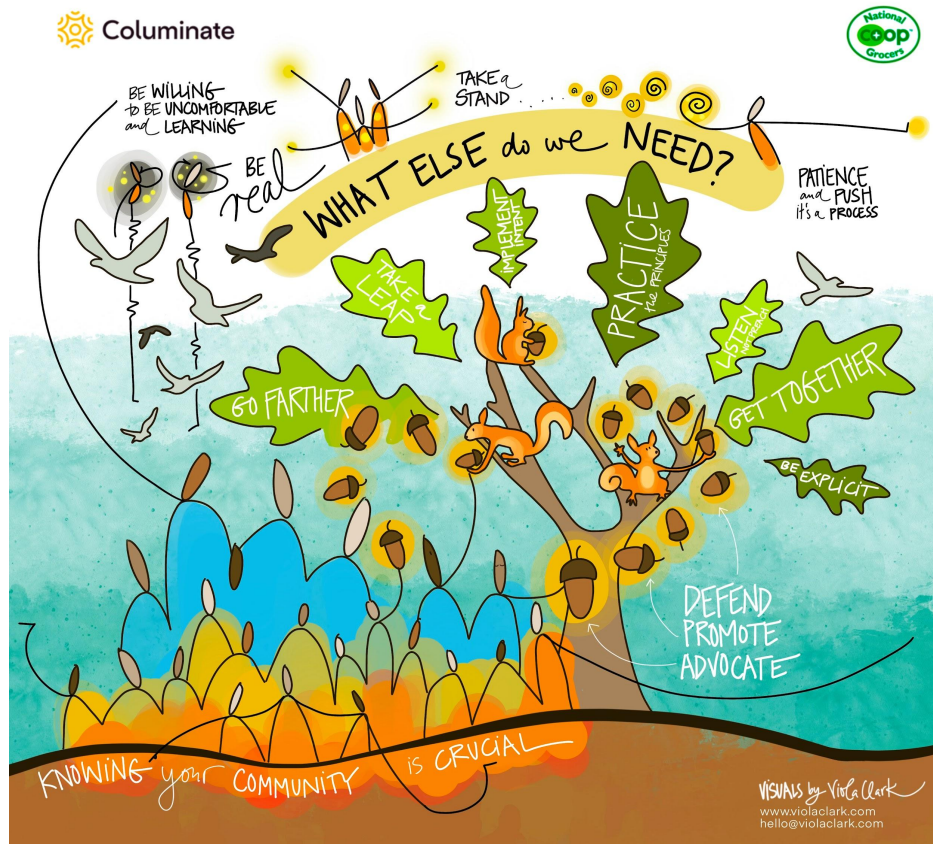


# The Cooperative Cafe

## Leading Into Our Values with Resilience

### Spring 2023 Workook



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Special thanks to our sponsor, National Co+op Grocers, for supporting the Cooperative Cafe series.



# Leading Into Our Values with Resilience

## Spring 2023 Workook

### Resources for Land Acknowledgment

- <https://native-land.ca/>
- <https://landback.org/manifesto/>
- <https://resourcegeneration.org/land-reparations-indigenous-solidarity-action-guide/>

### Additional Resources

- [Racial Equity Tools Glossary](#)
- [What is Accessibility?](#)
- [Everyone Welcome? Personal Narratives about Race and Food Co-ops](#)
- [Learning about Race: Reflections and Resources](#)
- [Making Space with TRIZ](#) (Facilitation technique)

## Community Agreements

- Be Curious, Open, and Respectful - call in not out/throw sunshine not shade
- No one knows everything - together we know a lot
- Confidentiality - don't speak for others without explicit permission, don't share something communicated in a private or safe space.
- One mic - one voice at a time
- Take Space/Make Space - if you are usually quiet challenge yourself to take more space, and if you usually talk a lot be mindful to leave room for quieter voices
- No one gets to be right, and no one gets to be wrong
- Be aware of time - enough let's move on (ELMO) means if what you wanted to say has already been said, don't say it
- Expect unfinished business. There are always more conversations to have and more work to do.

# Vision

**Vision: The vision is the future you intend to create.**

When visioning, we think about what IS possible. We use affirming and positive language. We identify what is present instead of what is absent.

**Vision generates:**

- a common goal, hope, and encourage
- ment;offers a possibility for fundamental change;
- gives a community something to move toward; and
- generates creative thinking and passion.

**Your breakout room number is at the top of your zoom screen.**

**Bookmarks below -  
click on your group to jump to your notes page  
(or just scroll down).**

[Group 1](#) - Diversity

[Group 2](#) - Accessibility

[Group 3](#) - Belonging

[Group 4](#) - Inclusion

[Group 5](#) - Diversity

[Group 6](#) - Accessibility

[Group 7](#) - Belonging

[Group 8](#) - Inclusion

# Group 1 - Vision

## Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- Review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

1. **Diversity** includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued.

What does it look like in the future because your organization is living into diversity?

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What must be present to lead into diversity?

- Tangible things in the environment
  - 
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What must be present to lead into diversity?

- Tangible things in the environment
  - 
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  -

**If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

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## Group 2 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

**2. Accessibility** is the practice of making information, activities and/or environments sensible, meaningful and usable for as many people as possible.

What does it look like in the future because your organization is living into **accessibility**?

- More people come to see us.
- More people feel comfortable and at home in the environment
- The more perspectives, the more the solution will work for everyone in the environment. Everyone's perspective is included.
- 

What must be present to lead into **accessibility**?

- Tangible things in the environment
  - Physical accessibility
  - All senses are accounted for: sight, sound, taste, touch and smell.
  - No judgment zone
- Feelings / Experiences people can have now that they couldn't before.
  - Community
  - Connection
  - Accessibility feeds community - makes people think about things different

**If we don't live into this value, what might be some unwanted results?  
Choose one thing to bring back to the group.**

- No physical accessibility leaves people out and feeling unwelcome

## Group 3 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

**3. Belonging** is an employee's sense that their uniqueness is accepted and even treasured by their organization and colleagues.

What does it look like in the future because your organization is living into **belonging**?

- Worker retention
- Hear less in the community of "I don't go there, I can't afford it"
- More representation because folks who feel like they belong tell others
- More inclusivity within the community

What must be present to lead into **belonging**?

- Tangible things in the environment
  - laughing
  - curiosity
  - Authentically Safe space
  - Brave space - an environment that can feel courageous so we can speak out loud
- Feelings / Experiences people can have now that they couldn't before.
  - relaxed
  - We ask people about themselves and ask what their story is
  -

**If we don't live into this value, what might be some unwanted results?**

**Choose one thing to bring back to the group.**

- The co-op or business doesn't exist. The business is filled with people who are all alike, some kind of mono-cultured radicalization.

## Group 4 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- Review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

**4. Inclusion:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power.

What does it look like in the future because your organization is living into **inclusion**?

- Diversity of ethnicity, sexual orientation, religious & political beliefs on board, in staff, in ownership & in customers. More low SES/unhoused shoppers able to use federal & state supports.
- Accessible carts
- Model in community for accessibility & diversity - how to do business
- All groups feel welcome to participate in democratic control & give input in committees and conversations that shape the Co-op's direction and product offerings.

What must be present to lead into **inclusion**?

- Tangible things in the environment
  - Broader food mix immediately visible on entrance to store
  - Price tiers allowing broader population to shop
  -
- Feelings / Experiences people can have now that they couldn't before.
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**If we don't live into this value, what might be some unwanted results?  
Choose one thing to bring back to the group.**

- Store closes because haven't expanded to include more of local community & existing membership "dies off."



- Lack of physical access reduces shoppers; people feel unwelcome.
- Nothing changes because nothing changed - stay what we are. Monoculture.

## Group 5 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- Review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

5. **Diversity** includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued.

What does it look like in the future because your organization is living into diversity?

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- 
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What must be present to lead into diversity?

- Tangible things in the environment
  - 
  - 
  -

What must be present to lead into diversity?

- Tangible things in the environment
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  -

**If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

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## Group 6 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

**6. Accessibility** is the practice of making information, activities and/or environments sensible, meaningful and usable for as many people as possible.

What does it look like in the future because your organization is living into **accessibility**?

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What must be present to lead into **accessibility**?

- Tangible things in the environment
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- Feelings / Experiences people can have now that they couldn't before.
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**If we don't live into this value, what might be some unwanted results?  
Choose one thing to bring back to the group.**

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## Group 7 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

**7. Belonging** is an employee's sense that their uniqueness is accepted and even treasured by their organization and colleagues.

What does it look like in the future because your organization is living into **belonging**?

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What must be present to lead into **belonging**?

- Tangible things in the environment
  - 
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- Feelings / Experiences people can have now that they couldn't before.
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**If we don't live into this value, what might be some unwanted results?  
Choose one thing to bring back to the group.**

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## Group 8 - Vision

### Small Group Instructions

- Look at the top of the zoom screen to see what zoom group you're in, and that number will be the value that your group discusses.
- Identify a notetaker and someone to report back
- Review the value and definition you've been assigned
- Briefly, discuss what it looks like in the future because your organization is living into that value. Discuss what must be present, in order to lead into that value.
  - Tangible things in the environment
  - Feelings/experiences people can have now that they couldn't before.
- **DECIDE: If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.**

**8. Inclusion:** Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decision/policy making in a way that shares power

What does it look like in the future because your organization is living into **inclusion**?

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What must be present to lead into **inclusion**?

- Tangible things in the environment
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  - 
  -
- Feelings / Experiences people can have now that they couldn't before.
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**If we don't live into this value, what might be some unwanted results?  
Choose one thing to bring back to the group.**

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# Creative Destruction - Stop Counterproductive Activities and Behaviors to Make Space for Innovation

[approach from Liberating Structures](#)

Round 1:

1. Before you start talking to one another, take 2 minutes INDIVIDUALLY, on your own piece of paper, to make a list of as many things as you think of that will **produce, make happen, the undesirable result.**
2. In your small group, assign a notetaker.
3. For 5 minutes, discuss what came up on your lists.
4. Record it on your group's workbook page.

Round 2:

1. Take 2 minutes INDIVIDUALLY to make a list of as many **things as you can that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
2. For 5 minutes, discuss what came up on your lists.
3. Record it on your group's workbook page.

Round 3:

1. Take 2 minutes INDIVIDUALLY determine for each item on the 2nd list what is **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
2. For 5 minutes, discuss what came up on your lists.
3. Record it on your group's workbook page.

Coming back together, each group will have a chance to share one idea that stood out in your conversation.

**Your breakout room number is at the top of your zoom screen.  
Bookmarks below - click on your group to get to your notes page.**

[Group 1](#)

[Group 5](#)

[Group 2](#)

[Group 6](#)

[Group 3](#)

[Group 7](#)

[Group 4](#)

[Group 8](#)

# Undesirable Result

How can we make sure the co-op is  
**filled with people who are all alike,  
some kind of mono-cultured  
radicalization.**

## Group 1

### Group 1

Round 1:

- List of things that will **produce or make happen the undesirable result.**
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Round 2:

- List of things that are actually happening in your organization that resemble **activities, patterns, policies, etc. from list 1**
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Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
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## Group 2

### Group 2

#### Round 1:

- List of things that will **produce or make happen the undesirable result.**
  - Don't hire for diversity - not only affects the employees but also the customers (diversity on the floor makes people happy to be there)
  - No accountability for diversity adverse behaviors
  - Ignore product requests
  - Keeping prices too high for majority
  - Accessibility
  - Not being friendly to everyone that comes in
  - Advertising to a single type
  -

#### Round 2:

- List of **things that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Ignore product requests
  - Hiring only white employees
  - Decision making happening only at the senior management level
  -

#### Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
  - Hiring - reach out more than just on-line, need to find other ways to advertise for employees
  - Marketing material needs to reflect diversity
  - Open discussion including all levels of team
  - Open book management style
  - Humor added to decision making group

## Group 3

### Group 3

#### Round 1:

- List of things that will **produce or make happen the undesirable result.**
  - Catering to certain social economic groups
  - Not offering a living wage
  - Not valuing authenticity and r not encouraging new mindsets
  - Leaning into implicit bias
  - Punitive measures that punish on employee more seriously than another
  - Maintain and strengthen elitist image
  - Keep product offerings narrow, exclusively organic
  - Move to an elitist neighborhood

#### Round 2:

- List of **things that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Workers were rude to outsiders
  - Specifically offering only organic produce with small exceptions, raises price margin
  - Reducing product mix therefore stigmatizing the products left out
  - Building in an elitist location, very out of the way and there is no public transportation

#### Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
  - Board recruitment, more diverse, cast a wider net
  - Opening a second store in a more accessible location on a busline and or pedestrian accessible
  - Listen to the GM as the expert
  - Open minded
  - More education
  - Cast a wide net for job postings

## Group 4

### Group 4

#### Round 1:

- List of things that will **produce or make happen the undesirable result.**
  - Screen everyone at the door to make sure meet criteria
  - Make providing input as difficult as possible and then ignore it
  - Products for only one social class or ethnic group
  - Put the most expensive things in front
  - Be rude
  - Make sure all staff and board members are from the dominant population
  - Put up signage that only favors one group
  - Use only words over 3 syllables in all communications
  - Provide only boring food on hot bar
  - Make wifi difficult /inaccessible to discourage people from staying
  - Limit hours to time that suits one demographic

#### Round 2:

- List of **things that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Product mix aligned closely with prefs of dominant membership group
  - Use overly-erudite (too wordy & aiming at higher education level) language
  - Limited hot-bar options, no condiments for other cultures
  - Signage that is “incredibly liberal” - off-putting to more conservative shoppers
  - Input options not accessible - paper-based, in-store (vs digital), not geared to “multiple intelligences”
  - Non-acceptance/judgement of peoples’ practices where they are (e.g. use of plastics; choice of non-organic foods) (“complacency bias”?)

#### Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
  - Shaming lower-SES (poorer) customers; be more sensitive to support programs
  - START having multiple age groups pre-screen communications

- Get all G.M.s on Board with all these issues - have them lead the charge and get the rest of the Senior managers on board, as well

## Group 5

### Group 5

#### Round 1:

- List of things that will **produce or make happen the undesirable result.**
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#### Round 2:

- List of things that are **actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
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#### Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
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## Group 6

### Group 6

Round 1:

- List of things that will **produce or make happen the undesirable result.**
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Round 2:

- List of things that are **actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
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Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
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## Group 7

### Group 7

#### Round 1:

- List of things that will **produce or make happen the undesirable result.**
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#### Round 2:

- List of things that are **actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
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#### Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
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## Group 8

### Group 8

Round 1:

- List of things that will **produce or make happen the undesirable result.**
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Round 2:

- List of things that are actually happening in your organization that resemble **activities, patterns, policies, etc. from list 1**
  - 
  - 
  -

Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
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  -