



THE FREDEEN LECTURE

**THE CHALLENGES OF HORIZONTAL GOVERNANCE:
THE CASE OF WORKERS RECOVERED ENTERPRISES IN ARGENTINA**

Faced with the loss of their jobs as a result of recurring financial and economic crises during the 1990s and into the new millenium, Argentinian workers took matters into their own hands by experimenting with a new type of co-operative called Workers Recovered Enterprises (WRE). Under this model, workers take over bankrupt companies but instead of relying strictly on outside managers to run the business, the workers help manage and govern the business themselves through a horizontal or flat structure. The movement was further motivated by the principles of solidarity, shared returns, and providing an alternative to neoliberal economic policy. Thanks to changes in Argentina’s bankruptcy legislation, the WRE movement grew quickly and saw approximately 190 businesses reclaimed by over ten thousand workers. This research aims to explore the tension between collective decision-making and the market economy pressure for efficiency, to ultimately detect factors that impact horizontal governance sustainability.

NOVEMBER 17

2:00 - 3:00 p.m. (CST)

Event delivered by Zoom

[Register Online Here](#)



CELESTE OSSES

Celeste Osse is currently enrolled in the Master of Public Administration program at the Johnson Shoyama Graduate School of Public Policy at the University of Saskatchewan. She previously completed her undergraduate degree in business administration at Universidad Nacional del Comahue in Neuquen, Argentina. Celeste’s research focus is on Argentina’s Workers-Recovered Enterprise movement, where worker-owned co-operatives were created to reclaim failing or bankrupt businesses as a way to ensure employment and push for self-management.



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