

# Success model codetermination

**Why codeterminated companys are  
more successful(!)**

**Success model labor codetermination**

# Success model codetermination

## Thesis:

**In processes between management and employees the objectives of the Refractionlaw do apply !**

# Success model codetermination

- Management and employees are representing groups, which indeed are similar, which though are different because of individual characteristics(!)  
*(that's just the way it is).*
- Results in view points like: „They up there“ / „They down there“ – and vice versa
- Between the groups is an invisible boundary line / separating surface *(often because of orga-structure)*  
*also claylayer (middle management)*
- These groups conduct to each other like different substances/media ...

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**Management**



**Boundaryline, claylayer  
(Mediumborder)**

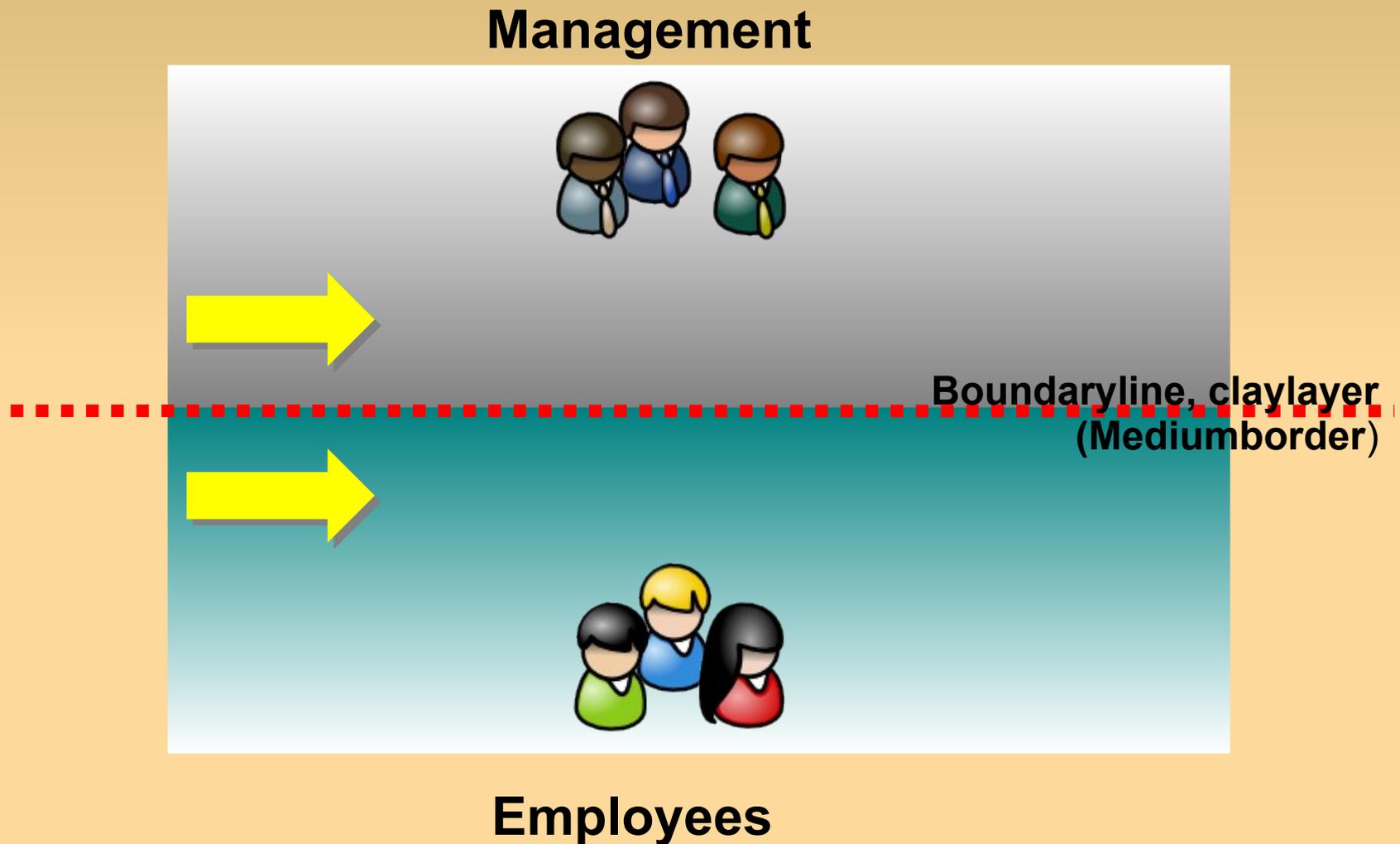


**Employees**

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- Each of the groups represents an own „world“ with (implicit) regularities / rules.  
You know your stuff...
- You know how the colleagues and the environment works
- You know the rules in force in the group (implicit) laws / rules
- One can orientate in your own world based wonderfully usually and you know your colleagues / peers

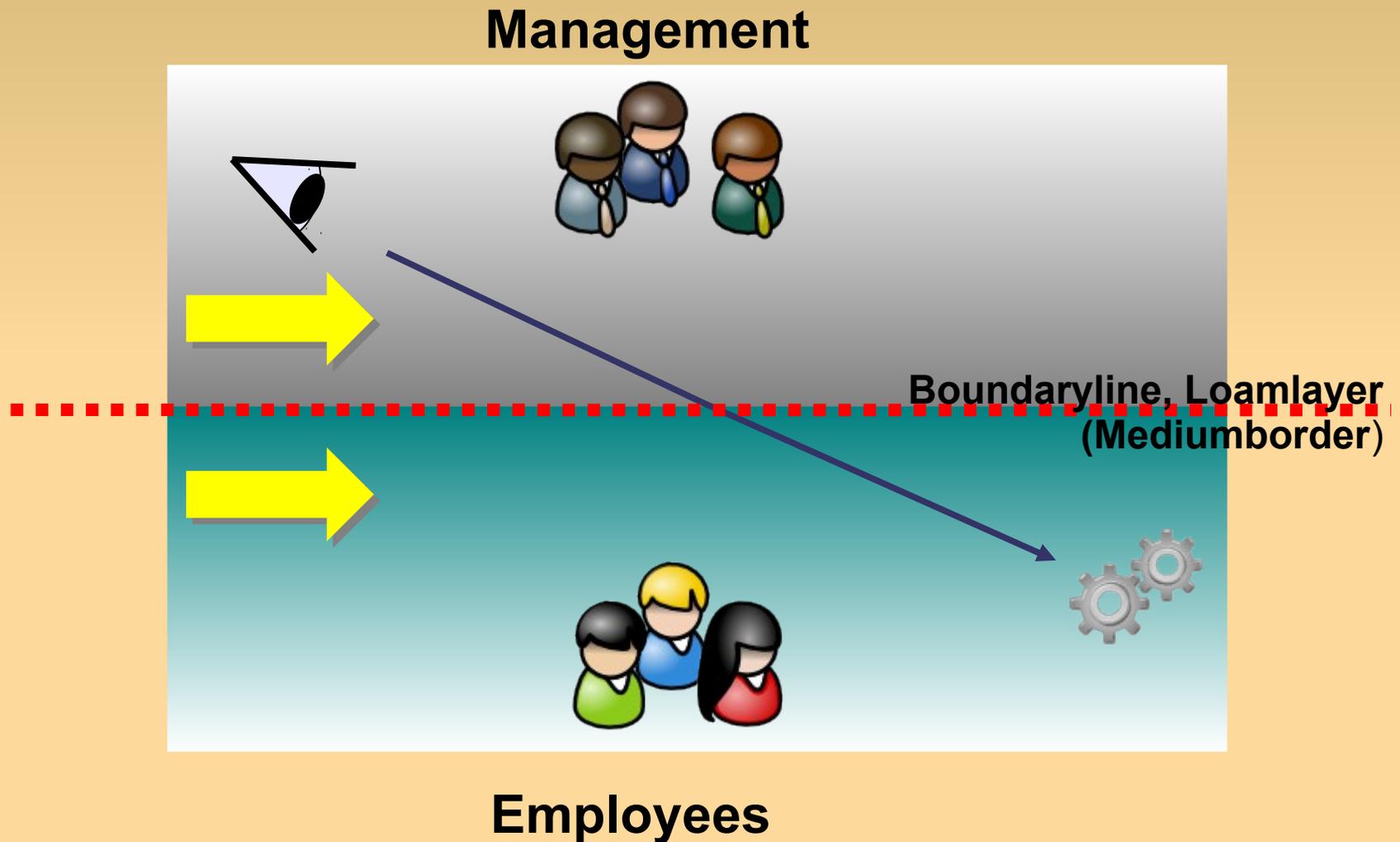
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# Erfolgsmodell Mitbestimmung

- If the group of the management looks at the employees, it looks in "unknown" / "unusual" environment.
- ...One sees or expects its employees / employee at a certain position.
  - e.g. in a reorganization process management concludes "fine, we are already so far advanced in this process with our employees, we can start with the next stage"

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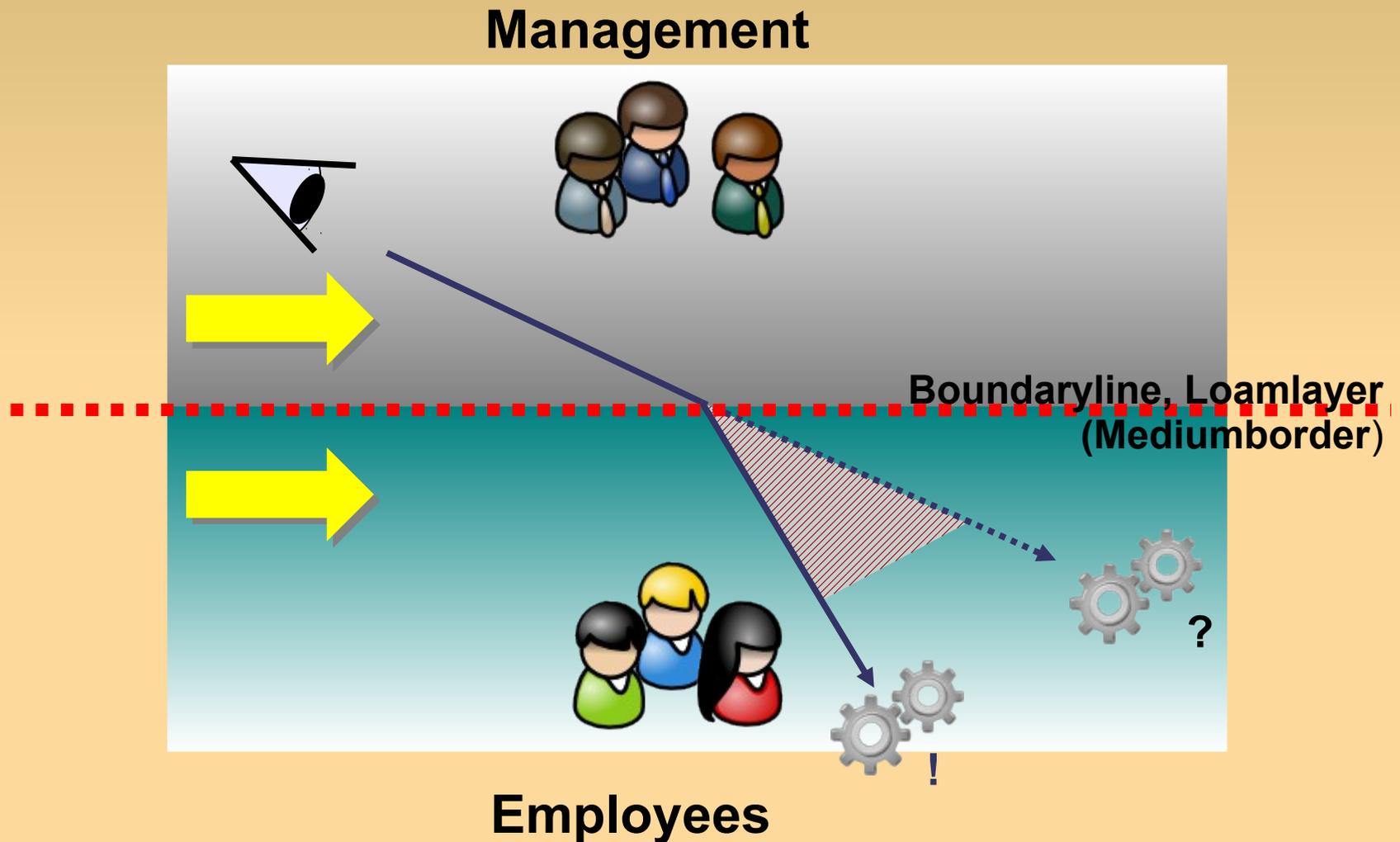


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## **...however, caution!:**

- If the group of the management looks at the employees, it looks in "unknown" / "unusual" environment.
- You have to leave the familiar world, so to speak.
- This "unusual" environment, one can equate to a "denser medium". That There is an interface! (often the "clay" of middle management)
- In reality, the employees are somewhere else than they suspected. (Law of refraction)

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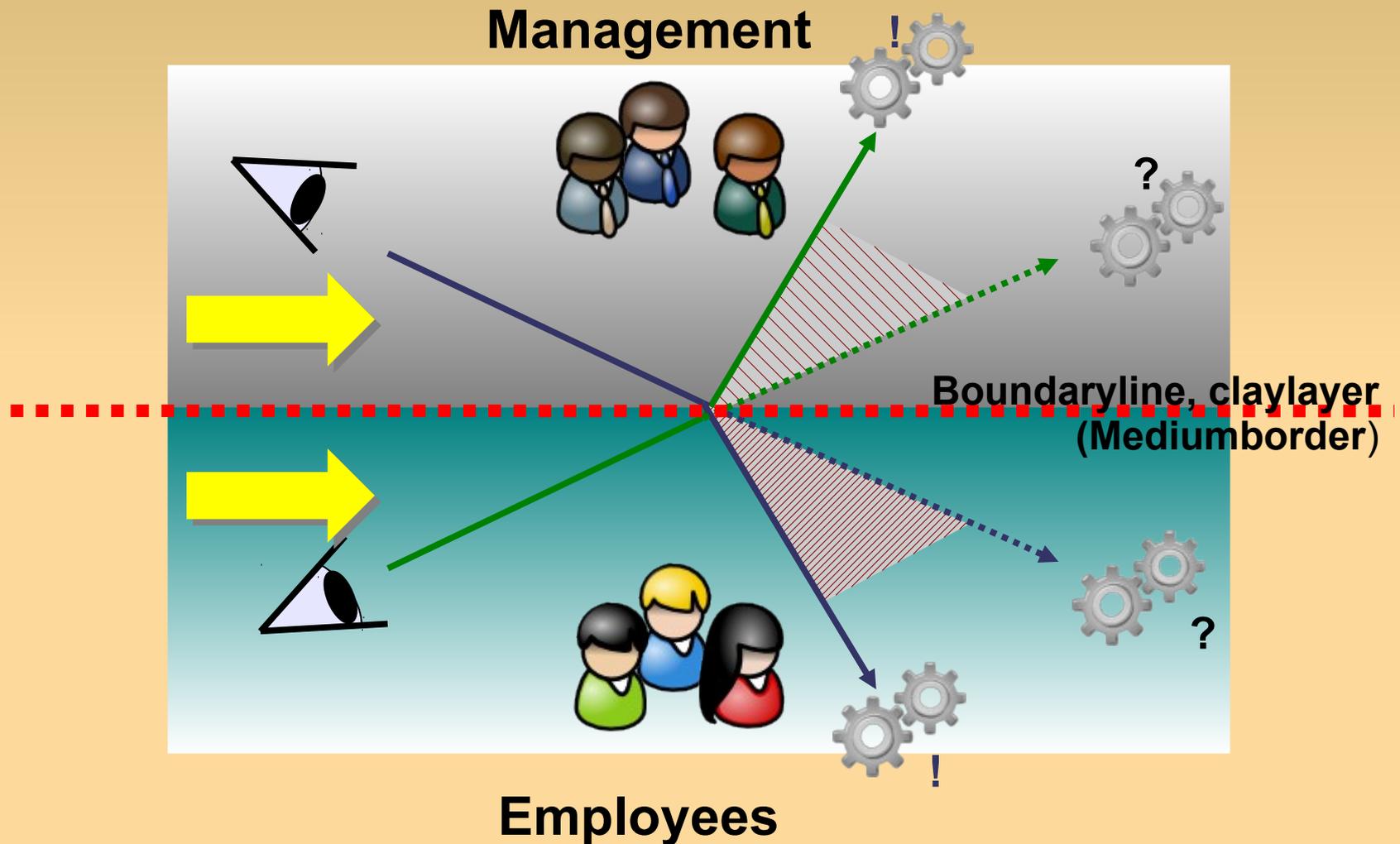
- The red area is therefore "uncertain".
- That, the company here always an incalculable risk.
- Processes of change can come through this risk to a halt (!)
  - At least they are difficult.
- ...

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## **...vice versa occurs on the well:**

- Employees look at the group of the management and see this elsewhere as it sees itself (!)
- As a result, we then "cheerful" staff meetings (result of the red area) ...
- ...

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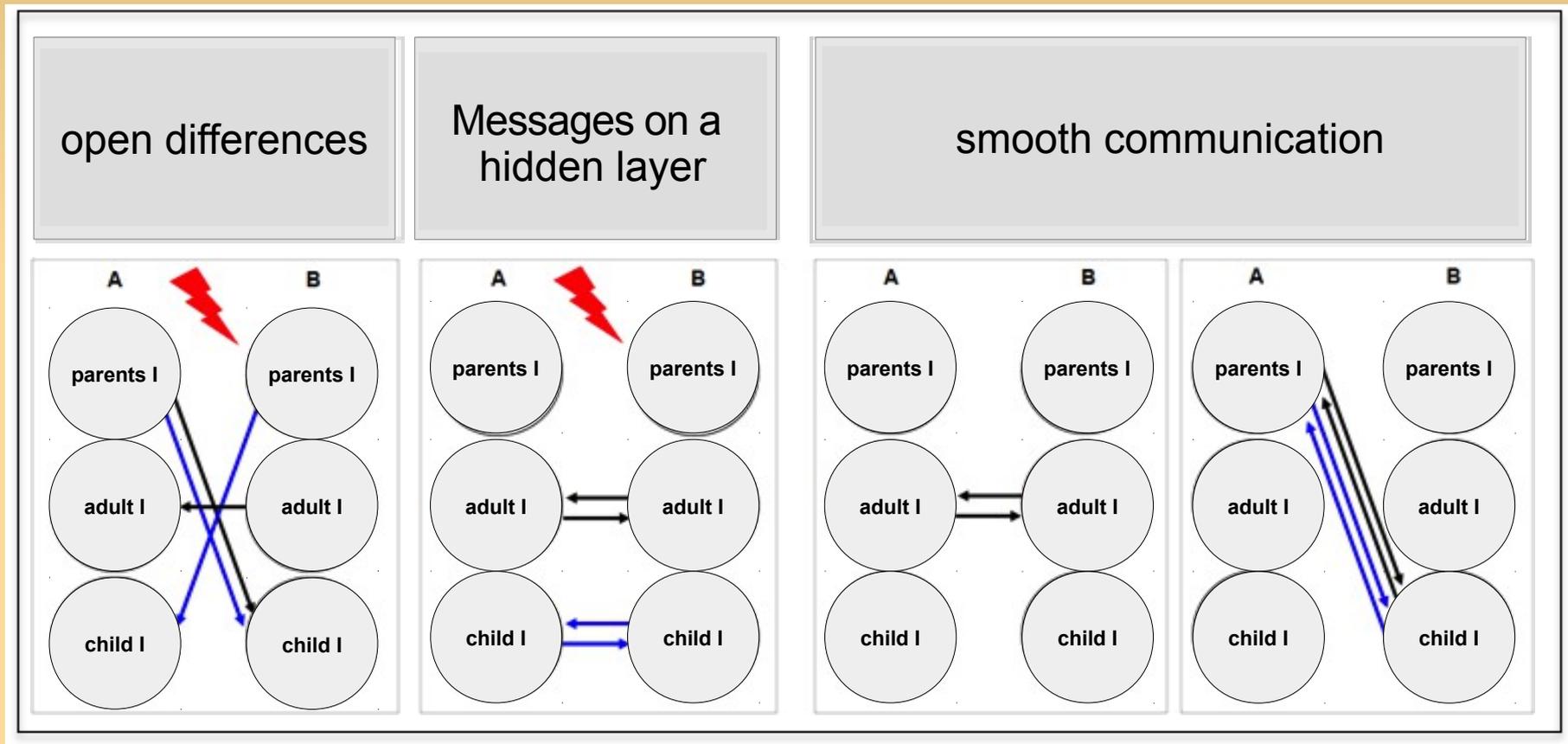
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## Participation - works council

- Of the interaction due to the codetermination of works council is an interface (interface) between the groups ...
- The works council knows due to its roots and tasks better than management or employees, as the other side "works".
- With this, the Smooth communication is supported (transaction analysis and "I" levels)
- Participation requires communication with the interface works council and prevents conflicts
- Thomas model (model to conflict types and their effectiveness)

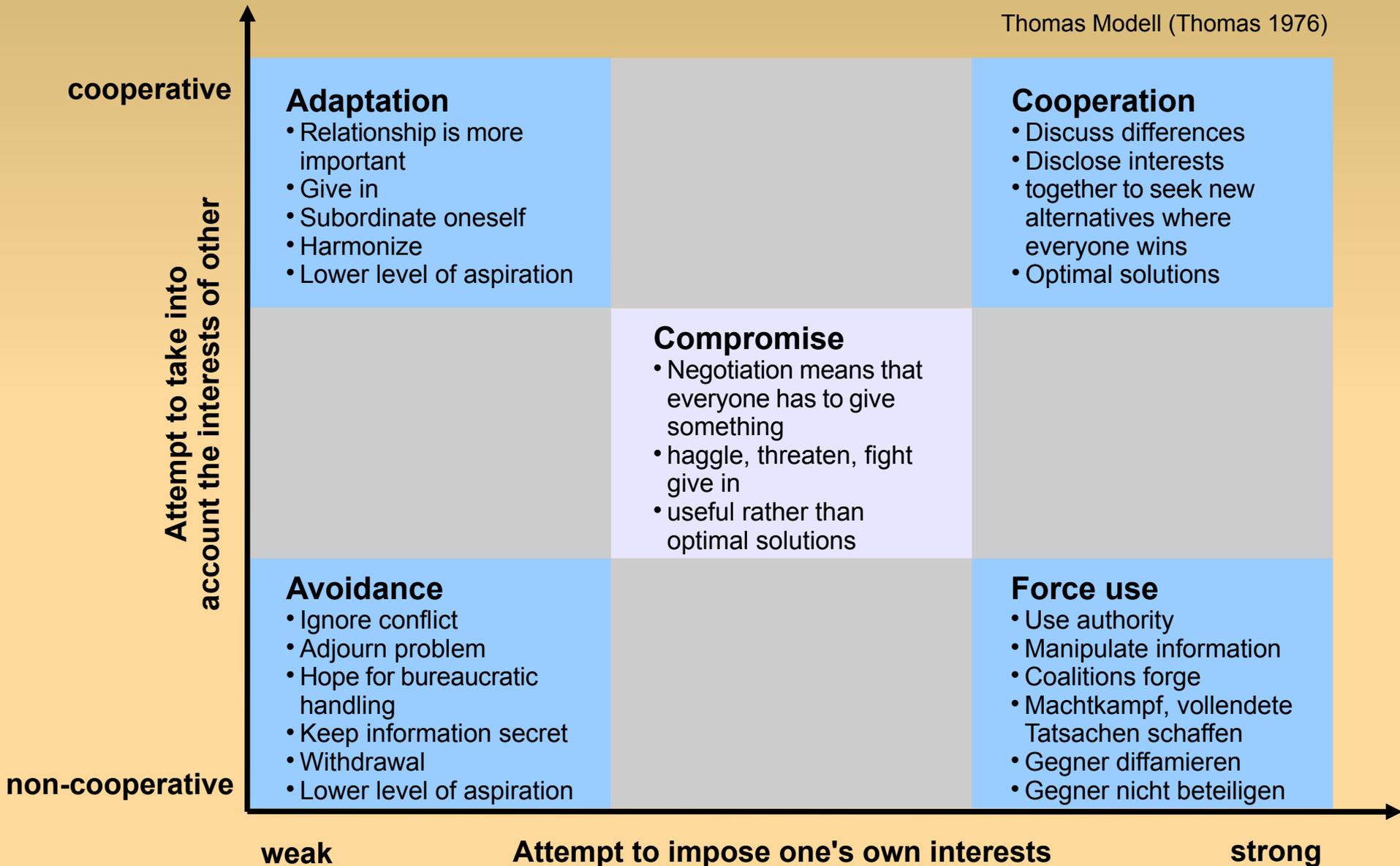
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## "I" - state / Transactional Analysis (Berne, Wottawa 2010)



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Thomas Modell (Thomas 1976)



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## Participation - works council

- Participation results in better solutions
- The quality of participation and the achieved solution is dependent on culture between the corporate parties (employer and the works council)
- Participation is thus a competitive advantage which you could use. Everything else is economic nonsense!
- ...

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