

Participative Management across Europe

This qualitative cross-cultural study explores and compares the meaning, enactment and context of participative management in five European countries. The study takes a holistic perspective and integrates the findings into existing research. Elements of the Grounded Theory method characterize the study's methodological approach, which includes theme-focused interviews with managers from the Czech Republic, Finland, Germany, Poland and Sweden. The results suggest distinct country-specific models of participative management. Decision type, time-related issues and conflict are the factors that most prominently influence the use of participation. The findings are further characterized by convergence as well as divergence among the five countries under study.

A follow-up study currently analyzes additional country data from Ireland and Austria.

Related Publications & Awards:

Szabo Erna (2007). *Participative Management and Culture: A Qualitative and Integrative Study in Five European Countries*. Frankfurt: Peter Lang.

Szabo Erna (2007). Hat dennüberallder Boss das letzteWort? EinStreifzugdurch die ForschungzumThemaPartizipation, Führung und Kultur. *OrganisationsEntwicklung*, 3/2007, 4-13.

Szabo Erna (2007). Looking through the Magnifying Glass: Detecting Cultural Patterns in Participative Management across Europe. Paper presented at the 23rd EGOS Colloquium, Vienna, July 2007. Nominated for EGOS Best Paper Award 2007.

Szabo Erna (2006). Meaning and Context of Participation in Five European Countries. *Management Decision*, 44(2), 276-289.