

Maintaining Mutual Respect and Human Dignity



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Agenda



- Introductions
 - What do you hope to learn or share?
- Two views
 - Co-op Index
 - Complex Responsive Process
- Talking and Listening – dialogue
- Power Relations – conflicting constraints
- What story is being created and lived?

CoopIndex



- The CoopIndex questionnaire allows workers to express their perception of their co-operatives. The tool was developed in response to the need for a method of evaluating how such values-based organizations as worker co-operatives abide by their values and principles.

CoopIndex: Human Dignity as the Essence of Co-op Values and Principles



- A Principal Components Analysis of the 58 questions. The analysis yielded 12 components which seem to be a very good reflection of the essence of the ICA set of Co-operative Values. The main component, Human Dignity, explained 61.86% of the variance.

Human Dignity



- We called the first component Human Dignity.
- Its composition is very interesting and reflects the recognition of others as human beings, as subjects who have a right to make decisions and to be respected.
- This component confirms the thesis that most successful participatory companies differ from the others in recognizing people as persons. It was postulated in the last chapter of a book about such organizations (Stocki, Prokopowicz, Żmuda, 2012).

Total Participation Management



- This ontology of the person presupposes: (a) people actively participate in making sense of their environments; (b) this sense making guides their actions and involvement in response to their environment; (c) people must be in positions in which they have the responsibility and capacity to take actions of importance to the co-operatives' activities and results; and (d) they share a common vision of the good toward which they are striving. (Stocki 2008, Hough 2015)

Complex Responsive Processes

Author: Ralph D. Stacey



- Embodied independent human persons – a social and relational view of the person
- Responsive acts of mutual recognition
- Patterns of interaction produce further patterns of interaction – constitute individual and collective identities
- Transformative causality in which continuity and potential transformation emerge at the same time

Complex Responsive Processes



- Time as the living present – accounts of the past and expectations of the future are formed in the perpetual construction of the future in the present
- No society or organization is at a higher level than human interaction
- Intention and what emerges does so because of the interplay of what people intent to do, not by chance

Complex Responsive Processes



- There is no external vantage point in these relations
- Practice is the local, social activity of communication, power relations and evaluative choice
- Social processes of consciousness and self-consciousness – the world we together create in our thought
- An organization – patterns of relating in which one can only participate

Talking and Listening – dialogue



- Meaning comes from the interaction of gesture (language, expression, body stance etc.) and response perpetual process
- Poor communication means inadequate interaction
- One doesn't know what has happened until one sees the response, and then the response to the response – on and on
- A one-way gesture is not communication

Discussion



- What are the key attributes of a good speaker, of a good listener?
- What context is required for good communication

Power Relations



- Being heard doesn't mean being agreed with
- Opposing intentions and constraints
- Agreed constraints – limits on behaviour and action
- Formal roles and responsibilities
- Adequate communication – a local determination

A Challenge



- How does the formal structure of your co-op enable or limit adequate interaction i.e. good communication?

What story is being created and lived?



- A narrative of identity being co-created through local interaction
- The interplay of many intentions of individuals and groups occurring in local interactions create co-op wide patterns
- These patterns are articulated as stories which inform the identity of the individuals and the co-op in a continuous process

Human Dignity



- Does your co-op's pattern lead to a narrative of human dignity as fundamental to its story?
- If so - what are its key features?
- If not – what patterns of location interaction would need to be transformed, what steps could you take?

Resource



- Ralph D. Stacey. *Strategic Management and Organizational Dynamics: The Challenge of Complexity*
- *Stacey has many books with a strong focus on innovation and creativity within organizations*
- Ryszard Stocki. Ryszard Stocki is the key developer of the CoopIndex and theory of Total Participation Management. <http://www.stocki.org/>