Inclusive Practices to Involve Employees in Strategic Planning

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| **PRACTICE** | **DEFINITION** | **APPLICATION** |
| **Consultative Participation** | A method where employees engage in a long-term direct participation in decision making. | Employees give their opinions, but typically they do not have a veto or complete decision-making power. However, this method can be great to receive feedback from employees on a topic. |
| **Representative participation** | Employees do not participate directly, but throughrepresentatives elected to a governing council or, perhaps, through representatives on a committee involved in theprocess | Employees do not have direct control over decisions, but they can elect representatives to a committee.Although the power of the employees is lower with this method, this allows employees to have their views represented. |
| **Informal participation** | Informal participation is a method for indirect employee participation | Employees discuss with their leadersabout what they think is going wrong or well. This ensures that all employees can be heard. This method of participation is also great for generating new ideas. The leaders that hear from the employees focus on the common thoughts and tell this to theleaders with decision making power e.g., deans, provost etc… |
| **Employee involvement teams** | This method of delegative participation are teams, formed by volunteering employees, and gives employees increased responsibility and autonomy. The employees get paid like they normally would, buthelp with decision making | Teams are inclusively formed by randomly selecting employees from different departments together in a committee. This may include faculty and staff. Leaders and faculty and staff are equal in teams. The teams must work on solutions to problems that have been identified or decide on new strategies. |
| **Social Media Jam** | This a practice to include all employees in a discussion on an electronic platform | A forum is held on the internet or intranet where all employees can post strengths, weaknesses, opportunities and threats on proposed items. This involved all employees in decision-making, voting,shared-power, and the creation of innovative ideas. |

References

[Julien Foudraine. (2015, July 2).](https://www.zotero.org/google-docs/?jcwacG) [*Practices to involve employees in the strategy process*. https://essay.utwente.nl/67328/1/Foudraine\_BA\_BMS.pdf](https://www.zotero.org/google-docs/?jcwacG)