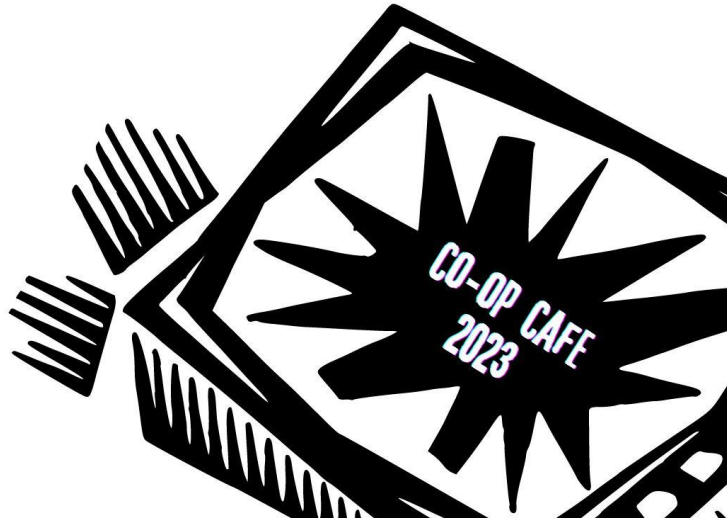


The Cooperative Cafe

Creative Destruction:
Making Space to Lead Into Our Values
11/9/2023 Workbook

Creative DESTRUCTION



Facilitators:

Jamila Medley

Molly Snell-Larch

Hether Jonna Frayer

Special thanks to our sponsor, [National Co+op Grocers](#), for supporting the Cooperative Cafe series.



Columinate



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
- 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.
- 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 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**?

- Ease of usage for folks not relying on their vision, including labeling and signage
- Store hours, times of business off-working hours, including events and meetings
- Physical accessibility to the store (along transportation routes)
- Different languages represented as needed
- Flexible options for being involved in the life of the co-op
- Pricing of goods need to be accessible

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

- Tangible things in the environment
 - Labeling and signage
 - Flexible store hours
 - Proximity to bus/train routes
 - Member meetings/events are recorded
- Feelings / Experiences people can have now that they couldn't before.
 - Higher sense of comfort
 - Feeling of being recognized and included
 - Sense of belonging and being able to participate in the life of the co-op
 - Feeling of affordability

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

- There would be no people with accessibility needs in the store – store is not easy to get to by public transportation – lost participation and income for co-op



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 individual'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**?

- Owners, shoppers, not only employees belong
- They see themselves and their own values reflected in the functioning of the co-op
- They talk it up with pride to others in the community.
- Solidarity: board, staff, owners work to create sense of cohesiveness
- Staff feel they have a voice in how things are run.
- Knowing the story of where your food comes from. Knowing the farmer.

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

- Tangible things in the environment
 - Owners meetings, patronage dividend, owners picnic, standing invitation to owners to attend board meetings
 - Newsletters, let owners know what is done for them.
 - Gainshare program—everyone owns a share of our monetary success.
- Feelings / Experiences people can have now that they couldn't before.
 - People feel comfortable and at ease when they come into the store.
 - Staff trusts management has their interests at heart.
 - Owners trust staff is knowledgeable

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

- High staff turnover

- Negative reviews on social media
- People won't shop there, go where it's cheaper
- Lose sales
- Hard to recruit board candidates

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**?

- Serving more people more effectively
- Increasing the individuals and groups that make up our co-op, so we are more closely identified with the diversity of the broader community
-

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

- Tangible things in the environment
 - Community Outreach
 - Town Halls, Listening Sessions, etc.
 - Fair representation of products in the store
 - Diversity of staff
- Feelings / Experiences people can have now that they couldn't before.
 - Safety
 - People able to make clearer choices about the entities that they personally wish to support
 - Wellbeing of broader community grows when inclusion of excluded groups improves

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

- Our pool of members/customers at the co-op would decrease, which would affect us economically

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?

- Once you use the word person, we all can have some understanding that we are apck animals, seeking connection for survival.
- Like there would be a feeling of community among all the people we come into contact with. Many ways that people can connect and have contact. That is devierstiy too.
- We would hear multiple languages. See sign language.
- We would do our bet to learn those languages and signs.

What must be present to lead into diversity?

- Tangible things in the environment
 - Some space for some comfort for people. Phsycai conatct not forced.
 - ADA compliant in the physical spaces
 - Music that doesn't chase people away. Noise canceling headphones for folks to use.

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.**

-

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 **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](#)

Unwanted Result

- **There would be no people with accessibility needs in the store**
-
- store is not easy to get to by public transportation
- Our pool of members/customers at the co-op would decrease, which would affect us economically
- High staff turnover
- Negative reviews on social media
- People won't shop there, go where it's cheaper
- Lose sales
- Hard to recruit board candidates

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 handicapped parking,
 - Uncaring staff
 - High shelving
 - Lack of parking
 - Lack of public transportation
 - Icy walks
 - High prices
 - Inaccessability
 -
 -
 -
 -

Round 2:

- List of **things that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1**
 - Pricing is high for city
 - Construction in parking area
 - High shelving
 -

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:

- How can we make sure that the unwanted result will happen? List of things that will **produce or make happen the undesirable result.**
 - **Websites set up in a way that can be accessed by visually impaired**
 - **Have no alternative language**
 - **Not having enough staff, especially those who are trained to serve people with various diversities**
 - **Lack of socioeconomic diversity of top staff, management, and board**
 - **Unsafe navigation of store**
 - **Placement of goods so that they are physically reachable**

Round 2:

- List of things that are actually happening in your organization that resemble activities, patterns, policies, etc. from list 1
 - We currently don't have staff trained to help serve members with special needs.
 - Currently have a second floor with no elevator/escalator access
 - Prices are very high
 - Constant rearranging of goods
 - Lack of socioeconomic diversity of top staff, management, and board

Round 3:

- Determine an initial step or 2 that can be taken in your organization that will **STOP this unwanted activity/program/procedure.**
 - We are going to stop offering ONLY overly priced options.
 - Stop using traditional hiring and promoting methods.
 - We want to stop rearranging placement of goods.
 - We stop overlooking the need for training of staff who can assist people with needs.
 - Stop focusing on stocking novelty items.

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.**
 - Websites that aren't ADA compliant
 - Infrastructure that is not ADA compliant
 - Product placement is not within reach
 - Noise
 - Lack of transportation
 - Mono lingual signage, meeting minutes, employee handbook
 - Lack of competitive pricing
 - Lack of cross-cultural products
 - Signage, labeling

Round 2:

- List of things that are actually happening in your organization that resemble **activities, patterns, policies, etc. from list 1**
 - Mono language
 - Website not compatible for low vision users
 - There is a perception that prices are higher
 - Products not culturally diverse
 - Labels too small to read
 -

Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
 - No more plastic
 - Stop promoting the luxury high end items
 - Not have shelves full of white american food
 - Not have only one language
 - Stop buying from the same vendors

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.**
 - Narrow and congested aisles
 - High shelving
 - Lack of handicapped parking
 - Sidewalks not cleared of snow or debris
 -
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Round 2:

- List of things that are actually happening in your organization that resemble **activities, patterns, policies, etc. from list**
 - High shelving
 - Lack of signage/newsletter information for assistance
 - High usage/impacting accessibility and sensory overload
 - Adequate staffing to meet needs
 -
 -
 -

Round 3:

- Determine **an initial step or 2 that can be taken in your organization that will STOP this unwanted activity/program/procedure.**
 - Have study of signage possibilities to reach as many groups as possible
 - Clean up traffic mess at front end
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Group 5

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.**
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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.**
 -
 -

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.**
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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.**
 -
 -

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.**
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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.**
 -
 -

Group 8

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 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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 -