



Participatory Management Certificate Program

Successful companies need to be agile, and successful managers know that the more employees are engaged, the faster they can respond and pivot to meet changing conditions.

More and more companies are seeking to create a participatory work environment and an organizational culture where managers willingly share information, encourage employees to think and act like owners, empower employees to be more accountable, and involve employees in decision-making. *Yet most managers are not sure how to do this.*

The Program

This 5-day, in-person course delivers the practical and experiential training managers need to build a culture of high engagement and productivity. The course is delivered by the **NJ/NY Center for Employee Ownership at Rutgers School of Management and Labor Relations** in partnership with **Democracy at Work Institute**, the national think- and do-tank dedicated to worker cooperative development.

Who Should Attend

The program is designed for managers and business owners seeking to help grow their business and successfully implement innovative workplace practices that engage and motivate employees to achieve strategic objectives through enhanced productivity, innovation, and improved customer satisfaction necessary to ensure financial success.

Program Benefits

Upon completion of this certificate program, business owners and managers will understand and use:

- **Open book management tools and techniques** to communicate critical financial metrics and engage employees in tracking them, including how and when to include employees in critical business decisions
- **Strategic thinking and decision-making tools and techniques** that invite broad participation and account for multiple stakeholders
- **High-performance human resource tools and techniques** to enhance employee engagement, improve performance, develop effective communication skills, and promote leadership development.

Program Dates and Location

October 7-11, 2019

The Heldrich Hotel
and Conference Center
New Brunswick, New Jersey

Program Cost

\$2,500 *

Early bird registration by May 31, 2019
receives a 15% discount: \$2,125

* Inquire about scholarship and
discount opportunities for group registration.

Questions? Contact:

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**HRCI and SHRM credits
expected**



RUTGERS

School of Management
and Labor Relations



**Democracy at Work
Institute**
US FEDERATION OF
WORKER COOPERATIVES



Scholarships, Early and Group Registration Discounts Available

For Program
Information Visit:
[smlr.rutgers.edu/
ParticipatoryMgmt](http://smlr.rutgers.edu/ParticipatoryMgmt)

Program Structure

This comprehensive certificate program consists of 10 three-hour modules, 30 hours of learning:

- 1. Intro: What Participatory Managers Need to Know**
Defines a participatory workplace and focuses on how to build trust, the foundation of participation.
- 2. Opening the Books I: Critical Numbers**
Introduces Open Book Management concept and the 5 steps of Open Book Management with practicing tools.
- 3. Opening the Books II: Teach, Involve, Celebrate**
Focuses on financial communication skills and techniques, and capacity building across the business.
- 4. Building Organizational Citizenship 1: Gaining Decision Clarity**
Covers the basics of decision-making, different types of decisions, and structures for making them.
- 5. Building Organizational Citizenship II: Board-Management Relations**
Focuses on the unique structure and function of a Board of Directors and manager's relationship to it.
- 6. Building Organizational Citizenship III: Owning the Future of the Business**
Understanding strategic planning and how to grow the business in context of multiple stakeholders.
- 7. Human Resource Management I: Training and Development**
Understanding learning styles and training techniques for enhancing employees' performance.
- 8. Human Resource Management II: Performance Management and Accountability**
Learn best practices of employee accountability with a focus on coaching as the basis for performance improvement.
- 9. Human Resource Management III: Communication, Negotiation and Conflict Resolution**
Develop effective communication, negotiation, and conflict resolution strategies to improve work and business relations.
- 10. Closing: Creating an Ownership Culture**
Understanding the importance of how to synthesize all course content to create a culture that motivates and engages employees to achieve strategic and business objectives.

About Us

The NJ/NY Center for Employee Ownership (ownership.rutgers.edu) provides education and technical assistance to businesses exploring an Employee Stock Ownership Plan (ESOP), equity compensation, or worker co-op. The Center is part of the **Rutgers Institute for the Study of Employee Ownership and Profit Sharing** and is an affiliate of the National Center for Employee Ownership, a 501(c)(3) public benefit corporation. The Center is led by **Rutgers School of Management and Labor Relations** faculty and supported by volunteers from employee-owned companies, service providers, and educational institutions.

The **Democracy at Work Institute** is the nation's leading training and development organization for worker cooperatives, bringing together best practices from highly successful companies to grow and strengthen employee ownership in the U.S.