Contents

1	Intro	duction	1
	Sonja	Novković, Cian McMahon, and Karen Miner	
	1.1	The Contents of the Book	5
	1.2	Concluding Remarks	10
	Refer	ences	11
Par	t I T	heory	
2	TT		
2		anism and the Cooperative Enterprise:	
	Theo	retical Foundations	17
	Sonja	Novković and Cian McMahon	
	2.1	Introduction	17
	2.2	Behavioural Foundations	22
	2.3	The Purpose of the Enterprise	24
	2.4	The Nature of Ownership, Control,	
		and Distribution	27
	2.5	Governance Systems	29
	2.6	Concluding Remarks	31
	Refer	ences	33

3		ing Digni ard Stocki	ty for Organizations	41
	3.1	Introdu	ction	41
	3.2		of Knowing About Dignity	42
	3.4	3.2.1	Experiential Knowledge	42
		3.2.2		43
		3.2.3	Propositional Knowledge	44
		3.2.4	Practical Knowledge	49
			Summing up—four Ways of Knowing	50
	3.3		in Management Studies	51
	5.5			
	2 /	3.3.1	Dignity Models Used in Management	51
	3.4		Analysis of the Models	52
		3.4.1		52
		2 4 2	Coupled with Dignity	53
		3.4.2	Understanding and Protection	
			of the Social, Political, and Economic	- 1
		2/2	Environment	54
		3.4.3	Community Orientation vs	- /
		- / /	Individualism (Selfism)	54
		3.4.4	Human Need for Participation	55
		3.4.5	Common Good and the Language	
			of Competitive Market	56
		3.4.6	Transformation Through Altruism,	
			Sacrifice, Suffering, and Courage	57
		3.4.7	The Possible Conflict Between Persons,	
			if They Differ in Their Goals	58
		3.4.8	Power Relations, Especially Those	
			Related to Ownership	59
		3.4.9	Values	60
		3.4.10	No Regulator for the Global Market	
			and International Corporations	60
		3.4.11	Summing up—Enumeration of the Ten	
			Critical Aspects of Dignity	61
	3.5	Differen	nt Organizational Forms and the Ten	
		Aspects	of Dignity	62
		-	Family Companies	65

		Conte	nts	ix
		3.5.2 Limited Liability Companies		66
		3.5.3 Public Companies		68
		3.5.4 Cooperatives		69
	3.6	Conclusions		71
SEL	Refere			72
4	Coop	erative Governance in Context		81
	Sonja	Novković, Karen Miner, and Cian McMahon		
	4.1	Contextual Cooperative Governance Framework		82
		4.1.1 Cooperative Purpose and Situational		
		Democratic Governance		83
	4.2	The Building Blocks of Democratic Governance		
		Systems in Cooperatives: Structures, Processes,		
		and Dynamics		84
		4.2.1 Governance Structures		84
		4.2.2 Governance Processes		88
		4.2.3 Governance Dynamics		90
	4.3	Situational Variables Impacting Cooperative		
		Governance		92
		4.3.1 Co-op Type and Purpose		
		of Membership		92
		4.3.2 Context: Purpose of Enterprise		96
	4.4	Governance Systems Across Cooperative Types		97
		4.4.1 Governance in Worker Cooperatives		97
		4.4.2 Governance in Consumer Cooperatives		101
		4.4.3 Governance in Producer Cooperatives		104
		4.4.4 Governance in Multistakeholder		
		Cooperatives		107
	4.5	Concluding Remarks		110
	Refer	ences		111
Part	t II I	Democratic Structures and Processes		
5	Hum	anism and Democracy in Worker Cooperatives		121
	John .	A. McNamara		
	5.1	Introduction		121
	5.2	Structures of Decision-Making and Voice		125

		5.2.1	Hierarchy—Cooperative Home Care	
		,	Associates	126
		5.2.2	Collective—Burial Grounds	129
		5.2.3	Sociocracy—Unicorn Grocery	130
	5.3	Member	Voice and Conflict Resolution	132
		5.3.1	Union Cab	133
		5.3.2	Rainbow Grocery	134
		5.3.3	Building Worker Power (Role of Union	
			and Co-op Solidarity)	135
	5.4	Challeng	ges with Growth	137
	5.5	Conclus		138
	Refere	nces		140
-	D		D-1-	
6		/	ooperative Governance: Role	1/5
			eudo-Democracy and Tacit Acceptance?	145
			Sanna Saastamoinen	1/5
		Introduc		145
	6.2	Context		147
		6.2.1	The Structure of Governance	1/0
			in the Case Cooperative	148
		6.2.2	The Tasks of Governing Bodies	
			at the Case Cooperative	150
	6.3	Consum	er Cooperative Governance Challenges	152
		6.3.1	Management in the Member-Centered	
			Approach	153
		6.3.2	Member Voice in the Member-Centered	3.8
			Approach	154
		6.3.3	Representation in the Member-Centered	
			Approach	155
		6.3.4	Expertise in the Member-Centered	
			Approach	155
	6.4	Research	n Methodology	156
	6.5	Empiric	al Findings	157
		6.5.1	The Roles of the Members Council	
			Through the Eyes of Its Members	158

		6.5.2 The Roles of the Members Council	
		Through the Eyes of the Supervisory	
		Board	159
		6.5.3 The Roles of the Supervisory Board	
		Through the Eyes of the Members	
		Council	160
		6.5.4 The Roles of the Supervisory Board	
		Through Their Members' Eyes	161
		6.5.5 The Duties of the Board of Directors	161
		6.5.6 Motives for Participating in Governing	
		Activities	162
		6.5.7 In Summary	164
	6.6	Concluding Remarks	166
	Refere		170
7	Gover	rnance in Lincolnshire Consumer Cooperative	177
	Roger	Spear	
	7.1	Introduction	177
	7.2	Governance, and Strategic Challenges	
		of Consumer Cooperatives	178
	7.3	Ways of Addressing the Challenges	181
		7.3.1 Institutional Measures of Polycentric	
		Governance (at the Co-op Sectoral	
		Level)	185
	7.4	The Governance System at Lincoln Cooperative	
		Society	187
		7.4.1 The Member Nexus	192
		7.4.2 Broader Systems	
		of Governance—Networked &	
		Polycentric	194
		7.4.3 Lincoln Stakeholder Strategies	198
	7.5	Discussion and Conclusions	204
	Refere	ences	205

xi

Contents

8	Com	paring Governance Systems in Cuban	
	Coop	peratives: A Study of Producer and Worker	
	Coop	peratives in Agriculture, Industry, and Services	209
	Cami	ila Piñeiro Harnecker	
	8.1	Introduction	209
	8.2	A Brief Overview of Cuban Cooperatives	211
	8.3	The Cuban Revolution's Humanistic Ethos	
		and Cooperatives	218
	8.4	Findings Related to Humanistic Governance	
		from Six Case Studies	224
		8.4.1 Governance Bodies	224
		8.4.2 CEO or Manager Role	229
		8.4.3 Terms for Positions in the Executive	
		Governance Bodies	230
		8.4.4 Frequency of General Assemblies	230
		8.4.5 Other Spaces for Participation	231
		8.4.6 Education Committee	233
		8.4.7 Distribution of Surplus Among	
		Members	234
		8.4.8 Participation of Other Stakeholders	236
	8.5	Concluding Remarks	239
		rences	243
•			
9		Theory to Practice: Social Capital	2/0
		gricultural Cooperatives in Flanders, Belgium	249
		nie Friedel and Frédéric Dufays	2/0
	9.1	Introduction	249
	9.2	Social Capital in Agri-Food Cooperatives	252
		9.2.1 Social Capital: A Complex Concept	252
		and Its Dimensions	252
		9.2.2 Empirical Research on Social Capital	255
	0.0	in Agri-Food Cooperatives	255
	9.3	Context and Methodology of the Study	258
		9.3.1 The (Cooperative) Agricultural Sector	250
		in Flanders, Belgium	258
		9.3.2 Sampling Strategy	259

			Contents	xiii
		9.3.3	Data Collection and Analysis	260
	9.4	Results:	Dimensions of Social Capital	
		in Diffe	erent Types of Agricultural Cooperatives	261
		9.4.1	Overview of Types of Agricultural	
			Cooperatives	261
		9.4.2	Manifestations and Interpretations	
			of the Three Dimensions of Social	
			Capital	263
		9.4.3	Matrix of Dimensions of Social Capital	
			in Different Types of Agricultural	
			Cooperatives	271
MC.	9.5	Discuss		273
		9.5.1	A Diversity of Cooperatives	273
		9.5.2	Linking Social Capital Features	
			with Humanistic Management	27/
		0.5.2	and Governance Principles	274
		9.5.3	Limitations and Future Research	275
	Dafan	9.5.4	Implications for Practice	276
	Refere	ences		277
10	The C	Governan	ice of Multistakeholder Cooperatives	
	in Me	ondrago	n: The Evolving Relationship	
	amon	g Purpo	se, Structure and Process	285
	Oier I	Imaz, Fre	d Freundlich, and Aritz Kanpandegi	
		Introdu		285
	10.2		search Context—The Mondragon	9.07
		The state of the s	ative Experience (MCE)	288
		10.2.1	The Roots of the Mondragon	
			Cooperative Experience	289
		10.2.2	The Consolidation and Expansion	200
		1000	of the Model: Inter-Cooperation	290
		10.2.3	Multistakeholder Governance(s)	
			in the Mondragon Cooperative	202
			Experience	293

		10.2.4 The Missing Link: Individual	
		Multistakeholder Cooperatives	
		in the Mondragon Cooperative	
		Experience	298
	10.3	Multistakeholder Cooperatives in Mondragon	
		Cooperative Experience: A Case Study	300
		10.3.1 Methods	301
		10.3.2 Results	302
	10.4	Discussion: Processes and Dynamics	
		of Governance in Mondragon MSCs	317
	10.5	Conclusions	324
	Refere	ences	328
	NT.	1	
11		orking, Governance, and Stakeholder	
	-	gement of Financial Cooperatives: Some	221
		onal Case Studies	331
		nno C. Tortia and Silvia Sacchetti	221
		Introduction	331
	11.2	The Network of Cooperative Banks in The	225
		Netherlands and Rabobank	335
		11.2.1 Network Governance	336
		11.2.2 Stakeholder Engagement	337
	11.3	The Desjardins Movement in Canada	339
		11.3.1 Network Governance	342
	11.4	Cooperative Banks in Italy: Cassa Centrale	
		and ICCREA	343
		11.4.1 The Reform Process in 2016	347
		11.4.2 The Creation of Two Strategic	
		Networks: Cassa Centrale Banca	
		and ICCREA Banca	349
	11.5	Discussion and Conclusion	351
	Refer	ences	354

Part III Dynamics and Change

12	Decad	des of Rac	dical Self-Management at a Venezuelan	
	Coop	erative: I	nstitutional Distinctiveness	
	-	deology		361
	Auréli	e Soetens,	Benjamin Huybrechts, and Ignacio Bretos	
		Introduc		362
	12.2	Theoreti	cal Background	364
			Legitimacy, Institutional	
			Distinctiveness, and Organizational	
			Ideology	364
		12.2.2	Participatory Organizations	367
	12.3	Methods		369
			Research Context	369
			Data Collection and Analysis	370
	12.4	Findings		372
			Emergence of an Alternative	
			Organizational Ideology Guiding	
			Workers' Actions	372
		12.4.2	Shielding the Ideology from External	
			Interferences	376
		12.4.3	Internally Reproducing the Ideology	380
	12.5		on and Conclusion	384
	Refere			388
10			the Economy for the Common Good	
13			nal Resilience and Future-Ready	207
	-		overnance Systems	397
		Miner	dan Kili Lausen Bielgiam), whensindig	207
		Introduc		397
	13.2		ed Social, Ecological, and Economic	200
			Vorldview	399
	13.3		ce in the Face of Complexity	401
			Resilience Principles	402
	13.4		ng Resilience and the Cooperative Model	404
		13.4.1	Enterprise Model—Complexity	
			Mindset and Purpose	406

		13.4.2 Enterprise Model—Participation, Cohesion, and Social Capital	409
		13.4.3 Enterprise Model—Long-Term Planning and Intergenerational	10)
		Stewardship	410
		13.4.4 Enterprise Model—Networks	
		of Inter-Cooperation	411
		13.4.5 Network Governance—Polycentricity	612
	125	and Broad Participation Conclusion, Positiones Alienment to	413
	13.5	Conclusion: Resilience Alignment to the Cooperative Model Is Not Enough	415
	Refere	The second state of the se	417
	Refere	ciices	41/
14		uring Transformational Impact of Cooperatives Novković and Dražen Šimleša	423
	14.1	Increasing Pressure to Measure Sustainability	
		Performance	423
	14.2	Transformation Toward Sustainability	425
		Transformative Nature of the Cooperative	
		Enterprise Model	427
	14.4	What Do Cooperatives Need to Measure?	431
		14.4.1 Environmental Indicators	432
		14.4.2 Socio-Economic Indicators	433
	14.5	Measuring Transformational Impact	434
	14.6	The Economy for the Common Good (ECG)	
		Indicators in Practice	435
	14.7	Discussion and Concluding Remarks	441
	Refere	ences	443
Inde	ex		449