The Firm as a Collaborative Community: Reconstructing Trust in the Knowledge Economy

by

Paul S. Adler
Charles Heckscher

Downloaded from http://www-bcf.usc.edu/~padler/
This volume explores the changing nature of community in modern corporations. Community within and between firms -- the fabric of trust so essential to contemporary business -- has long been based on loyalty. This loyalty has been largely destroyed by three decades of economic turbulence, downsizing and restructuring. Yet community is more important than ever in an increasingly complex, knowledge-intensive economy. The thesis of this volume is that a new form of community is slowly emerging -- one that is more flexible and wider in scope than the community of loyalty, and that transcends the limitations of both traditional Gemeinschaft and modern Gesellschaft. We call this form 'collaborative community'.

TABLE OF CONTENTS

Introduction ,Paul Adler and Charles Heckscher

Part I: Framing Concepts
1. Towards Collaborative Community, Paul Adler and Charles Heckscher
2. Theory of a Real-Time Revolution, Charles Sabel
3. The Self in Transition: From Bureaucratic to Interactive Social Character, Michael Maccoby

Part II: Community Inside Corporations
4. Differentiated Networks, Jay Galbraith
5. Beyond Hacker Idiocy, Paul Adler
6. Healthcare Organizations as Collaborative Learning Communities, Michael Maccoby
7. Hyperconnected Net Work, Anabel Quan-Haase and Barry Wellman
8. Collaborative Community and Employee Representation, Saul Rubinstein
Part III: Community Across Corporations
9. Building Inter-Firm Collaborative Community, Lynda Applegate
10. Collaboration in Supply Chains, John Paul MacDuffie and Susan Helper

Part IV: The Process of Change
11. A Note on Leadership in Collaborative Communities, Michael Maccoby and Charles Heckscher
12. The Strategic Fitness Process, Charles Heckscher and Nathaniel Foote
13. The Power to Convene: Leadership in Interfirm Networks, Mark Bonchek and Robert Howard

ABOUT THE AUTHORS

Charles Heckscher is a professor in the Department of Labor Studies and Employment Relations at Rutgers University. His research focuses on organization change and its consequences for employees and unions, and on the possibilities for more collaborative and democratic forms of work. His books include The New Unionism, The Post-Bureaucratic Organization (Sage, 1994), White-Collar Blues (Basic Books, 1995), and Agents of Change (OUP, 2003). As Director of the Center for Workplace Transformation he is leading research into the development of collaboration in local unions and corporations. Before coming to Rutgers he worked for the Communications Workers’ union and taught Human Resources Management at the Harvard Business School.

Paul Adler is Professor of Management and Organization at the Marshall School of Business, University of Southern California. Educated in Australia and France, he came to the US in 1981. Before joining USC in 1991, he was affiliated with the Brookings Institution, Columbia University, the Harvard Business School, and Stanford’s School of Engineering. His research and teaching focus on organization theory and design. He has published widely in academic and managerial journals both in the U.S. and overseas. He has also published three edited volumes: Technology and the Future of Work; Usability: Turning Technologies into Tools; and Remade in America: Transplanting and Transforming Japanese Management Systems, all with Oxford University Press.