

Cooperative Strategic Leadership

Ends to Ends Strategic Process

With Art Sherwood
and Michael Healy




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Chapter 1: Overview

-  Purpose of the series
-  Why important?
-  Built upon Foundations

Purpose of the Series

Democratic organization

- The values and voice of owners matters
- The Board is the link to the values and voices

Purpose of the Series

Ends Focus

- The start of the strategic Process!
- Well, it should and could be...

Purpose of the Series

Two ways to approach

- Ends as part of a “tacked on” checklist to an already existing planning process. Get it done and out of the way OR
- The umbrella directional statement for which the organization not only is held accountable, but strives to accomplish. The primary driving force for strategic and daily decision making!

Purpose of the Series

 **Democratic organization**

 **Ends Focus**

 **Two ways to approach**

 Having said all this, we are focused here on framing first then diving into the practical

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This is not all totally new...A good deal of foundational material!

Examples include:

Fairbairn's work on Strategic concepts and alignment

Work by many of our CDS CC colleagues

- Process models
- Cooperative Strategic Leadership
- Articles, field guides and ORWs

NCGA thinking

Conventional Strategic Management

The Carver Policy Governance literature

Much more!

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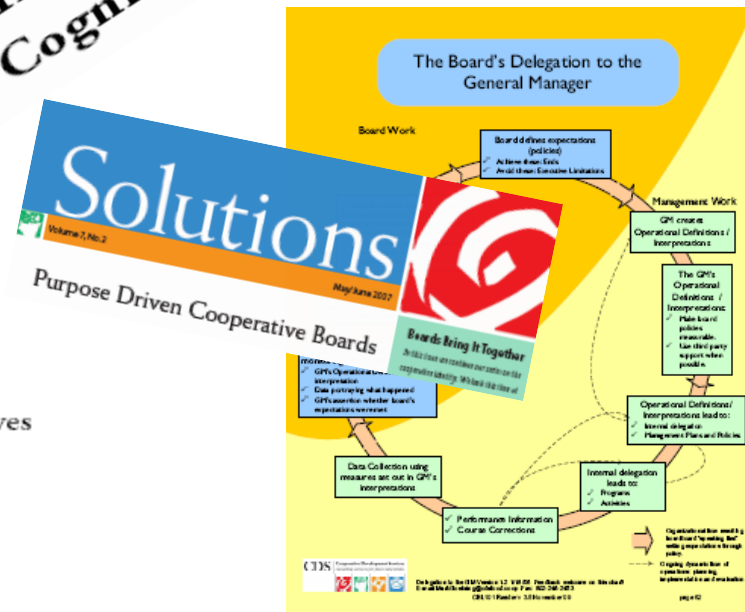
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Centre for the Study of Co-operatives
University of Saskatchewan



Leadership Education and Development Newsletter
LEADER
Measuring Ends, Telling Our Story
Ends themes illustrate how we are making a difference
BY MICHAEL HEALY
Three Strategic Co-ops
for the Guidance
of Co-operatives
Linkage, Transparency
and Cognition



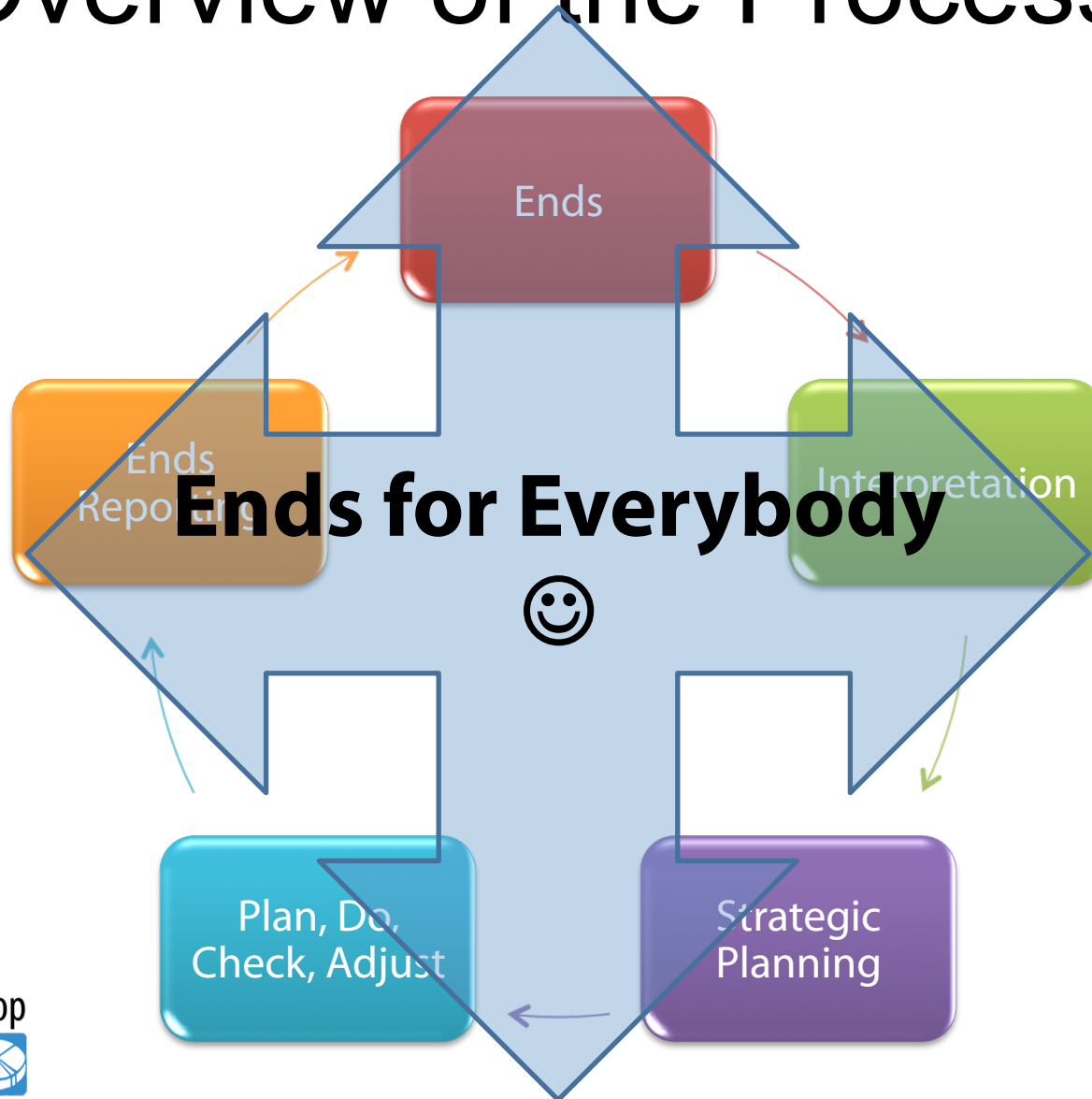
This builds on the past...

- ❶ CSL is a way of encouraging strategic leadership built on sound fiduciary work
- ❷ Ends to Ends is a process where
 - the GM takes the Ends decisions and
 - turns them into plans,
 - then actions and
 - all along, tells the story of the Ends.
- ❸ All of the components are part of Strategy!

Overview of the Process



Overview of the Process



Overview of Chapters

 Chapter 1: Overview-Art

 Chapter 2: Ends to Interpretations-Michael

 Chapter 3: Interpretation to Strategic Plans-Art

 Chapter 4: Strategic Planning to Action-Art

 Chapter 5: Ends Reporting-Michael

 Chapter 6: Communicating-Michael

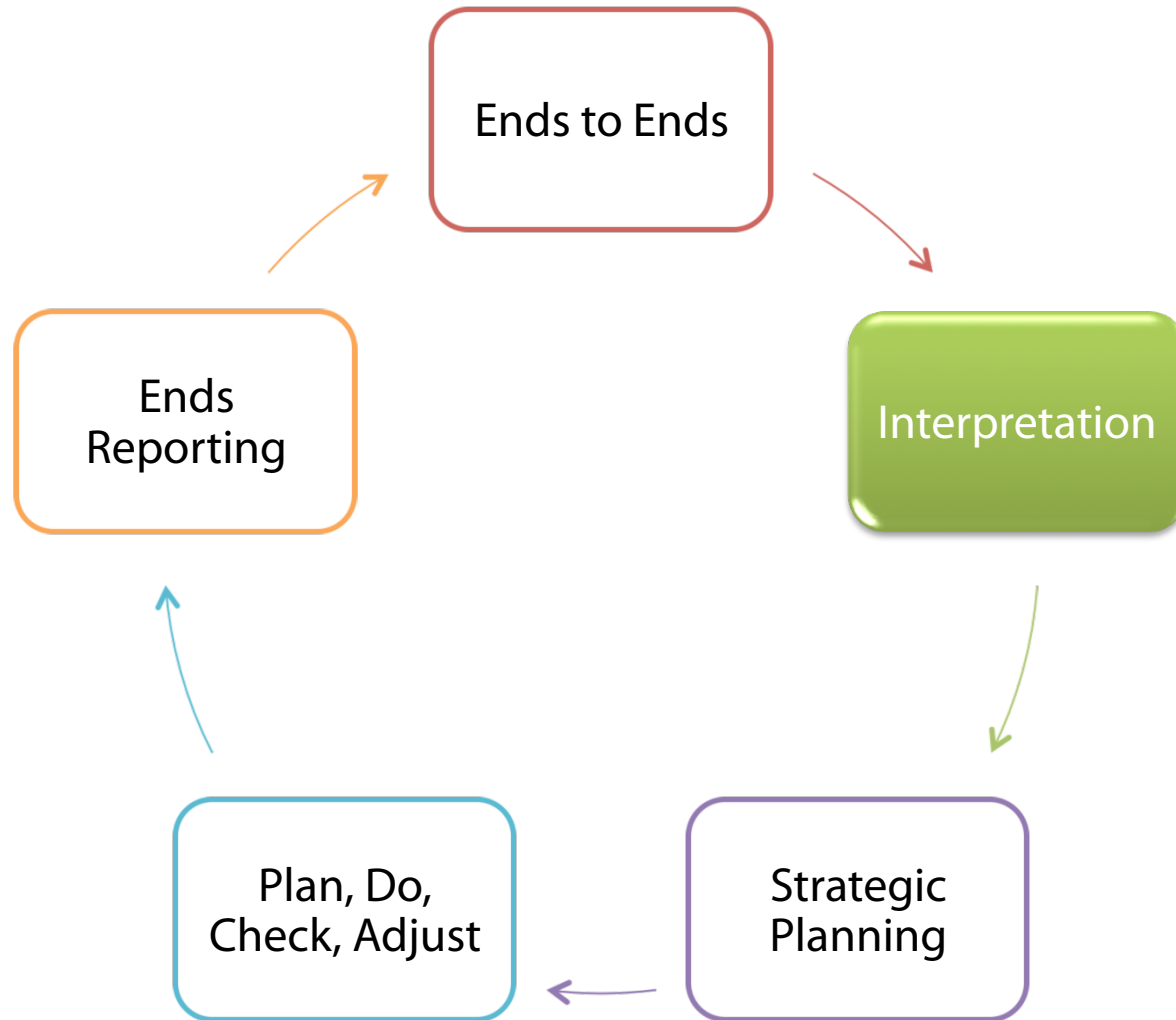
And all along, Ends for Everybody!

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Chapter 2: Interpreting Ends Policy



Chapter Overview

-  “Translating” the policy
-  Writing Interpretations
-  Crafting Operational Definitions
-  Bringing policy to life

Translating Ends Policy



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Translating Ends Policy

- ❑ Ends are often written as far-reaching goals, from an owners' perspective.

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- ❏ The GM needs to translate these goals into “real world” ideas that make sense for the employees responsible for accomplishing the goals.


Translating Ends Policy

- ❶ Ends are often written as far-reaching goals, from an owners' perspective.
- ❷ The GM needs to translate these goals into “real world” ideas that make sense for the employees responsible for accomplishing the goals.
- ❸ Include other managers and staff in the translation process.
 - Think and talk together about what the policy means, how you might accomplish the stated results.
 - This helps the GM decide how to interpret and report on the policy, and helps the staff understand that their work is guided by the owners' values.

Writing Interpretations

 WAIT!

 After the conversation with other managers and staff, agree on the operational definitions you plan to use.

 Write down these operational definitions before writing the interpretations.

 We'll come back to this topic...

Operational Definitions

- ❑ The metrics you will use to gauge progress or accomplishment
 - Not just the thing you will measure, but also the specific achievement goal: i.e., an increase/decrease of current benchmark.



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- ❷ Often, Ends-related metrics are *indicators* – something that may indicate progress toward the goal without actually proving the goal is accomplished.
 - See “Measuring Ends, Telling Our Story” in Cooperative Grocer

Operational Definitions

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- ❷ Often, Ends-related metrics are *indicators* – something that may indicate progress toward the goal without actually proving the goal is accomplished.
 - See “Measuring Ends, Telling Our Story” in Cooperative Grocer
- ❸ Pick a few high-level indicators for each End
 - Does it indicate progress toward (or achievement of) a *result*?
 - Does it fit with your understanding of the policy?
 - Can you actually measure it?
 - Is it relatively easy to get the information?

Writing Interpretations redux

- Write the interpretation in a way that illuminates the connection between policy and operational definitions.

Writing Interpretations redux

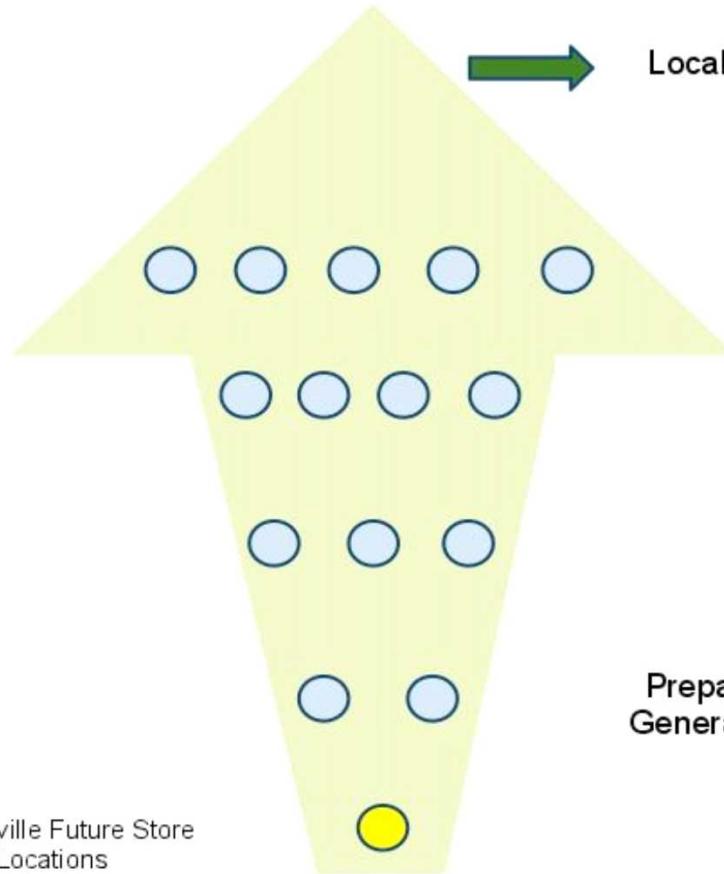
- ❶ Write the interpretation in a way that illuminates the connection between policy and operational definitions.
- ❷ A “dictionary definition” of the policy’s words is not as useful as:
 - *This is how I think about this policy...*
 - *The metrics (operational definitions) we’re using make sense because...*

Writing Interpretations redux


- ❶ Write the interpretation in a way that illuminates the connection between policy and operational definitions.
- ❷ A “dictionary definition” of the policy’s words is not as useful as:
 - *This is how I think about this policy...*
 - *The metrics (operational definitions) we’re using make sense because...*
- ❸ Use language that is easy to talk about
 - This language can then permeate your conversations with staff, directors, customers, owners and community.

Wheatsville Food Co-op's BIG Direction FYE 5/31/11 Progress on Ends Report!

MORE:
Co-op Economy
Local/ Organic/ Sustainable Food
Happy People



Prepared by Dan Gillotte,
General Manager and staff.

-  Wheatsville Future Store Locations
-  3101 Guadalupe Location 2011

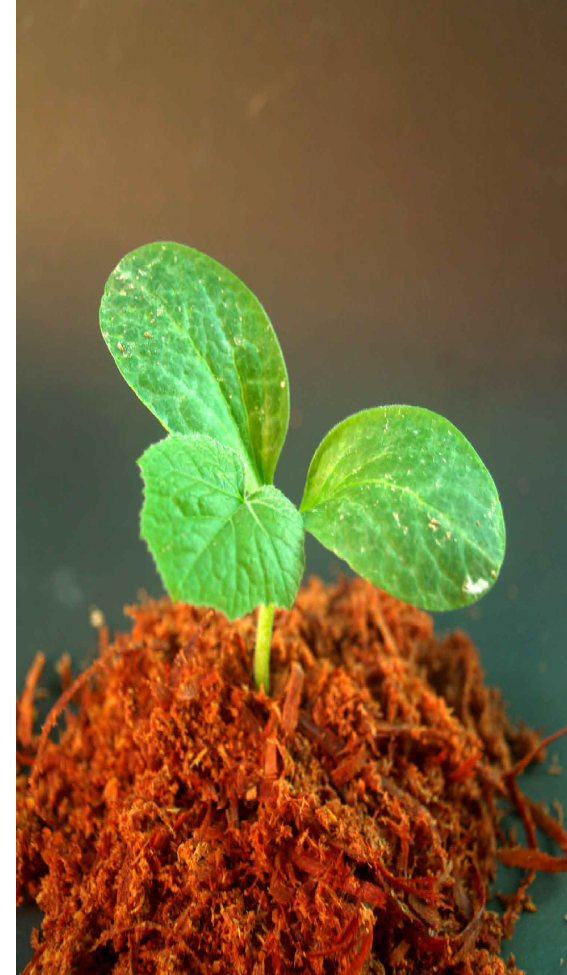
Keeping it alive

- ☞ Take the time to build alignment, both “upstream” and “downstream.”
 - Directors (who may or may not have been part of writing the policy)
 - Owners
 - Managers & staff: particular day-to-day decisions are driven by the policy



Keeping it alive

- ❏ Take the time to build alignment, both “upstream” and “downstream.”
 - Directors (who may not have been part of writing the policy)
 - Owners
 - Managers & staff: particular day-to-day decisions are driven by the policy
- ❏ Talk about the *meaning* of the Ends, not about the policy
 - What the values are
 - Why these values matter
 - How the values manifest in a real way -- What difference the co-op has made/is making



Keeping it alive

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 - How the values manifest in a real way -- What difference the co-op has made/is making
- ❏ Measure and manage for what’s important
 - See Chapter 3 for more about basing strategic/operational plans on interpretations and operational definitions



Ends for everybody

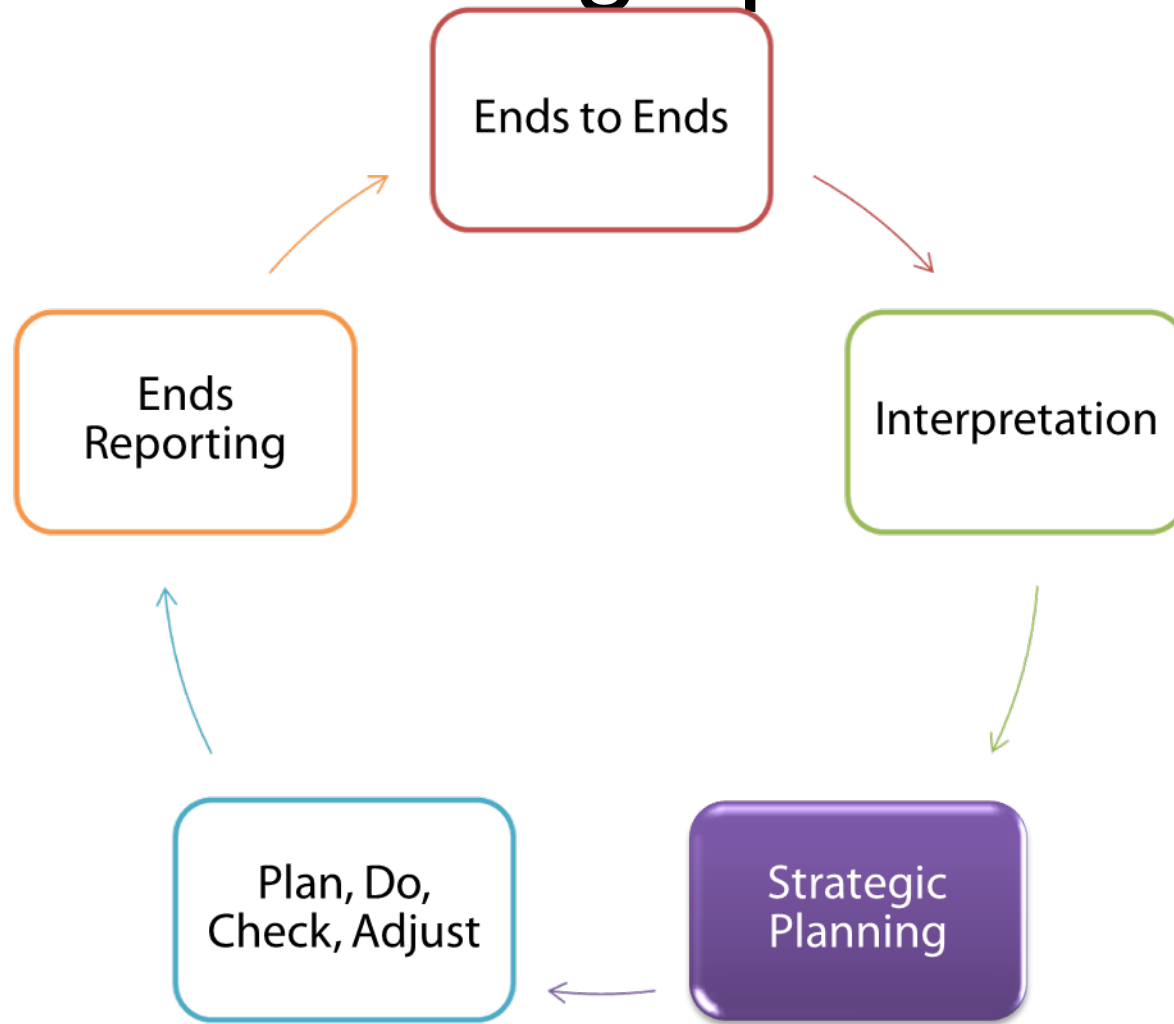
Build a vision narrative

- A picture of your community and co-op at some future date

Communicate that vision

- To everybody in the organization: board, staff, members, customers
- In many ways: articles, reports, meetings, conversation
- In simple, clear language

Coming up...



Chapter 3: Interpretations to Strategic Plan

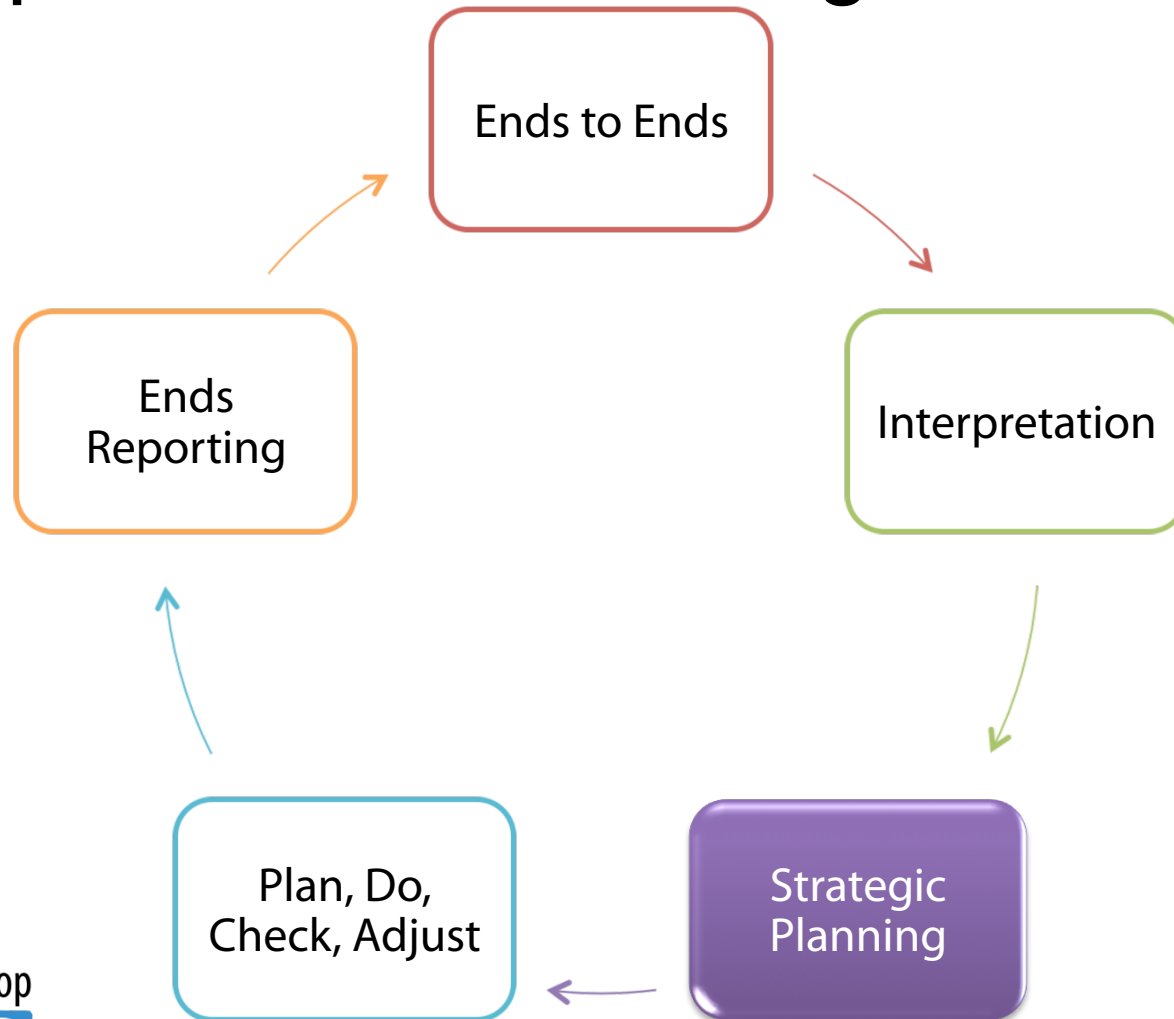
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Chapter 3: Interpretations to Strategic Planning



Chapter 3 Overview

- ❶ Linking interpretations to the multi-year strategic plan
 - What is the practical challenge?
- ❷ Bottom line of Ends becomes top line of strategic plan
- ❸ Strategic logic and Ends for Everybody

Practical Challenge

- ❶ How do I link the Ends to my Strategic Planning?
- ❷ Ends to Interpretations to Strategic Planning
- ❸ 'Bottom Line' of the Ends Interpretations, becomes part of the 'Top Line' of the Strategic Plan

Linking Ends Interpretation to Strategic Objectives

What do you have in the interpretation?

- What you are trying to achieve
- Operational definitions → measures of success



What is a Strategic Objective?

- What you are trying to achieve in your business
- At a certain point in the future
- Tied to a specific amount of success that is measurable

Example (Midwest Co-op)

End: Employees of the co-op have a positive work experience

Interpretation: Employees of the Co-op are an integral part of the community and their experience of the Co-op should be positive as well

Operational Definitions: Our indicators of success will be scores on the employee satisfaction survey and employee turnover rate.



By 2014, we will develop an Amazing Staff

- The co-op implements Open Book Management and a quarterly and annual bonus program.
- The Co-op ranks in the top quartile compared to other co-ops on the majority of measures on the employee satisfaction survey.
- The co-op will keep and maintain a less than 30% turnover rate.

Example (West Coast Co-op)

End: The people of the metro area will have a thriving, sustainable cooperative business

“Thriving” means:

- ☞ **Consistently generating profits to further the achievement of the Ends**
- ☞ Sustained, planned growth
- ☞ Profits reinvested into improvements and growth of the business

“Sustainable” means:

- ☞ Investing in long-term financial stability through growth of the cooperative
- ☞ Reinvesting profits for the long-term benefit of the co-op and our stakeholders
- ☞ Reaching out to potential owners, customers, organizations, and neighborhoods for growth opportunities

“Cooperative Business” means:

- ☞ The co-op is strengthened by owner support
- ☞ Owners value the cooperative
- ☞ Modest returns to owners through patronage
- ☞ Expanding the ownership of (investment in) the cooperative (equity, retained patronage, loans, preferred shares)

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Additional Interpretation

The co-op consistently generates a profit in order to further the achievement of the Ends:

🌀 Profits are what make it possible to support local producers and the regional food system, expand our services to customers and owners, invest in improvements to current operations and facilities, support our neighborhoods and community partners, and reach out to new/potential owners and customers. Profits are reinvested into the cooperative and there are modest returns to owners through patronage, profits may be traded for the long-term benefit of the co-op and our stakeholders.

The co-op is strengthened by owner support:

🌀 Ownership reflects the valuing of and loyalty to the co-op. Increasing the number of owners, purchase of shares, owner loans, and sales to owners provides the money for improvements and growth.

The co-op invests in long-term sustainability through growth of the cooperative:

🌀 The cooperative identifies and reaches out to new/potential owners, customers, organizations, and neighborhoods to find opportunities for sustained growth with the goal of expanding ownership and the impact of the cooperative in the Portland Metro area.

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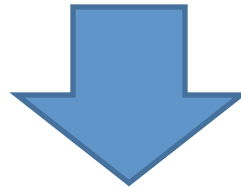
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Linking Interpretation to Strategic Plan

End: The people of the metro area will have a thriving, sustainable cooperative business

Interpretation: The co-op consistently generates a profit in order to further the achievement of the Ends

Operational Definition: Net Income, Sales Growth, Marketing Expense, Direct Store Expenses

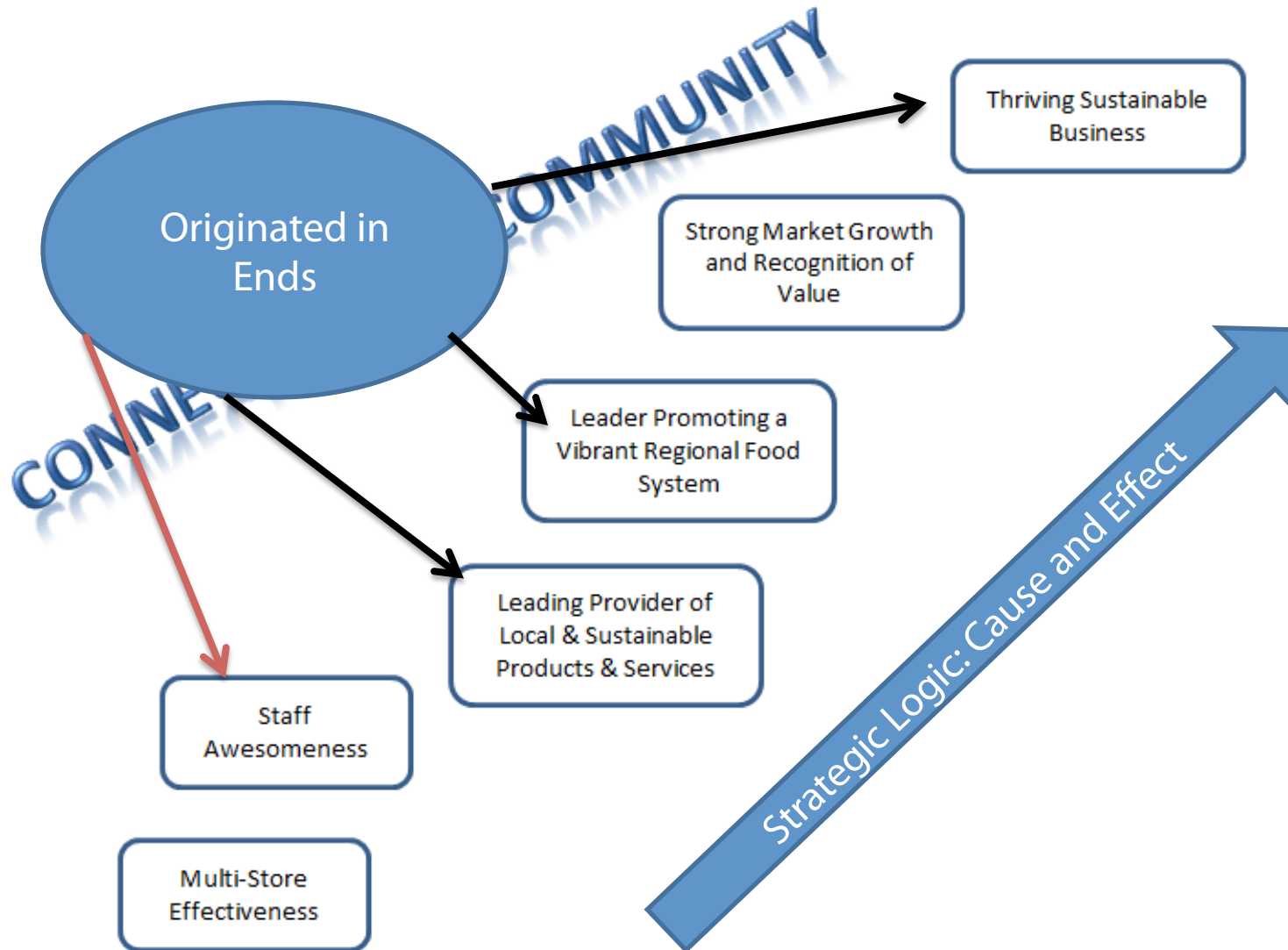


Strategic Objective: Between now and 2015, we will have Consistent Profitability

- Net income of 1 % to 3% of sales each year
- Increased, consistent margin to reach 39% end of year 3
- Sales growth of 25% over 3 years
- Marketing expense increases 1-3% of sales by year 3
- Direct store expenses in the range of 28.75% - 29.75% of sales



Ends for Everybody: Getting Ends connected to the “strategic logic” of the Strategic Plan and getting all on the same sheet...
one sheet!



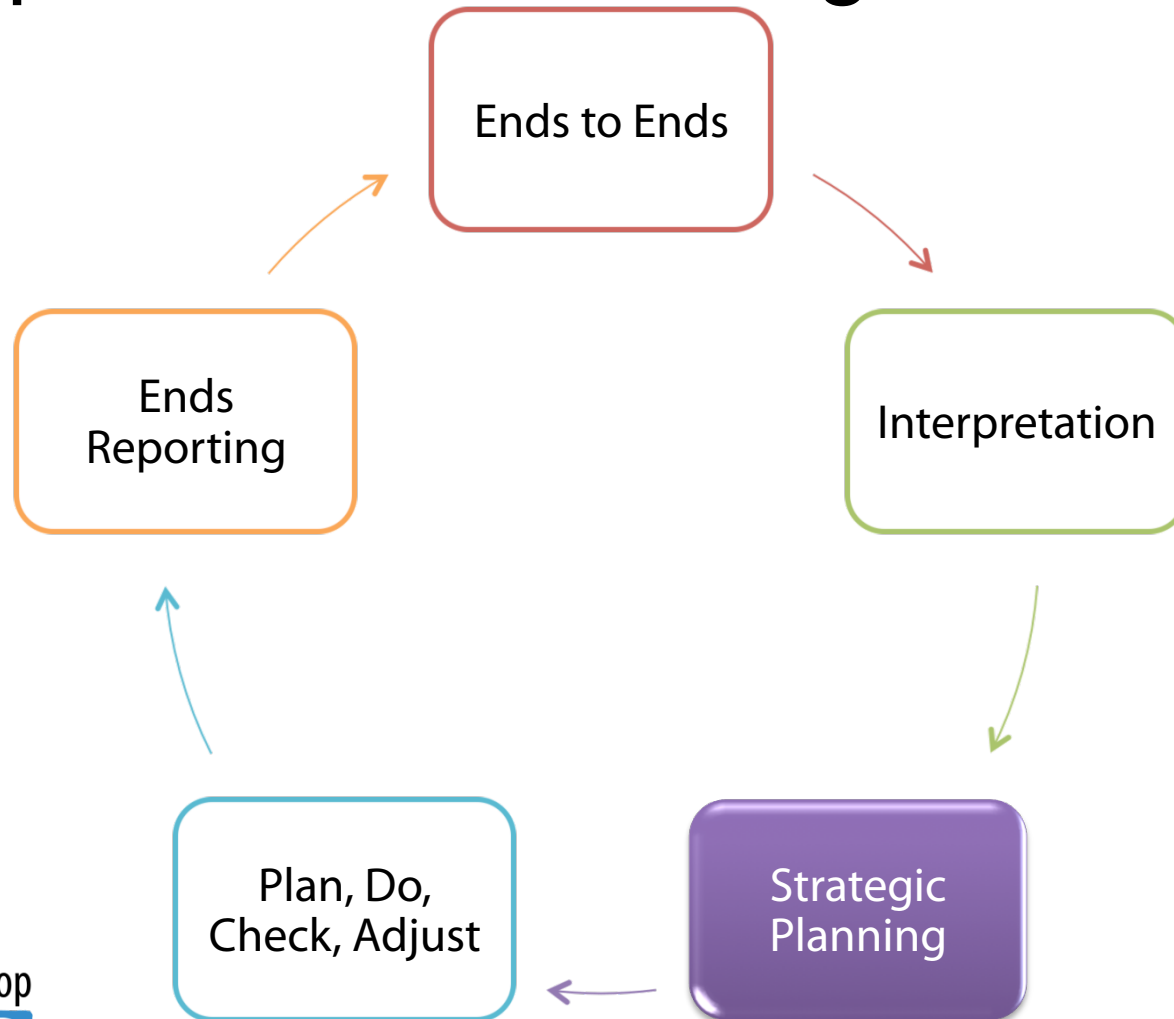
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CONNECTION TO COMMUNITY



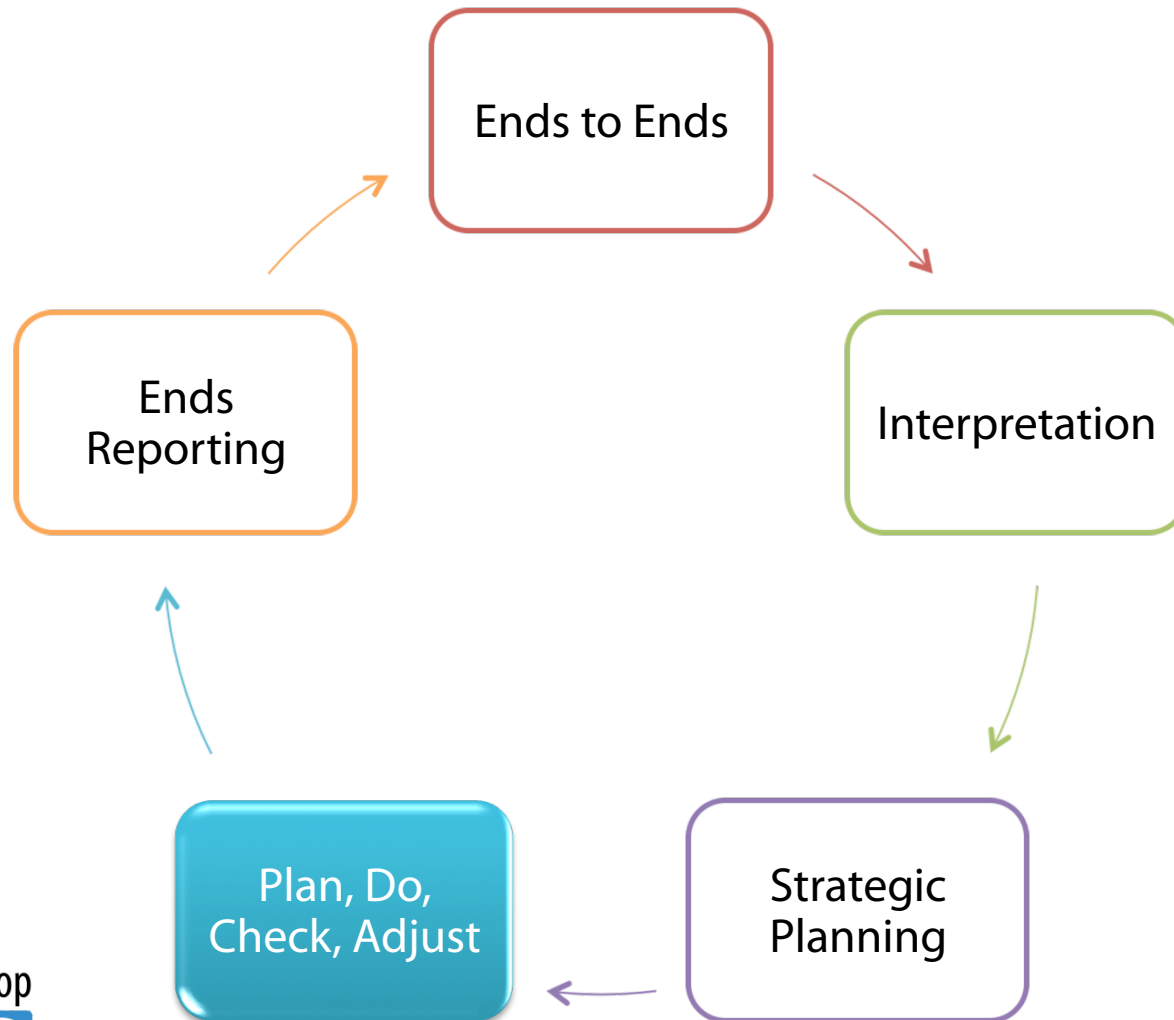
Big Purpose!
At least be sure everyone knows this! And it originated from the interpretation of the Ends

Chapter 3: Interpretations to Strategic Planning



Chapter 4:

Planning to Action, Measurement, Analysis, Do it again!



Chapter 4: Strategic Planning To Action- Plan, Do, Check, Adjust

With Art Sherwood
and Michael Healy

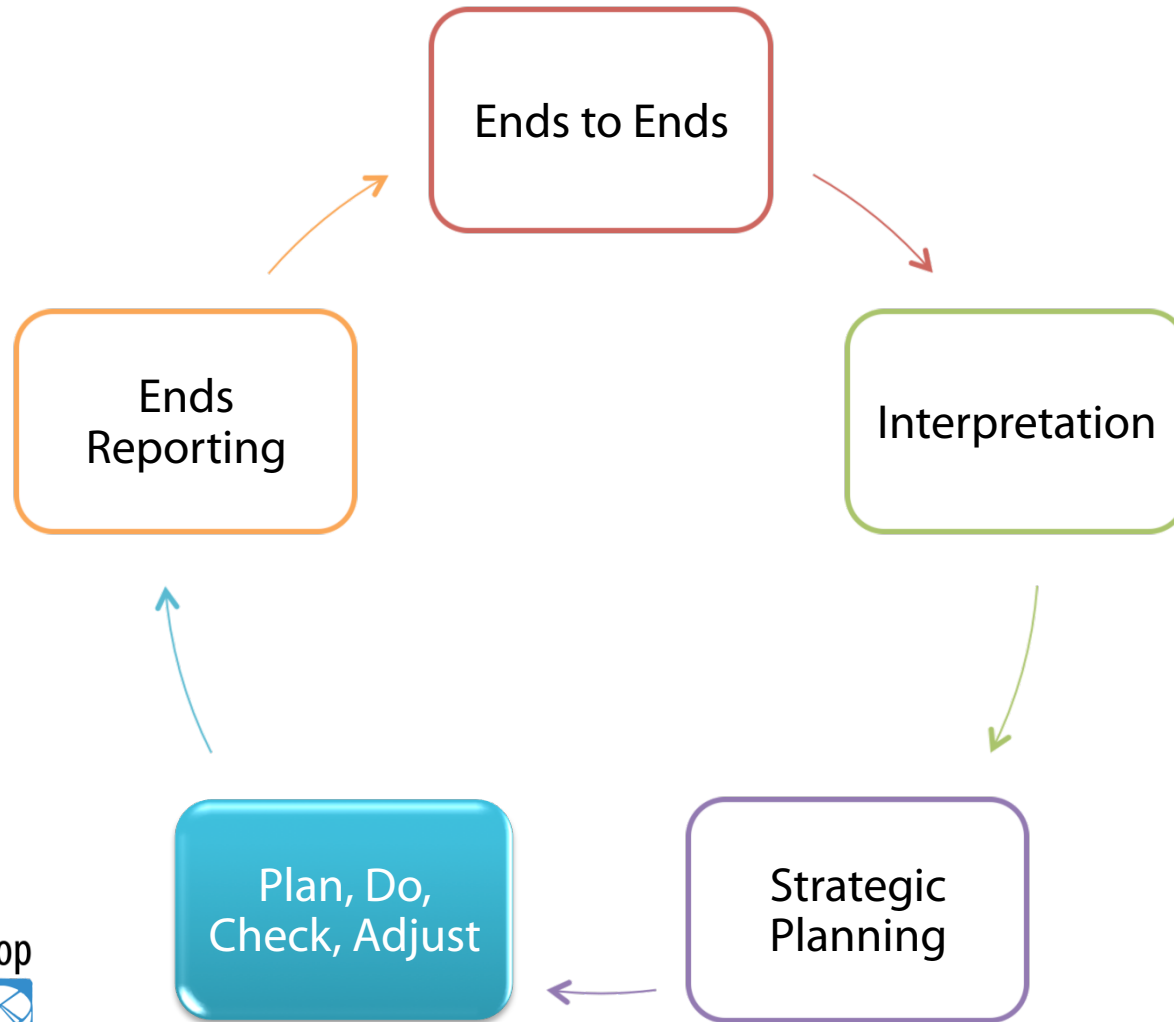
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Chapter 4:

Strategic Planning to Action: Plan, Do, Check, Adjust



Chapter 4 Overview

-  Plan: SOP and POA
-  Do: Making it happen!
-  Check: How are we doing?
-  Adjust: Course corrections

Practical Challenge

 How do we:

- Take it from a strategic plan to actual action on the ground?
- How do we know if anything is getting done?
- How do we know if it is working?
- How do we adjust what we are doing?

 Plan, Do, Check, Adjust (Deming)

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PLAN: Strategic Plan to Action on the Ground


- ❶ SOP and POA → focus on actions
- ❶ SOP: Standard Operating Procedures— Keeping things the same
- ❶ POA: Plan of Action: One-time action plans with a start and a finish that drive shorter term activities—Making something new or different, Change
- ❶ Each has measures
- ❶ Cause and Effect!

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PLAN: SOP and POA

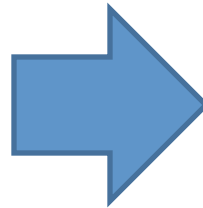
 Let's go back to that End related to Employees in Chapter 3-These were the strategic objectives

By 2014, we will develop an Amazing Staff

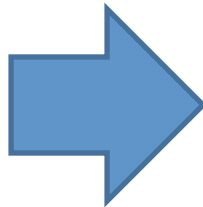
- The co-op implements Open Book Management and a quarterly and annual bonus program.
- The Co-op ranks in the top quartile compared to other co-ops on the majority of measures on the employee satisfaction survey.
- The co-op will keep and maintain a less than 30% turnover rate.

SOP and POA-Cause and Effect

SOP: Follow the Employee Handbook



POA 1: Open Book Management feasibility study
POA 2: Build and implement departmental cross-training program
POA 3: Update and train employee grievance procedure



By 2014, we will develop an Amazing Staff

- The co-op implements Open Book Management and a quarterly and annual bonus program.
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Do: What happens every day! Make the Ends come alive! Ends for Everybody!

In-Store Events

MAD CAD Day is July 14, 2012

Friday, 06 July 2012 00:00



We're celebrating local fare at all three Bloomingfoods stores on Saturday July 14th with our annual MAD CAD DAY 36th birthday celebration.

You'll find demos and special... We'll have... giveaway... artisan

your food, gift and "gotta eat" dollars. Everyone... other guests.

Our focus is on products we recognize as... foods. Come meet some of the people...

[Read more...](#)

Spring Truckload Sale May 19 and 20

Friday, 04 M...



Join us on May 19 and 20 for our spring Truckload Sale. Open from 9am - 6pm on Saturday and 10am - 5pm on Sunday, the sale offers

Increased local food knowledge

Market for local, organic

Model sustainable profitable business

ACTION! All sorts of great stuff happening at Bloomingfoods to make the Ends come alive!

Stronger Co-ops

Education Series: November

about community gardening classes, drop and events for the month of November...

[Read More...](#)



Fall 2012 'My Co-op Rocks' Contest Underway

Hey, creatives! Just a... video could win you as much as \$1,500. Get the details...

[Read More...](#)



It Was a Beautiful Day for Tuesday Market

September 4, 2012: Counting down, there are just four more Tuesday...

[Read More...](#)

Check: How are we doing?

- 🌀 Measure-Keeping track of progress
- 🌀 Analyze-Understanding how we are doing and the cause and effect
- 🌀 Practical considerations
 - Use systems already in place including data collection systems and regular meetings
 - SOP: Look for variation outside SOP
 - POA: Look for progress
 - Is it complete?
 - How much progress have we made?
 - Example: Last Week, Next Week, Questions and Concerns
 - Intentionally keep track of data that will be used in final Ends reporting (a subset of your larger work over the year; more in the next chapter!)

Where are the Ends?

Ends for Everybody

- ❶ Be sure all understand where the Ends are located in the strategy
- ❷ Everyone's regular SOP and plan of action should include advancing the Ends directly or indirectly, measuring, recording and reporting (in areas that make sense for them)
- ❸ The recording and reporting should be consistent with your larger approach for Ends reporting (more in the next chapter)

Adjust: Making course corrections

When you check...

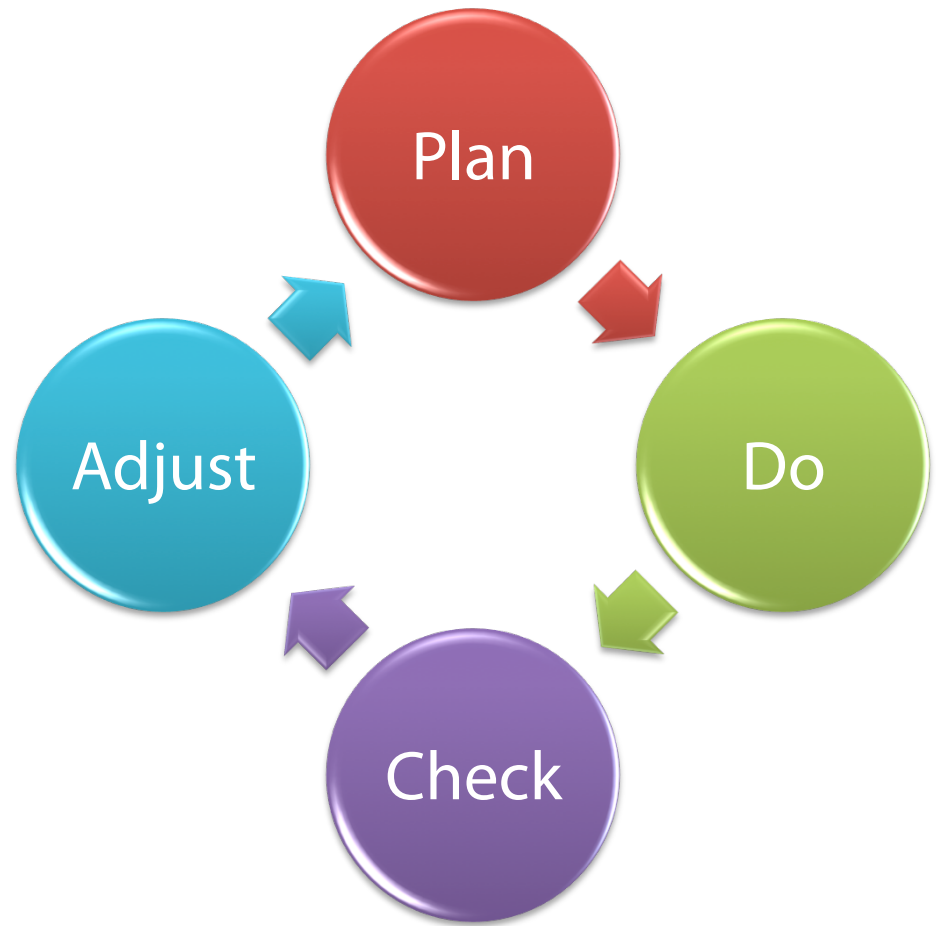
- Are we outside boundaries of SOP?
- Are we making adequate progress?
- Are we getting things done when we want?

Make adjustments

- Do we have the resources needed?
- Do we have the right people involved?
- What can we adjust to make this work?

Do it Again!

This is an
iterative
Process...



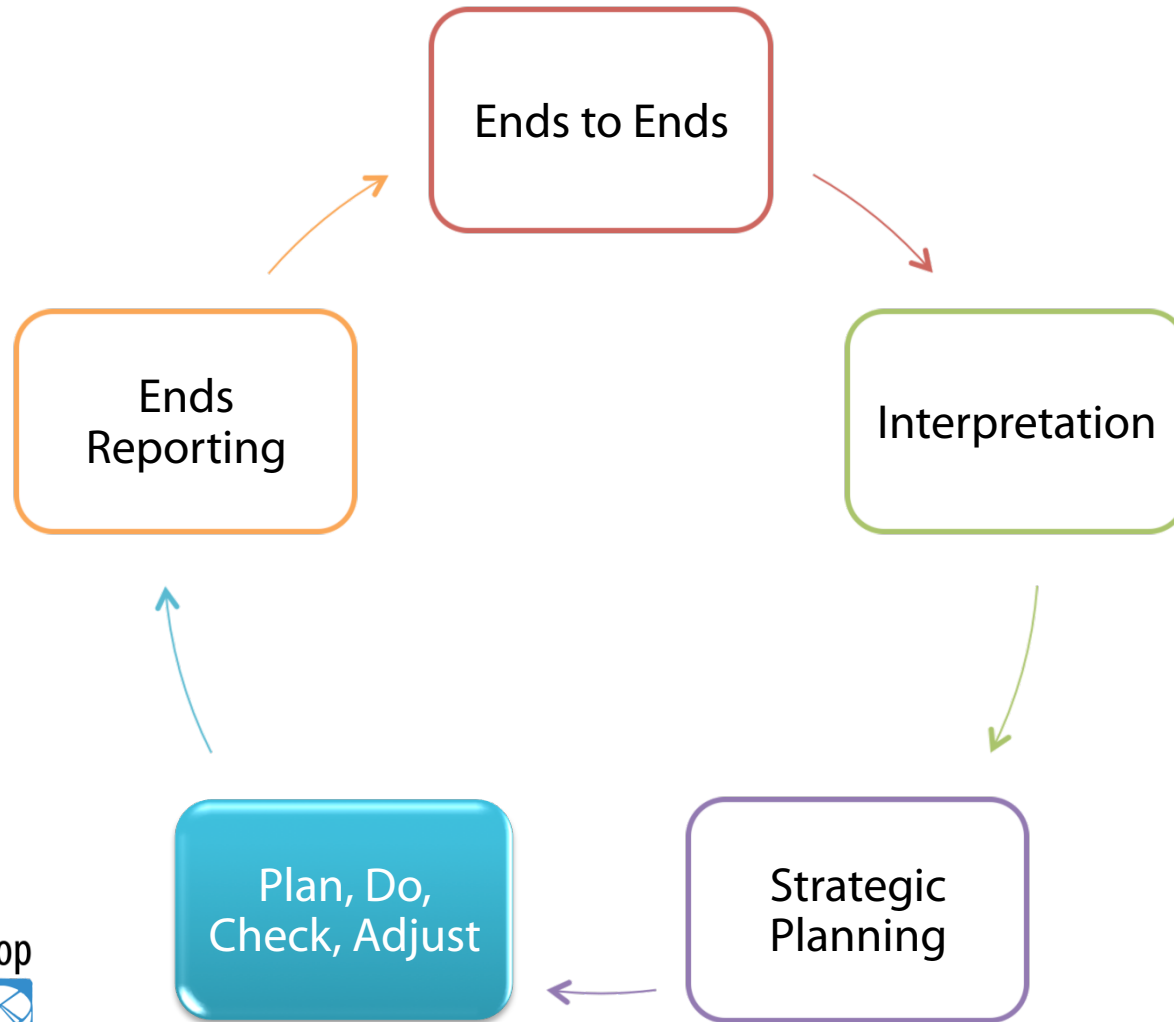
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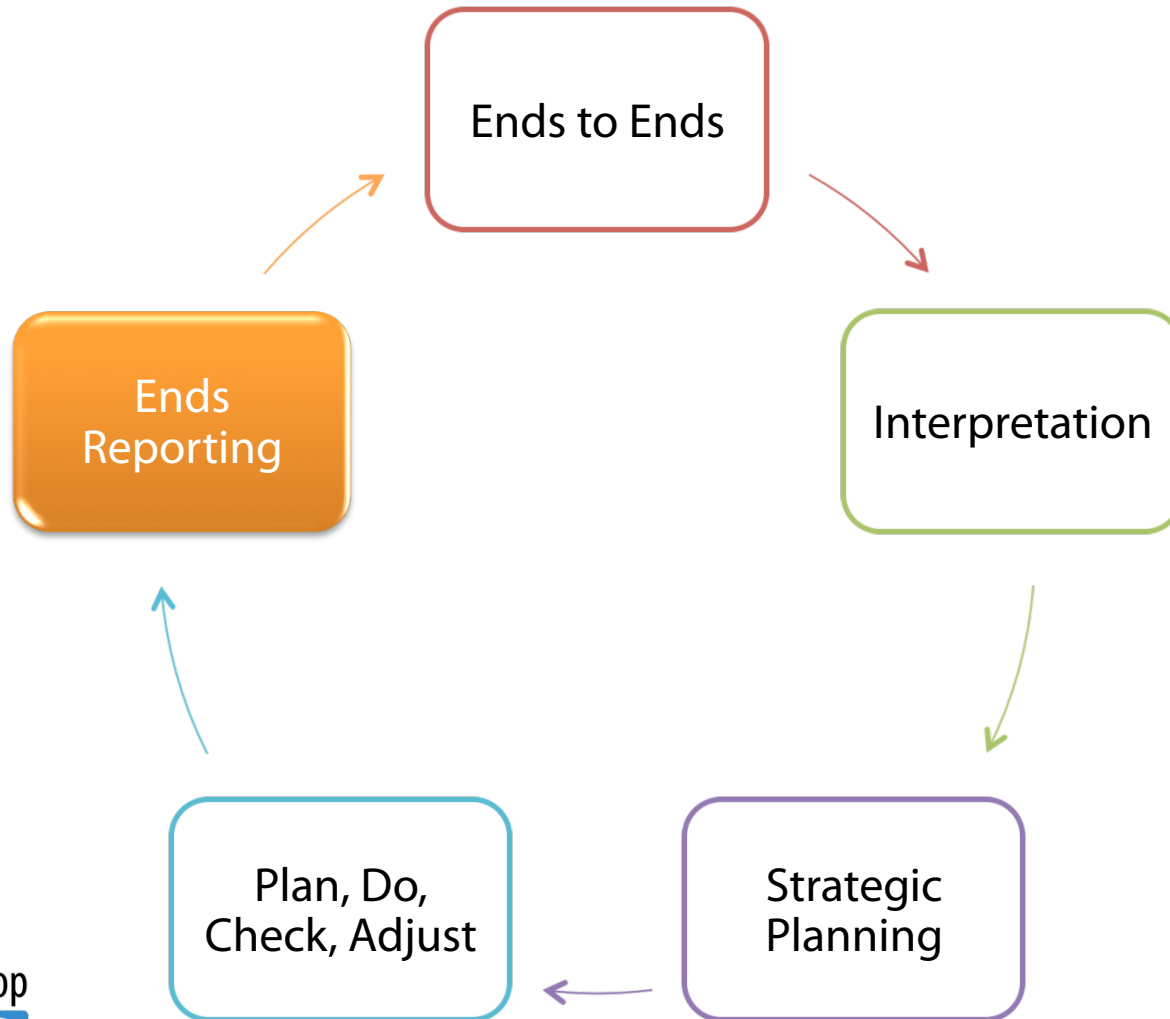
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Chapter 4:

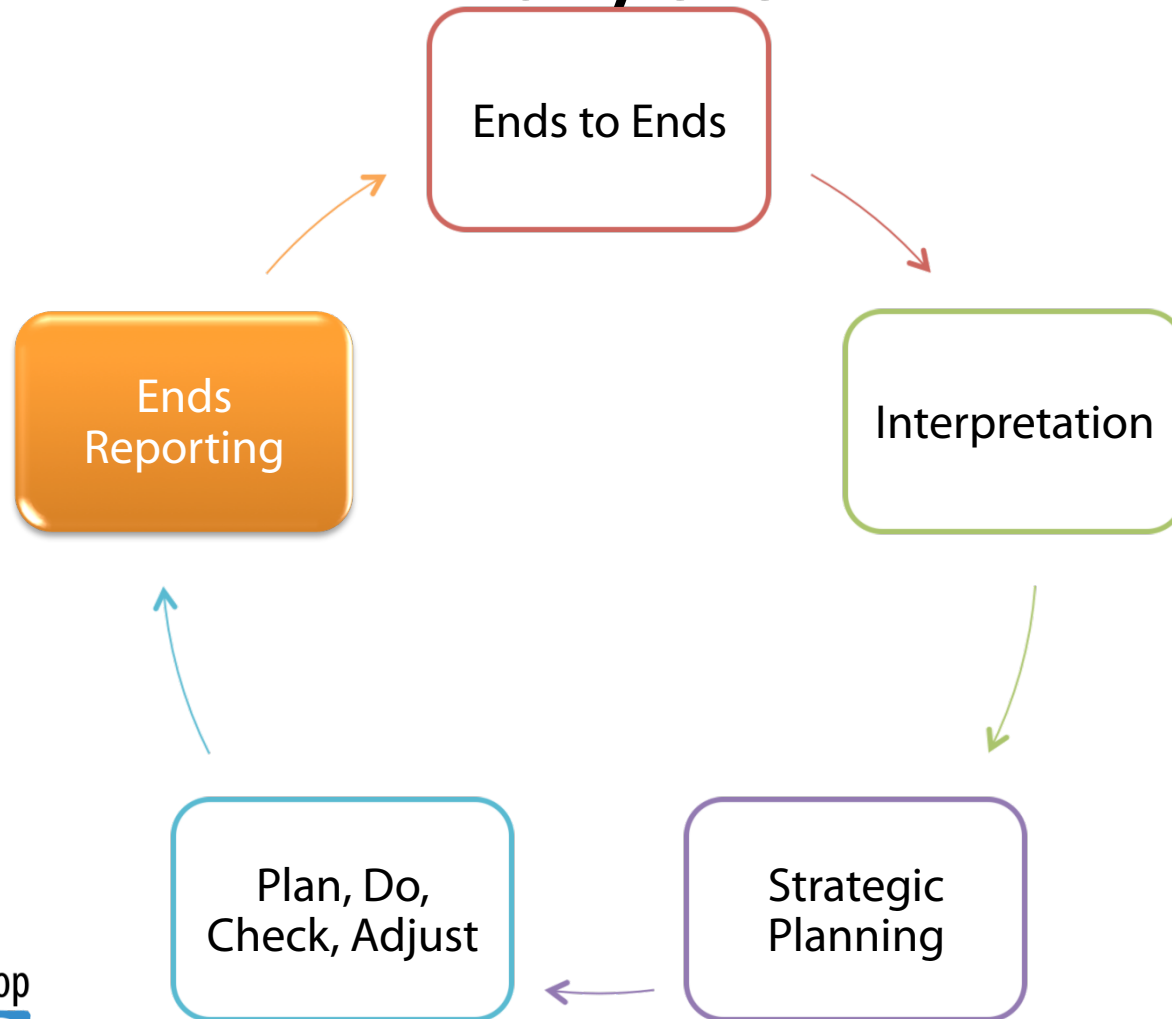
Strategic Planning to Action: Plan, Do, Check, Adjust



Chapter 5: Reporting and Analysis




Chapter 5: Reporting and Analysis



Chapter Overview

- 🌀 Sketch out the report *early*
- 🌀 Measure what is important
- 🌀 Keep track of the data
- 🌀 Put it all together
- 🌀 Do it again – and track the trends
- 🌀 Use other tools to “tell the story”

Don't Wait!

 Begin putting the Ends report together *long before it is due!*




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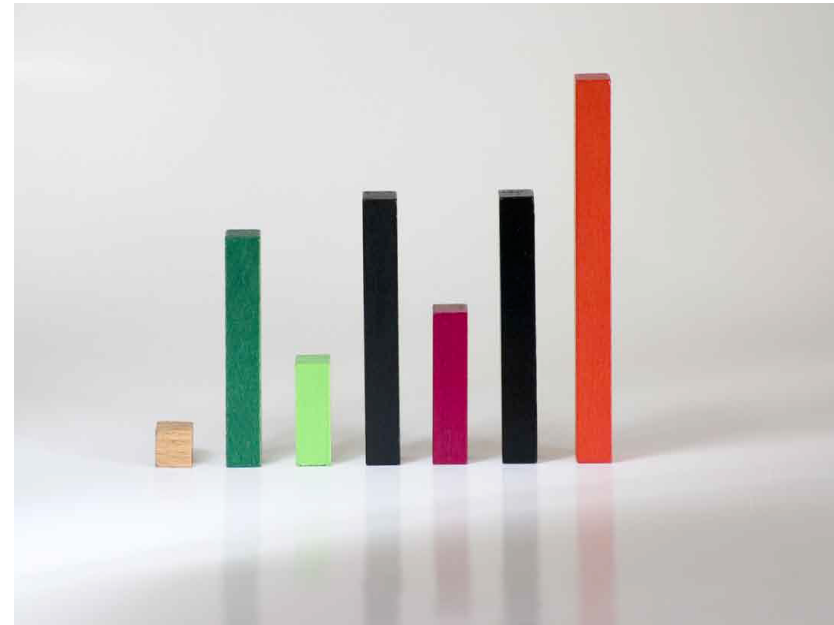


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Don't Wait!

 Begin putting the Ends report together *long before it is due!*

- You should know what the interpretation is.
- You should know what Operational Definitions you are using (what you will measure).
- Even if you refine these later!



Measuring progress

- ❶ Create a system for collecting the data
- ❷ Assign responsibility for collecting the data
 - Yes, the GM is ultimately responsible,
 - but other employees can focus on tracking stuff in their department.

Measuring progress

- ❏ Create a system for collecting the data
- ❏ Assign responsibility for collecting the data
 - Yes, the GM is ultimately responsible,
 - but other employees can focus on tracking stuff in their department.
- ❏ Periodically check throughout the year
 - Is the data there? Is it showing us what we want to see?
 - Modify interpretations/definitions as necessary. (Change happens!)

Change happens

 Modify interpretations/definitions as necessary.

- Maybe you can't actually collect the data
- Maybe data doesn't really say anything
- Not to obscure bad trends

 Adjust plans as necessary.

- Data may help you see that you aren't getting where you want to go.
- Learn from experience.

The Ends Report

- ❶ Simply a final collation of all the pieces.
- ❷ Make sure it's a coherent whole.
- ❸ Add notes as necessary to explain particular trends or data that doesn't demonstrate progress.

The Ends Report

- ❶ Simply a final collation of all the pieces.
- ❷ Make sure it's a coherent whole.
- ❸ Add notes as necessary to explain particular trends or data that doesn't demonstrate progress.
- ❹ Give it to the board well before the meeting at which they will review the report.

A good report is an opportunity to...

- 🌀 Help your board make data-based decisions
 - Especially when the data shows trends over time.
- 🌀 Demonstrate clear accountability, helping your board take care of their fiduciary duty
- 🌀 Provide a foundation for a “safe strategic conversation” with board and GM together

Putting the pieces together



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Begin with the policy...

“...a thriving local economy supporting sustainable agriculture...”

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Follow with the interpretation...

Our role is two-fold: first, to be an economic engine within our community; and second, to build connections between residents/consumers and farmers, especially local and organic farmers.

Indicators of our success as an economic engine include things related to the health of our business (steadily increasing sales, equity, and patronage dividends) and dollars paid to employees, local vendors and the town.

Indicators of support for sustainable agriculture include dollars paid to local farmers and to farmers using organic or other conscientious practices.

For this report, local farmers are those within 100 miles or within our state. Local vendors (craftspeople, service providers, etc., but not including farmers) are those within this county.

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...then the operational definitions

- ❶ The business will be healthy according to:
 - Total sales will increase over time.
 - Total equity (member investment plus retained earnings) will increase over time.
 - Total patronage dividends will increase over time.
- ❷ Total payments (compensation and benefits) to employees will increase over time.
- ❸ Total payments to local vendors will increase over time.
- ❹ Total payments to local farmers will increase over time.
- ❺ Total taxes paid to the city of XYZ will increase over time.
- ❻ Total payments to organic (or other good practice) farmers will increase over time.

Finally, offer the data

Health of the business

FY:	Total sales	Total equity (FYE)	Total patronage dividend paid
10-11			
09-10			
08-09			

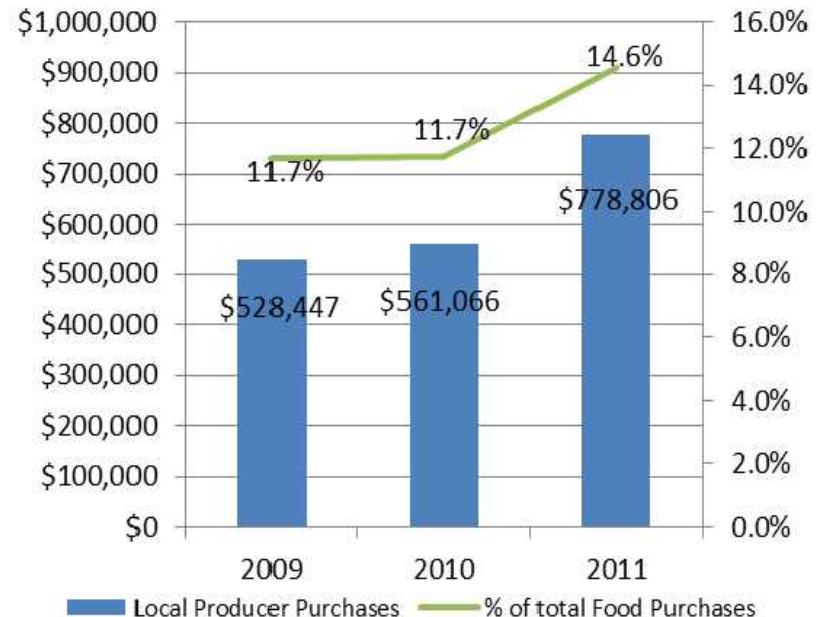
Results:

More Sales in Local, Organic & Fair Trade Food. This is the first year that we have been able to track our sales in organic and Fair Trade Products. In FY 2011, our customers generated \$3.4 million in sales of organic items, \$2.4 million in locally produced items (including items produced on site), and \$220,000 in sales of Fair Trade products. Since most Fair Trade items but very few local items are organic, we estimate that about two thirds of Co-op sales were organic, local or fair trade.



More Purchases from Local Farmers & Producers. In FY 2011, we demonstrated a dramatic increase in purchases from local farm & producer partners, both in terms of total volume and in terms of % of total food costs. By 2051, when we have 5 stores and \$100million in volume, we want to be driving \$10 million back to local farmers and producers annually.

Purchases from Local Producers

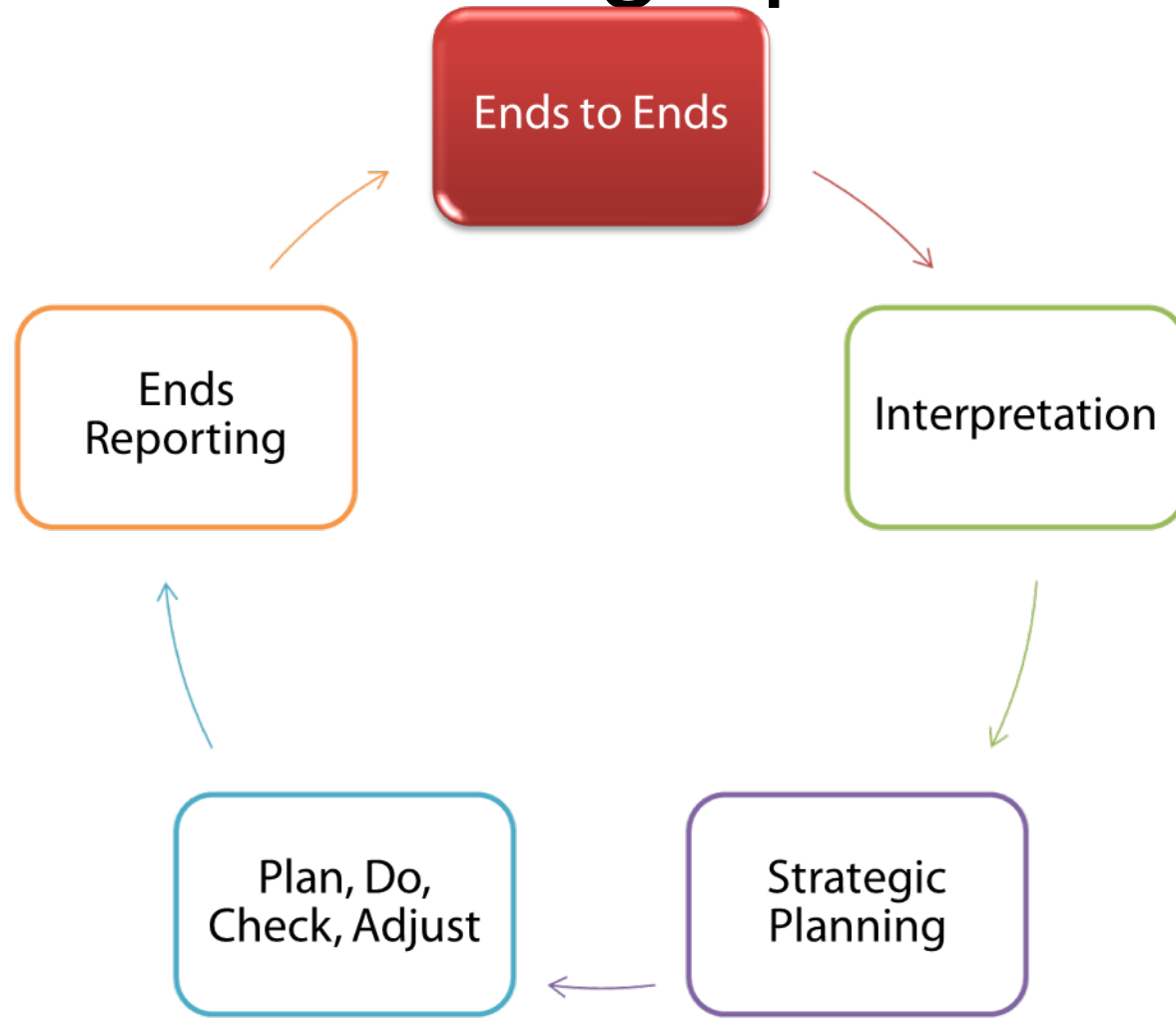


More Competitive Pricing. This is the first

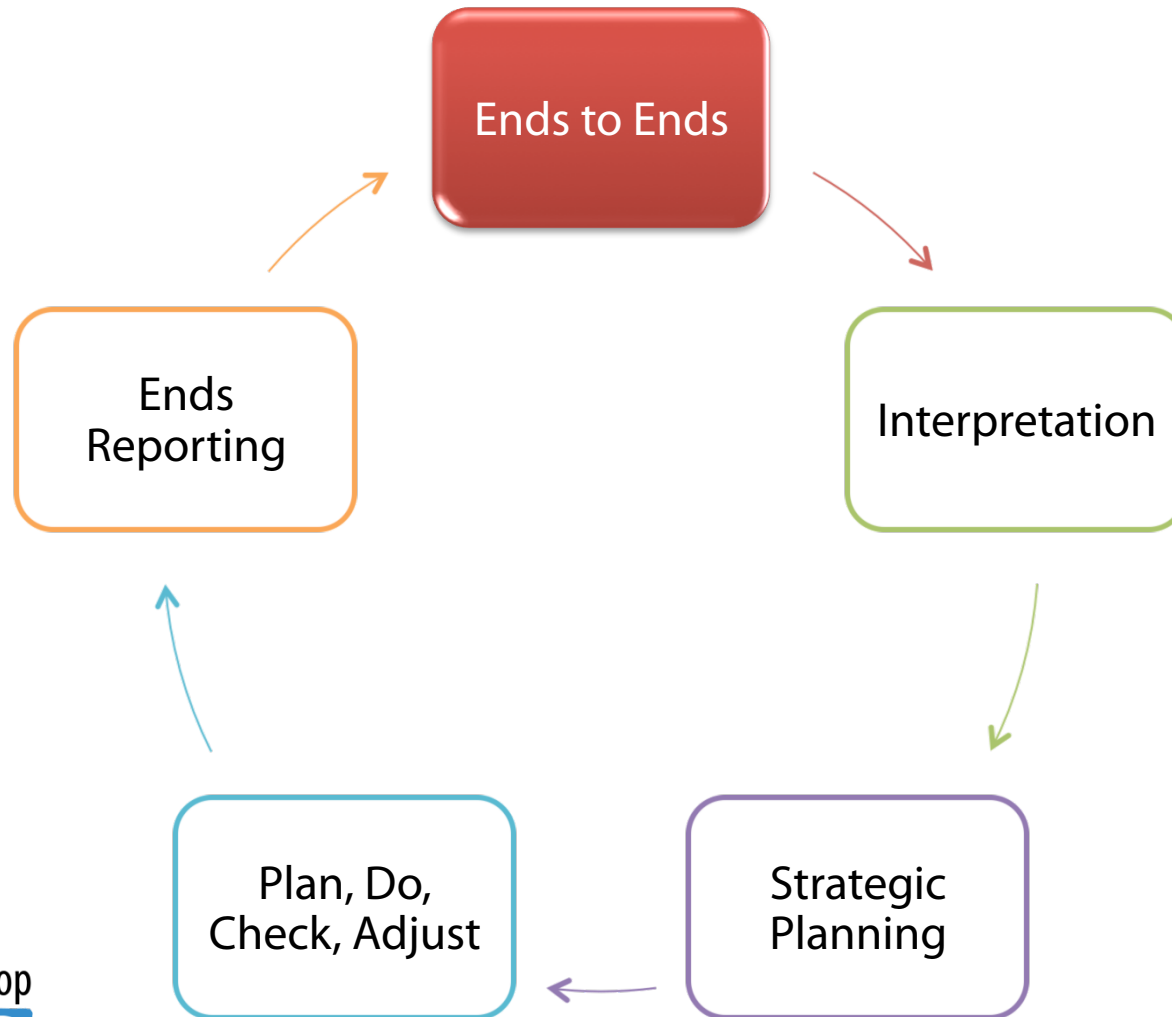
The Ends report focuses on data

- ❶ Don't make the Ends report do the story-telling work.
- ❷ Let other communications tools tell the story.
 - Annual reports
 - Annual meetings
 - Newsletter articles
 - Community press releases
 - And more!
- ❸ Use Ends report information as building blocks with which to craft this other communication.

Coming up...



Chapter 6: Communicating Ends Accomplishment



Chapter Overview

- ❶ **Communicating** to the whole wide world in order to achieve accountability and alignment

Chapter Overview

- ❶ **Communicating** to the whole wide world in order to achieve accountability and alignment
- ❷ **Accountability**

Chapter Overview

- ❶ **Communicating** to the whole wide world in order to achieve accountability and alignment
- ❷ **Accountability**
 - Of management to board
 - Of co-op to member-owners and community
 - Accountability breeds believability.

Chapter Overview

- ❶ **Communicating** to the whole wide world in order to achieve accountability and alignment
- ❷ **Accountability**
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 - Accountability breeds believability.
- ❸ **Alignment** between owners and their co-op
 - Owners understand where the co-op is headed and why
 - Owners understand the difference their co-op makes in their lives
 - See Fairbairn’s “Three Strategic Concepts” for more on the concepts of cognition and transparency.

Use all existing mechanisms



CDS Consulting Co-op



SOLUTIONS FOR COOPERATIVES

Use all existing mechanisms

- 🌀 Newsletter articles
- 🌀 Annual reports
- 🌀 Annual meetings
- 🌀 Regular update reports to the board
- 🌀 ...



Now's the Time to Join The Merc

by Susan Harper,
Owner Services Coordinator

You know you've been thinking about it; now's the time to do it! April is the perfect time to join the almost 6,000 other people who have become Owners of The Merc! When you decide to buy your share in The Merc, you are investing in our community and enabling The Merc to reach out to more people. You are helping The Merc grow even more and that's good for you as well. We are hoping to reach our goal of 80 new Owners in April. If we reach this goal The Merc will build a beautiful wooden archway joining the two Growing Food Growing Health gardens which flank the entrance of Sunset Hill Elementary School. The archway will resemble the one installed at the entrance to the West Middle School garden (photo below).

Owners have already discovered all the great reasons to join The Merc and build our community. They're proud of the \$28,611 The Merc donated to local non-profits such as schools, social service agencies and non-profits in 2011. They're proud of the \$5,690,963 (that's right, over \$5 million!) The Merc invested in the local economy which includes over \$3.2 million in living wages and personnel expenses and by purchasing \$1.1 million of local products and local services. They love being partners of CMEF's Growing Food, Growing Health school gardens at West Middle School, Sunset Hill and Hillcrest Elementary Schools. In 2012, CMEF will be partnering with Southwest



Middle School as they establish their school garden. Last year 2,340 pounds of beautiful, fresh and nutritious produce were harvested from the three existing gardens, of which 560 pounds went directly into the West cafeteria.

When The Merc is successful, our Owners get a share of the profit in the form of a patronage rebate, based upon how much they have spent in the store in a fiscal year. Our twice-annual Owner Appreciation Days give every Owner 10% off any shopping trip of their choice – and there are special Owner Deals every month. So, it pays to be an Owner of The Merc! You may purchase your share for only \$75 at any cash register and then take advantage of the spring Owner Appreciation Days, April 21 – April 29.

Don't delay, Join The Merc, build community and save 10% in April. ▲



Join The Merc IN CELEBRATING



Cooperatives

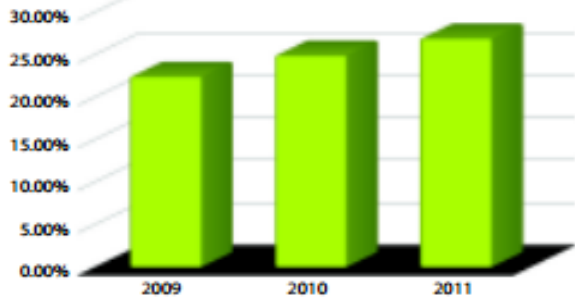
- Cooperative Enterprises Build a Better World
- Cooperatives Put People First
- Cooperatives Innovate to Meet Owner Needs
- Cooperatives Provide Local Services and are Part of a Global Network

Co-ops COOPERATE



Community Mercantile Education Foundation has been awarded an \$8,000 unstricted grant from Main Street Credit Union to help support CMEF's garden projects. An excellent example of "Cooperation Among Cooperatives." Thank You Mainstreet!

Local Sales as % Store Total

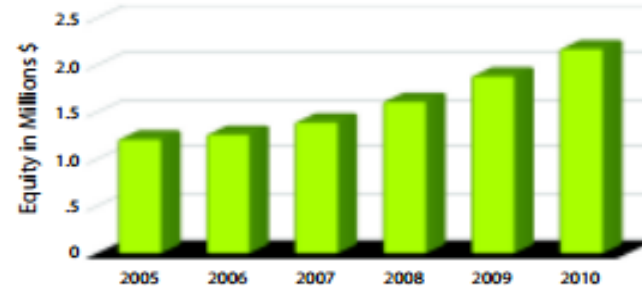


"Local" sales are defined as grown or value-added within Vermont. Our emphasis on LOCAL will help build a sustainable local economy and contribute to a better world.

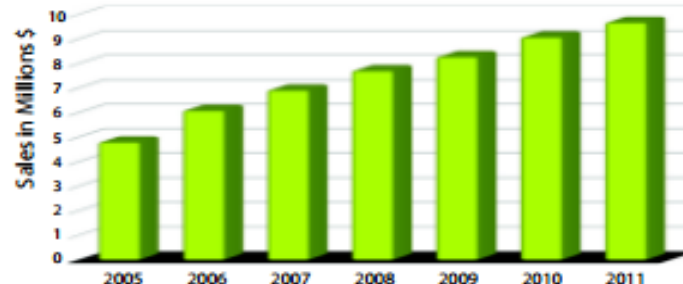


Equity is the accumulation of all retained earnings (profits + member shares) over the years. Equity provides future strength and stability for our community-owned store.

Equity



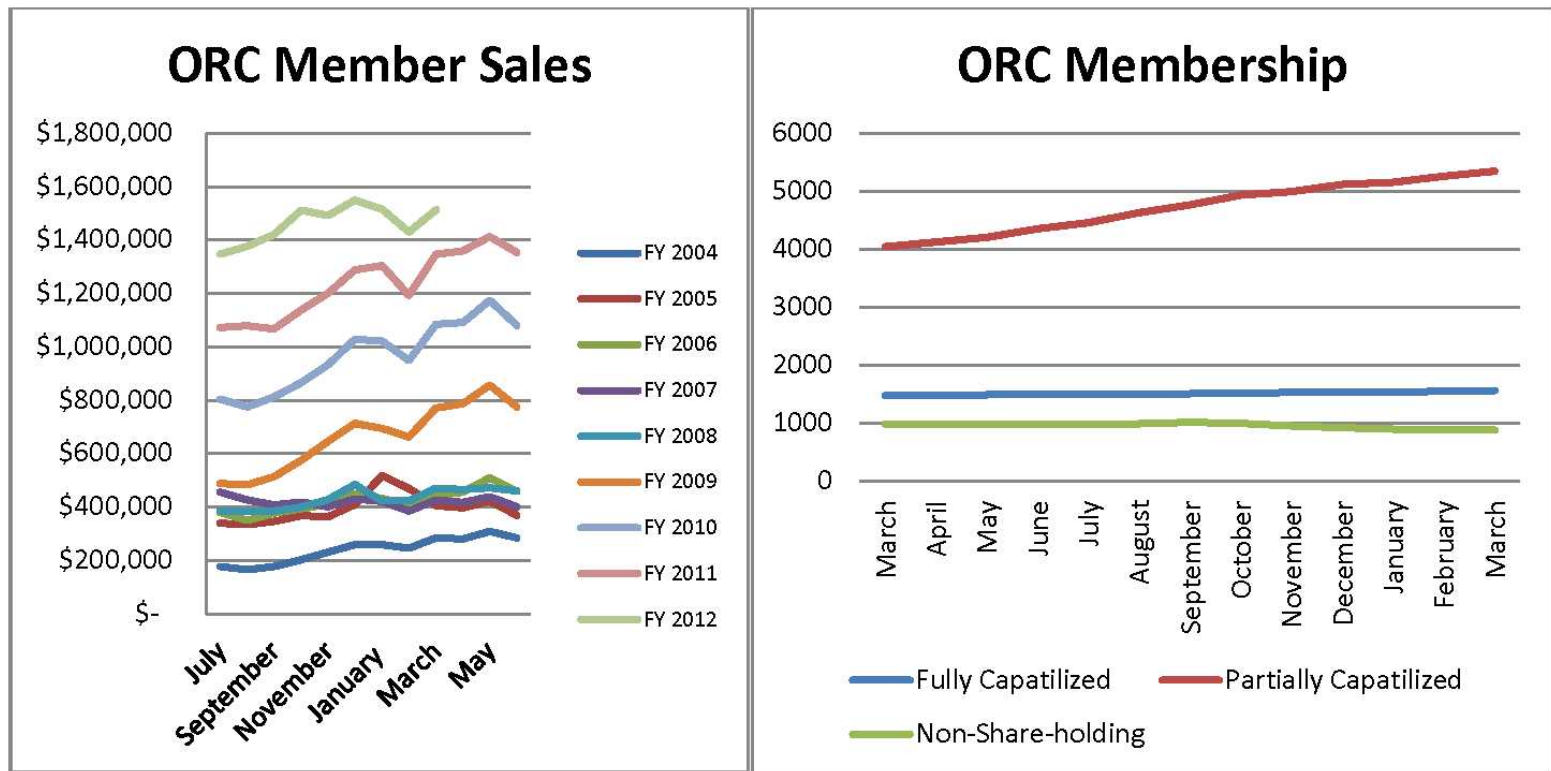
MNFC Annual Sales



Sales have grown steadily since the Co-op expanded in October 2004.

Membership:

- Membership reached 7792 in March, a 19.82% increase since last March.
 - There are 88 more fully capitalized members than last March, a 6% increase.
 - There are 1306 more partially capitalized members than fast March, a 31% increase.
 - There are 105 less non-shareholding members than fast March, a 10.7% decrease.
 - There are 34 less Food-for-All members than last March, a 3% decrease.
 - Food-for-All sales are up \$12,102 in March compared to last March, an 8.3% increase.
 - Food-for-All sales are up \$82,169 in the fiscal year compared to last year, a 6.9% increase.
- Member fiscal year-to-date sales are 53.95% of all sales compared to 48.93% for the last fiscal year.






Use all existing mechanisms

- 🌀 Newsletter articles
- 🌀 Annual reports
- 🌀 Annual meetings
- 🌀 Regular update reports to the board
- 🌀 Website
- 🌀 Education/outreach activities
- 🌀 In-store signage
- 🌀 Anything else to add? Any way to improve what you already do?



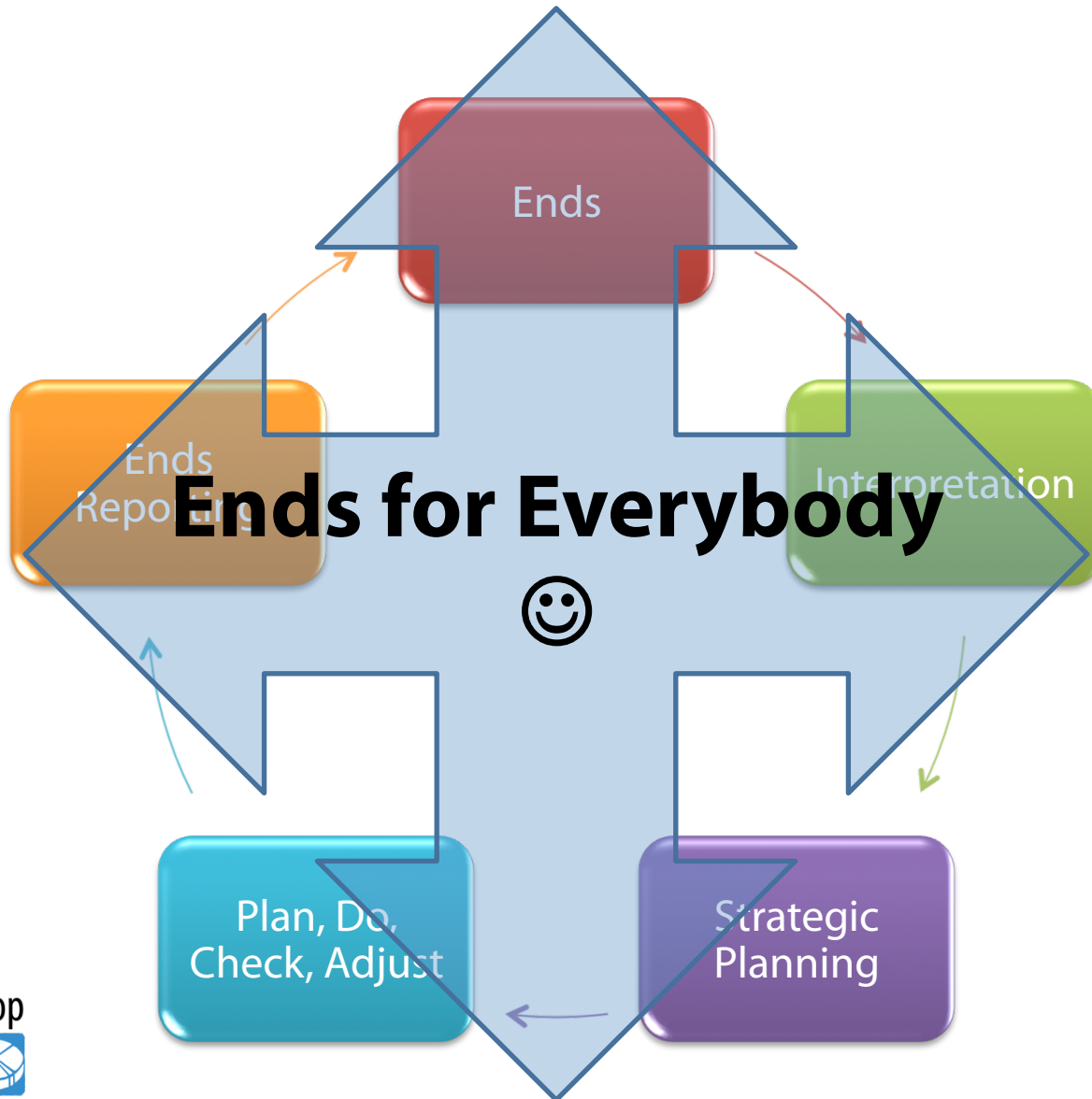
Telling your story

-  Connect to the past and future
-  Connect day-to-day operational decisions to core values
-  Connect individual member decisions to the collective good

Inviting the conversation

- ❶ Always ask for members' perspective on the current and potential accomplishments – it's their story too!
- ❷ Always make sure that co-op leaders have something to add to the conversation!
 - By knowing and using the information you have about your co-op's accomplishments.





Resources

- ❏ Carver, John. "The Importance of Operational Definitions." *Board Leadership*, Nov-Dec 2006.
<http://www.carvergovernance.com/pubs.htm>
- ❏ Fairbairn, Brett. "Three Strategic Concepts for the Guidance of Co-operatives." Available at
www.usaskstudies.coop/pdf-files/StratConcepts.pdf
- ❏ Healy, Michael. "Measuring Ends, Telling Our Story." *Cooperative Grocer*, Mar-Apr 2012. <http://www.cooperativegrocer.coop/>
- ❏ Sherwood, Art. "Cooperative Strategic Leadership" *Cooperative Grocer*, Nov. 2011. <http://www.cooperativegrocer.coop/>
- ❏ Sherwood, Art. "The Growth Roadway" *Cooperative Grocer*, Nov. 2012. <http://www.cooperativegrocer.coop/>

Resources Cont.

- ❶ CBLD Library: <http://cdsconsulting.coop/cblibrary>
 - “Boards and member linkage” recorded workshop
 - “Boards and strategic thinking” recorded workshop
 - “Demystifying Ends” recorded workshop
 - “Including members in the Ends dialogue” recorded workshop
 - “Acting on Ends Reports” field guide
 - “Annual meeting and annual report” field guide
 - “Strategic Conversation using EL reports” field guide
 - Brett Fairbairn video: “Keepin’ it Real: Co-ops in Turbulent Times”