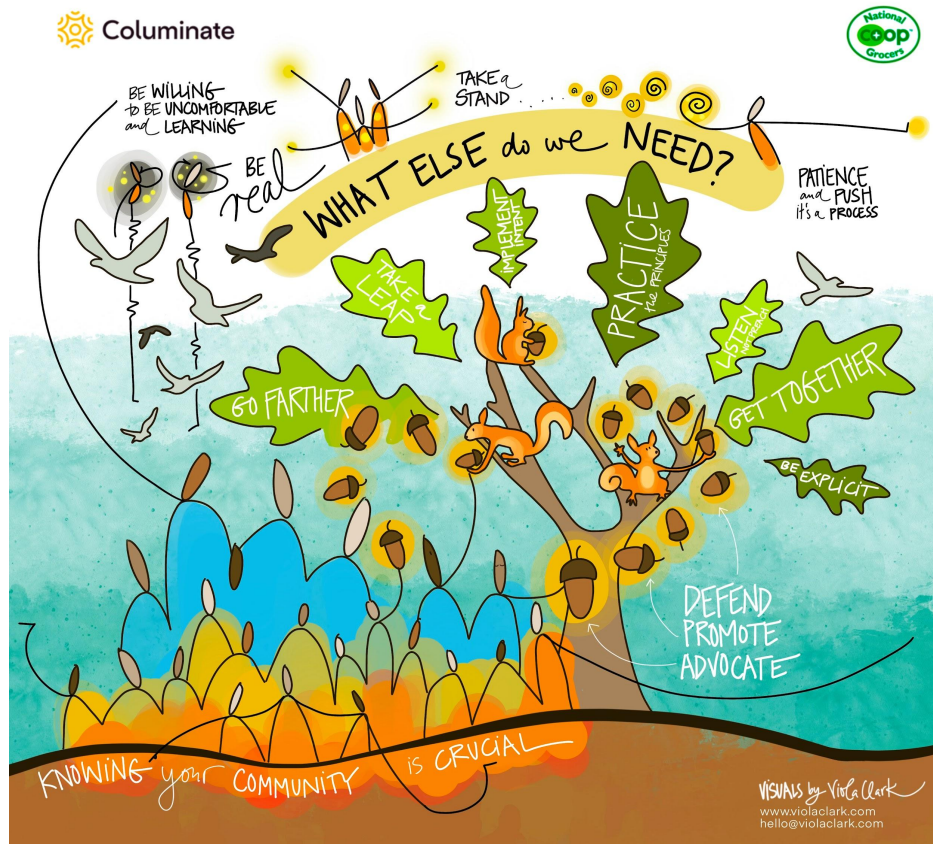# The Cooperative Cafe

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 - 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?
-
-

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
  -
  -
  -

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

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**?

- Website and marketing materials list accessible buildings
- Comfort level, people come into the store, and see others that look like them, they are reflected in.
- Giving access intentionally, sensory hour, neuro-expansive, senior hour am
- Black house is able to be Black house.
- Serving all socioeconomic levels including low & middle income.

What must be present to lead into **accessibility**?
- Tangible things in the environment
  - Intentional desire to create it
  - Listening to what is needed, allowing plans to evolve
  - Willingness to admit when wrong, mistaken, change is needed
- Feelings / Experiences people can have now that they couldn't before.
  - Long-term residents with diversity.
  -
  -

If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.
- Lack of concern for community.
- Community is siloed, undesirable.
- Bad reputation
- Lose funding

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**?

- Representation (staff, board etc. represent the community) Someone doesn't feel alone in their identify
- All are welcome - when a member walks in they are treated like they belong there
- No barriers to accessing org membership & services for all those who want to
- Goods/services offered should be relevant to the members/owners/customers
- Pricing should not make the coop unattainable/inequitable, more financially burdensome for members and customers

What must be present to lead into **belonging**?
- Tangible things in the environment
  - Support and leadership
  - Trained staff/volunteers - fully embrace the welcoming
  - Resources are available for everyone (health care, foods, housing is it serving all of the people)
  - Bilingual signage/communication
- Feelings / Experiences people can have now that they couldn't before.
  - Inclusion, Authenticity
  - Empowerment that they can their voice will be heard & considered.
  -

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

Choose one thing to bring back to the group.
- ***Reputation for being elitist.***
- Lose customer base.
- Don't fulfill the mission.
- Go out of business.

- Lack of community,
  Always in crisis, chases away people, could go out of business
  Who is typing? Group 6 we picked the wrong one LOL 🙂

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.**

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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**?

- It's a place where everyone can shop around and be familiar to the community
- It's a place where you see a variety of quality, local products
-

What must be present to lead into **inclusion**?
- Tangible things in the environment
  - Proximity to the interested communities
  -
  -
- Feelings / Experiences people can have now that they couldn't before.
  - Sense of belonging and camaraderie grows.
  -
  -

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

- The community and product quality itself disappears
- We will not be able to keep the kindness, love and camaraderie.

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?
- All folks are welcome and comfortable in the co-op
- Everyone feels seen and heard
-

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

What must be present to lead into diversity?
- Tangible things in the environment
  - Translation (language)
  -
  -

If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.
- Perpetuate the status quo, have others follow our poor role modeling
- Isolation
- Business failure

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**?

-
-
-

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

- Tangible things in the environment
  -
  -
  -
- Feelings / Experiences people can have now that they couldn't before.
  -
  -
  -

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

-

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.**

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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**?

- People respect and understand me. I feel comfortable. I can be myself. People accept me for who I am.
- I feel empowered to vocalize frustrations or express satisfaction when good things happen.
- What I bring to the table is valuable even if it's different from the "norm" in the group. My viewpoint is heard and respected even if it's not always agreed with.
- I can be silly - I can make jokes and have fun at work. I don't have to be serious all the time.
- I feel like I'm part of the community.

What must be present to lead into **belonging**?
- Tangible things in the environment
  - Mutual respect
  - Active listening
  - Inclusive environment - being nice and genuine to people
- Feelings / Experiences people can have now that they couldn't before.
  - Mutual joy - having fun together
  - The group can solve problems more proactively. The group can be more tuned in to each other and identify and solve problems sooner.

*If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.
- Alienation - nobody wants to be involved. Nobody will want to participate.
- People might feel forced to participate even if they don't want to.
  - Some people will want to participate more than others

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.**

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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**?

-
-
-

What must be present to lead into **inclusion**?
- Tangible things in the environment
  -
  -
  -
- Feelings / Experiences people can have now that they couldn't before.
  -
  -
  -

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

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**. What can we do to make sure the unwanted result WILL happen?
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 t**hings 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**

How can we make sure we have an exclusive, homogenous environment in our organizations?

Group 1

Round 1:
    ● How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**
        ○
        ○
        ○
        ○

Round 2:
    ● List of t**hings 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.**
        ○
        ○
        ○

Group 2

Round 1:
- How can we make sure that the unwanted result will happen? List othings that will **produce or make happen the undesirable result.**
  - Focus hiring on previous experience only
  - Pricing groups out of the store
  - Treatment based on status
  - Limit our product selection
  - Not showing value - either really expensive or really cheap
  - Being too Judeo-Christian focused
  - Having Leadership that is oblivious to the status quo of being homogenous

Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Not addressing issues as they are brought up
  - Lack of curiosity on what's happening
  - Hiring based on homogeneity
  - Lack of diversity on the Board - class/race/
  - Experience is diverse and can be great for change
  - Treating houseless neighbors differently
  - Holiday displays that concentrate on Ie Passover or Easter but not Ramadan

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
  - Stop not listening and not addressing when issues are brought to our attention
  - Stop being passive bystanders when issues arise
  - Stop adhering to strict interpretation of product selection guidelines
  - Stop the board from exclusive recruitment of new board members
  - Stop hiring just based on experience
  -

Group 3

Group 3
Round 1:
- How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**   - Promote the coop only thru member word of mouth to friends & family   - Group think   - Denial of existing problems   - Talking the talk, but not walking the walk   - No change   - No orientation/introduction for new members
Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**   - Keep using the same consultants over and over again.   - Suggestions to change things are shot down because "we've always done it this way." Group think.   - Ineffective implementation of ideas.   - Programs to increase or serve members are under-resourced financially & staff-wise.   - Not following the co-op principles   - Soliciting members at the same types of events year after year.   - Priced too high for the neighborhood where they're located.
Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.   - Hiring white people into leadership positions & Board.   - Stop talking to the same people about the problem.   - Stop recruiting at the same events over and over again.   - Stop proposing solutions/being silent or leaning in/leaning out (stop acting according to your nature).   - Stop having so few meetings/doing nothing.   - Stop judging potential members' opinions of the coop.   - Stop trying to change people's minds.

Group 4

Group 4

Round 1:
- How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**
  - Lack of membership
  - Ignoring concerns
  - Poor hiring practices
  - Lack of diversity and leadership
  - Public scrutiny
  - Rigorous/demanding joining process
  - Lack of acceptance of differences
  - Lack of community engagement

Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Poor employee and board retention
  - Disregard of opinions
  - Lack of transparency and sabotage
  - Ignorance
  - Lack of care

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
  - Change of attitude towards a situation
  - Stop making assumptions and accusations
  - Start engagement
  - Stop misguided advertisement
  - Stop reducing multiple identities into one
  - Stop hiring people outside of the coop mindset

Group 5

Round 1:
- How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**
  - Not listening or addressing issues when they're brought up.
  - Only hiring people that are already like us
  - Nobody says "hello" to people when they enter our environment, especially if they're xyz.
  - Not taking ideas from people who aren't in the "in" group
  - Defer to the same people or patterns in decision-making
  - Not exploring new products or new ways of doing things
  - People turning away from each other when there are perceived differences
  - Making rules excluding certain types of people
  - Not making any changes after people leave
  - Raising prices to the point where they're no longer affordable
  - Staff doesn't reach out to shoppers - they get insulated, paranoid, or untrusting
  - Speaking poorly of others - gossiping - being ungenerous to your colleagues
  - Only hire certain types of people in positions of power, e.g. white men
  - Different ideas inspire fear, not curiosity. New ideas are not seen as opportunities, but threats.
  - Fear of punishment / ostracization prevents people from speaking their minds
    - Inspire fear in people who disagree or speak up with you

Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Soliciting the same people
  - Not saying hello or people turning away from each other when they are perceived different
  - A lack of wanting to hear exploring a new idea of wanting to do something, not wanting to change something
  - Only hiring people like us
  - Too chaotic and complicated in structure

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
    - Stop keeping our head in the sand and thinking we are perfect
    - Stop taking our concerns to our friend groups
    - Stop hiring same folk
    - Stop high end offerings (mostly?)

S

Group 6

Round 1:
- How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**
    - Not fair prices/only high prices
    - No diversity in product
    - Viewing your participation as the only way to participate
    - Making assumptions about who other people are
    - Soliciting the same folks
    - Only participating events where there is no diversity
    - Not taking SNAP, no having scholarships, no food for all program
    - No diversity in staff
    -

Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
    - Keep using the same consultants over and over again.
    - Not following the co-op principles as a staff
    - Being too health conscious
    - Not listening/responding when someone brings up an issue that was mentioned by someone before.
    - Focusing on only one set of religious holidays
    - Product selection vs. value proposition

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
    - Stop hiring white people to leadership positions and board
    - Stop talking to the same about the problems
    - Stop going to same events over and over again
    - Stop proposing solutions
    - Stop using the same consultants?
    - Stop doing activities individually
    - Stop judging people's health choices
    - Stop focusing on just one set of religious holidays
    - Stop making assumptions

Group 7

Group 7

Round 1:
   ● How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**
     ○
     ○
     ○
     ○

Round 2:
   ● List of t**hings 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.**
     ○
     ○
     ○

Group 8

Round 1:
  ● How can we make sure that the unwanted result will happen? List things that will **produce or make happen the undesirable result.**
    ○
    ○
    ○
    ○

Round 2:
  ● List of t**hings 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**.
    ○
    ○
    ○