

## ILO Knowledge Conversations

### The future of worker-manager relations: Does cooperation lead to better outcomes and just rewards?

**When:** March 29 | 14:00 – 15:00 CET

*Co-hosted by the ILO Knowledge Management Team and ILO Research Department.*

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It can be difficult to quantify managers' direct contributions to fostering good performance and equitable reward sharing. However, **Stephan Billinger** and **Stephen Rosenbaum** of the University of Southern Denmark have made a valiant attempt. Their study tested the impact of managers on worker collaboration using a variation of a common laboratory experiment known as a public-goods game.

This Knowledge Conversation will focus on the role of managers/leaders in engendering worker-management cooperation. The study findings add to the still nascent (but burgeoning) line of research attesting to the so-called “dark side of leadership” where managers exploit their positions for self-gain at the expense of their workers.

The digital transformation is disrupting how work is undertaken, coordinated, monitored and evaluated. How does this reflect on managerial discretion and hierarchical structures? What does the future of worker-manager relations look like?



**Link to paper:** “Discretionary mechanisms and co-operation in hierarchies: An experimental study”, *Journal of Economic Psychology* 74,



**Link to article feature:** “The Usefulness of Managers.” Business Section | *The Economist*, 17 Oct. 2019.

### Speakers



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