

CONTENTS

Preface	xv
Acknowledgments	xviii
1. No Limits to Cooperation: An Introduction to the Organizational Dimensions of Global Change	1
DAVID L. COOPERRIDER and JANE E. DUTTON	
Global Change Research Domain: A Brief Review	5
The United States and International Global Change Research Program (GCRP)	6
From the Abstract to the Concrete: New Organizing Forms for Global Change	10
Overview of the Contents	13
Part I: Sensemaking and Global Change	14
Part II: Collaboration and Partnership Arrangements: The Structures of Global Change	20
Part III: Social Constructionism and Global Change	26
Concluding Comments	35

2. Sensemaking as an Organizational Dimension of Global Change	39
KARL E. WEICK	
The Phenomenon of Sensemaking	41
The Seven Properties of Sensemaking	43
Organizing for Sensemaking	46
The Mann Gulch Disaster as Problematic Sensemaking	47
The Worker's Defense Committee as Successful Sensemaking	49
Conclusion	55
3. Constructionist Leadership in the Global Relational Age: The Case of the Mountain Forum	57
KATHRYN M. KACZMARSKI and DAVID L. COOPERRIDER	
The Emergence of Global Civil Society	57
What We Know About the Leadership Dimensions of Global Organizing	60
Leadership for Global Organizing	60
Methodology	63
The Story of the Mountain Forum	63
Background	63
A Short History	64
The Earth Summit: June 1992	66
The FAO Intervention: March 1994	67
The Lima Meeting: February 1995	68
The Initial Organizing Committee: September 1995	70
Going Forward	74
The Fourth Form: Constructionist Leadership	74
Leadership Through Appreciation	77
Construction Through Metaphor and Narrative Form	79
The Web of Inclusion	84
Conclusion: A Call for Future Research	86

4. “Not on Our Watch”: The Biodiversity Crisis and Global Collaboration Response	88
FRANCES WESTLEY	
The Biodiversity Crisis	89
A New Species of Trouble	89
Responses to the Crisis	92
A New Species of Solution: The Conservation Breeding Specialist Group	94
“Not on Our Watch”: Motivations and Misgivings	98
Summary and Conclusions	110
5. Global Change as Contextual Collaborative Knowledge Creation	114
RAMKRISHNAN V. TENKASI and SUSAN ALBERS MOHRMAN	
Traditional Models of Knowledge Transmission	115
Unpacking the Operative Assumptions of the Traditional Models of Knowledge Transmission	117
Knowledge Can Be Objectively Realized	117
Knowledge Is Applicable Across Contexts	117
Knowledge Is Complete	118
An Alternate Set of Assumptions About the Nature of Knowledge	120
Knowledge Is Subjectively Constructed and May Be Subjectively Consumed	120
Knowledge Requires Contextual Adaptation	122
Knowledge Is Incomplete	127
The Problem With Soft Technologies	129
Perspective Taking as the Basis for Collaborative Learning	130
Issues in Perspective Taking	130
Creating Contexts for Collaborative Learning	133
Conclusion	136

Part II: COLLABORATION AND PARTNERSHIP ARRANGEMENTS:
The Structures Of Global Change

6. Social Capital, Mutual Influence, and Social Learning in Intersectoral Problem Solving in Africa and Asia	139
L. DAVID BROWN and DARCY ASHMAN	
Conceptual Background	141
Cases and Methods	143
Analysis and Findings	146
Cooperation Success	146
Social Capital	149
Decision Making	152
Social Learning	156
Discussion	160
7. Transnational and International Social Movements in a Globalizing World: Creating Culture, Creating Conflict	168
MAYER N. ZALD	
Assembling Resources and the Internationalization of Targets	171
Migration and the Distribution of Mobilizable Constituents	172
Transforming Role of Media	173
The Internationalization of Venues and Grievances	174
Collective Behavior, Organization, and Tactics in a Transnational Environment	176
Demonstration Effects and Simple Diffusion Processes	177
The Development of Transnational Social Movements: NGOs and State-Sponsored Forms	179
Social Movements and the Growth of International Agencies and Action	181
The Impact of Transnational Movements	181
Conclusion: Creating Culture, Creating Conflict	183
8. The Development of Global Environmental Regimes: Organizing in the Absence of Authority	185
BARBARA GRAY	
Classification of Environmental Disputes	187

10. Constructing and Deconstructing Global Change Organizations	235
JOHN D. ARAM	
A Counterpoint to the Utilitarian Biases of Organization Theory	236
Global Issue Organizations as Networks of Weak Ties	238
Cultural/Intellectual Influences on Global Change Movement	240
Rational and Progressive	240
Advocacy of Human Rights	240
Internationalist	241
Communitarian	241
Cosmopolitan	241
Social Reformist	242
Messianic/Evangelical	242
Implications	243
Global Forces Contending for Influence on Human Behavior	243
Ethno-Nationalism as a Global Phenomenon	245
Globalization of Crime	247
Conflicting Justice Claims	248
Unpacking the Theme: Organizational Dimensions of Global Change: No Limits to Cooperation	249
Conclusions	251

Part III: SOCIAL CONSTRUCTIONISM AND GLOBAL CHANGE

11. Global Organization and the Potential for Ethical Inspiration	255
KENNETH J. GERGEN	
The Ethical Challenge of Globalization	256
The Problematics of Principles and Sanctions	258
The Modern Organization: Ethical and Pragmatic Shortcomings	259
Relational Process and the Ethics of Postmodern Organizing	264
Toward Ethically Generative Practice	266
Conclusions	269

12. Global Technoscapes and Silent Voices: Challenges to Theorizing Global Cooperation	270
RAZA A. MIR, MARTA B. CALÁS, and LINDA SMIRCICH	
Global Cooperation and Organization Theory: An Invitation to “Self” Reflexivity	274
Organization Theory and Female Feticide: A Curious (Power/Knowledge) Intersection	278
The Inadequacy of Theory and the Impossibility of Global (Epistemological) Cooperation	284
Can the Subaltern Speak? Theorizing Silences in the Global Discourse	287
13. From a Dominant Voice Toward Multivoiced Cooperation: Mediating Metaphors for Global Change	291
RENÉ BOUWEN and CHRIS STEYAERT	
Global Organizing Versus Local Development: Challenges and Opportunities	293
Global Development on a Path Too Narrow	293
Three Domains of Global Tensions and Opportunities	295
The Challenge to Rethink Part-Whole Organizing Relationships	296
Competition Versus Cooperation as Dominant Frames of Alignment	298
Competition as the Dominant Frame of Interaction	298
Framing Cooperation at the Service of Competition	299
<i>Limits to Cooperation</i> (Club of Lisbon)	300
From a Dominant Voice to Multivoicedness	301
Metaphors for Multivoiced Living Together	302
Global Organizing: Building the Tower of Babel?	302
Global Change: A Matter of Dialogical Imagination?	304
Global Change: The Sound of Polyphony?	309
Global Change: A Strangers’ Meeting?	310
Organizational Principles for Global Organizing: Illustrations	312
Organizing Principles for Understanding and Enacting Global Change Projects	313

Commons	187
Shared Natural Resources	188
Transboundary Externalities	188
Linked Issues	188
What Is at Stake?	189
Theoretical Background	191
Organizing in the Absence of Boundaries	191
Establishing Negotiated Orders Through Collaboration	191
The Negotiation Stakes	192
Organizing Mechanisms	193
Types of Regimes	195
Some Alternative Models of Governance	197
Joint Management Regimes	197
Global Partnership Approach	200
Global Governance Approach	202
Challenges to Organizing	203
Framing the Problem	203
Dealing With Power Differences	204
Selecting a Convener	206
Conclusion	208
9. International Networking: The Role of Southern NGOs	210
JULIE FISHER	
Nongovernmental Organizations and Global Change Strategies	210
Definitions	213
Exploring International Networking Among NGOs	215
The Intraregional Level	217
Intraregional Networks: A Cook's Tour	219
Specialized Intraregional Networks	224
Staying in Touch With the Grassroots	225
Interregional South-South Networking	227
A Virtual Global Community	229
Conclusion	232

Competition and Multivoicedness in the Discourse of a Global Development Project	315
Conclusion	318
14. Global Women Leaders: A Dialogue With Future History	320
NANCY J. ADLER	
What Has Changed? Economic, Political, and Cultural Spaces	321
Global Leadership: Who Will Take Care of the World?	322
Change: Shifting From the 20th to the 21st Century	323
Global Women Leaders	324
Women Political Leaders: Numbers Increasing	325
Global Women Business Leaders: Where Are They?	325
Global Women Leaders: What Do We Know About Them?	328
Diversity Defines the Dominant Patterns	330
Unique Paths to Power	333
Global Leadership and the 21st Century	343
15. Corporations as Agents of Global Sustainability: Beyond Competitive Strategy	346
STUART L. HART	
The Role of Corporations in Addressing Global Change	347
The Competitive Model	349
Sustainable Competitive Advantage	349
Collaboration to Ensure Legitimacy	352
Beyond Competitive Strategy	353
Corporations as Agents of Global Sustainability	356
The Automobile Industry: Creative Destruction?	358
Beyond Cars	359
Conclusions and Research Questions	360
References	363
Index	385
About the Editors	397
About the Contributors	399