Workplace leaders’ development

ETUCE Your Turn!
Rome – November 2019
Michael MacNeil: University and College Union (UK)
Trade unions: The doomsday scenario
External drivers

- Political and institutional
- Economic
- Technological
- Labour market and workplace
  - Review/re-organise
  - Reducing unit cost of labour
  - Shifting workforce composition/labour process
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

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A strategic choice framework

Organizational capacity

Increasing probability of achieving successful outcomes

Strategic leverage