and Control	
What themes are emerging that could be used during synthesis?	
Key Authors / References:	