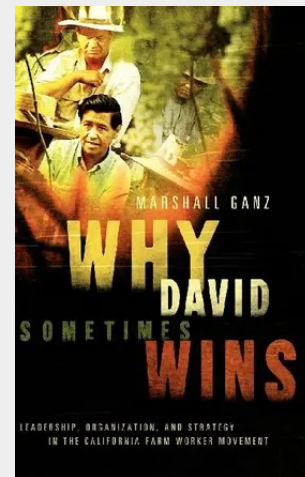


Why David Sometimes Wins

Leadership, Organization, and Strategy in the California Farm Worker Movement

On April 10, 1966, a crowd of 10,000 farm workers and supporters gathered at the California state capitol to celebrate victory in one of the most significant strikes in American history--one that made Cesar Chavez famous as leader of the National Farm Workers Association, which later became the United Farm Workers (UFW). In *Why David Sometimes Wins*, Marshall Ganz tells the story of the UFW's ground-breaking victory, drawing out larger lessons from this dramatic tale. A longtime leader in the movement and current lecturer in public policy at Harvard, he offers unique insight. Since the 1900s, large-scale agricultural enterprises had relied on migrant labor--a cheap, unorganized, and powerless workforce. In 1965, after successive waves of attempts at organizing this large and growing population, the AFL-CIO, the Teamsters, and the three-year-old NFWA all found themselves on the ground, recruiting members. That year, some 800 Filipino grape workers began a strike, under the aegis of the AFL-CIO. The UFW soon joined the action with some 2,000 Mexican workers. The UFW's leaders turned the strike into a kind of civil rights struggle; they engaged in civil disobedience, mobilized support from churches and students, boycotted growers, and transformed itself into La Causa, a farm workers' movement that eventually triumphed over the grape industry's Goliath. Why did they succeed? How can the powerless challenge the powerful successfully? Ganz points to three elements: the greater motivation of its leaders, their ties to the community and access to grass-roots knowledge, and their open and deliberative decision-making process. In total, the ability to devise good strategy and turn short-term advantages into long-term gains. As both an insider and scholar, Ganz provides insight unavailable anywhere else. Authoritative in scholarship and magisterial in scope, this book constitutes a seminal contribution to the movement's struggles and ultimate success.

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