

Title	Towards a New Industrial Democracy
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Brief Introduction	<div data-bbox="421 412 887 1146"> <p style="text-align: center;">Preface and acknowledgments</p> <p><i>Towards a New Industrial Democracy</i> is a book which has evolved from my earlier study, <i>Workers' Participation in Industry</i>. The original volume was first published in 1975 and a revised version appeared in 1978 to take account of notable developments of that period (and above all, the recommendations of the Bullock Committee of Inquiry on industrial democracy). For some time, however, it has been obvious to me that a further new approach is now necessary to accommodate: (1) the radically different political and economic conditions of the 1980s; (2) the emergent points of emphasis in current thinking and practice; (3) the findings of some impressive cross-national empirical researches; and (4) the relatively sophisticated theoretical analysis which has appeared during the last decade.</p> <p>Such a substantial re-shaping clearly merited a distinctive title but, at the same time, I have sought to retain the underlying arguments, level of treatment and structure of chapters since these obviously proved to be a success in the earlier versions. And, indeed, it seemed appropriate to continue to accommodate the theme of the original inquiry by means of the subtitle. Once more, too, I have endeavoured within the compass of a single investigation to draw together material from a wide range of practices designed to extend the control of workers over decisions within their places of employment. Again, it is my considered view that, notwithstanding their disparate origins, these experiments have a certain unity and that the principles which bind them together are made intelligible by reference to deep-rooted causes in economic, political and social life. Furthermore, if a principal aim of this study is to maintain interest in and to create a sympathetic attitude towards developments in this direction, the primary focus remains explanatory.</p> <p>Yet a word is also in order to convey to the reader some of the foremost changes which characterize the new study. To begin with, then, the book has been thoroughly updated and, in every chapter,</p> </div> <div data-bbox="895 412 1353 1146"> <p style="text-align: right;"><i>xiv Preface and acknowledgments</i></p> <p>I have set out the main adaptations in policy, theory and experimentation that have occurred in industrial democracy in the 1980s. Secondly, I have re-analysed the role of managers here, since, in the new political and economic climate, these personnel have been responsible for a number of the current initiatives. Thirdly, in contrast with the earlier editions, I have viewed collective bargaining and other forms of trade union action as types of representative participation and have thus in no way set these out as an alternative to worker or employee-centred schemes. Fourthly, I have retained (and where possible extended) the comparative emphasis, paying special regard to developments in socialist countries and in the Third World. Fifthly, I have addressed ongoing theoretical debates, which focus on the respective claims of the so-called 'evolutionary' and 'cyclical' schools, by establishing a distinctive position and noting the importance of the segmentation of labour and the rise of new technologies for understanding the complex patterns of the 1980s. And, finally, I have continued to highlight issues of policy by extending the original concerns to embrace the financial participation of working people in the firms in which they are employed.</p> <p>In this prefatory note, I should also like to avail myself of the opportunity to record my appreciation of the contributions of friends and colleagues. As always my greatest debt is to my wife, Anne, whose encouragement enabled the conflicting demands upon the author to be resolved in a way which left sufficient time for writing. The formative ideas at the root of this study owe much to Mr Bill Walker, since without his practical knowledge I should not have placed as much emphasis upon the power and organization of working people themselves for effective participation. Additional thoughts, which appear in both earlier and later versions, are derived from David Lee, Annette Kuhn and Bridget Pym. And, in the new edition, John Child, George Thomason, Malcolm Warner and Paul Blyton were very helpful in supplying references. Clare Walter of the UWIST Aberconway Library assisted me greatly in the preparation of the references. Moreover, for admirable speed and efficiency in typing (and for her endurance of some indifferent handwriting), I should particularly like to acknowledge my appreciation of the efforts of Sally Jarratt in bringing this book to fruition. In the latter stages, her vital skills were supplemented by those of Kath Hollister, Margaret Pritchard, Carol Andrewartha and Sarah Champ. Finally, however, it is</p> </div> <div data-bbox="421 1167 1094 1637"> <p style="text-align: center;"><i>Preface and acknowledgments xv</i></p> <p>incumbent upon me to add the usual rider that responsibility for the arguments advanced here is of course entirely my own.</p> <p>It is also apposite at this point for acknowledgment to be made to the following copyright holders, not least because such good will is vital to the processes of scholarship. These are: Peter Abell (1983), 'The viability of industrial producer co-operation', in C. Crouch and F. A. Heller (eds), <i>International Yearbook of Organizational Democracy</i>, vol. 1, Chichester, Wiley, p. 93 (for Table 4.2); John Child (1969), <i>The Business Enterprise in Modern Industrial Society</i>, London, Collier Macmillan, p. 89 (for Table 2.2); Industrial Democracy in Europe International Research Group (IDE) (1981), <i>European Industrial Relations</i>, Oxford, Clarendon Press, p. 257 (for Table 3.5); Abraham Shuchman (1957), <i>Co-determination</i>, Washington, Public Affairs Press, p. 6 (for Table 2.3) and p. 8 (for Table 2.4); and Michael Terry (1983), 'Shop steward development and management strategies', in G. S. Bain (ed.), <i>Industrial Relations in Britain</i>, Oxford, Blackwell, p. 69 (for Table 4.3).</p> </div>