Global network of SmarT Organization design

STS Kompetansenettverk, Norway
From Tavistock to Trondheim

- Sociotechnical systems (STS) at Tavistock
- In Norway, an extensive formal political infrastructure supported participation in work life through union-management agreements creating a suitable context for STS
- Einar Thorsrud and Fred Emery instigated a research project that concentrated on democratization of work in practice.
- Supported by The Norwegian Confederation of Trade Unions (LO) and the Confederation of Employers
- Democratization of work in practice
- **Industrial Democracy Program**
- Action Research
Participation in fieldwork - the action research perspective

- Democracy at work
- Action Research

“the main ingredient in an organizational process should be experiential learning, which is done jointly by management and employees in connection with a development process around a common goal” (Gustavsen et al, 2010).

“AR promotes broad participation in the research process and supports action leading to a more just, sustainable, or satisfying situation for the stakeholders” (Greenwood and Levin, 2007).