

Acknowledgments

Collaboration was central to the making of this book. The seeds for this project were planted at MIT more than a decade ago, when conversations about globalization, innovation, and the climate crisis loomed large at the institute. Edward Steinfeld, Suzanne Berger, and Richard Lester encouraged me to connect the dots between the three. They shared the vision that a PhD program should be an apprenticeship, so the first set of collaborations focused on learning the skills of the trade. Richard introduced me to conducting research as part of large, interdisciplinary research teams that included both social scientists and engineers. The ability to communicate across disciplinary lines has been central to much of this project. I learned to conduct interviews from Suzanne, who joined me in the field on several trips to visit renewable energy firms. While driving thousands of miles across Germany, most recently in the fall of 2019, long conversations helped distinguish the trunk from the branches of this study. I am especially indebted to Ed, who believed in this project from the very beginning and has supported me through the end. Understanding China's approach to manufacturing was a joint endeavor, carried out roughly equally through site visits to industrial parks in China and long conversations over coffee in Lexington.

At Brown, I met an interdisciplinary gang of postdocs who all worked on making their projects accessible to a broader audience. Julia Chuang, Janice Gallagher, Michelle Jurkovich, Deepak Lamba-Nieves, Atul Pokharel, and Elena Shih became collaborators in solving the challenges of academic life. Our friendships and two Providence winters was what it took to find my voice in this project. I am grateful to Rick Locke for bringing us together and to Ed for keeping us there.

In 2016, I found a new base from which to continue this research at the Johns Hopkins School of Advanced International Studies, an institution whose geographical reach mirrors the scope of this book. The small faculty apartments above the library in the Hopkins Nanjing Center became a home away from home over the years, as I continued to visit renewable energy firms in China. At SAIS, I gained a deep bench of collaborators who, like me, aspire to use social science research to tackle global problems and from whom I continue to learn. I am lucky to have such great colleagues and grateful to Johannes Urpelainen for championing the importance of firm-level work in solving the challenge of climate change.

This book, too, relied on global networks. Rick Doner, Peter Evans, Gary Herrigel, Margaret Pearson, Meg Rithmire, and Edward Steinfeld went out of their way to read the manuscript and spend a day with me at Brown to workshop the project. I am grateful for their advice and encouragement. Friends and colleagues around the world read chapter drafts and provided feedback at conferences that helped shape the manuscript into its final form: Bentley Allan, Ling Chen, Nathan Cisneros, Kristin Fabbe, Carla Freeman, John Helveston, David Hart, Jesse Jenkins, Joanna Lewis, Kathy Hochstetler, Llewelyn Hughes, Kyle Jaros, Valerie Karpplus, Andrew Kennedy, Genia Kostka, Boy Lüthje, Jonas Meckling, Greg Nemet, Hiram Samel, Debbi Seligsohn, Kyoung Shin, Leah Stokes, and Eric Thun helped make sense of the story in China and connect it to the rest of the world. Yan Fan, Regina Rossman, and Sam Smith were the research assistants of my dreams and graduated way too quickly. Stephen Sears and Stacy VanDeveer told me to keep going when I needed to hear it.

My field research relied on the generosity of many who shared their networks, spare bedrooms, and insights on renewable energy industries. In China, Victor Bekink, Wang Lei, and Li Shuai opened doors I didn't know existed. Without Li Shuai's ability to charm executive assistants, many interviews would not have happened. I am especially grateful to all those who made time to be interviewed for this project and who allowed me to tell this story.

No collaboration was more joyful and enduring than the one with Meg Rithmire, who was there from the beginning and who showed me that it could be done. I relied on Meg for too many things to list here, including finding the title for this book. For a social creature, the process of writing the manuscript would have been impossible without this friendship that kept me company on every page.

Writing this book and doing the research leading up to it has impacted no one more than Jason, who truly lived with this project for the last ten years. His patience, love, and support through the ups and downs of the process, including many months of fieldwork, have meant the world to me.