

Contents

Foreword by Dr. Gordon Smith.....	vii
Acknowledgments.....	xi
Introduction Confronting the Horsemen.....	xv
1 Genesis of the L-20 Project.....	1
2 Underlying Assumptions.....	7
Gaps in the Institutional Architecture.....	7
What Do Leaders Do Anyway?.....	11
3 Taking Aim – Focusing the Project.....	15
Early Meetings	15
Project Launch.....	16
The First Round of Workshops	19
4 Adjusting the Trajectory	23
Gathering International Support	23
The Second Round	24
5 Engaging the United States – The Central Puzzle of Global Governance..	33
6 Global Fairness and the Search for Legitimacy.....	39
Globalization and Fairness	39
Concepts of Legitimacy.....	41
The Role of Civil Society	43
New Approaches to Old Problems	45
7 Lessons Large and Small	51
Role of Leaders.....	51
L-20 Composition.....	52
Possible Agenda Items	54
Skepticism and Doubt.....	56
The New World of Networks	57

8 Making the L-20 a Reality	61
Option 1 – Managing a Crisis.....	62
Option 2 – Building a Package	66
9 L-20 Nuts and Bolts.....	69
Composition – One More Time.....	69
Linkages to Existing Institutions	70
Launch Options and Operating Procedures	71
Outside Consultation	72
Network of Think Tanks	73
10 Next Steps.....	75
L-20 in a Changing World.....	75
The Next Stage – Breaking Global Deadlocks	77
Final Thoughts.....	81
11 Back to the Horsemen	85
Afterword Globalization and Summit Reform: A Leader’s View by <i>The Right Honourable Paul Martin</i>	87
Appendix A Project Meetings	91
Appendix B L-20 Composition Options	93
Appendix C Project Funders and Meeting Hosts	95
Funders	95
Hosts/Partners.....	95
Appendix D Post-Workshop Interviews.....	97
Interview Questions.....	98
Glossary.....	99
References	103
Index.....	105