




Ecological sustainability in highly-participative workplaces

**(MBA thesis research, Justin Ellerby)
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**How does being a highly-
participative workplace (HPW)
foster (and challenge)
pro-ecological business
outcomes?**

(My) definitions:

“participative”: non-
mgmt choice/voice
> traditional

“pro-ecological”:
minimizing impacts



Participation ↔ [?] Eco-Sustainability

- **“Continuous process improvement”**
- **“Organizational citizenship”**
- **Workforce preferences/ values**

Participation \longleftrightarrow [?] Eco-Sustainability



South Mountain Company (pro-eco construction, WC)

- **“Value-driven” founder**
 - **Initial selection under sole ownership**
 - **Values allowed for conversion**
- **Craft and cathedrals**
- **Place-based connections (demos, “bequethals”)**
- **Workers > Owners?**
- **Kantian + virtues-based org?**
- **Little measured**

New Belgium Brewery (democratic 100% ESOP)

- **“Value-driven” founder, conversion to WC**
- **Craft -> *everything* metricized**
- **Cheerleading, general excellence, volition**
- **Green ops, not green product**

“Worker Co-op C” **(cap-intensive service)**

- **Heterogeneity -> Bureaucracy**
- **ES as “marketing to workers” (not much to customers)**
 - **Part siloed, part \$-driven**
- **Equipment change demo’d at first**
- **ES Champion (emergent, knowledge, dedication)**
 - **vs. GT “saboteur” and “double agent”**
- **Relative comp varies**
- **External orgs: B2B ES mentoring, ES certs, B2B customers, even student researchers**

“Worker Co-op D” (labor-intensive manufacturing)

- **Very successful product, but...**
- **Most ES ideologues couldn't maintain**
- **Rare for decent comp**
 - -> **Heterogeneity of ethnicity and values**
 - **Going along? ES not a “bennie” to all**

“Worker Co-op D” **(pro-eco building trades)**

- **WC created to co-ordinates among ages, experiences, finances, knowledges**
- **Flexibility**
 - **Market volatility -> need for fairness**
 - **“Side-job” for most**
 - **Supports family life**

Questions?

justin.b.ellerby@gmail.com

Phone: (530) 746-8681 (USA)

Skype: justin.ellerby

***MBA in Community Economic
Development, 2015,
Cape Breton University***

***B.S. 2007, University of California at
Davis***