Index

adaptive capacities, 52
advocacy (incidence), 32
Allied Communities Against Buy-Outs (ACABO), 102
Arcàdia, 178, 187–8
Assemblea del Barri de Sants, 179
Associació Xiula, 164
Association for Fostering Sant’s Cooperative and Solidarity Economy, 187
Ateneu Llibertari de Sants, 182
Banana Kelly Community Improvement Association, 128
Barcelona
Barcelona en Comú, election victory, 39–40
City Council, 35, 150, 186–8, 196, 198
comparing NYC with, 201–2
effects of the Great Recession in, 228
General Metropolitan Plan, 184
homelessness in, 23–4
impact of Great Recession in, 39
Indignados movement, 38, 39, 203
local problems in, 200–201
politics, 40
urban policies, 38
urban transformation in, 184
Barcelona en Comú, 40–41
Barcelona Model, 37–40
Black–Puerto Rican, 95
Bloc Onze, 185–8
bottom-linked, 227–8, 231–3
bridging differences, 138
leadership practices, 79, 221–2, 226, 230
social change organizations, 81–3
Bushwick, 114–15, 117
South Bronx, 138, 144
Nou Barris Nord, 168
Sants, 196
bridging social capital, 64
Bronx Nonprofit Coalition, 129
built environment, 53
Bushwick, 203
bridging difference, 221
civic capacity in, 207, 209
creativity in a threatened neighbourhood, 105–6
ecostation, 111–16
Small Business United, 106–11
Ecostation in, 212–13, 226
gentrification, 134, 207
gentrification, before and after Great Recession, 96–9
Great Recession, 96–7
Latino community, 95, 98, 100–102, 104, 107, 110, 111, 115
MTRNY, 101–2
neighbourhood features and resilience, 205–6
population, 95
RBSCC, 101–5
SBU in, power-based community organizing, 213
shifting civic capacity, 100–105
social structure of, 100
unemployment rate, 98
Bushwick Farmers’ Market, 112
Bushwick’s Community Board, 104–5

Caixa de Resistencia, 167, 169
Cameron, David, 35
‘Campus Farm,’ 111–12
Can Batlló, 183–91, 217
Bloc Onze, 185–8
bridging difference, 221–2
challenges, 189
Coopolis project, 185–8
La Borda, 185–8
leadership practices, 190
management model, 190
reframing discourse, 190, 222
transformative initiatives, 213–14, 216
Can Vies conflict, 179
Catalonia, 178
CDCs see Community Development Corporations
Centre Autogestionari La Hamsa, 178
Centre Cruïlla, 156, 215
bridging difference, 221
community development, 212
community development organization, 166–7
Community Development Plan, 160
educational focus, 164
objective of, 165
public administration and its policies, 166
reframing discourse, 222
relationships between public administration and, 166
social workers, 165
unleashing the energy of young people, 167
youth development, 166
Centre Social Autogestionat Can Vies, 178
Centre Social de Sants, 179, 180, 189
Ciutat Meridiana, 149–53, 155, 158
Neighbourhood Association, 156, 158, 160, 161
civic capacity, 54
basic meaning of, 57
building and using, 63–4
in Bushwick, 207, 209
Bushwick and, 100–105
collaboration, consensus and contestation, 59–60
community and, 60–61
as crucial community resource, 207–9
defined, 56–7
developing, 61
dynamic, 64
Ecostation, 116
intergroup, 61–2
mobilization of community, 55
as neighbourhood resource, 55–7
neighbourhoods, 226
in Nou Barris Nord, 208–9, 214
power and governance, 57–9
in Sants, 208, 209
social capital, 56, 62
in South Bronx, 208, 209
work of, 60–62
Civic Capacity and Urban Education (Stone), 55
civic, defined, 55
CLT see complexity leadership theory
collaborations, 30
Colau, Ada, 39, 195, 196
collaboration, Sants, 177–83
collaborative governance, 58
collective capacity of leaders, 78–9
collective leadership, 14
and democracy, 85–8
constructing, 87–8
developing, 87–8
in ecostation, 113, 116
and social innovation, 72–3
constructionist critique of leadership, 73–5
theories, 69–70
Collserola, 153
Comissió de Veïns de La Bordeta, 179, 189
communities, 36–7
community and civic capacity, 59, 60–61
competence, 52
consensus, 59
development, 59
organizing, 59–60
Community Action Program (CAP), 95
Community Action for Safe Apartments (CASA), 125
community building, 32, 59–60, 212–13, 215–16
of ecostation, 112–13
community development, 17–18, 212
Community Development Corporations (CDCs), 30, 41, 120, 127–8
community development organization,
Centre Cruïlla, 166
Community Development Plan, 159–60, 165
Social innovation and democratic leadership

emergency hardship fund, 50×20 initiative, 167, 169
empowerment, 6
España Industrial and Vapor Vell, 180
Esping-Andersen, G., 27
European Commission
features of social innovation, 5–6
innovation by, 34–5
European Social Model, 27
evictions, Sants, 175–6
Fab-Lab project, 158–9, 169
Farm-in-the-Sky, 112
FBP see Friends of Brook Park
FIARE-COOP57, 186
50×20 initiative, 162
money, 168
reaction of District administration to, 169
relationship in public authorities and, 169
social impact, 170
transparency and accountability, 168
500×20 initiative, 156
‘food desert’ issue, 131
framing social change, 212
Fraser, Nancy, 200–201
Fresh Direct controversy, 138–9
Fresh Direct project, 129–30
Friends of Brook Park (FBP), 140–42, 146
gentrification
Barcelona, 39
Bushwick, 134, 207
in Bushwick, before and after Great Recession, 96–9
New York City, 41
pressure of, 202
South Bronx, 125, 126
geographical approach, social innovation, 9–10
geographical position, 53
glocalization process, 25
governance, 58
grassroots organizations, 30
Great Recession
deep crisis of institutional politics, 26
effect on southern Europe, 24–5
effect on Spain and US, 22–4
features of a new era, 25–6
GDP levels of G20 countries, 22
gentrification in Bushwick, 96–9
glocalization process, 25
homelessness in NYC and
Barcelona, 23–4
housing prices in US, 22
inequality in Spain and US, 23
internet and, 26
macro-level responses to the, 32–4
New York City, 22–3, 41
social innovation in, 34–6
unemployment rates, 22, 23
Green Buildings programme, 133
gross domestic product (GDP), in
Great Recession, 22, 25
grounded humanism, 77
Hispanic employment, 108, 109
Hurricane Sandy, 42
Indignados movement, 31, 38, 39, 155, 161, 183, 185, 189, 203, 229
individual to collective leadership
leader-centred relational theories, 68–9
systems-centred collective, constructionist theories, 70–71
systems-centred relational, collective theories, 69–70
information and communication resources, 52
intergroup capacity, 61–2
La Borda, 174, 178, 184–8
La Ciutat Invisible, 177–8
LaCol cooperative, 186
La Indomable, 156
La Plaça Roja, 148
Latin American Integration Center (LAIC), 107
Latino community, Bushwick, 95, 98, 100–102, 104, 107, 110, 111, 115
leader-centred relational theories, 68–9
leader–member exchange (LMX) theory, 14–15, 68
leadership
charismatic theories of, 14
<table>
<thead>
<tr>
<th>Index</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>leader-centred and follower-centred approaches, 15–16</td>
<td></td>
</tr>
<tr>
<td>political science perspective, 16–17</td>
<td></td>
</tr>
<tr>
<td>relational theories, 13–18</td>
<td></td>
</tr>
<tr>
<td>in social change organizations, 17–18</td>
<td></td>
</tr>
<tr>
<td>in socially innovative initiatives, 219</td>
<td></td>
</tr>
<tr>
<td>see also social innovation leadership-as-practice (L-A-P), 16</td>
<td></td>
</tr>
<tr>
<td>Leadership in Energy and Environmental Design (LEED), 134</td>
<td></td>
</tr>
<tr>
<td>leadership practices, 218</td>
<td></td>
</tr>
<tr>
<td>bridging difference, 221–2, 226</td>
<td></td>
</tr>
<tr>
<td>collective action and, 229–30</td>
<td></td>
</tr>
<tr>
<td>reframing discourse, 222–3, 227</td>
<td></td>
</tr>
<tr>
<td>unleashing human energies, 220, 226</td>
<td></td>
</tr>
<tr>
<td>Lisbon Special European Council, 34</td>
<td></td>
</tr>
<tr>
<td>LMX theory see leader–member exchange theory</td>
<td></td>
</tr>
<tr>
<td>l’Olivera, 178</td>
<td></td>
</tr>
<tr>
<td>Lopez, Vito, 101–4</td>
<td></td>
</tr>
<tr>
<td>MacCallum, D., 8</td>
<td></td>
</tr>
<tr>
<td>management leadership theories, 14–15</td>
<td></td>
</tr>
<tr>
<td>managerial approaches, social innovation, 8</td>
<td></td>
</tr>
<tr>
<td>Manhattan, 40</td>
<td></td>
</tr>
<tr>
<td>Manuel Cubero, 160</td>
<td></td>
</tr>
<tr>
<td>Maria Hernandez Park, 93</td>
<td></td>
</tr>
<tr>
<td>Mediterranean welfare state model, 27–8</td>
<td></td>
</tr>
<tr>
<td>Melrose, 120–21, 131–2</td>
<td></td>
</tr>
<tr>
<td>Melrose Commons, 132</td>
<td></td>
</tr>
<tr>
<td>Mestre Morera School, 157</td>
<td></td>
</tr>
<tr>
<td>‘million-dollar block,’ 140</td>
<td></td>
</tr>
<tr>
<td>‘mixed-use housing,’ Nos Quedamos, 132, 133</td>
<td></td>
</tr>
<tr>
<td>Mott Haven, 120–21, 131–2</td>
<td></td>
</tr>
<tr>
<td>Neighbourhood associations, 31</td>
<td></td>
</tr>
<tr>
<td>neighbourhood civic capacity, 60, 63</td>
<td></td>
</tr>
<tr>
<td>neighbourhood comparison, Barcelona and NYC, 201–2</td>
<td></td>
</tr>
<tr>
<td>neighbourhood features, 206</td>
<td></td>
</tr>
<tr>
<td>neighbourhood memory, 53</td>
<td></td>
</tr>
<tr>
<td>neighbourhood resilience, 205–6</td>
<td></td>
</tr>
<tr>
<td>geographical dimension of crisis, 49–55</td>
<td></td>
</tr>
<tr>
<td>Neighbourhoods Act, 159</td>
<td></td>
</tr>
<tr>
<td>neo-charismatic leadership, 14</td>
<td></td>
</tr>
<tr>
<td>neoliberalism, 201, 228</td>
<td></td>
</tr>
<tr>
<td>network leadership theory (NLT), 69–70</td>
<td></td>
</tr>
<tr>
<td>New York City (NYC) comparing with Barcelona, 201–2</td>
<td></td>
</tr>
<tr>
<td>from decay to the stabilizing challenge, 40–43</td>
<td></td>
</tr>
<tr>
<td>effects of the Great Recession in, 228</td>
<td></td>
</tr>
<tr>
<td>financial industry, 41</td>
<td></td>
</tr>
<tr>
<td>gentrification, 41</td>
<td></td>
</tr>
<tr>
<td>Great Recession, 22–3, 41</td>
<td></td>
</tr>
<tr>
<td>homelessness in, 23–4</td>
<td></td>
</tr>
<tr>
<td>housing market, 42</td>
<td></td>
</tr>
<tr>
<td>local problems in, 200–201</td>
<td></td>
</tr>
<tr>
<td>Manhattan in, 40</td>
<td></td>
</tr>
<tr>
<td>nonprofit sector in, 42</td>
<td></td>
</tr>
<tr>
<td>Occupy Wall Street movement in, 203</td>
<td></td>
</tr>
<tr>
<td>politics, 43</td>
<td></td>
</tr>
<tr>
<td>population, 40</td>
<td></td>
</tr>
<tr>
<td>Social Innovation Fund, 35</td>
<td></td>
</tr>
<tr>
<td>social movements, 40–41</td>
<td></td>
</tr>
<tr>
<td>urban devastation, 41</td>
<td></td>
</tr>
<tr>
<td>see also Barcelona</td>
<td></td>
</tr>
<tr>
<td>New York City Housing Authority (NYCHA), 119, 141</td>
<td></td>
</tr>
<tr>
<td>NLT see network leadership theory</td>
<td></td>
</tr>
<tr>
<td>nonlinear social innovation, 8</td>
<td></td>
</tr>
<tr>
<td>nonprofit sector defined, 28</td>
<td></td>
</tr>
<tr>
<td>in Spain, 30–31</td>
<td></td>
</tr>
<tr>
<td>in US, 29–30</td>
<td></td>
</tr>
<tr>
<td>Nos Quedamos, 128</td>
<td></td>
</tr>
<tr>
<td>bridging difference, 221</td>
<td></td>
</tr>
<tr>
<td>community development, 212</td>
<td></td>
</tr>
<tr>
<td>housing and development, 135–6</td>
<td></td>
</tr>
<tr>
<td>leadership practices, 136–7</td>
<td></td>
</tr>
<tr>
<td>‘mixed-use housing,’ 132, 133</td>
<td></td>
</tr>
<tr>
<td>redevelopment plan, 132</td>
<td></td>
</tr>
<tr>
<td>reframing discourse, 137–8, 222</td>
<td></td>
</tr>
<tr>
<td>transformative initiatives, 214</td>
<td></td>
</tr>
<tr>
<td>unleash the human energy, 137</td>
<td></td>
</tr>
<tr>
<td>Nou Barris Acull, 162</td>
<td></td>
</tr>
<tr>
<td>Nou Barris Cabrejada diu Prou, 162</td>
<td></td>
</tr>
<tr>
<td>Nou Barris Nord, 204–5</td>
<td></td>
</tr>
<tr>
<td>civic capacity, 208–9, 214</td>
<td></td>
</tr>
<tr>
<td>declining social capital, spoilt civic capacity, 153–60</td>
<td></td>
</tr>
<tr>
<td>economic revitalization, 153</td>
<td></td>
</tr>
</tbody>
</table>
Social innovation and democratic leadership

Ecostation in, 212–13, 226
Effect of Great Recession on, 159
Immigrants, 150
Lack of civic capacity, 157–8
Neighbourhood features and resilience, 205–6
Neighbourhoods, 150
Neighbourhoods Act, 159
Population, 150
Population replacement, 150
Public policies, 159
Social capital decline, 156–7
Social mobilization, 154, 161
Social organizations in, 155
Solidarity and resistance to cope with crisis effects, 160–63
Centre Cruïlla, 163–7
50×20 initiative, 167–70
Solidarity-based citizenship responses, 161–2
Unemployment, evictions and stigmatization, 150–53
Nou Barris Nord Social Service Centre, 159
NYU Furman Center Report (2015), 96, 98

Obama, Barack, 35
Occupy Wall Street movement, 42, 140, 146, 203, 229
Organizing, 32

Pactes de la Fundació Miró, 181
PAH Barcelona, 162
Partits dels Socialistes de Catalunya (PSC), 39
Path–goal theory, 15
Pearce, C.L., 16
Plaça de Sants, 179
Platform for Mortgage Affected People (PAH), 156, 183, 191–6, 207, 214, 215, 216, 217
Barcelona City Council agreement with, 193
Branding difference, 221
Branding social groups, 226–7
Catalan law for urgent measures, 196
Leadership practices, 192, 194, 196
Reframing discourse, 222, 227

in Sants, power-based community organizing, 213
Unleashing human energies, 220
‘V de Vivienda,’ 193–4
See also Can Batlló
Platform for the Coordination of Alternative Parties, 178
Platforms, 31
Polanyi, Karl, 200
Policy programmes, 54
Political reframing, 222
Political science approach, social innovation, 9
Post-recession politics, 51
Power-based community organizing, 213
Pragmatic reframing, 222
Public administration, social innovation, 9
‘Radical and democratic model’ of organizing, 136
RBSCC see Ridgewood Bushwick Senior Citizens Council
Reconfiguring democracy, 228–9
Recuperem Can Batlló, 185, 186
Reframing discourse
Ecostation, 114
Leadership practices, 222–3, 227
Nos Quedamos, 137–8
PAH, 227
Social change organizations, 80–81
REGESA, 158
Regime politics, 57–8
Relational leadership theories, 13
Approaches to, 14–17
Constructionist, 19
Leadership, social change organizations and crisis, 17–18
Resilience, 207–9
Defined, 49–50
Radical theories of, 51
Reynoso, Antonio, 104
Ridgewood Bushwick Senior Citizens Council (RBSCC), 101–5, 113, 116–17
Salesian community, 164
Salesians Sant Jordi, 163
Sant Andreu, 149
Index

Sants, 204
associative culture in, 177
civic capacity, 208, 209
cooperativism, collaboration and contestation, 177–83
counterhegemonic practices, 183–4
Can Batlló, 184–91
Platform for Mortgage Affected People, 191–6
effect of the Great Recession in, 175–6
PAH in, power-based community organizing, 213
rising house prices, 176
unemployment, evictions and small business decay, 175–6
Sants Barri Cooperatiu, 177
Sants Cooperative Neighbourhood project, 177
Sants Secretariat of Community-Based Organizations, 177
SBU see Small Business United
school dinner scholarships, 168
Schumpeter, J.A., 7
Secretariat d’Entitats de Sants, 177
service delivery, 32
Shared Educational Unit (UEC), 163
small business decay, Sants, 175–6
Small Business United (SBU), 106–11, 117, 207–8, 214, 215, 217
bridging difference, 221
collective leadership, 109
Ecostation, 226
Hispanic employment, 108, 109
reframing discourse, 222
SoBro, 129
social capital, 52, 54, 56, 62
social change, 212
social innovation as a driver of, 230
from social innovation to, 223
bottom-linked initiatives, 227–8
historical–geographical context, 223–6
leadership practices, 226–7
social change leadership, 75–7
social change organizations (SCOs), 17–18
constructionist leadership in, 75–6
social change leadership, 76–7
strategies, 32, 35
work of leadership in, 77, 79–80
bridging difference, 81–3
reframing discourse, 80–81
unleashing human energies, 83–5
social identity leadership theory, 14
social innovation
definition and theories, 4–7, 8
features of, 5–6
Social Innovation and Impact in Nonprofit Leadership, 20
Social Innovation Fund, NYC, 35
socially innovative initiatives
activities, 215
deconstructing and classifying, 209
community building, 212–13
community development, 212
framing social change, 212
nature of the relationships, 217
power-based community organizing, 213
promoters and beneficiaries, 215
transformative community organizing, 213–14
leadership in, 210, 211, 219
social movements, New York City, 40–41
social organizations, 11–13
social structure, 53
social transformation, 9, 11–12
socioeconomic crisis, 36
SOCRISIS project approach, 4
solidarity and resistance, crisis effects, 160–63
Centre Cruïlla, 163–7
50×20, 167–70
South Bronx, 203–5
‘a dumping ground,’ 124
bridging differences, 144
civic capacity in, 208, 209
community in, 145–6
community in planning and development, 139
community response, 131–2
Nos Quedamos, 132–8
South Bronx Unite (and Friends of Brook Park), 138–44
culture, 126
depopulation, 122–3
diverse community, 126–31
educational failure, 124
emergence of nonprofit coalitions, 127
gentrification, 125, 126
Great Recession and, 121–6
housing, 128
leadership practices, 143–4, 146
nonprofits in, 123, 129
organizational structure, 143
organizations, 140
public and social housing, 124
public investment, 130
revitalization, 127, 128
small businesses, 123
South Bronx Unite, 129
bridging difference, 221
reframing discourse, 222
transformative initiatives, 213–14, 216
southern Europe, impact of the recession in, 32–3
Spain
Great Recession, 22–3, 33–4
inequality in Great Recession, 23
Mediterranean welfare state model, 27–8
nonprofit sector in, 30–31
Stone, Clarence, 55–64
Sunday urbanization', 154
Supplemental Nutrition Assistance Program (SNAP), 123
systemic approach, social innovation, 10
systems-centred collective,
constructionist theories, 70–72
Torre Baró, 149, 150, 155
traditional nonprofit organizations, 29–30, 31
‘training youth leaders,’ 135
transformational leadership, 14
Transformational Leadership Questionnaire (TLQ), 68
transformational leadership theory, 15
transformative capacities, 52
transformative community organizing, 213–14
transformative initiatives, 216
transformative leadership practice, 227
Trias, Xavier, 39, 179
triple movement, 201, 205, 229
unemployment
Nou Barrís Nord, 150–53
Sants, 175–6
unemployment rates, in Great Recession, 22, 23
unleashing human energies
leadership practices, 220, 226
social change organizations, 83–5
urban devastation, New York City, 41
urban regime, 58
US
and Europe, historical and geographical differences in, 26–7
macro-level responses to the Great Recession, 32–4
nonprofit sector and its activities, 28–32
social innovation in the face of the crisis, 34–6
state, the market and the community, 27–8
Great Recession, 22–4
inequality in Great Recession, 23
national debt, 34
welfare states model, 27, 28
see also Spain
Vallbona, 149–50, 155
V de Vivienda, 193–4
welfare state model, US and Spain, 27–8
Xarxa 033 Educa, 162
youth unemployment, 162, 167
zone effect, resilience and civic capacity
community resource, 207–9
neighbourhood features and, 205–7