

Hanne O. Finnestrand, PhD candidate

Finnestrand is currently working as a researcher at SINTEF Technology and Society, and has the last seven years worked with applied research projects in the field of enterprise development and broad participation. Academic interests include Action Research, Industrial Relations, labor-management cooperation, and enterprise development.

Finnestrand holds a master degree in sociology from the Department of Sociology and Political Science at NTNU from 2003.



"the shop stewards' skills supplement the managers' skills"

Many enterprises, managers, and union representatives have developed the ability to cooperate in highly sophisticated ways on issues normally dealt with by top management alone. However, most research to date only examining the direct relationship between union impact and performance outcomes. The mechanical links between these practices and outcomes are currently a "black box" with empirical gaps. It is necessary to investigate how and in what way the union representatives are contributing to enterprise development and how they are coping with the complexity of combining the enterprise's value creation and protecting the members.

In her PhD thesis, Finnestrand makes use of the knowledge and workforms developed by action researchers on organizational change in order to study the role of the shop stewards. Her study shows that when the shop stewards are involved in enterprise development processes together with the management, they develop knowledge and skills on organizational development issues which they include as part of their representative role towards the members. Because the shop stewards are situated among the members, they hold knowledge different from the management. This means that the shop stewards' skills supplement the managers' skills on enterprise development, skill development, leadership practices, and strategy. Shop unions' involvement in enterprise development gives them a better foundation for safeguarding the members and make ready for a sustainable enterprise.

Facts

PhD started in 2007

Supervisor:

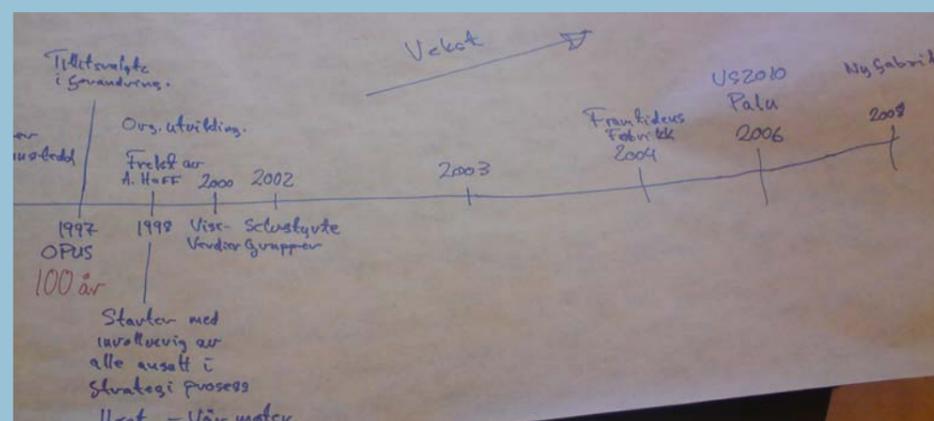
- Ann W. Martin

Co-supervisor:

- Roger Klev

Thesis title:

The Role of the Shop Steward in Organizations using High Involvement Workplace Practices



The significance of this study for the *enterprises* is knowledge on what responsibilities the shop stewards are handling and how this is affecting both the enterprises' work situation today and future growth area. The significance of this study for the *union movement* is for them to adjust and expand their training programs in order to meet the many situations their members face.