

SUMMER 2019

THE MONDRAGÓN EXPERIENCE

**A CASE STUDY:
PARTICIPATORY
LEADERSHIP AND
WORKPLACE DEMOCRACY**



EXPERIENCE THE BIRTHPLACE OF THE WORKPLACE MODEL.

**BALANCING PERSONAL AND ORGANIZATIONAL, CORPORATE AND COMMUNITY NEEDS
60,000 WORKER-OWNERS, USD\$12.5 MILLION IN SALES IN SPAIN AND 4 OTHER CONTINENTS**

After 25 years as vice president and president at the multinational Sonoco Products Company, David Herrera left his career in international business to pursue a doctorate in education and to work on behalf of social justice and workers' rights. Herrera has taught "Models of Participatory Leadership," and he has led the study program to Mondragón, Spain, to allow students to observe the company's cooperative style of management and economic justice. Herrera has made numerous presentations and published on the

topics of social justice and workers' rights, and he recently was invited to the Vatican to present a paper on Mondragón and Catholic social teachings. His goal is to contribute to the betterment of the practice of management, especially as it applies to organizations in multicultural environments, and to participate in the creation and maintenance of a more ethical environment in these organizations.

Herrera is excited to bring another group of students to the birthplace of this ingenious model.



THE BASQUE REGION



Site Visits, Social and Cultural Activities

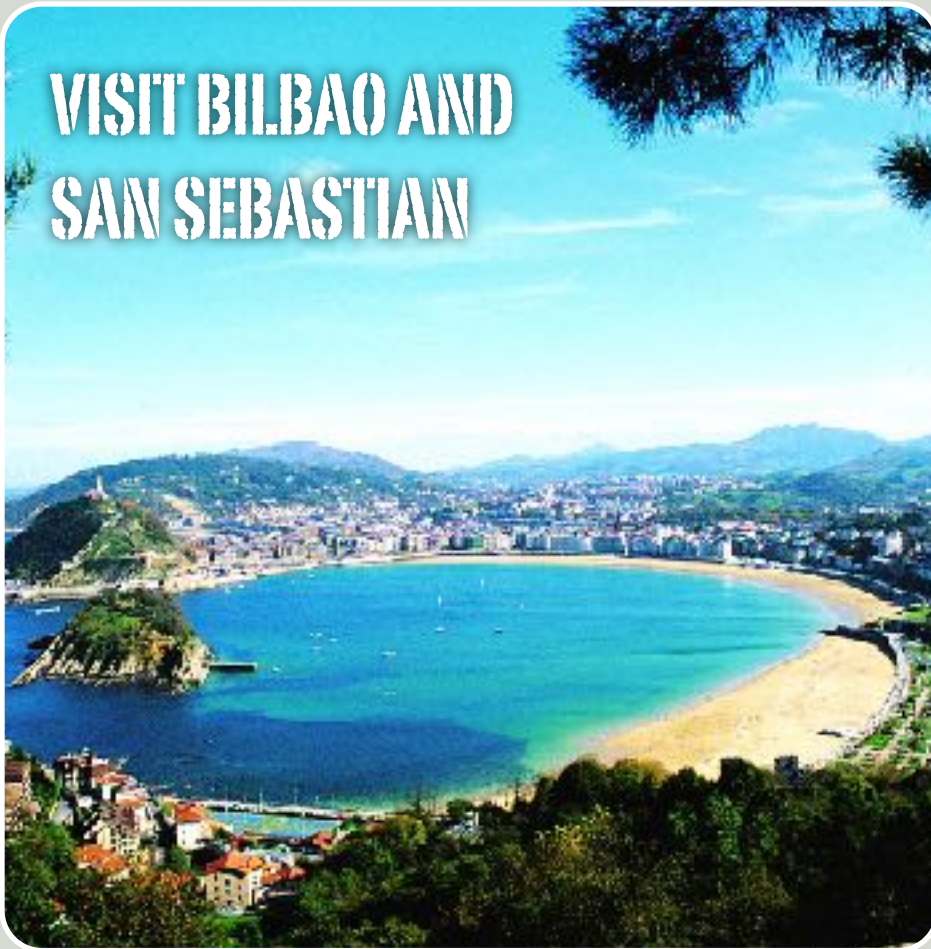
Students will visit a variety of sites including an 'Incubation' center for entrepreneurial projects, a technological research center, an MCC manufacturing facility, the monastery in the mountains at Aránzazu, and the medieval town of Oñati .

In his own words, Herrera states, “ This intensive summer course is an opportunity for participants to be exposed first-hand to a unique organizational model of participatory leadership, management, ownership and decision making by attending lectures and visiting sites at the Mondragón Corporación Cooperativa (MCC). Students will become acquainted with MCC’s unique leadership, management, educational, training, financial and

human resources systems. Participants will also learn the core values that support MCC, which are based on a balance between organizational and personal needs, solidarity with each other and the community, and economic and social justice. Finally, participants will become acquainted with the institutionalized policies, processes and practices that support MCC’s economic and social success.”



VISIT BILBAO AND SAN SEBASTIAN



Cost

Pre-program excursion is optional and not included in the price of the course. For additional information regarding the cost of the program, please visit our website at http://www.sandiego.edu/soles/global-center/detail.php?program_id=1604



Students are welcome to participate in a pre-program excursion with Dr. Herrera

Dr. Herrera believes that the cultural and social aspect of the program is just as important as the academic portion, which is why the program has been designed as a multidisciplinary and multipurpose experience. In Mondragón students will have the opportunity to get to know the members in their group as well as the members of the community, highly increasing their understanding

of the models. The pre-program excursion will not only give students the opportunity to experience the Guggenheim Museum and San Sebastian, it will also provide more exposure to the culture and customs with the expertise of Dr. Herrera in your presence.

Two of Spain's gems in the Basque Region

WEEKEND PRE-PROGRAM EXCURSION	FRIDAY JUNE 28	SATURDAY JUNE 29	SUNDAY JUNE 30	MONDAY JULY 1
	Arrive in Bilbao, Spain	Visit the famous Guggenheim Museum in Bilbao, travel to Mondragón in the afternoon	Day trip to the beautiful beach town of San Sebastian Return to Mondragon via public bus around 6pm.	Begin the course in Mondragón