

# Contents



Preface ix

The Author xvii

## **Part One: The Promise of Participative Management**

1. Changing Approaches to Management 1
2. Why Participative Approaches Meet Today's Needs 12
3. Participation and Organizational Effectiveness 21

## **Part Two: Participative Programs: What Works and Does Not Work**

4. Quality Circles 44
5. Employee Survey Feedback 65
6. Job Enrichment 82

7. Work Teams	101
8. Union-Management Quality-of-Work-Life Programs	119
9. Gainsharing	144
10. New-Design Plants	170

**Part Three: High-Involvement Management:  
Creating an Effective Approach to Participation**

11. How High-Involvement Management Works	191
12. Managing the Change to a High-Involvement Organization	216
References	235
Index	243