

LEADer

A publication focused on sharing ideas to improve on and support excellent cooperative governance for NCGA's Western Corridor co-ops



Focus on Member Linkage

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Strengthening the Dialogue

by **Martha Whitman**—President La Montañita Co-op (Albuquerque, Santa Fe, and Gallup, New Mexico)

While doing research for last April's Western Corridor board development training on member engagement, my co-trainer, Phil Buri, challenged me to see what information could be gleaned from co-ops outside the United States. As it turned out, the most useful resources came from Canada—specifically from a survey commissioned by the Canadian Cooperative Association (CCA)* exploring the various methods of member engagement in Canadian cooperatives and credit unions.

What I found most interesting in the survey was how the member engagement venues were categorized. The categories offer an easy and workable tool to help boards recognize what their efforts are achieving. By organizing various venues into two categories, boards can



understand how they're covering different aspects of member engagement and consider their efforts in a greater context of time. Charting the venues by category, along with a timeline, acknowledges the work already being done and illuminates opportunities extending beyond the "Oh no, it's time to plan the annual meeting again!" syndrome. The resulting chart holds the potential for connecting the dots of one activity to another and a master plan to span a year's cycle and beyond.

The Canadian survey identified two categories of member

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Meet the BEST in the West



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LEADer

A publication focused on sharing ideas to improve on and support excellent cooperative governance for NCGA's Western Corridor co-ops

Welcome to Our First Issue!

The *LEADer* is a new initiative designed to complement the corridor's twice-yearly board training sessions. The *LEADer* is meant to provide a forum for the continued sharing of ideas and resources, and to support a growing and increasingly effective network of co-op leadership.

In this issue, we focus on sharing ideas and thoughts on the important topic of member linkage. This discussion builds on those at the corridor's spring 2008 training session (held in Portland, Oregon, in April). We want to continue the exchange on this area vital to long-term co-op success. We hope you find these items of interest. Let us know of your thoughts, suggestions, or questions.

About this publication...

- The *LEADer* is a quarterly resource for enrolled directors and leaders of Western Corridor co-ops.
- The *LEADer* is a project of NCGA's Western Corridor and is guided by the corridor's Board Effectiveness Support Team (BEST).
- We welcome your reactions and suggestions, as well as questions for us to answer in future issues. You can send comments to: askthebest@ncga.coop
- We also welcome your contributions. Send along your thoughts, suggestions, or tips for the next or a future issue.
- Deadline for the December 2008 issue will be November 10.
- For more information about NCGA, the Western Corridor, upcoming western regional board training events, or the *LEADer*, or for contact information for any BEST members, contact:

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Board Effectiveness Support Team



Works for Us

Breakfast with the Board

by **Lucinda Berdon**—General Manager, Quincy Natural Foods Co-op (Quincy, California)

Each year our board of directors hosts Breakfast with the Board. This event is one of our most popular venues with members, as it fosters an intimate environment with both an open forum and informal discussion. (It's intimate because it's limited to 50 people, whereas our annual meeting has nearly 200 attendees.) It's an opportunity to share ideas and raise questions in a casual setting all over a delicious breakfast. Sound good so far?

Here's How It Works

The board reserves a local cafe on a Saturday morning each spring. The event is advertised in our newsletter, on our website, and in the store. All members are invited, but RSVPs are required, as there is limited capacity. We allow three hours for the breakfast and forum, generally 9:00 a.m. to noon. The organic vegetarian breakfast is FREE to members who have reserved a spot. During the buffet meal, our board and general manager mingle with the participants. We use informal discussions and games to break the ice. We sometimes show a short DVD or video to inspire conversation. It's important

to create an enjoyable, respectful experience for everyone. We want members to be comfortable speaking and listening. We try to keep it light yet meaningful.

Once everyone has finished eating, we gather. One of our board members facilitates the meeting, keeping it on track and productive. We begin with quick introductions and any concerns, questions, or topics people want addressed. These thoughts are documented on a flip chart and create the agenda. Each topic is given about 10 minutes for open discussion. We make sure to have a PA system with a microphone. This system keeps people focused on one speaker at a time and reduces side conversations.

The board and general manager are present to listen, clarify, answer questions, and educate members. The board's recording secretary takes minutes. Some topics we have covered include:

- livable wage versus capital store improvements
- greening the building; going solar
- product selection
- patronage refund versus discounts

Hot topics are identified and later become board meeting agenda items, committee work, or new projects. This venue always sparks exciting conversations and gives our members the assurance that they are being heard and appreciated. It cultivates a sense of ownership and offers an educational opportunity for members. It's a great place to explain current policies and procedures, financial systems, and organizational philosophies. It's a productive way to engage members in policy development, community involvement, committee work, and potential board recruitment.

Our members can be a wonderful resource. Many want to be involved but don't know how. We've found that Breakfast with the Board is a place where inspiration, direction, and vision can be shared with our members with amazing results.

What Works for You?

Share your great ideas or techniques! We'd love to hear what you have found to be an effective board system, tool, or activity. Send your contributions to askthebest@ncga.coop.

Try This! *At a member event, have all board members wear a special (or fun) hat that will make them readily identifiable in the crowd. This will make it easy for members to find and talk to them. (You can also use a special T-shirt or name tag if hats don't work for you.)*

FOCUS

General Manager/ Board Relationships

Related to Owner (Member) Linkage

Michele Adams—General Manager
First Alternative Co-op
(Corvallis, Oregon)

Everything boils down to time. How much time do directors have to spend on their volunteer positions? What should they work on given the amount of time they realistically have?

One board responsibility involves owner/member linkage. This doesn't mean the board needs to spend hours listening to each owner's desires or concerns, but it does mean the co-op must have a clear policy for owner/member input. Avenues for member linkage:

- Owner/member meetings
- Bulletin boards for member input in the store
- Letters to the editor of the cooperative's newsletter
- Owner/member forums
- Surveys
- Owner/members on board committees
- Owner input time at board meetings

If an owner wants to attend a board meeting to voice concerns, the board should have a set policy on handling the situation. For example, suppose the owner wants the co-op to stop carrying a particular item. The board should have a written policy

stating that product questions go to the general manager and from the general manager to the department manager in charge of the product in question. The board should thank the owner/member for coming and let him or her know who will address the concern. In some cases, the board might refer an owner's concern to a committee.

Suppose an owner thought the store management wasn't following product selection guidelines or bylaws. In this case, the board would again thank the owner/member and let him or her know that someone from the board would be responding in a specific amount of time. The board might then assign the issue to a committee to find or create an appropriate policy covering this question. The committee would bring a recommendation to the next board meeting for discussion and approval.

If the board empowers the general manager to take on owner concerns about products or services, its own time is freed up for setting policies and visioning. The job of setting the vision for the store is an important one and needs to be reviewed and updated as time goes by. Working with owners on the vision could

be done at owner meetings or in forums with randomly selected groups. Because the board's job is to represent the whole and not board members' personal wishes for the store, feedback from member/owners is very valuable.

Broad oversight of store operations is key. If the store is profitable and annual surveys say that owner/members and staff are happy, then the management and board are doing a good job and should congratulate themselves.



- *How does your board deal with member comments? Those submitted in writing? Those made at board meetings?*
- *How do the board and general manager decide how to deal with member concerns or comments? Do they follow an established policy?*
- *Do you have a member comment period designated on board meeting agendas? If so, how do you manage that time? What do you do when too many members want to speak? What do you do when a member doesn't stay within the designated time limit? Does the board try to respond to member comments on the spot or does it follow up later?*



Cooking Up a Tasty Connection

Between a Board and Its Co-op Members

by **Cindy Owings**— Director
Community Food Co-op
(Bozeman, Montana)

“Talk doesn’t cook rice.” —Chinese proverb

A cook pot filled with rice, a splash of water, a thimble of sea salt, slow heat, and a healthy dose of desire combine to make fluffy mounds of rice. While cooking up a batch of rice is straightforward, cooking up a meaningful relationship between a co-op board and co-op members is far more elusive.

Co-op boards exist because co-op members exist. But when the board organizes a discussion forum and three people show, the board wonders, Where are the members? Who are the members? Are they just shoppers? What do boards know about their members? How can a board reach its members?

We on the Bozeman Community Food Co-op board know that 97 percent of sales are attributable to member-filled grocery baskets. However, this

astounding percentage does not translate into 97 percent participation in member forums, the annual general membership meeting, or board elections. We often scratch our heads, wondering how to engage more members.

What recipes are available for steaming, dicing, chopping, simmering, and enjoying member linkage? A *Member Engagement Cookbook* might be organized into chapters as follows:

1. Website

A website that includes a board section is a handy place to announce events, discuss issues, and post meeting schedules. Invite members to sign up for e-mail alerts on topics of interest. Including in-store specials and discounts encourages members to browse the entire website. Provide abundant links to ar-

ticles, other co-op websites, and related community happenings.

2. Newsletter

Co-ops have historically used newsletters to communicate with members. Newsletters can include pieces on co-op expansion, board happenings, food, food politics, and wellness; event calendars; recipes from the deli; letters to the editor; and on and on. Publishing a newsletter online encourages website use and saves paper.

3. Increase Your Co-op’s Sphere of Influence

How can you increase membership and at the same time build alliances in your general community? One Bozeman board member, Savannah Barnes, provided the following idea: Target “niche groups such as: seniors, kids, single moms/dads, students, nonprofit em-

Cooking Up a Tasty Connection

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ployees, city employees, arts members, volunteer workers . . . be it by sales, by working visibility and areas, by donations/discounts/distribution efforts to some of these groups that might otherwise feel too limited in terms of time, money, familiarity, and/or status to shop co-op.”

Invite outside speakers to lead discussions on compelling topics. A respected speaker could bring in nonmembers who might otherwise never set foot in your store.

4. Member Survey

An effective member survey will provide information about member needs; satisfaction with the co-op; adherence to mission, values, and vision; support for outreach programs; product offerings; and other topics. Using a comparable format, conduct a member survey at least once every two years.

5. Discussion Opportunities and Events

Board/member chats may be organized around specific topics.

Members may meet in small groups, with each table taking on a different topic. The board might hold a member forum to discuss its strategic plans.

Provide 15 minutes at the beginning of each board meeting for member input. Invite members with specific skills to join board committees, either temporarily or for the long haul. For instance, when the Bozeman Co-op began its expansion in 2002, it created a design committee made up of talented co-op members, outside professionals, co-op management, and board members.

Offer good food, live music, and a compelling speaker and topic at the annual general membership meeting, allowing board members to interact directly with the membership.

6. In-Store Board PR

A board of directors bulletin board placed in a high traffic area provides opportunities to display information. Bozeman board member Andy Rahn suggested “Highlights from the Board Meeting,” a summary of each board meeting presented in

a fun, readable, one-page format. The highlights could be posted on the bulletin board, online, and on table cards placed in the co-op’s gathering spots.

A co-op’s most active members are its employees. Enclosing short informational blurbs about the board within paycheck envelopes is a sure way of getting the word out. Frequent short messages let staff know that the board is trying to stay in touch.

There are many tools for reaching out to your co-op’s members. Your board is limited only by its imagination and has nothing to lose by trying new ideas. Create your own *Member Engagement Cookbook* filled with recipes for staying in touch with members. Following a member linkage recipe takes time, tools, and desire, just as steaming a fluffy pot of rice takes more than talk.



- Which of the above chapters does your board use in “cooking up” its member linkage activities?
- What are some of your co-op’s best member engagement recipes? What have you done that you liked and thought was successful? What made those initiatives successful? What have you tried that didn’t work so well?



The Squeaky Wheel

by **Marcia Shaw**—Consultant
Intentional Management
(Corvallis, Oregon)

One reason board work is so important is that no one else is doing what the board is uniquely qualified to do. If the board isn't planning for the future of the co-op, who is? Similarly, if the board isn't tuned in to the owners, who else will be? The staff has lots of contact with "shop-pers," but not as owners. Maintaining meaningful connections with owners is one of the board's primary jobs.

Board members want to do a good job of listening to owners—and they have special dinners, store chats, and owner meetings to do so. They publish their e-mail addresses and phone numbers and give away gift certificates, door prizes, and ice cream cones to get owners to participate.

It's important that boards get generalizable information from a broad cross-section of owners. A small, carefully done survey can give you a baseline from which to make valid assumptions about owner values, views, and concerns. Carefully catego-

rizing comments can also be valuable. However, some boards spend too much time listening to, debating, and responding to individual concerns. A policy board wouldn't consider discussing what kind of chocolate to stock, but it could spend hours listening to and responding to two passionate owners. Boards learn quickly that they can't get involved in managing operational staff, but one unhappy staff member can cause untold hours of board handwringing, discussion, and careful crafting of response letters.

Face-to-face board time is incredibly valuable and should be managed carefully. Good board members want to spend their time on significant work. Boards that allow themselves to be derailed by passionate pleas on subjects that are not board

business will not have adequate time to attend to their important work—or will have painfully long meetings. If your board has a tendency to grease the squeaky wheel, you need to pay special attention to articulating and keeping current the two to four critical and big tasks you have agreed to tackle.

Individual owners usually have a place to submit comments and complaints. They sometimes have interesting, creative, and novel suggestions. The board can respond politely, however inappropriate the comments. However, the wise board thinks carefully about letting a small group of owners (no matter how passionate) reset its agenda and soak up its preparation time. Don't let the squeaky wheel get too much of your time—it's the board's most valuable asset.



Estimate what your board members earn at their jobs (or did earn if they are retired). Add the dollars up and figure out how much a 15-minute item on the board's agenda "costs." Ask yourselves if those 15 minutes were worth the money (in time). You can also cover a clock face, with dollar amounts at 3, 6, 9, and 12 o'clock. The board's time is valuable. An eight-person board (plus a manager and any staff) rarely spends less than \$150 to \$200 per hour.



Strengthening the Dialogue

Continued from Page 1

engagement: member consultation and board communication. Member consultation was defined as the ways in which we seek information from our member/owners; board communication as the ways we give information back to them. Both constitute the essence of the board dialogue with the membership. Said another way, consultation is the tool used to understand member needs and values, while communication is the tool used to create governance transparency, education, and connection.

With the concept in the chart below, think about all the ways your board currently

achieves dialogue with the membership and list them according to their nature. While the annual report is clearly a communication venue and focus groups a consultation device, other in-person activities might be a blend of the two. In your list, also acknowledge the frequency of each—whether an activity is done monthly (board newsletter article), semiannually (forums), once a year (annual meeting), or every few years (member survey).

Charting your venues gives you the opportunity to paint a clear picture of what you already achieve and points the board to clearer focus in developing ideas. The goal isn't to aim for a chart a mile long or to create a lot of busywork for everyone. The chart is a nifty organizational tool to help you refine a dialogue that is comprehensive, relevant, and interesting and builds trust with member/owners.

And what did the Canadian survey respondents feel were the most effective tools for dialogue? For board communication, they said that newsletter articles were best, and for member consultation, member surveys.

Here's how one co-op's chart might look:

VENUE	CONSULTATION/COMMUNICATION	FREQUENCY
co-op newsletter articles	communication	monthly
in-store governance literature	communication	ongoing
member surveys	consultation	annually
focus groups, forums	consultation	biannually
feedback forms	consultation	ongoing
annual meeting	communication/consultation	annually
breakfast with the board	communication/consultation	biannually
one-on-one conversations	communication/consultation	random

* You can find info on the CCA survey at: <http://www.coops.canada.coop/NewsLetter/InterSector/Autumn2002/index.html#Strengthening>.



- *Looking at your board calendar and your own co-op's "member dialogue" chart, do you find that your member communication and engagement occurs throughout the year or does it mostly occur at certain times of the year?*
- *What experience do you have with various dialogue venues? Do you find that some members are more willing to engage in specific ways? What do you do to encourage member feedback and engagement through various venues?*
- *To what extent does your co-op keep and track data on member contact? Do you classify contact just in terms of quantity or also with some measure of quality? Do you set goals for member linkage or contact; responses or response time?*



Board Effectiveness Support Team

What Is the Right Level of Member Participation?

Dear West BEST:

Each year only a few people attend our annual meeting. However, the co-op's sales and profits continue to grow robustly. The board, concerned about lack of participation, engaged a professional firm to conduct a rigorous, scientifically valid survey of members. The overwhelming response by members is that they like the store and just want to shop here. They have no desire to participate in the store's governance. Our board is somewhat concerned by this response. What should our response be—to accept this attitude or treat it as a problem we need to address? If the latter, what would your suggestions be? —Board of Directors, Strong Growth Co-op

Dear Strong Growth Co-op Directors:

Growing robustly, you say? What's the problem?! If your co-op has ever struggled through financially tough times, you might wonder why this question even comes up. Is this a serious problem? Like so many cooperative questions, the answer is a definitive—maybe.

While we like the fact that the store seems to be prospering, the board needs to work a little harder at getting more members engaged. Why? Because:

- Lots of involved, knowledgeable members are good insurance if the co-op should hit a bump.
- Knowing that you have a core of members willing to dedicate their resources to helping the co-op weather a storm might make you feel a little more confident.
- The co-op's operational and financial performance will be

more precarious, especially when faced with “deep-pocket” competition, if there is no real “co-op difference” in terms of member engagement or an orientation toward consumer ownership.

- Nothing engenders loyalty like involvement. Loyalty is critical in the face of profit-motivated store owners willing to put big bucks into flashy advertising, high-profile community donations, and deep-discount promotions.
- If part of your mission is to advance cooperative principles, you need to focus there in your next educational event.

So let's look at what the board might do. Do you have opportunities for owners to get “a little” involved? What if I just want to stick my toe in the

water; are there opportunities for that? An invitation to join the board might be overwhelming, but I could serve on a short-term committee (and then I might consider taking on a chairmanship). Do you have a variety of ways that folks can get involved? Some would rather help in the recycling center than attend an evening meeting. Introverts are more comfortable speaking one-on-one than in a large group.

Look at your demographics. Lots of young families? Plan something that focuses on kids, with a bit of info for parents on healthy snacks. Retirees? Students? Each subgroup might respond to a different kind of invitation. And don't forget the power of an individual invitation. If each board member got two or three new people to the next meeting, that would be a start. Then ask each attendee to bring a friend or two to the next event. If your events need a little life, ask some of your younger staff what kind of things would entice them to come. Music and food are usually a hit. Avoid tedious discussions and long reports. Use visuals to communicate bits of information—and keep things moving along.

Celebrate (and ensure) your financial security, but do try to connect with your members. If you've been successful with a new or unusual approach, let us know! We'll publish your ideas in the next edition of the LEADER!

Send in your questions and/or thoughts: Please send along your comments or submit a question for us to discuss in the next issue. Submit your input to askthebest@ncga.coop



Make It a Point to Join Us

The Western Corridor's next board training session will be held on **Saturday, October 11**, in Sacramento. For program information, including a description of workshops, hotel and logistical details, and a link to online registration, contact Karen Zimbelman at kz@ncga.coop. (This information is also available online to NCGA member "designated representatives" or general managers.)

Quotes from participants at our April session:

- "The most important thing I came away with was the realization that I have an entire network of knowledge to tap into. It's nice knowing that I can find like-minded people in lots of different cities and states. I guess I have greater faith in the future of our country and the globe knowing that we can all work together toward a common goal."
- "It was a great experience to go up there, meet other co-op folks, see how everyone else is doing things, and to know that, while we can always strive to do better, we're doing pretty well in the grand scheme of things."
- "What I found most useful from the training in Portland was the time I spent talking with other co-op board members. My board had a question about the issue of board compensation. During the non-workshop time we talked with the other directors to get a clearer perception of the issue."

On the Lighter Side . . . Top Ten Ways to Pass as a Co-op Board Member

by **Philip Buri**—Chair, Community Food Co-op (Bellingham, Washington)

10. Ask whether the agenda is printed on 100 percent postconsumer recycled paper.
9. Take notes on an Apple notebook computer decorated with at least one earnest political bumper sticker.
8. Talk glowingly about "the movement." Do not identify "the movement," however.
7. Ask the GM what our "net income" looks like. Appear concerned regardless of the answer.
6. Mention an insight you reached in therapy.
5. Begin a critical comment with, "When I was on another board, we..." Younger board members may modify this to, "Once, when I was at band camp..."
4. Wear at least one article of clothing with an obscure organic product brand name—preferably printed on organic cotton.
3. Before the meeting, use a highlighter on random parts of your board packet. Show others.
2. Say POGO. When someone finally musters the courage to ask what it is, sigh and say "policy governance."

And, drum roll please...

1. Never use a real word when an acronym will do.



Confused by the Co-op Alphabet Soup??

Here are a few common co-op acronyms

BEST—Board Effectiveness Support Team

Advisory committee for Western Corridor programs to support board development and enhanced board/governance excellence

CAP—Co-op Advantage Program

NCGA's monthly promotional program

CBL 101—Cooperative Board Leadership 101

The introductory workshop for new co-op directors provided by CDS as a part of its CBLD program (see below)

CBLD—Cooperative Board Leadership Development

A fee-for-service program of CDS (see below) oriented toward developing and supporting co-op board leadership.

CCMA—Consumer Cooperative Managers Association

Annual conference (not an association) held every year in June for food co-op managers; sponsored by NCBA, organized by Ann Hoyt of the University of Wisconsin's Urban Cooperative Initiative

CDS—Cooperative Development Services

Technical assistance group based out of Madison and St. Paul that works with co-ops in the upper Midwest and nationally in some sectors; affiliated with a group of independent consultants who specialize in working with food co-ops

CGIN—Cooperative Grocers' Information Network

Nonprofit association of U.S. and Canadian food co-ops that runs a website and several listserves for cooperative grocers

CoCoFiSt—Common Cooperative Financial Statements

Service offered by Co-op Metrics (Walden Swanson and Kate Sumberg); provides food co-ops with a common financial statement database to facilitate comparisons, benchmarking, and analysis

LEAD—Leadership Education and Development

A program of the NCGA's Western Corridor to provide a forum for continued sharing of ideas and resources and to support a growing and increasingly effective network of co-op leadership. Primary focus for now is quarterly publication of the *LEADer*.

NCBA—National Cooperative Business Association

National trade organization for all types of co-ops in the United States.

NCGA—National Cooperative Grocers Association

National business services association for food co-ops; originally established to coordinate the work of regional CGAs; reorganized in 2004 so that retail co-ops are now direct members of NCGA and to bring the resources of regional groups under one umbrella.

For more information— Check It Out!



Think about It —

“In an age of globalization, the co-ops run counter to the trend, or perhaps ahead of it. They represent local ownership, autonomous local entrepreneurship, and community participation in business, in an era when (it is assumed) multinational corporations dominate the economy and local people are powerless and dependent. This is the mostly invisible but pervasive difference of the co-operative model: where one sees the CO-OP® sign, it means hundreds of thousands of local people are co-owners.”

— **Brett Fairbairn**

*Living the Dream:
Membership and Marketing
in the Co-operative
Retailing System, 2003*

Cooperative Grocer magazine has an extensive online archive of past articles and issues. You can find all these articles and many more at — www.cooperativegrocer.coop. Some articles along the theme of member linkage include:

“The Co-op Empowerment Stream: From Members to Community and Around Again” by Bill Gessner

(Issue 63, March–April 1986)

<http://www.cooperativegrocer.coop/articles/index.php?id=191>

“Encountering Cooperative Extremists: Proposed Solutions to an Oxymoronic Problem” by David Fowle and Marilyn Scholl

(Issue 83, July–August 1999)

<http://www.cooperativegrocer.coop/articles/index.php?id=256>

“Communicating ‘Co-op’” by Patricia Cumbie and Peg Nolan

(Issue 103, November–December 2002)

<http://www.cooperativegrocer.coop/articles/index.php?id=376>

“Review: Making Membership Meaningful” by Karen Zimbelman

(Issue 72, September–October 1997)

<http://www.cooperativegrocer.coop/articles/index.php?id=214>

“Member Relations: Maintaining Co-op Democracy”

by Ann Waterhouse (Issue 98, January–February 2002)

<http://www.cooperativegrocer.coop/articles/index.php?id=380>

“Mail Balloting or Member Meetings? Pick One—Quantity or Quality” by Harrison Drinkwater; **“Start Thinking Like a Member”** by Kathy Ehnebuske

(Issue 3, February–March 1986)

<http://www.cooperativegrocer.coop/articles/index.php?id=7>

“The Real Business of the Co-op: Linkage, Transparency, and Cognition Are Key to Fully Developing Member Relations”

by Peg Nolan (Issue 114, September–October 2004)

<http://www.cooperativegrocer.coop/articles/index.php?id=550>

CGIN is now offering a new, specialized listserv just for co-op directors. Subscriptions are available for \$100 per year per co-op and cover all directors interested in subscribing. The listserv features moderation by the CDS board development consultants to provide balance and resources, and to enhance the exchange of ideas. For more info, see <http://www.cgin.coop/listserves/board>.



LEADer

*A publication focused on sharing ideas to improve on
and support excellent cooperative governance for
NCGA's Western Corridor co-ops*

Keep It Coming!

This issue represents the beginning of a new program offered by NCGA's Western Corridor called LEAD—Leadership Education and Development. The program is aimed at supporting board effectiveness, continued professional development, and camaraderie among co-op board members in NCGA's Western Corridor.

The program begins with electronic publication of this quarterly newsletter and resource guide, the *LEADer*. To enroll in this program, send an e-mail with the information listed at right to Karen Zimbelman.

Enrolled co-ops may request that the *LEADer* be made available to all or selected directors and staff. It is the responsibility of the enrolled co-op to notify Western Corridor staff of name and contact information changes during the enrollment period.

Cost: \$100 per Western Corridor member co-op per calendar year starting in 2009.

Yes! We'd like to enroll our co-op in the Western Corridor LEAD program.

Please send an e-mail to Karen Zimbelman (kz@ncga.coop) listing the following information:

1. Co-op Name.

2. Contact Name. Name and e-mail address for a contact for your co-op's LEAD subscription (the person we should contact if e-mails for other subscribers from your co-op bounce or with questions).

3. Subscriber Info. List of directors who would like to have the *LEADer* sent to them. Please provide names and e-mail addresses.

You will get a confirmation of your subscription via return e-mail. Thanks!

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