Open Organizations and Organizing Openness

Openness and Participation

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" the meaning of participation is confined by the set of questions asked about it

Dachler and Wilpert
(1978, p. 15)

<1>

Dachler, H. P., and Wilpert, B. (1978). Conceptual dimensions and boundaries of participation in organizations.

Selection of questions provided by students:

Group I

▸ Do you think participation can increase the social, sustainable and ethical behavior of organizations? Why and why not?

▸ In which ways can participation in organizations be detrimental to performance?

Group II

▸ To what extent does formal participation differ from informal participation? Is one of them of of a ‚better quality'?

▸ To what extent could motivation possibly be seen as a key to participation in organizations?

Selection of questions provided by students:

Group III

‣ Do you think the level of participation depends on the level of an organization's transparency?

‣ Is there an interdependence between openness and participation or can an open organization also exist with a very low level of participants' participation?

Group IV

‣ Since the text is from 1978: to what extent has participation in organisations changed?

‣ How has the participation internally and externally (for example, customers) in organizations changed in recent years?

Continuum of Participation in Organization

"influence-power-sharing-continuum"

(1) **No (advance) information** is given to employees about a decision to be taken.

(2) Employees are **informed in advance** of the decision to be made.

(3) Employees can **give their opinion** about the decision to be made.

(4) Employees' **opinions are taken into account** in the decision process.

(5) Employees have a **veto**, either negatively by blocking a decision that has been made, or positively by having to concur in advance.

(6) The decision is **completely in the hands of organization members**, with no distinction between managers and subordinates.

<2>

Mantere, S., and Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective.

(Non-)Participatory Discourses

" discourses can coexist in a dialectical relation

Mantere and Vaara
(2008, p. 344)

Selection of questions provided by students:

Group I

▸ What implications can be drawn from their findings for the management strategies of a large organization? Is it even possible for bureaucratically organized organizations to provide full participation for its members?

Group II

▸ According to the text, participation is a key issue in strategy formulation but what about all the charismatic leaders and successful organizations led by their managers?
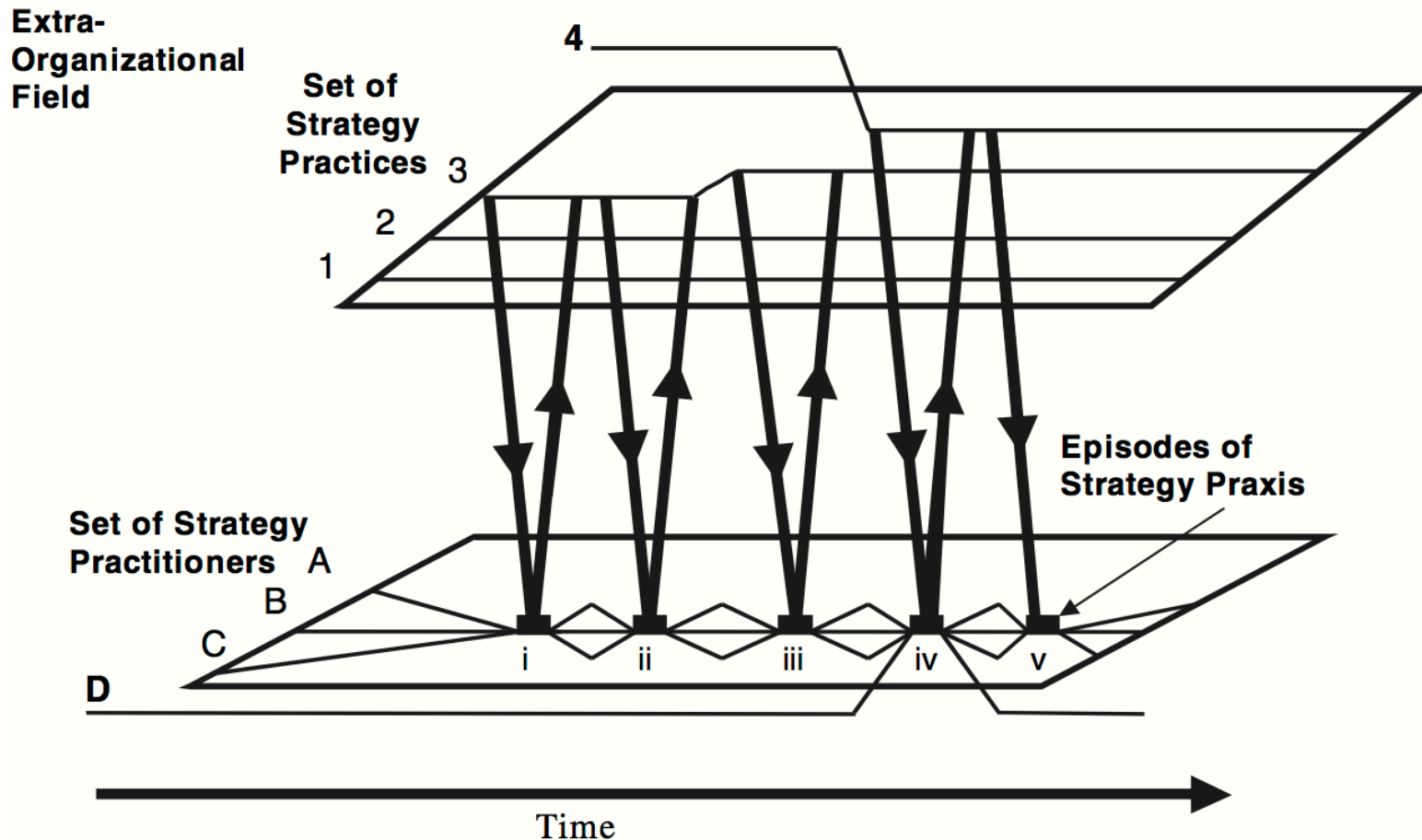
Selection of questions provided by students:

Group III

▸ The text mentions the positive impacts of non-participation. How can you affirm this statement? Are there any examples?

Group IV

▸ Is hierarchy one of the biggest problems of participation in organizations? Is there more participation in organization with flat hierarchies?

Praxis, Practices and Practitioners

Source: Whittington, R. (2006). Completing the practice turn in strategy research.
Organization studies, 27(5), p. 621

Seminar Topics: Open Phenomena

Phenomena	Illustrative examples and articles
Open Source Software	Examples: Linux, Firefox Text: Benkler (2002)
Open Science	Examples: PLoS, offene-doktorarbeit.de Text: Bartling & Friesike (eds., 2014)
Open Innovation	Examples: Innocentive, GE Open Innovation Portal Text: Sieg et al. (2010)
Open Collaboration	Examples: Wikipedia, OpenStreetMap Text: Jemielniak (2016)
Open Strategy	Examples: Buffer, Premium Cola Text: Hautz et al. (2017)
Open Government	Examples: data.gov, FixMyStreet Text: Janssen et al. (2012)

Seminar Format

(1) **Groups** working on each open phenomenon
  - share & discuss cases, sources, insights, problems
  - self-assign members to focus on one concept

(2) **Lightning talks** on phenomena & concepts
  - each group member focuses different concepts
  - use at least one empirical case
  - length: max. 10 minutes

(3) **Essay** on topic of lightning talk
  - focus one thesis/insight/point
  - incorporate feedback
  - length: 3-4 pages (Times, 12pt, 1.5 line spacing)

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