ACCOUNTABILITY, 276, 277–278
Accounting, 125–126, 131, 176
Ad hoc arrangements, 71
Affective loyalty, 11, 35
Alcoholics Anonymous, 298
Alternative enterprises, 258
alternative ownership enables
mission-sustaining
mechanisms, 276–278
alternative ownership models,
269–274
alternatively owned banks tend
to values imprinted from
social movements, 274–276
formation, values imprinting, and
ownership, 285
ladder of mission-sustaining
ownership models, 281–283
managing contested rationalities in,
261–265
mission drift, ownership and, 260
ownership of enterprise, 265–266
prevent mission drift, 284
traditionally owned banks struggle
to deploy mission-sustaining
practices, 278–279
Alternative high schools, 293
Alternative organizations, 114, 116
in Brazil, 231–253
forms, 84
and social movements, 231–233
Alternative ownership models, 260
embed inclusive board governance
mechanisms, 269–271
enable mission-sustaining
mechanisms, 276–278
member ownership, 271–272
unrestricted investor ownership,
273–274
virtual or special shareholder
ownership, 272–273
American Sociological Review (ASR),
296
“Anchor institution” approach, 179
Anger, 34
Association of Research on Nonprofit
and Voluntary Associations
(ARNOVA), 294
Asymmetry, 152
AT&T, 189
Autonomy, 89
B Corps, 84
B Lab’s certification criteria, 87
model, 283
Banking, 214
BAUEN Cooperative, 32–33, 37–40
Black communities, 175
Black Lives Matter, 297
Brazil
alternative organizational forms and
social movements, 231–233
collectivist-democratic
organizations, 240–241
ecosystems as multiple strategic
action fields, 233–235
emergence of ecosystem and
diffusion of SEEs, 240
future research, 250–253
historical context, 237
initial conditions for emergence of
field, 238
organizing for action, 244–247
providing glue for action, 241–244
solidification of field through
creation of cultural
boundaries, 238–240
Brazilian Forum for Solidarity
Economy (FBES), 242
Brazilian Solidarity Economy
Movement, 19, 230, 237,
239
British Academy, 86
Bureau of Labor Statistics, 142
Bureaucracy, 4–6
Bureaucratic hierarchy, 166
Burning Man, 13
“Business ontology”, 105
“Business-like health care” logic, 147
Calibration, 246–247
Capitalism, 4–6, 96, 189
Capitalist Manifesto, The, 167
Care, 180
Certified social enterprises, 16–17
Charismatic leaders, 14
Cincinnati Union Co-op Initiative,
168
Citizenship, 106
Civic engagement, 189
Civil rights, 169
Civility, 103
Classic liberalism, 88
Co-determination, 166
Co-op Cincy (see Cincinnati Union
Co-op Initiative)
Co-op Exploratory Committee, 170
activities, 172–175
Co-op leaders, 132
Coercive isomorphic pressures, 130
Collective effervescence, 33, 35
generating, 45–48
Collective emotion, 35–36
“Collective emotional labor”, 42
Collective organizations, 293
Collective ownership, 117
Collectivist-democratic enterprises, 4
Collectivist-democratic organizations,
3–4, 8, 10, 11–16, 19, 33, 35,
56, 84, 114, 230, 240–241,
258, 293–297
adaptation and opposition,
116–118
between cooperation and coercion,
130–132
cooperatives, 114–115
emancipating work in, 57
food co-op field, 118–119
nurturing craft ethics, 66–71
quasi-compromises, 71–73
remain local, 128–130
setting norms through support,
121–128
sociology of worth in workplace,
58–60
status of, 20
taming rationalization in, 63–66
Collectivist-democratic practices, 7,
10–11
Columbate (see CDS)
Combahee River Collective Statement
(1977), 9
Commitment and Community, 296
Common Cooperative Financial
Statement, 125
Communal identity, 88
Communitarian elements of employee
ownership, 92–102
Community newspaper, 293
Community banks, 192–194, 205–215
FDIC coding of, 222n4
Community development financial
institution (CDFI), 280, 283
Community Service Society (CSS),
142
Congruent isomorphism, 117
Consumer cooperatives, 272
customer-owned firms, 18
Contemporary organizational
scholars, 9
Cooperative banks, 272
Cooperative Home Care Associates
(CHCA), 142, 152, 164,
170–172
Index

CHCA–1199SEIU collaboration, 146, 149–155
helping CHCA–1199SEIU collaboration succeed, 155–157
home healthcare, 149
understanding multi-organizational hybridity through CHCA–1199SEIU case, 157–159
Cooperative(s), 84, 114–115, 142, 150, 216, 231
commonwealth approach, 20
conversion, 36–37
model, 298
movement, 57
organizational form, 116, 130
ownership model, 263
processes, 61
shared missions, 143–145
Cooperators, 56, 65, 114
“Cooperators generale”, 120
Corporate social responsibility approaches, 258
Corporations and critique of shareholder capitalism, 85–86
Costs and benefits of ownership, 265–266
Craft ethics, 56
nurturing, 66–71
Creativity, 69
Credit unions, 193, 195, 215
Credito Cooperativo (pseudonym), 278–279
Cross-sector strategy, 134
Culture, 34
of silence, 245
of solidarity, 37
Curriculum Library for Employee Ownership, 23n3
Customer service, 41
interviewee, 97
De-intensifying work processes, 65
Decision-making authority, 11
“Democracy 2. 0”, 38, 98, 169
Democracy, 165
democratic decision-making, 11, 51n3, 150
democratic deliberation, 8
democratic-managed organizations, 240
democratic by design, 258
democratic governance, 117, 129–130
democratic logic, 165
democratic principles, 298
Demographic compositions of local economies, 201
Denials of dignity, 7, 45
Density of connections, 234
Development Cooperative (DC), 127
Developmental liberty, 103
Direct selling organizations, 17
Document analysis, 119
Domestic world, 67
Dystopian, 2
Ecology
of alternative enterprise, 196
of ideology, 20, 197
“Economia solidária”, 235, 240
“Economic democracy”, 169, 175, 258
Economic resilience, 191–192
as dependent variables, 199
financial crisis, 188–189
modelling estimates, 209–218
organizational infrastructures for resilience, 192–197
SVO, 190–191
Economic theories, 143
“Economies of worth”, 75n1
Economy, 175
Ecosystems, 231
engaging in action, 248–250
as multiple strategic action fields, 233–235
organizing for action, 244–247
providing glue for action, 241–244
Electrical utilities, 215–216
Emotional labor, 34–35, 42
in cooperation, 40–42
“Emotional turn”, 32–33
Emotions, 33
cooperative conversion, 36–37
organizational rituals and collective emotion, 35–36
at work, 34
Employee ownership (EO), 85, 89, 96
challenge to capitalism and limits as moral community, 104
communitarian elements of, 92
historicity and building common identity, 93
integration and institutionalization of ethos, 100–102
as moral community, 102–104
mutuality, equality, and autonomy, 95–98
participation in shared project, 98–100
plurality and inclusion, 94–95
Employee Ownership Association (EOA), 87
“Employee Ownership Day”, 93
Employee ownership trust (EOT), 17, 90
Employee stock ownership plans (ESOPs), 17, 90, 144, 167
in United States, 98
Employee(s), 103
employee-owned businesses, 84
employee-owned firms, 17, 90, 93, 99, 106, 101
Employment rate recovery, 199
Enthusiasm, 34
Entrepreneurial ecosystem, 233–234
Enterprise, 261
ownership of, 265
Environmental degradation, 2
protection, 57
Equality, 95–98
“Equally distributed” resources, 9
Ethnography, 39
Excluding borrowers, 279
Excluding external investors, 280–281
Exclusion of non-value aligned parties, 279
“Expert community”, 89
Facilitating calibration, 246–247
Failure theories, 143
Fairness, 98
Familiarity, 127
FDIC coding of community banks, 222n4
Federal Housing Finance Agency, 202
Feeling rules, 34
Field-level food co-op cooperation, 117
Field’s elaboration, 234
Finance, insurance, and real estate (FIRE), 201
Finance Act (2014), 90
Financial ownership, 152
resilience, 84
Financial crisis (2008), 61, 84, 188–189
Financialized capitalism, 189
Firm-level EO community, 98
Folk politics, 101
Food co-op, 120–121, 123–124, 128, 135n3, 293
field, 118–119
meta-organization, 118
For-profit enterprises, 189
managerial enterprises, 11–16
managerial firms, 6, 14
Ford Motor Company, 189
Framing rules, 34
Free clinic, 293
Frontline healthcare workers, building union power for, 168–170

Gemeinschaft, 13, 88, 101
Gesellschaft, 12, 13, 88
Goal degeneration, 57
Grange movement, 21
Great Recession, 167, 188, 197, 202
“Green House” models, 177
“Greenwashing” of corporate social responsibility approaches, 258
Healthcare, union co-ops future in, 175–180
Historicity, 88
Home care work, 57
“Horizontalist” principles, 297
Hospital workers, 168
Housing market conditions, 202
Humanist Bank (pseudonym), 273
Hybrid enterprises, 258
Hybrid organizational forms, 145–147, 261–262
Hybridity, 116, 145
Identity, 88
In-depth interviews, 91
Inclusion mechanism, 94–95, 276, 277, 263
Inclusive stakeholder ownership, 11
Independence Care System, 171
Indirect cultural mechanisms, 215
“Industrial democracy”, 166
Industrial Workers of the World, 166
Inequality, 2
Informal ad hoc organizations, 18
Institutional logics, 143, 146, 262
Institutionalization of ethos, 100–102
Instrumental-rational firms, 14
Integration, 89
Interaction rituals, 36
of workplace democracy, 42–45
Interconnectedness, 230
of multilevel actors, 234
Interdependence, 88
Interlocking supply chains, 20
International Association of Machinists, 168
International Cooperative Alliance (ICA), 87, 114, 119
Intra-organizational structures, 146
Investor ownership, 283
Investor-owned firms, 14, 193
Iron cage of rationalization, 116
“Iron law of oligarchy”, 179, 258
Isomorphic pressures, 118, 130
of, 131
Isomorphism, 114, 117, 131
congruent and non-congruent sources of, 118
Job crafting, 151
Kürwille, 102
Labor
labor-intensive demands, 9
labor-management committee, 172
labor-management partnership, 169
unions, 21, 175
Labor Management Project, 180n6
Labor Party, 90
Ladder of mission-sustaining ownership models, 281–283
Law collectives, 293
Legal and accountability mechanisms, 263
“Liability of newness”, 167
Liberal capitalism, 88
Liberal market economies, 19
“Liberal myopia”, 88
Local purchasing, 128
Localism, 128, 189
Logics, 146
of community, 189
Long-term care, 170, 179
spectrum, 176
unionized worker co-op model in, 170–172
workforce, 168
Management, 4
Manager-run firms, 14
Market
economy, 57
market-buffering strategies, 135
market-oriented enterprises, 265
Matrix, 145
“Matrix guardian”, 146
Medicaid funding, 169
“Medical professionalism”, 147
Medicare, 169
Member ownership, 271–272, 282
structures, 263–264
Membership accountability pressures, 132
Merchandising, 124
Meta-organizations, 115–132
“Microschools”, 13
Mimetic pressures, 130
Mission drift, 260–266, 284
Mission-sustaining mechanisms
alternative ownership enables, 276–278
exclusion mechanism, 260
traditionally owned banks struggle to deploy, 278–279
Mission-sustaining ownership models, 260
ladder of, 281–283
Moral community, 85
collectivist-democratic ideal-type organization, 84
communitarian elements of employee ownership, 92–102
employee ownership in UK, 89
EO community as, 102–104
EO’s challenge to capitalism and limits as moral community, 104–106
evaluating alternative organizations, 86–89
Moral emotions, 35
Multi-organizational hybridity, 21, 145
challenges of, 149–155
CHCA–1199SEIU case, 142–143
helping CHCA–1199SEIU collaboration succeed, 155–157
hybrid organizational forms, 145–146
hybrid organizational logics, 146–147
organizational identity, 147–149
understanding multi-organizational hybridity through CHCA–1199SEIU case, 157–159
unions, 141–142
unions and cooperatives’ shared missions, 143–145
“Multi-stakeholder cooperative”, 127
Multilevel marketing firms, 17
Multiple logics, 147
Mutual banks, 272
Mutual organizations, 18
Mutual ownership model, 263
Mutual societies, 18
Mutualism, 150, 190
Mutuality, 88, 95–98
National Center for Employee Ownership (NCEO), 177
National Co+op Grocers (NCG), 115, 119–120, 130
National Cooperative Business Association, 119
National Labor Relations Act (1935), 166
National Solidarity Economy Secretariat (SENAES), 236
Neighboring Food Co-op Association, 129
Neo-institutional theory, 117
Neoliberal capitalism, 6, 105
“Neoliberal” governing logic, 166
Non-congruent isomorphism, 117
Non-SVO organizations, 188, 192, 194–196, 202
Nonprofit organizations, 16, 145, 173
Normative pressures, 130
Open-source software projects, 8
“Orders of worth”, 58
Organic food, 118
Organization(al), 35 (see also Collectivist-democratic organizations)
actors, 18
citizenship behaviors, 35
degeneration, 57
density, 201
ecosystems, 230, 233
fields, 3
forms, 11
hybridity, 143
Index

identity, 143, 147–149
imaginaries, 7
infrastructure, 4, 20, 192–197
inspire “What If” and “If Only” possibilities, 6–7
logics, 165
organization-generating organizations, 21
performance mediates adaptation, 130
practices, 2, 5, 36
rituals and collective emotion, 35–36
shape organizing possibilities, 18–21
studies, 8–11
systems, 199–200
types of organizing, 11–18
Ownership, 4, 11, 285 (see also Employee ownership (EO))
of enterprise, 265
models, 259
Participation, 89
in shared project, 98–100
Participatory budgeting, 8
democracy, 87
democratic organizations, 293–300
democratic social movement organizations, 14
Pennsylvania Railroad Company, 189
Performance rituals, 36
Personal autonomy, 89
Piety, 103
Pluralism, 58
Policy governance, 129
Political economy research, 259
Population density, 201
Post-capitalist economic models, 258
Prefigurative organizations, 114
“Price perception”, 124
Producer cooperatives, 18
Product selection, 124
Providing glue for action, 241–244
Provisional settlement, 60
Public agencies, 16
Qualitative research methods, 39–40
Quality-of-jobs crisis, 299
Quasi-coercive pressures, 116, 130–131
Quasi-compromises, 71–73
Quebec’s social economy, 178–179
Racism, 2
Rational bureaucracy, 6
Rationalization, 4
Reciprocity, 88
Recovery, 199
Research universities, 190, 192–193
Resilience, 191
organizational infrastructures for, 192–197
Resilient economies, 191
Resistance, 199
Resource-poor co-ops, 116
SARS-CoV-2 pandemic, 3
Scaling, 117, 123
1199SEIU, 164–165, 169
model of labor-management partnership, 169
Science-fiction stories, 2
Scopix (pseudonym), 56, 61, 72, 75n1
“Second wave” food co-ops, 115
Secretariat of Solidarity Economy, 235–236
Sectorized model of cooperative, 115
SEIU, 142, 178
Self-directed care, 177
Service providers, 119
work, 41
“Shared capitalism”, 37
Shareholder capitalism, 84
corporation and critique of, 85–86
profit, 84
Shareholder value-oriented corporations (SVO corporations), 188, 190
Skilled workers, 63
“Social and Solidarity Economy”, 254n1
Social banking network, 266–269
Social capital, 195
Social constructionist approach, 34
Social democracy, 93
“Social ecologies”, 197
“Social economy”, 178–179
Social enterprise, 84, 145, 258 (see also Alternative enterprises)
and entrepreneurship, 254n1
hybridity, 142
Social imprinting, 262
Social infrastructure, 21
Social missions, 84
Social movements, 3, 21, 143, 230, 297
alternative organizational forms and, 231–233
Sociality trumps efficiency, 116
Socialization, 263, 276–278
enabling, 244–246
Society for the Advancement of Socio-Economics (SASE), 24, 294
Socio-material dynamics, 194
Sociology
of conventions, 75n1
of critique, 75n1
Sociology of worth (SoW), 56, 63
in workplace, 58–60
Solidarity
coop, 127
cooperatives, 178
economies, 8
enterprises, 231
Solidarity economy (see “Economia solidária”)
Solidarity Economy Council, 243
Solidarity economy enterprises (SEE), 231, 235
expanding and institutionalizing, 249
Solidification of field through creation of cultural boundaries, 238–240
Special shareholder models, 272–273
ownership, 272–273, 282–283
special shareholder-owned firms, 17
Stakeholder, 165
capitalism, 166
logic, 165
model, 166
theory, 87
State-owned enterprises, 16
“Status shields”, 34
Stigmatization of deviant behavior, 69
Strategic action fields (SAF), 231, 233–234
Structural equation modeling (SEM), 198, 209
Substantive value-rationality, 258
Susus, 174
Taft-Hartley Act (1947), 166
Taming rationalization, 63–66
Taxi workers, 168
Taylorist–Fordist rationalization, 64
Technical assistance, 119
Three-sector economy, 143
Top-down approach, 173
“Two hat” problem, 151
U. S. Census and American Community Survey, 202
U. S. Energy Information Administration (EIA), 200
Uncertainty, 58
Unemployment rate spike, 199, 201
Union co-op strategy, 163, 175
1199SEIU, 164–165
approaches to building worker voice, 165–168
building union power for frontline healthcare workers, 168–170
Co-op Exploratory Committee’s activities, 172–175
future in healthcare and beyond, 175–180
unionized worker co-op model in long-term care, 170–172
Index

Unionism, 179
Unions, 141, 150, 165–166, 176
and cooperatives’ shared missions, 143–145
United Food and Commercial Workers, 168
United Natural Foods, Inc. (UNFI), 118
United Steelworkers (USW), 144, 167
USW–Mondragon union co-op model, 157
Universities, 188, 193
ecologies of, 196
research, 190, 192–193
Unrestricted investor ownership, 273–274
User-experience (UX), 96
Utilitarian, 14

“Value-based purchasing”, 169
Value(s), 4, 11
imprinting, 262, 274–276, 285
value-rationality, 11
“Virtual chain” of co-ops, 119, 121
Virtual ownership, 282–283
Virtual shareholder ownership, 272–273

Weberian bureaucracy, 13, 16
Welding, 62
Welsh Co-operative and Mutuals Commission (WCMC), 89
Wesenville, 88, 102

Work
degeneration, 56–57
integration social enterprise, 145
practices, 58
Worker
coops, 167, 175
cooperatives, 13, 14, 17, 32, 35, 56, 58, 165, 167
ownership, 167
worker-recuperated cooperatives, 7
Worker Council, 151
Worker voice
approaches to building, 165–168
logics for advancing, 165
Worker-recuperated businesses, 32
in Argentina, 36–37
Workplace
BAUEN Cooperative, 32–33, 37–40
democracy, 165
emotional labor in cooperation, 40–42
emotions at work, 34–37
generating collective effervescence, 45–48
interaction rituals of, 42–45
SoW in, 58–60
World Social Forum, 297

Xenophobia, 2
Zappos, 10
Zipcar, 279–280