

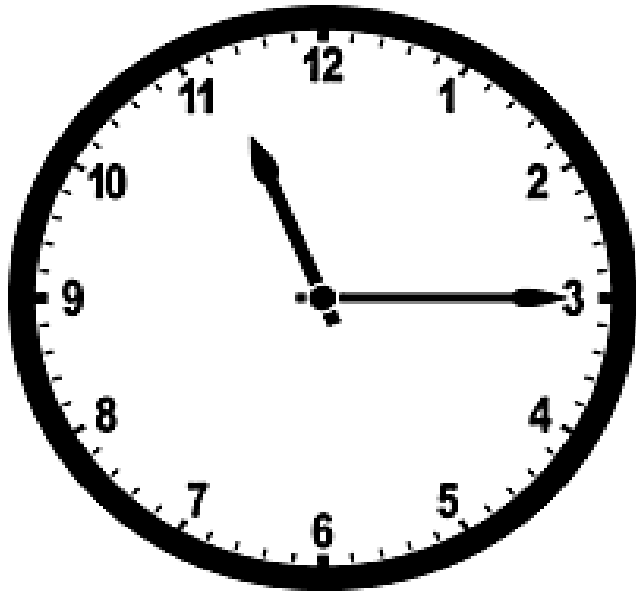
Workplace leaders' development

ETUCE Your Turn!

Rome – November 2019

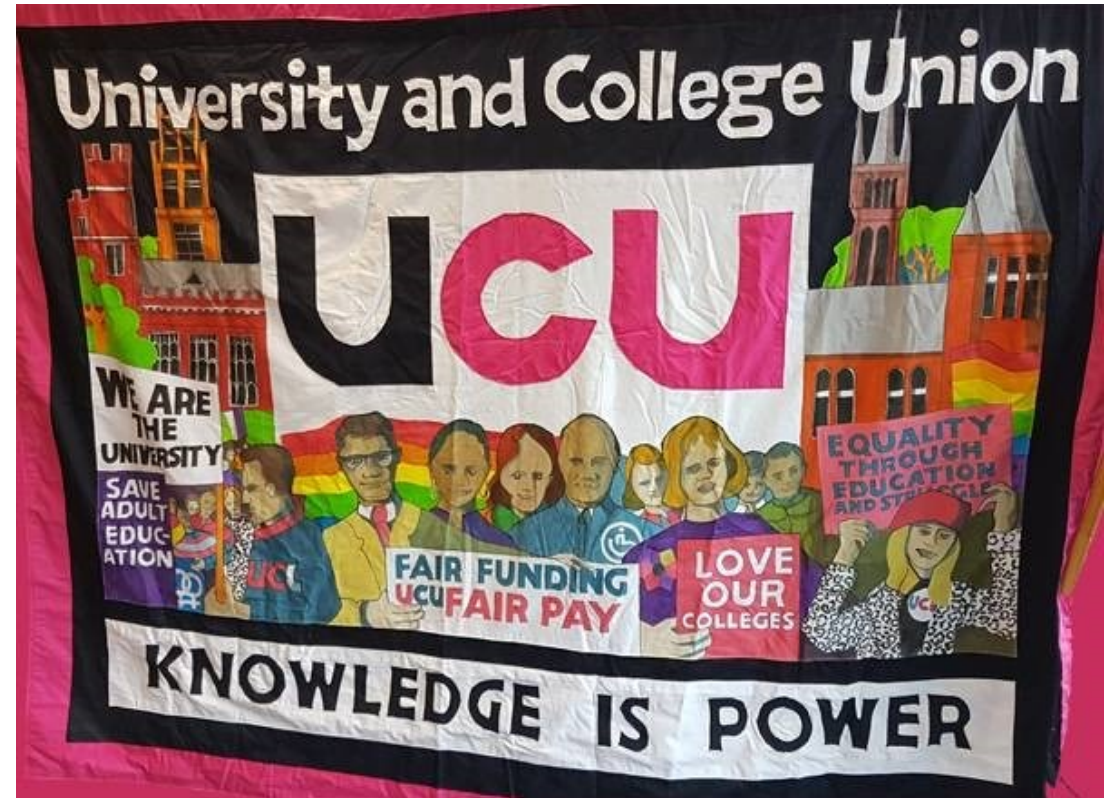
Michael MacNeil: University and College Union (UK)

Trade unions: The doomsday scenario



Internal challenges

- Membership numbers, density, engagement
- Ageing 'activist' base
- Member composition
- Engagement in **meaningful** collective bargaining
- Political factionalism and caucuses
- Change through democratic governance



Workplace leaders' programme

- Political and economic environment analysis
- Mobilisation theory (under what circumstances will people join a trade union and work collectively)
- Strategic choice frameworks
- Leadership in a trade union context
- Power mapping within a system/relationships
- Frontier of control/expanding our bargaining agenda
- Building workers' power and using the 'process of production' to find points of leverage (timing) during the negotiating process = collective bargaining

Lessons

1. Start developing a new cadre of workplace leaders **now**
2. Focus on **strategic choices** facing the union – how to build leverage/power for bargaining
3. Know that **cultural change/custom and practice** is hard (but there is no choice)



Glasgow in struggle: 1919, 1971, and 2019



Strategic choice framework

| Strategic leverage | Organisational capacity |
|-----------------------------|--------------------------------------|
| Economic | Governance and organisational skills |
| Political and institutional | Staff and leadership |
| Labour market | Resources |
| Technological | Members' involvement and engagement |
| | |

A strategic choice framework

