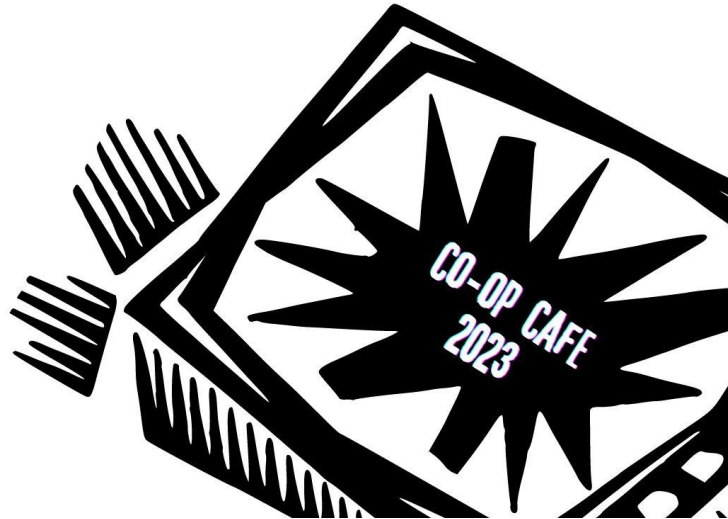# The Cooperative Cafe

Creative Destruction:

Making Space to Lead Into Our Values

10/11/2023 Workbook

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Creative Destruction:

Making Space to Lead Into Our Values

Fall 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

- 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.

- Take space and time for access needs

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 encouragement;
- 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.**

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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?
- People do not feel excluded based on their race, culture, affiliation, identity, ability, etc.
- People are themselves and accepted and embraced as they are to be their authentic selves.

What must be present to lead into diversity?
- Tangible things in the environment
    - Safety
    - Accessible landscape
    - Trust/Accountability
    - Affordability
    - Explicit community of life long learners
    - Curiosity

Feelings / Experiences people can have now that they couldn't before.
- 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.

- Unsafe/hostile environment
- Exhausting
- Everyone looks the same
- The product selection lacks variety, depth (very bland)
- Lack of honesty
- Uncomfortable
- People's voices are stifled

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**?

- Open to everyone is meaningful to community members
- Being able to get to the co-op, whether rural or infrastructure issues exists
- Regardless of economic and cultural barriers
- Language access. Staff can represents many different backgrounds / countries
- Educational information in native languages
- Open and accessible store for all cultures and experiences

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

- Tangible things in the environment
  - Signs in different languages and accommodate when not all languages can be represented
  - Physical space - retail space is at a premium, but takes up valuable space for

customers
- ○ Automatic doors for ease of access to building for all people
- ○ No jargon
- Feelings / Experiences people can have now that they couldn't before.
  - ○ Understanding - how do I buy bulk , for example
  - ○ I believe, this is my store
  - ○ A sense that a co-op is for them
  - ○ Empowered shoppers

If we don't live into this value, what might be some unwanted results? Choose one thing to bring back to the group.
- Not living up to our ends - not doing the thing we said we were going to do. We could go out of the business of being the co-op.
- We could go out of business. Stagnation - potential loss of the business
- Loss of trust in the community
- Could create a bad reputation for co-ops in general
- Not being part of the community
- Monolithic culture
- Self isolation of the co-op
- People may miss out on nourishment
- Could dishonor the founders from 40 years ago. Not honoring the energy people put into the co-op initially.

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**?

- Cultural acceptance - a vibrant diverse organization, cultures represented and respected
- People will be showing up as their whole selves and be very present
- Belonging is more than saying everyone is welcome, but also about how we build participation and power together; participatory decision-making, leveling off hierarchies, making cooperation meaningful in our relationships with each other; we deal with the hurts and differences and process them, real unity that come from honesty and dealing with the tough stuff
- Highly collaborative and that collaboration leads to action, directs action because we're all invested and heard

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

- Tangible things in the environment
  - Systems/processes for all voices to be heard
  - invitation to share your voice, more than just a sign on the wall, really working to let people know we want them to take part
  - Nonviolent communication and ways of communicating that make us feel safe and heard
  - Shared learning experiences are available that create common language
- Feelings / Experiences people can have now that they couldn't before.
  - Feeling like we can all really show up and communicate transparent with one another
  - Conflicts and difference is an engine for growth and fruitful conversations, actions
  -

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

- People will not feel welcome.
- People just won't show up at all. To shop, to work. If you don't feel like you belong you don't show up, you don't invest yourself.
- **The culture will stagnate, there will be silos within the organization, it won't be united.**
- Long-term, our co-ops will fail, they will not be relevant to our community's needs
- People will be alienated because our co-op do not live up to what they said/promised, if we're perceived as having borrowed the language without sincerity our co-ops will become breeding grounds for resentment
- Creates an environment where some folks feel belonging that actually creates alienation for others. We go further into the territory of othering people.

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**?

- Diverse board, members, and employees.

- A committed anti oppression and anti racism policy.

- Intentional practices to make everyone feel included emotionally and physically in the space.

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

- Tangible things in the environment
    - Anti-racism transformation team as a resource or department specifically focused on inclusion.
    - Board development and member outreach (marketing creatively to reach a diverse population).
    -
- Feelings / Experiences people can have now that they couldn't before.
    - Building strong relationships with more businesses in BIPOC community and people that might not be top of mind.
    - Sense of genuine belonging and welcoming.
    - Representation in the store.

***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 happiness or feeling of community**
- **low moral of staff, customers, and board members.**
- **Defeats the purpose and mission of a co-op to welcome everyone.**
- **High turnover**
- **Homogeneous**
- **Public Dissension in the community.**

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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-

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.**

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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
  -
  -
  -
- Feelings / Experiences people can have now that they couldn't before.
  -
  -
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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
    -
    -
    -
- 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 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**?

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-

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.**

-

Unwanted Result

- Unsafe/hostile environment

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 7 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 7 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 7 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](#)

Group 1

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.**
  ○ Lack of anti-oppression/racism policies
  ○ No strategy for working with unhoused
  ○ Low employee morale
  ○ Top-down rigid management style
  ○ Unenaged/absent board
  ○ Unfair labor practices
  ○ Indirect communication
  ○ Lack of transparency
  ○ Lack of staff opportunities for input
  ○ Lack of clarity about who is making what decision
  ○ Aggressive communication
  ○ Lack of proper training
  ○ Disregard for personal health and safety
  ○ Staff and board turnover

Round 2:
● List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  ○ Top-down management
  ○ Employee dissatisfaction
  ○ Indirect/negative communication
  ○ Undefined roles (board and co-op staff)
  ○ Unclear decision-making
  ○ Unchecked communication styles
  ○
  ○

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
    - Stop having unfacilitated conversations (no clear parameters around decision-making)
    - Acting with intention - ask the "why"
    - Get rid of rigid top-down management style that is anathema to the co-op structure
    - Allowing all voices to be heard
    -
    -
    -
    -

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.**
  - **Promote or celebrate politics.**
  - **Creating an in-group and out-group, blaming others.**
  - **Making no action to improve or correct things.**
  - **Lack of transparency in the decision-making process**
  - **Culture fit instead of culture add**
  - **Insensitive promotion.**

Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Tension and division between workers and admin.
  - Big projects taking away attention.
  - Blame game - lack of accountability.
  - Opposition groups.
  - Lack of transparency causes divide
  - Hiring practices leading to culture fit (same) vs culture add (diverse)

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
  - Work together, focus on the problem, and what we can do.
  - Needing a culture shift: what is actually acceptable, name it
  - Don't speak for us - lead to culture shift
  - Allow workers to vocalize, remove silos, create transparency
  - Make time to really listen (100 page responses)

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.**
    ○ Don't be intentional about alignment around inclusive hiring
    ○ Just base things on resume
    ○ Ignore employees
    ○ Don't speak up for yourself
    ○ Don't have clear expectation
    ○ Make a lot of value judgments
    ○ encourage/enforce bias
    ○ "Do you know who I am"

Round 2:
● List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
    ○ Don't speak up for yourself - for things that are close to you
    ○ Not enough time for enough learning to make continuous/meaningful progress; not a priority
    ○ "Do you know who I am" - making sure that everyone feels heard, not basing airtime on personality; it's hard to move forward as a community
    ○ Value judgment - forcing value judgment as a preference
    ○ Haste - moving fast, "I don't have enough time"
    ○ Competition around who is the most busy

Round 3:
● Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
    ○ Stop undervaluing your own time
    ○ Stop being stressed about what other folks are stressed about
    ○ Stop allowing individual concerns to overwhelm the vision
    ○ Stop ignoring value judgments - for yourself and others
    ○ Stop being silent when you see something
    ○ Stop being afraid to set boundaries

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 compassion
  - Lack of training
  - Narrow mindedness
  - Resistance to feedback, differing opinions, change
  - People aren't allowed to be authentic
  - Lack of information, resources to support staff and customers
  - Unwelcoming, inappropriate communication styles
  - Missing sense of urgency and follow up
  - No one wanting to take responsibility
  - Weak leadership
  - Lack of empathy + not understanding other points of view

Round 2:
- List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
  - Not currently seeing in co-ops represented. Systems are in place. Always room for improvement.
  - Including everyone can present it's challenges. Difference in work experience can present issues in providing feedback.
  - Areas with crime can create struggles with open-to-everyone approach. Had to shut one bathroom that was hidden from view.

Round 3:
- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
  - Stop relying on old routines and "that's the way we've always done it."
  - Stop being fully focused on the work, and make space for activities that encourage intentional relationship building
  - Stop over explaining ourselves and lean on the house rules.

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.**
    ○ Conflicting messages from management and the board
    ○ Customer looking for unsafe/untrue things on the internet
    ○ Not putting forth specific procedures about cleaning processes/breaks, etc. who and how
    ○ Lack of training
    ○ Stealing - what's the processes for handling - the law, internal
    ○ Not listening to staff or member concerns, i.e., can aisles be navigated safely? "It's only one person" instead of investigating
    ○ Gossip
    ○ Favoritism - making sure that everyone is treated the same

Round 2:
• List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
    ○ Email from staff member, wanted to talk to the board, unhappy about not knowing who's in charge, unsafe environment, favoritism, 2 mgs not working together: brought to light a number of things that GM wasn't paying attention to.
    ○ Gossip, tale telling, favoritism, lack of training
    ○ It's a struggle to get the board to pay attention, no notification if attending events
    ○

Round 3:
• Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
    ○ Had an all staff meeting, ask the employees what they wanted to share
    ○ Let everyone say what they were feeling, board needed to listen to what employees saying
    ○ Staffing needed a better way to communicate to the board/management what they needed/grievances

Group 6

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.**
    ○ Dismiss suggestions or concerns
    ○ Point out weaknesses, mocking, label people negatively
    ○ Duplicating efforts and ignoring ownership
    ○ An exclusive first impression when you walk into the store, where there is little diversity, an impression that its for others, not you (ads don't look like you, doesn't feel for people of your income level, etc)
    ○ Lack of cultural competency - microaggressions
    ○ Lack of training of HOW to be inclusive
    ○ Creating cliques
    ○ Not having systems for reporting harm

Round 2:
• List of t**hings that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
    ○ Lack of cultural competency and no training
    ○ Lack of diversity on the staff (same gender, age, race)
    ○ No system for reporting harm
    ○ Lack of diversity of ethnicities
    ○ Political diversity extremes
    ○ Higher up responding with jokes to concerns
    ○ Higher ups dismissing concerns and marginalizing those brining the concerns
    ○ Inconsistent responses, insincere responses to concerns

Round 3:
• Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure**.
    ○ Replacing the person creating the toxic environment
    ○ Talking to individuals of the politically different "groups"; cross the aisle

- Stop assuming you already have enough training; find someone to work with intimately to help keep your organizing moving beyond the standard 1-on-1

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**.
        ○
        ○
        ○