

## **Abstract**

The thesis focuses on analyzing horizontal organizational structures in Czech companies and non-profit organizations, aiming to explore the reasons and consequences of dehierarchization, the principles and values involved, as well as the challenges of working in a horizontal environment. Using qualitative research and semi-structured interviews with eleven representatives from six selected organizations and companies, the study examines how these groups implement self-management and its impact on their operations (organizational structure, corporate culture, implemented tools, etc.). The findings reveal that motivations for transitioning to horizontal structures differ between commercial and non-profit entities: companies prioritize efficiency, flexibility, and profitability, while non-profit organizations see self-management as a tool to promote equality, participation, and interdependence. Furthermore, the thesis highlights the issue of individualized responsibility, which manifests differently across these organizations and affects both individuals and entire collectives. This work contributes to the broader discussion on the potential of horizontal structures to transform work models and offers recommendations for further research on self-managing collectives.