Using a Positive Lens to Explore Social Change and Organizations

Building a Theoretical and Research Foundation
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The Call: Why a Book Now on Using a Positive Lens to Explore Social Change and Organizations?

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How can application of a positive lens to understanding social change and organizations enrich and elaborate theory and practice? This is the core question that inspired this book. It is a question that brought together a diverse and talented group of researchers interested in change and organizations in different problem domains (sustainability, healthcare, poverty alleviation, and education). The contributors to this book bring different theoretical lenses to the question of social change and organizations. Some are anchored in more macro accounts of how and why social change processes occur, while others approach the question from a more psychological or social psychological perspective. Many of the chapters in the book travel across levels of analyses, making their accounts of social change good examples of multi-level theorizing. Some scholars are practiced and immersed in thinking about organizational phenomena from a positive lens; for others it is a total adventure in trying on a new set of glasses. However, connecting all contributing authors is an excitement and willingness to explore new insights and new angles on how to explain and cultivate social change within or across organizations.
STARTING ASSUMPTIONS

Social Change and Organizations Are Fundamentally Intertwined

Social change has been a critical and enduring concern of organizational researchers since the field of organizational studies took root. Whether catalyzed by sociologists and their interests in social movements (e.g., Zald & McCarthy, 1979), social change organizations (Selznick, 1949), the social consequences of organizations (Blau & Scott, 1962), or prompted by psychologists’ interests in how organizations and human welfare are intertwined (e.g., Argyris, 1957; Mayo, 1945), organizational studies have been central to understanding the processes and outcomes of social change. Today, interest in organizations and social change is more dispersed. The links between social change and organizations show up in a variety of topical areas including social entrepreneurship (e.g., Bornstein, 2007; Dees & Elia, 1998; Mair & Marti, 2006), social and corporate responsibility (e.g., Aguilera, Rupp, Williams, & Ganapathi, 2007; Tribo, Surroco, & Waddock, 2010), and under the broad umbrella of business and society (e.g., Carroll & Buckholz, 2009; Post, 2004; Waddock, 2009). In addition, there is focused interest by organizational researchers working on certain types of organizations (e.g., educational or healthcare organizations) or on certain large-scale issue domains (e.g., sustainability, diversity). However, to date there has been limited effort to look across these diverse research arenas to distill integrative insights about how social change and organizations come together in ways that enrich theory and practice. The time for integration and learning across research silos is particularly ripe given the call to researchers to more fully consider the links between organizations and society (Hinings & Greenwood, 2002; Margolis & Walsh, 2003) and the critique that organizational research is not having significant beneficial impact (Ghoshal, 2005).

Application of a Positive Lens Unlocks New Ways of Understanding and Enabling Change Processes

This book applies a positive lens to enrich theory and practice about social change and organizations. The use of a positive lens means there
is an explicit focus on understanding the elements in the change process in and of organizations that build up, increase, enable, and foster beneficial outcomes associated with social change (Cameron, Dutton, & Quinn, 2003). A focus on these kinds of forces and processes at work in social change is particularly important given that most social efforts are directed toward producing outcomes that are viewed as beneficial or desirable. At the same time, application of a positive lens looks for instances of positive deviance involving social change (Pasquale, Sternin, & Sternin, 2010) and asks: How did that process work? Why did those outcomes happen? What were the roles of organizations or people connected to organizations in accounting for the social change? Application of a positive lens does not mean ignoring the role of negative states, processes, or outcomes in social change. In fact, the nature of social change means that negative conditions and states are endemic to activating social change efforts.

Application of a positive lens does mean keeping a particular eye on what are the processes and states which open up, build, strengthen, facilitate, and enable social change. Application of a positive lens is intentionally an appreciative scholarly stance. It is a lens which begins with inquiry about what is generative, life-giving, and worth noticing and appreciating in the way that this social change process is working and in the outcomes it produces (Cooperrider & Whitney, 2005).

As the chapters will reveal, the use of this eye discloses multiple new insights about the outcomes of change processes, new insights about change and resources, process insights about generativity and agency, and a host of other patterns that help to unlock the mystery behind social change. Thus, in contrast to accounts of social change that concentrate on barriers to change or accounts of change resistance, use of a positive lens directs attention to features and dynamics of processes and states that foster the change process or amplify beneficial results from the social change process. The book explicitly builds on previous efforts to elaborate and complicate organizational research using a positive lens (e.g., Cameron & Spreitzer, 2011; Dutton & Ragins, 2007; Nelson & Cooper, 2007; Roberts & Dutton, 2009). Like the efforts that have preceded this one, application of a positive lens stretches the boundaries of what we are able to see as important in explanatory theories and what we imagine for practical interventions.
Stories of Positive Social Change Unlock Wisdom but Also Inspire Scholarly Imagination Regarding What Is Possible With Respect to Organizations and Social Change

The chapters that compose this book contain compelling narratives of social change. These narratives reveal patterns of processes and practices that make a difference in the scale, scope, and impact of social change in a variety of realms. While these accounts can be analyzed for what they imply about organizations and social change, they are also carriers of imagined possibilities for the roles that individuals and organizations could play in social change. The potency of the stories transcends what they unlock for explanatory accounts. Individually and collectively, the stories elevate a sense of hope and possibility about the promise and the potential for social change when analyzed and viewed from an organizational lens.

GOALS FOR THE BOOK AND PROCESS OF BOOK BUILDING

We began this book with three clear goals in mind. First, we wished to enrich theories and practice through applying a positive lens to the study of social change and organizations. Our assumption beginning this project was that the majority of cases on social change in organizational studies tended to invite inquiry into failed or less-than-satisfactory change efforts. Second, we aspired to provide deeper inquiry into the processes and forms of change agency (at both the individual and collective levels) that play a role in social change processes and outcomes. The focus on agency as manifest in and of social change processes spotlights how engagement of different actors in different contexts transforms or alters structures and processes in response to a problem (Emirbayer & Mische, 1998). A focus on different forms and impacts of change agents in social change processes celebrates the variability in these critical activities, and how they matter in change processes serves to both enrich theory and broaden applications to practice. Third, we sought to foster linkages across important issue contexts where social change was active and desired (e.g., sustainability, healthcare, poverty, and low-wage work), exploring synergies and possibilities for cross-fertilization between these domains where organizational processes and practices matter for the accomplishment of
social change. The book seeks to integrate ideas that arise from often segregated pockets of theory and practice that operate in siloed domains of inquiry in organizational and policy studies.

In meeting these goals, we used a different kind of book-building strategy than is typically used for composing edited books. We aspired to create this book in a way that foster the building of bridges across siloed areas of inquiry, as well as facilitate collective exploration of the value of applying a positive lens to the domain of organizations and social change. Accordingly, we gathered all book authors at Boston University in March 2010 to share chapter outlines and to foster building and helping each other with the outlines as the central conference activity. We also had sufficient group and collective time to wrestle with the meaning and the value of applying a positive lens. As a result of this book-building process, we believe the elements of the book cohere and speak to each other at a level that is not typically observed in edited volumes. We hope that you the reader will agree and will benefit from this integrating activity.

BOOK ROADMAP

The book is divided into six parts. After an introductory chapter by the editors (Part I), the next four parts are composed of four chapters each plus a fifth commentator chapter that highlights themes and observations derived from the chapter contributions. Part II illustrates different takes on the role and form of change agency illuminated by applying a positive lens to social change and organizations. Part III includes four chapters that address the crucial issue of the natural environment and sustainability. Part IV addresses a similarly critical issue of social change in the domain of health care. Part V contains chapters that address the important but often invisible issue of poverty alleviation and low-wage work. Part VI comprises a response by the editors to the application of the positive lens to the study of social changes and organizations. To preview each chapter and to see how it contributes to the overall theme of the book, we next present appreciative summaries.

APPRECIATIVE SUMMARIES

Chapter 2: Social Change Agency under Adversity: How Relational Processes (Re)Produce Hope in Hopeless Settings. In this chapter, Oana
Branzei draws from life story interviews, visual ethnographies, and archival sources that document the lives and contributions of two individuals designated as Sawa Heroes. Sawa Heroes are inspirational individuals nominated by Sawa World who have made a difference in eradicating poverty. Branzei identifies the relational processes used by these two effective change agents to initiate and accelerate social change through creation and replenishment of hope. Through her study of these two leaders, Branzei shows us that change agency is deeply relational and can be a potent source to foster change through activating moral, social, and relational energies. Her chapter details three core relational processes of relating, revising, and rotating that account for hope (re)production during social change. Her chapter elevates theoretical and practical possibilities of how to unleash hope through relational connections to change agents’ pasts and futures.

Chapter 3: Being a Positive Social Change Agent through Issue Selling. In this chapter, Scott Sonenshein draws on issue-selling theory to examine agency for social change inside organizations that foster goodness both in processes used and outcomes generated in the efforts. Drawing on vivid stories of such agency, Sonenshein portrays how efforts of even a few individuals can broaden over time to effect larger change for social good in organizations. Two particular issue-selling processes are highlighted: those that widen and enrich dialogue, and those that mindfully reclaim dead issues when the organizational context shifts or when individuals can use different meanings to sell the same issue. In addition to processes, the stories elucidate the importance of broadening the traditional range of issue-selling outcomes beyond the instrumental benefits to the individual change agent to include organization and good for society. Through the development of an endogenous model of social change agency incorporating these processes and outcomes, this chapter enriches understanding of social change, and elaborates and extends theorizing of issue selling.

Chapter 4: Social Entrepreneurs, Socialization Processes, and Social Change: The Case of SEKEM. In their chapter, Tomislav Rimac, Johanna Mair, and Julie Battilana transport us to the SEKEM initiative in Egypt, which has been ongoing as a living experiment of social change since its inception in the late 1970s. The authors provide a detailed analysis of how an everyday practice of congregating, holding hands as a circle at the beginning and the end of the day, coupled with a sharing of grace and the day’s work and plan, contributes to the ongoing institutionalization of
social change. They detail how the circle as a socialization practice creates and recreates a sense of dignity, respect, and worth that symbolically and instrumentally enacts inclusion at the beginning and end of each day. This practice introduces people to new beliefs and behaviors that are central to adopting other aspects of the societal innovations that are part of SEKEM. Their chapter grounds and elaborates the importance of everyday practices that cultivate ways of interrelating that create reciprocity and energy, and that are central to the solidarity necessary for initiating and guiding divergent social change.

Chapter 5: Power Beyond the Purse: Philanthropic Foundations as Agents of Social Change. In this chapter, Debra Meyerson and Laura Wernick use two cases developed through rich field methodology, “Ed Ventures” and “Resource Generation,” to explore the role of two different types of philanthropic foundations in social change—“venture philanthropy” and “grassroots, or community-based social justice philanthropy.” An intriguing case comparison, both foundations are similar in their intentional departure from a traditional philanthropic approach of funding established organizations, while at the same time they are differentiated by their respective innovative approaches. The authors enrich theorizing in social change by explicating these approaches and associated processes. The “breadth approach” of philanthropy for social change, used by venture philanthropy, focuses on funding new organizations with the promise of scalability in the targeted areas of change and holding them to standard, more quantitative metrics of impact. By contrast, a “depth approach,” represented by grassroots social justice philanthropy, focuses on funding local grassroots efforts and working with them to build community capacity in the targeted areas of change and track both more quantitative as well as affective metrics of impact.

Chapter 6: Revealing Themes: Applying a Positive Lens to the Chapters on Change Agency. The Change Agency part concludes with Erica Steckler and Jean Bartunek’s commentary, in which they describe positive social change agency as involving “a focused effort to impart social change in order to improve well-being and advance the public good.” The authors first discuss three competencies that the change agents in the preceding chapters demonstrate: overcoming adversity, discerning alternate possibilities, and managing tensions. Second, they explore several contextual aspects of change agency work, including socialization influences, the locus of change, the locale, and the temporality of change. Finally, they
discuss the theoretical and empirical implications of these competencies and contextual aspects.

Chapter 7: *Hybrid Organizations as Agents of Positive Social Change: Bridging the For-Profit and Not-for-Profit Divide*. Andrew Hoffman, Krista Badiane, and Nardia Haigh direct our attention to the expanding existence of hybrid organizations which blend features of for-profit and not-for-profit organizations, and the critical role they play in fostering social and environmental change. These hybrid organizational forms are social change organizations. Hybrid forms are generative in terms of both social and environmental change through bringing new products, practices, and services to market that enhance societal well-being. The chapter introduces a sustainability-driven model that illuminates how these forms of organizations promote social change agency through making social change a major objective, creating mutually beneficial relationships with suppliers and supplier communities, employers, and customers, and through creating progressive interactions with market competitors and industry institutions. Their chapter invites serious consideration of how the emergence of this organizational form is catalyzing and institutionalizing new possibilities for social change.

Chapter 8: *Agency and Innovation in a Phase of Turbulent Change: Conservation in the Great Bear Rainforest*. Darcy Riddell, Ola Tjörnbo, and Frances Westley unfold a complex case of social innovation involving the emergence of collaboration among sectors engaged in a divisive and conflictual situation in the Great Bear Rainforest. Their detailed analysis of the phases of the social innovation process reveals multi-layered processes of individual and collective agency that created intentional change at the personal, interpersonal, and systemic levels. Their account highlights how agency that occurred at the individual level enabled three more meso-level (e.g., group/relational) processes, which, in turn, facilitated the development of a vision that fostered the creation of a system-wide coalition that enabled a range of concrete solutions. Their chapter explains six processes of individual and collective agency which reached inside the heads and hearts of individual change participants (e.g., through the creation of powerful personal narratives), and also stretched across previously intractable divides (e.g., through the humanizing of opponents), creating caring and trusting relationships that facilitated the discovery of solutions across differences. Their chapter identifies tolerance of conflict and uncertainty as a form of agency that enabled the co-creation of an inclusive and
powerful positive vision and a collective focusing on solutions that were enacted through new institutional mechanisms. Their story showcases the complex and multi-level processes that undergird change of this scope, scale, and magnitude, and the power of intentional expression of positive forms of agency to move large-scale change in the direction of generative relationships and innovative solutions.

Chapter 9: Practicing Sustainability: A Generative Approach to Change Agency. Martha Feldman draws on practice theory to examine change agency for environmental sustainability. Using two examples of practicing sustainability—turning cars off while waiting at traffic lights and drying hands with paper towels—she explores the use and design of artifacts as a generative mechanism that enables change in everyday practices through attuning people to the environmental impact of their actions. In the case of hand drying, a sticker becomes an artifact that mediates change when affixed to dispensers with wording that illuminates the connection between the production of paper towels and trees, for example, “Remember...these come from trees.” It is the attunement created in this connection between actions and the implications for the natural world that generates alternative possibilities for practicing sustainability such as using only one not two towels for hand drying. Her chapter enriches theorizing on social change in environmental sustainability by identifying artifacts as mediators of changes in individual practices and individual practices as mediators of change agency.

Chapter 10: Connecting Sustainability Movements and Enterprises in Developing Economies: Building Networks and Capabilities. Paola Perez-Aleman draws our attention to the efforts of small, local producers in developing economies and their efforts to meet globally determined standards for reducing environmental degradation and improving ecological sustainability. Taking the reform for sustainability in the coffee supply chain as an important case in point, she shows that the adoption of standards and conduct codes for greening the coffee supply chain by purchasers and consumers does not automatically translate into change in production practices. Importantly, change to sustainable production is enabled by the active creation of new networks such as associations and cooperatives that provide local indigenous coffee producers with access to critical know-how and capability-building support. Her chapter enriches theorizing on social change in environmental sustainability by identifying the mechanism of creating local networks and how they operate to
build capabilities of indigenous producers for implementing sustainable practices.

Chapter 11: Revealing Themes: Applying a Positive Lens to the Chapters on Environment and Sustainability. The Environment and Sustainability part concludes with a commentary by Jennifer Howard-Grenville. Howard-Grenville begins by tracing the history of organizational research on environmental issues, calling attention to the "normative thrust" of work in this domain as well as the need to acknowledge the complexity of specific situations. She then identifies and unpacks four different processes of positive change agency that emerged from the preceding chapters: experimentation and example-setting, transformation and amplification, design and attunement, and connecting and supporting. Painting these four processes as distinct but not mutually exclusive, Howard-Grenville suggests that they may all be essential to enacting change in areas of environmental concern. Finally, she suggests two directions for future research: exploring when and in what contexts the four change processes result in positive outcomes and considering whether loss—for individuals and/or systems—is required to trigger positive change processes.

Chapter 12: Hope as Generative Dynamic in Transformational Change: Creating and Sustaining “Collaborative Care” in the ThedaCare Health System. Karen Golden-Biddle and Kathryn Correia describe how leaders and clinicians collaboratively and effectively transformed care in a medium-sized healthcare system that mutually benefited patients, their families, and society. Their inspiring account elucidates how hope acted as a generative dynamic that enabled transformational change by both activating beliefs that change can make a positive difference and acting on belief to make this change happen. Their theorizing locates the initiation and perpetuation of this change inside the organizational system and it documents how hope operated as a generative force in enabling and sustaining collective beliefs about possibilities and expectations about desired outcomes for patients that built and sustained trust. Their theory of systemic change in one health care system showcases how a community of persons can look clearly at current situations and, through interactions and genuine concern for the human condition and through learning and experimenting, collaborate in producing inventive and creative organizational solutions that transform the provision of care.

Chapter 13: Promoting Positive Change in Physician–Administrator Relationships: The Importance of Identity Security in Managing Intractable
Identity Conflicts. In this chapter, Michael Pratt, Marlena Fiol, Edward O'Connor, and Paul Panico draw on identity theory to unpack the intractable identity conflicts (IICs) that can dominate physician–administrator relationships and how such conflicts can be managed. The authors use a synthetic case comprising their collective experiences and perspectives as academic, consultant, and practitioner to develop a more nuanced conceptual rendering of identity security and its practical import for addressing IICs. Their elaboration of identity security as compared with identity strength involves expansion of group members' horizons beyond their group as well as the possibility for holding dual or multiple identifications concurrently, for example, own group and superordinate identity. Their chapter enriches understanding of social change by incorporating identity dynamics as a key intergroup mechanism of change agency, as well as the practice of social change by encouraging the use of more than structural solutions in reforming healthcare.

Chapter 14: Amplifying Resources and Buffering Demands: How Managers Can Support Front Line Staff in Loving Action for Each Child. Rebecca Wells' chapter redirects appreciation of how to improve services for children with mental health issues through understanding how management can direct action to increase the engagement of front line staff. Her chapter focuses on how management can direct engagement of front line staff toward enhancing loving action for each child. Wells' framing directs attention to how management in child-serving organizations can feed and protect line staff's love of children through buffering demands that create staff burnout and amplifying resources that foster staff engagement. Through her model of how management can foster front line employees' loving actions on behalf of each child, she opens up a range of pathways by which managerial actions can create conditions that foster the "good" in staff action toward children as well as minimize the "bad."

Chapter 15: Generative Change in Health Care Organizations: Co-Creating Health to Reduce Health Disparities. In this chapter, Valerie Myers and Lynn Wooten draw on two in-depth case studies from their larger investigation of health disparities to disclose and develop the central role of relationships in improving maternal child health outcomes. Their use of the verb "co-creating" signifies the generative function of relationships illuminated and so richly evidenced in these cases. Not only do people form relationships, but the particular way of forming them brings out the best of everyone involved to change delivery practices that reduce disparities and promote
health. These relationships, for example, within and cross-sector partnerships, were constituted in high quality connections and fostered collective resourcefulness among those involved. More generally, Myers and Wooten enrich understanding of social change by drawing our analytic attention to relational mechanisms and how, when generative in nature, they are at the “core” of organizational change that seeks societal impact by improving human lives.

Chapter 16: Revealing Themes: Applying a Positive Lens to the Chapters on Healthcare. The Healthcare part concludes with a commentary by Trish Reay, who reminds us that change initiatives in healthcare often fail during implementation due to a lack of understanding of healthcare settings. Drawing on the preceding chapters, Reay offers several insights into these settings. First, she stresses that while most change efforts aim to achieve positive outcomes, the cases presented in the book differ in that they focus on positive outcomes for the patients/clients rather than for the organization. Second, she identifies four key ways that the chapters collectively advance our knowledge of the positive process of change in healthcare: the potential of relationships to serve as sources of energy, the role of professional conviction as a catalyst, the blurred distinction between top-down and bottom-up change, and the importance of power dynamics. Reay ends the commentary by underscoring that positive examples of change in healthcare “are right under our noses, but we have to have the desire to look for them.”

Chapter 17: Positive Change by and for the Working Poor. Carrie Leana and Ellen Kossek draw from their experience with interventions designed to address needs of the working poor to theorize (and implement) changes that will benefit this critical group of employees. Their chapter documents the criticality of understanding employment of the working poor in the United States, explaining and illustrating both a top-down and bottom-up approach to internal organizational changes. The top-down approach highlights the beneficial role of family-supportive supervisory behaviors. The bottom-up approach shows the potential benefits of employee-initiated collaborative job crafting. These authors conclude that meaningful change that will benefit the working poor must be multi-level (targeting both individuals and the workplace context) and multi-pronged (avoiding unidimensional change tactics). Further, their chapter complicates the link between invisible and visible organizational and supervisor practices and the improvement of situations for the working poor.
Chapter 18: Building Organizations to Change Communities: Educational Entrepreneurs in Poor Urban Areas. Christine Beckman and Brooking Gatewood investigate charter schools founded to create access to quality education for children in high poverty, urban communities. They examine five different resources used by charter schools in Oakland, California to assess their contribution to school legitimacy (measured as survival) and to school accountability (measured as student academic performance). Their findings show that high student performance is an important predictor of charter school survival; that is, achieving accountability becomes a predictor of legitimacy. High performance itself is best predicted by school formalization. However, they also find that partnerships are beneficial elements of charter success and survival, especially in the absence of other predictors such as high test scores, financial resources, and formalization. Their findings imply the existence of multiple viable pathways for social change within an impoverished community context, and highlight the importance of partnerships for success and survival for organizations lacking other core resources.

Chapter 19: Navigating Change in the Company of (Dissimilar) Others: Co-Developing Relational Capabilities with Microcredit Clients. Lisa Jones Christensen’s chapter introduces us to a vivid case study of how one business school partnered with a microcredit provider through a student field project designed to address poverty alleviation in Nairobi, Kenya. The case focuses on the processes by which the business school students partnered with the microcredit provider and students from African Nazarene University to create an entrepreneurial training program for microcredit clients. The case illuminates how deliberate efforts to embed themselves in the context through co-location, reflective thinking, enacting care in knowledge creation, and cultivating humility in the engagement were essential for the bi-directional learning necessary for creating effective change at multiple levels, and over the short and long term. The Christensen chapter reminds us of the importance of sequencing events in a learning process to enable relational capability building and co-creating of solutions. Further, the analysis provides a detailed account of how processes of social embedding are actually accomplished in ways that are deeply human and personal and that serve to foster knowledge creation and programs that can meaningfully contribute to poverty alleviation.

Chapter 20: The Stranger as Friend: Loan Officers and Positive Deviance in Microfinance. In this chapter, Rodrigo Canales draws on his rich, multiyear
study of microfinance institutions in Mexico to explain structural conditions that lead some loan officers (LL—letter of the law) to strictly adhere to a set of defined rules for lending decisions and others (SL—spirit of the law) to bend or choose not to enforce these rules. While all loan officers seek to perform well in the context of uncertainty in microfinance, it is their understanding of what comprises performing well that differentiates their approach. This difference emerges most vividly in the types of client relationships they create. Whereas LL loan officers seek to perform well by maintaining professional distance from clients, SL loan officers consider personal relationships an important means of performing well because they get to know rich “soft” information significant to clients’ situations. This chapter enriches understanding of social change by explicating the significance of positive relationships in enabling SL loan officers to bend rules in a way that generates new resources and repertoires for both the clients and their own organizations.

Chapter 21: Revealing Themes: Applying a Positive Lens to the Chapters on Poverty and Low-Wage Work. Part V, Poverty and Low-Wage Work, concludes with a commentary by Jone L. Pearce. Pearce first points out that, although academics in other disciplines such as sociology have long attended to issues of poverty, organizational scholars have been slow to follow suit, resulting in a poor understanding of organizations that address poverty. Pearce then explores two key questions that could benefit from attention by those who study organizations: How can we know if poverty-related change has been successful? How can organizations balance formality (accountability) and flexibility to meet clients’ complex demands? Finally, Pearce suggests that organizational scholars could make unique contributions to poverty policy while also adding new insights to existing theories of change.

THE INVITATION

We invite you to engage these chapters with eyes and hearts wide open to imagining how your theories and practices regarding social change could be enriched and enlivened. We hope your theorizing and methodological repertoires, including concepts, constructs, questions, insights, and methods, are broadened through engagement with the diversity of contexts, of
social issues, and of theoretical frameworks applied in these chapters. At the same time, we hope the promise of applying a positive lens to ideas about social change is crystal clear. Let the inquiry into this important domain of scholarship begin!

REFERENCES


