

MAKING MONDRAGON



The Growth and Dynamics of
The Worker Cooperative Complex

WILLIAM FOOTE WHYTE
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Making Mondragon The Growth And Dynamics Of The Worker Cooperative Complex

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Making Mondragon The Growth And Dynamics Of The Worker Cooperative Complex:

Making Mondragón William Foote Whyte, Kathleen King Whyte, 1991-09-30 *Making Mondragon* is a groundbreaking look at the history of worker ownership in the Spanish cooperative First published in 1988 it remains the best source for those looking to glean a rich body of ideas for potential adaptation and implementation elsewhere from Mondragon's long and varied experience

Making Mondragón William Foote Whyte, 1991

Integral Development Alexander Schieffer, Ronnie Lessem, 2016-05-23 Alexander Schieffer and Ronnie Lessem introduce a groundbreaking development framework and process to address the most burning issues that humanity faces While conventional top down outside in development has reached a cul de sac a new integral form of development is emerging around the world Integral Development uniquely articulates this emergent approach and invites us to fully participate in this process The integral approach has been researched and framed over decades of in depth experience in transformative development education and practice all over the world It uniquely combines four mutually reinforcing perspectives nature and community culture and spirituality science systems and technology and enterprise and economics Conventional development theory and practice has prioritized the latter two perspectives neglecting the former two This has caused massive imbalances in today's world The four interconnected perspectives allow for a transformative and integrated engagement with core development issues in a way that is locally relevant and globally resonant Throughout the practical impact of Integral Development is brought to life through highly innovative cases from around the globe drawing on the authors first hand experience This makes the book a living demonstration of the power of this pioneering approach Integral Development shows how individual organizational and societal developments need to be interconnected to release a society's full potential It shifts the responsibility for large scale development from often distant experts and organizations to each individual community enterprise and institution within the society It is essential reading and a call to action for everyone concerned with the current state of local and global development

Self-management and the Crisis of Socialism Michael Wayne Howard, 2000 While some conclude from the revolutions of 1989 that socialism is dead interest in socialism continues because of persisting problems of contemporary capitalism In this exciting text Michael W Howard offers critiques of liberal communitarian postmodern and some Marxist perspectives in order to develop a left liberal defense of a model of self managed market socialism that includes a basic income for all Specific applications of his view include analyses of its implications for the global marketplace the changing nature of workplaces and media restructuring and ownership This work is sure to be of interest to social scientists public policy makers and economists as well as to feminists ecologists and others concerned with how market socialism is relevant to their social issues

Worker Cooperatives and Revolution Chris Wright, 2014-08-20 Since the financial crisis of 2008 and the global popular protests of 2011 more people have begun to wonder and speculate what's next for civilization The economic social and political status quo seems unsustainable but what can emerge to take its place In this book a historian

examines the past and present to argue that the seeds of a more humane society are already being planted on local and international scales Whether they will bear fruit depends ultimately on grassroots initiative Focusing on the new worker cooperative movement in the West this study not only contains the first systematic discussion of the solidarity economy in the light of Marxist theory it also introduces a major revision of Marxism that both updates it for the twenty first century and illuminates our historical moment It includes an analysis of the history of cooperatives in the U S showing where they went wrong and how we can correct their past mistakes It has a case study of the successful new worker owned business New Era Windows in Chicago which has been celebrated internationally for its defiance of conventional paradigms And it shows a way out of the age old conflict between Marxism and anarchism arguing that both are more relevant now than they have ever been Which is to say a gradualist revolution is for the first time within the realm of possibility

Educational Commons in Theory and Practice Alexander J. Means, Derek R. Ford, Graham B. Slater, 2017-02-27 In this volume critical scholars and educational activists explore the intricate dynamics between the enclosure of global commons and radical visions of a common social future that breaks through the logics of privatization ecological degradation and dehumanizing social hierarchies in education In its institutional and informal configurations alike education has been identified as perhaps the key stake in this struggle Insisting on the urgency of an education that breaks free of the bonds of enclosure the essays included in this volume weave together bright threads of radical thought into a vivid tapestry illustrating a critical framework for enacting a global educational commons

The Oxford Handbook of Mutual, Co-Operative, and Co-Owned Business Jonathan Michie, Joseph R. Blasi, Carlo Borzaga, 2017-03-30 The Oxford Handbook of Mutuals and Co Owned Business investigates all types of member owned organizations whether consumer co operatives agricultural and producer co operatives worker co operatives mutual building societies friendly societies credit unions solidarity organizations mutual insurance companies or employee owned companies Such organizations can be owned by their consumers the producers or the employees whether through single stakeholder or multi stakeholder ownership This complex set of organizations is named differently across countries from mutual in the UK to solidarity cooperatives in Latin America In some countries such organizations are not even officially recognized and thus lack a specific denomination For the sake of clarity this Handbook will refer to member owned organizations to encompass the variety of non investor owned organizations and in the national case study chapters the terms used will be those most widely employed in that country These alternative corporate forms have emerged in a variety of economic sectors in almost all advanced economies since the time of the industrial revolution and the development of capitalism through the subsequent creation and dominance of the limited liability company Until recently these organizations were generally regarded as a rather marginal component of the economy However over the past few years member owned organizations have come to be seen in some countries at least as potentially attractive in light of their ability to tackle various economic and social concerns and their relative resilience during the financial and economic crises of 2007

2013 **The SAGE Encyclopedia of Quality and the Service Economy** Su Mi Dahlgaard-Park, 2015-05-29 Society globally has entered into what might be called the service economy Services now constitute the largest share of GDP in most countries and provide the major source of employment in both developed and developing countries Services permeate all aspects of peoples lives and are becoming inseparable from most aspects of economic activity Quality management has been a dominating managerial practice since World War II With quality management initially associated with manufacturing industries one might assume the relevance of quality management might decrease with the emergence of the service economy To the contrary the emergence of the service economy strengthened the importance of quality issues which no longer are associated only with manufacturing industries but are increasingly applied in all service sectors as well Today we talk not only about product or service quality but have even expanded the framework of quality to quality of life and quality of environment Thus quality and services have emerged in parallel as closely interrelated fields The Encyclopedia of Quality and the Service Economy explores such relevant questions as What are the characteristics nature and definitions of quality and services How do we define quality of products quality of services or quality of life How are services distinguished from goods How do we measure various aspects of quality and services How can products and service quality be managed most effectively and efficiently What is the role of customers in creation of values These questions and more are explored within the pages of this two volume A to Z reference work *Companies We Keep* John Abrams, 2008-11-08 Part memoir and part examination of a new business model the 2005 release of *The Company We Keep* marked the debut of an important new voice in the literature of American business Now in *Companies We Keep* the revised and expanded edition of his 2005 work John Abrams further develops his idea that companies flourish when they become centers of interdependence or communities of enterprise Thoroughly revised with an expanded focus on employee ownership and workplace democracy *Companies We Keep* celebrates the idea that when employees share in the rewards as well as the responsibility for the decisions they make better decisions result This is an especially timely topic Most of the baby boomer generation the owners of millions of American businesses will retire within the next two decades In 2001 50 000 businesses changed hands In 2005 that number rose to 350 000 Projections call for 750 000 ownership transitions in 2009 Employee ownership in both the philosophical and the practical sense is gathering steam as businesses change hands and Abrams examines some of the many ways this is done *Companies We Keep* is structured around eight principles from Sharing Ownership and Cultivating Workplace Democracy to Thinking Like Cathedral Builders and Committing to the Business of Place that Abrams has discovered in the 32 years since he cofounded South Mountain Company on the island of Martha s Vineyard Together these principles reveal communities of enterprise as a potent force of change that can and will improve the way Americans do business *The Preston Model and Community Wealth Building* Julian Manley, Philip B. Whyman, 2021-07-05 Through a deep examination of what has become known as the Preston Model this book explores an innovative approach to local economic development that utilises economic

democratisation to realise both social and economic objectives The first part of the book examines the main strands of the Preston Model framework and what makes it different to other urban regeneration schemes the combination of local anchor institution procurement to generate and retain local wealth and the development of cooperatives to fill gaps in local supply chains The chapters in this section consider the Preston Model as viewed through different lenses politics and society community economics democracy trade unionism language and communication education and transferability The second part explores the influences and applications of the Preston Model in theory and practice in selected locations and various circumstances worldwide This includes discussion of key ideas such as economic democracy social enterprise and the creation of capacity for cooperative self government alongside essays on prominent international examples of similar approaches which can inform and in turn be informed by the Preston Model This book is essential reading for those interested in regional and national policy economic democracy and alternative economic and political ideas **A Love**

Letter to the Many Vishwas Satgar, 2024-07-01 South Africa was the hope of the world It had an impressive and rich tradition of left politics At the heart of post apartheid democracy making was a revolutionary nationalist ANC the oldest Communist Party in Africa the SACP and one of the most militant labour union federations in the world COSATU Yet South Africa is at a crossroads and many are deeply concerned about its future This book explains through a political economy ecology analysis why and how the degeneration of national liberation politics has happened while making praxis centered arguments for a new transformative left politics *Transforming Communities* Sandhya Rani Jha, 2017-11-07 The world around us is a wreck When there s so much conflict around the country and around the corner it s easy to feel overwhelmed powerless and helpless What can one person do to make a difference Here s the good news Millions of everyday people are ready to step into their power to transform their communities And you are one of them Take heart and be inspired by real stories of ordinary people who took action and changed their corner of the world one step at a time Equal parts inspiration education and Do It Yourself *Transforming Communities* by veteran community activist Sandhya Jha will open your eyes to the world healing potential within you and give you the vision the tools and the encouragement to start transforming your neighborhood one person at a time **Contradictions of Employee Involvement in Organizational Change** George M.

Kandathil, 2015-07-22 This monograph narrates the decade long struggle of workers unions and management in transforming one of the largest ailing family owned jute businesses in India into a sustainable worker owned and governed cooperative It focuses on the variation in the three groups involvement in the transformation It begins with the employees struggles in taking over the business deserted by its owners to save their jobs The study analyzes the tensions between the three groups in creating and maintaining democratic governance that would sustain the initial leap in employee participation in the transformation The analysis reveals contradictions at multiple levels starting with the unexpected outcome of information sharing with workers increased information sharing by management resulting in decreased employee involvement The study

explains this paradox by showing that for workers information has a symbolic nature and information sharing is a signal of their trustworthiness in the assessment of those who are privy to the information This means involvement is contingent upon the feeling that the information that workers consider crucial is being shared with them However what workers consider crucial and thus a symbol of trust changes over time as the nature and breadth of their involvement evolves Thus worker expectation as well as management and union expectation of information sharing evolves However the evolution has the potential to create a mismatch between the two expectations that might lead to contradictions in employee involvement While for management information sharing is an instrument in eliciting involvement and thus management's expectation of information sharing goes through an instrumental loop for employees information sharing is a matter of trust and thus their expectation of information sharing goes through an institutional trust based loop To sustain high employee involvement the organization should ideally institutionalize the trust based loop and avoid engaging with the instrumental loop The author proposes a collaborative approach to organizational transformation that will help deal with the contradictions more effectively sustaining employee involvement in the transformation The author also discusses the implications of these propositions for academic scholarship and organizational practices and situates them in the ongoing attempts to reform Industrial Disputes Act in India

Towards a Socioanalysis of Money, Finance and Capitalism Susan Long, Burkard Sievers, 2013-06-17 The current global financial crisis has raised awareness of the impact the world of finance has on the economy and the future of democracy Following the crisis this book aims at a deep understanding of the human psycho social dynamics beneath the surface of the financial industry its markets and institutions It seeks to understand why the seemingly rational world of economic behavior with its calculated models and predictions at times goes horribly wrong This book uses the discipline of socio analysis to explore the meaning of money markets and the broad financial world that so strongly affects our daily lives Socio analysis contributes to an awareness and understanding of underlying unconscious desires fantasies and illusions that bring about the irrational inflation of faith and trust in the world of money finance and capital ism The insight that the financial crisis was essentially psychological in origin Robert Shiller and that the world of finance is broadly shaped if not determined by irrational often unconscious factors is not yet broadly shared This book appears to be one of the first if not the first contribution that explicitly focuses on what is beneath the surface of money finance and capital It invites the reader to explore the financial world in depth The aim of this book is to provide businesses organizational consultants students researchers and interested persons more broadly with a detailed exploration of the psycho social dynamics of the financial industry as it exists currently within the capitalist system The contributors to this book come from Australia Denmark France Germany Hungary Sweden The Netherlands UK and USA

Corporate Irresponsibility Lawrence E. Mitchell, 2008-10-01 Mitchell declares that managers should be freed from the legal and structural constraints that make it difficult for them to exercise ordinary moral judgment and be held accountable for their actions He demonstrates the extent

to which contemporary corporate behavior represents a corruption of our cherished liberal values of personal freedom and individuality

Cooperatives Confront Capitalism Peter Ranis, 2016-08-15 Cooperatives the world over are successfully developing alternative models of decision making employment and operation without the existence of managers executives and hierarchies Through case studies spanning the US Latin America and Europe including valuable new work on the previously neglected cooperative movement in Cuba Peter Ranis explores how cooperatives have evolved in response to the economic crisis Going further yet Ranis makes the novel argument that the constitutionally enshrined principle of eminent domain can in fact be harnessed to create and defend worker cooperatives Combining the work of key radical theorists including Marx Gramsci and Luxemburg with that of contemporary political economists such as Block Piketty and Stiglitz *Cooperatives Confront Capitalism* provides what is perhaps the most far reaching analysis yet of the ideas achievements and wider historical context of the cooperative movement

Cooperatives at Work George Cheney, Matt Noyes, Emi Do, Marcelo Vieta, Joseba Azkarraga, Charlie Michel, 2023-01-25 *Cooperatives at Work* presents a range of success stories in employee ownership and worker cooperative enterprise showcasing how such firms can embody important and highly contested ideals of democracy equity and social transformation

All or None Alison Sánchez Hall, 2018-08-17 At once a social history and anthropological study of the world's oldest voluntary collective farms *All or None* is a story of how landless laborers joined together in Ravenna Italy to acquire land sometimes by occupying private land in what they called a strike in reverse and how they developed sophisticated land use plans based not only on the goal of profit but on the human value of providing work where none was available It addresses the question of the viability of cooperative enterprise as a potential solution for displaced workers and as a more humane alternative to capitalist agribusiness

Cultural Anthropology John H. Bodley, 2011-04-16 This introductory text introduces basic concepts in cultural anthropology by comparing cultures of increasing scale and focusing on specific universal issues throughout human history Cultural materials are presented in integrated ethnographic case studies organized by cultural and geographic areas to show how ideological social organization and material features fit together in specific sociocultural systems John H Bodley explicitly seeks a balance between ecological materialist and cultural ideological explanations of sociocultural systems while stressing the importance of individual power seeking and human agency Part One examines domestic scale autonomous tribal cultures Part Two presents politically organized class based civilizations and ancient empires in the imperial world Part Three surveys global industrial market based civilizations in the contemporary commercial world *Cultural Anthropology* uniquely challenges students to consider the big questions about the nature of cultural systems

Reviewing **Making Mondragon The Growth And Dynamics Of The Worker Cooperative Complex**: Unlocking the Spellbinding Force of Linguistics

In a fast-paced world fueled by information and interconnectivity, the spellbinding force of linguistics has acquired newfound prominence. Its capacity to evoke emotions, stimulate contemplation, and stimulate metamorphosis is actually astonishing. Within the pages of "**Making Mondragon The Growth And Dynamics Of The Worker Cooperative Complex**," an enthralling opus penned by a highly acclaimed wordsmith, readers attempt an immersive expedition to unravel the intricate significance of language and its indelible imprint on our lives. Throughout this assessment, we shall delve to the book is central motifs, appraise its distinctive narrative style, and gauge its overarching influence on the minds of its readers.

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