

## Journey to RebalancingSociety.org

As a professor of management at McGill University in Montreal, I visited Prague shortly after the collapse of the communist regimes in Eastern Europe. Western pundits had a ready explanation for this: Capitalism had triumphed. Being here, it looked more like balance had triumphed, over imbalance. The communist regimes had been severely out of balance, with so much power concentrated on the side of their public sector governments, whereas the successful democracies of the West had maintained a relative balance of power across the three sectors of society: public, private, and what I later called plural (based in community). It was this misunderstanding that, in my view, subsequently drove many of the Western democracies out of balance, on the side of their private sector businesses.

I published this conclusion in a [1992 article](#), and began to collect all kinds of ideas and materials to develop it. Eventually they filled two boxes. I opened them, as well as many books that I had found, and published [Rebalancing Society...radical renewal beyond left, right, and center](#) in 2015.

Irene is a Canadian manager who has worked in the private and plural sectors. After reading an early draft of the book, her response was the first of many similar ones to come: “I’d like to do something. I just don’t know where to start.” More broadly: What can each of us do, and groups of us together do, in our communities, associations, businesses, and governments, to restore balance?

The answers turn out to be numerous—witness all the [activities](#) of concerned people the world over, from marching in protests to growing their social economies. Lacking, however, has been a focus to consolidate these efforts into a widespread social movement for global reformation. I believe that rebalancing society could be that focus.

Toward this end, in February of 2019, nine of us (Jeremiah Lee, Simon Hudson, Bob Woolard, Hanieh Mohammadi, Lars Lundbye, Peter Cook, Alex Megelas, and Nancy Neamtan—from Canada, the United States, Denmark, and Iran) gathered at a retreat near Montreal, where we elaborated a [map](#) to visualize balance across the three sectors and a [table](#) to organize the numerous opportunities for action. We also decided to create a declaration of interdependence. On the drive back to Montreal, Jeremiah and I went through each clause of the American Declaration of Independence, to sketch out our declaration. Many drafts later, the nine of us posted The [Declaration or Our Interdependence](#)...for 2020 vision.

In 2017, I had posted a blog under the title [Going Public with my Puzzle](#), that described this quest for balance as a puzzle for which there is no box to see what picture to make or to provide the pieces to assemble. The pieces of this puzzle have to be found, or formulated, and then attached to each other somehow, to fashion an image of dynamic balance. That is what RebalancingSociety.org seeks to do.

Henry Mintzberg (April 2021)