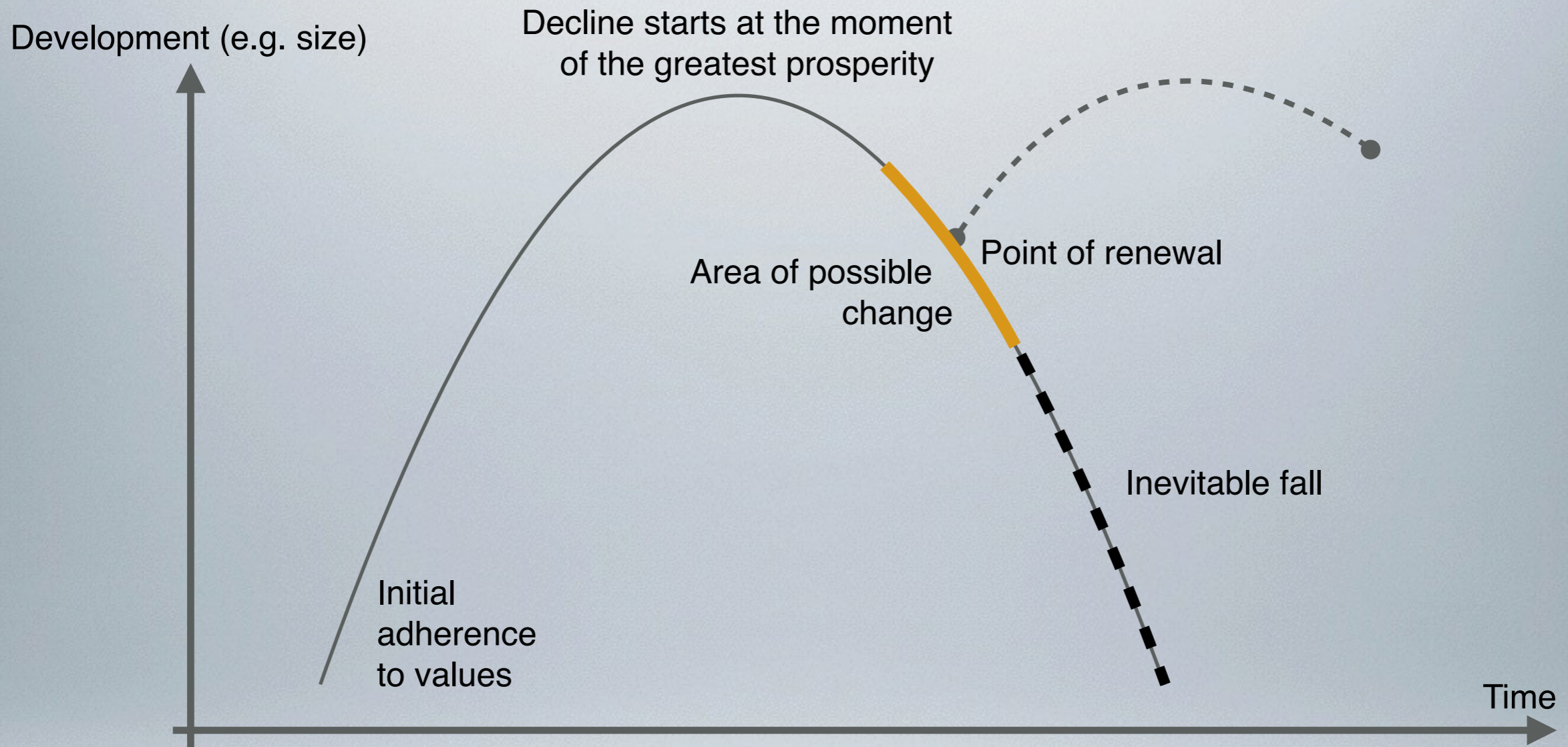


# THE CO-OPINDEX

the tool's reliability for co-operative development:

Analysis of data collected so far,  
and plans for the future

Ryszard Stocki  
Peter Hough  
CASC 2015 - Ottawa



## WHY TO DIAGNOSE CO-OP?

All value-based organizations are subject to forces which lead to abandoning their values and principles. If nothing is done they decline and fall.

WE DO NOT NOTICE THE  
CHANGES LIKE A FROG IN A  
HOT POT UNTIL IT IS BOILED



cc Purple Slog at [flickr.com](https://www.flickr.com/photos/purpleslog/)

Only monitoring the organization, reflection and habitual returning to the initial values can save the organization from inevitable destruction.

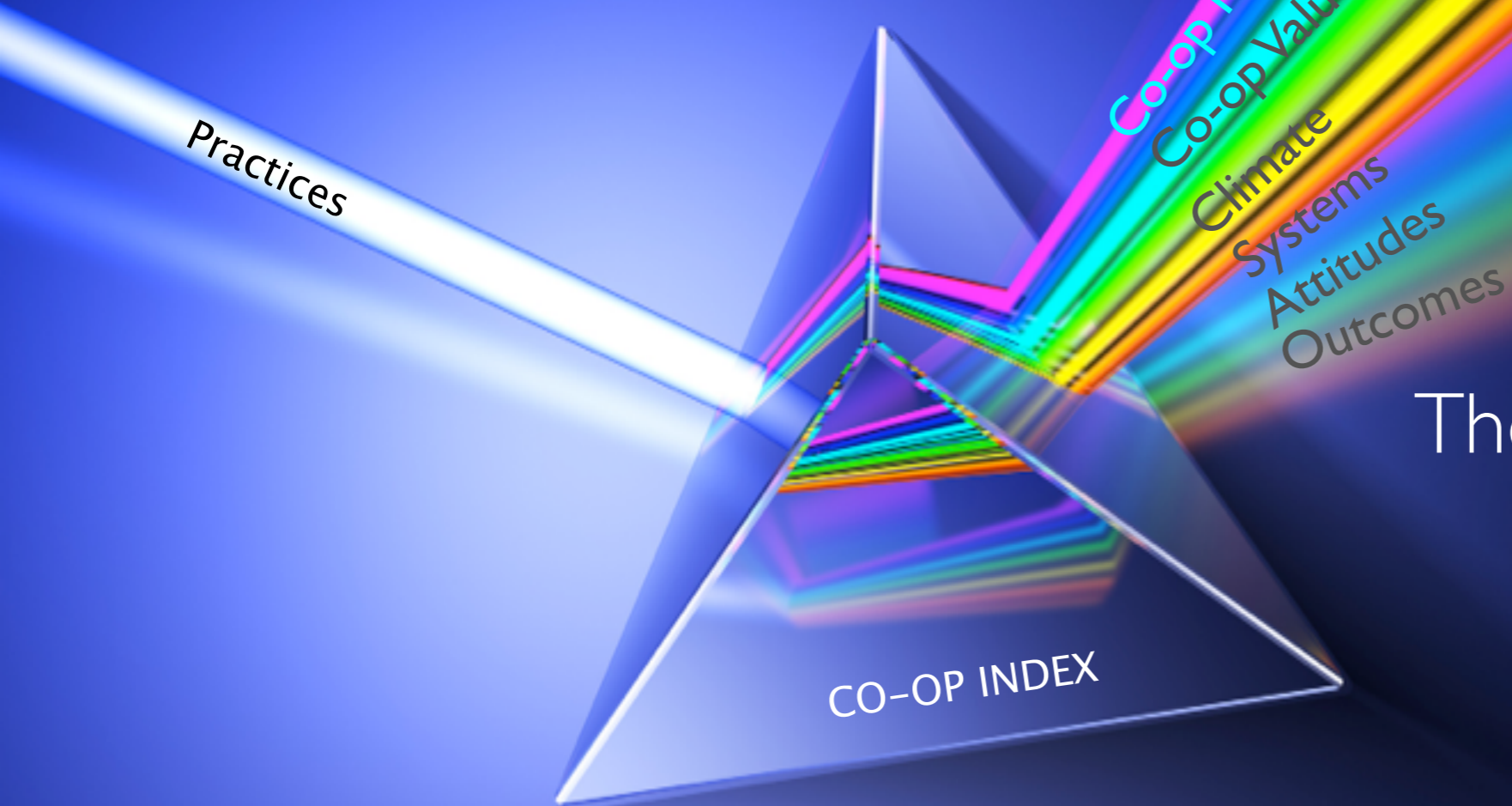
A wide-angle photograph of a large, well-lit warehouse. The space is filled with rows of blue metal shelving units. Each unit is densely packed with various types of cardboard boxes, some stacked high. In the foreground, there are several boxes of blue and yellow packaging, and a few dark bottles. The background shows more shelving units extending into the distance, creating a sense of depth. The ceiling is high with visible blue structural beams and bright overhead lights. The overall atmosphere is one of organized abundance.

WE STARTED WITH A DREAM  
VISION OF AN IDEAL CO-OP



WE VERBALIZED THE DREAM IN 172 STATEMENTS  
AND CLASSIFIED THEM WITHIN DIFFERENT  
PERSPECTIVES

IN COOPINDEX  
WE ASK ABOUT  
DAILY PRACTICES



These results are meant  
to evoke strategic  
discussion.

BUT WE DRAW CONCLUSIONS ABOUT THE WEAKNESSES OF VALUES,  
PRINCIPLES, SYSTEMS, CLIMATE, ATTITUDES AND OUTCOMES.

# DIAGNOSTIC PROCESS

The tool reflects the perception or absence of ideal practices. The ideal is based on the concept of total participation and Coop Values and Principles



Focus on positive aspects and not pathologies is the main difference between our and medical diagnosis.



**EPIDEMIOLOGICAL MEASUREMENT ANALOGICAL TO MEDICAL DIAGNOSIS**

Number of positive similarities x number of persons who experience them

In medicine:

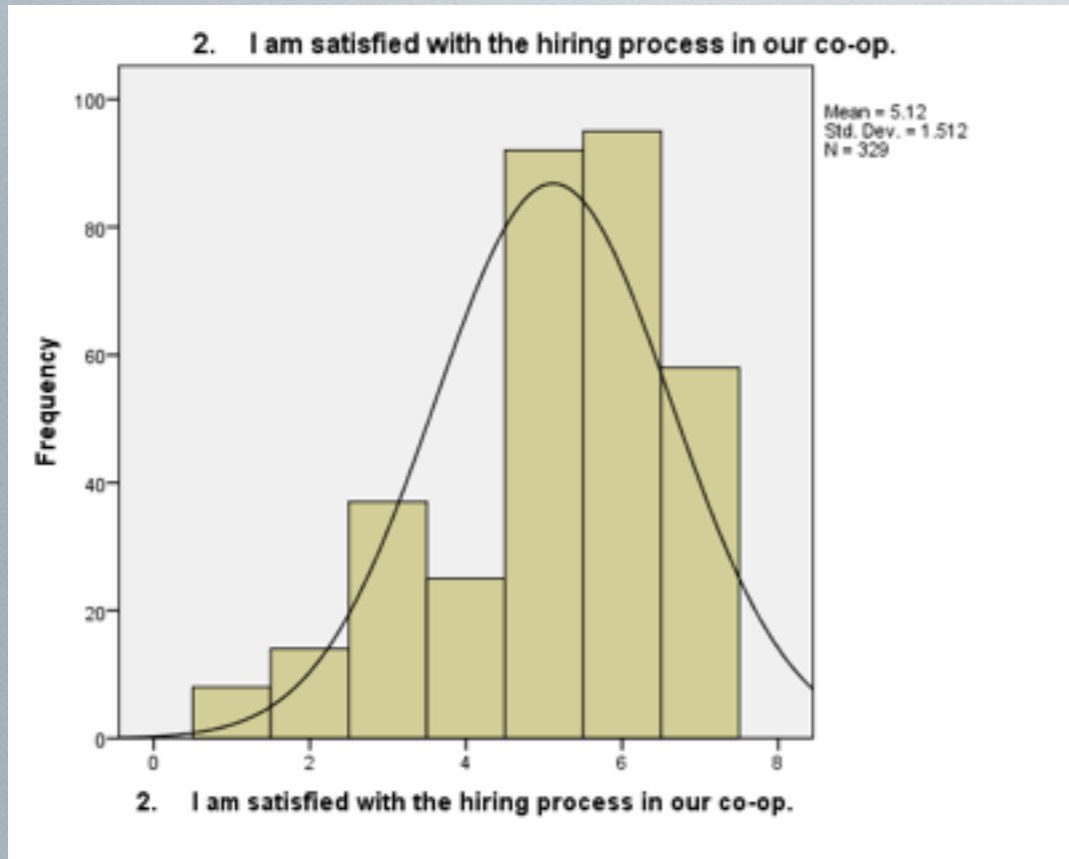
Symptoms x Victims

# WE HAVE DIAGNOSED 10 CANADIAN AND US CO-OPS WITH THE TOOL (335 RESULTS FROM THE ENGLISH VERSION)

1. Engineering Co-op (3 - US)
2. Services (102 - US)
3. Retail Stores (47 - US)
4. Restaurant (32 - Canada)
5. Food processing (69 - Canada)
6. Service and production (23 - US)
7. Service (45 - Canada)
8. Engineering service (14 - Canada)

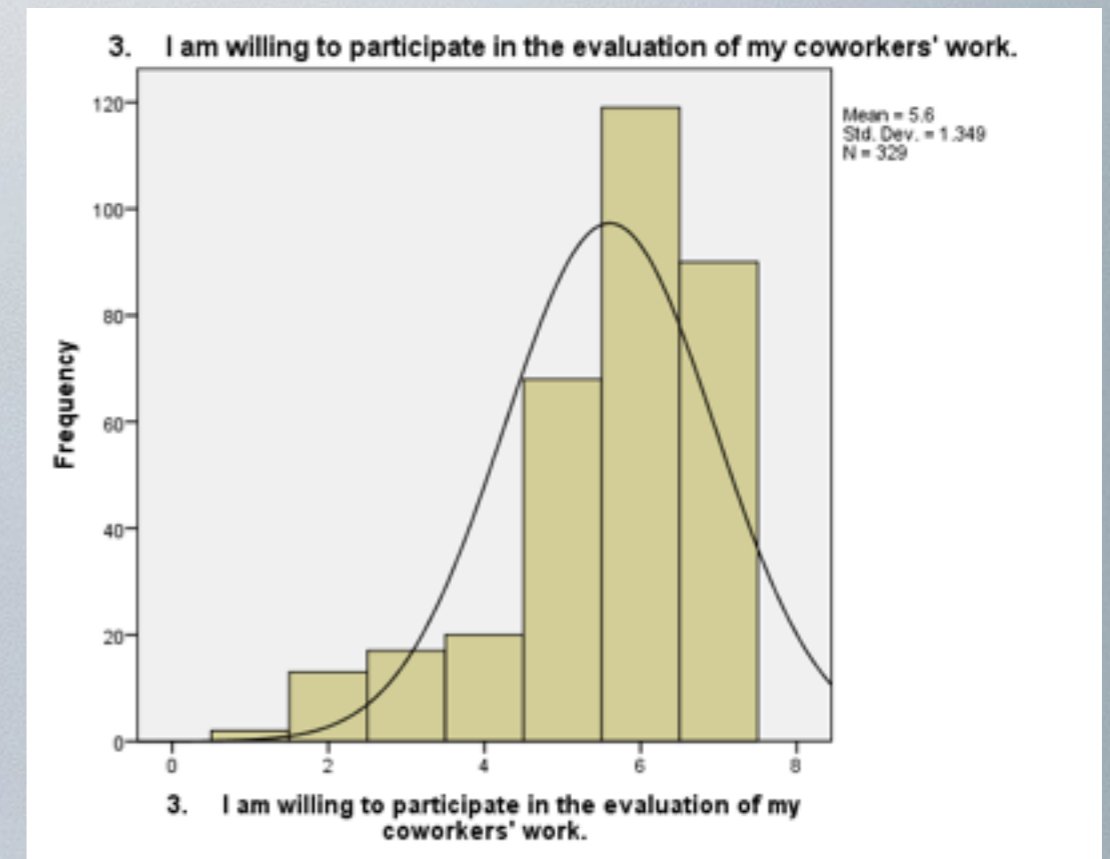


43 statements



Domain specific world  
of bimodal distributions

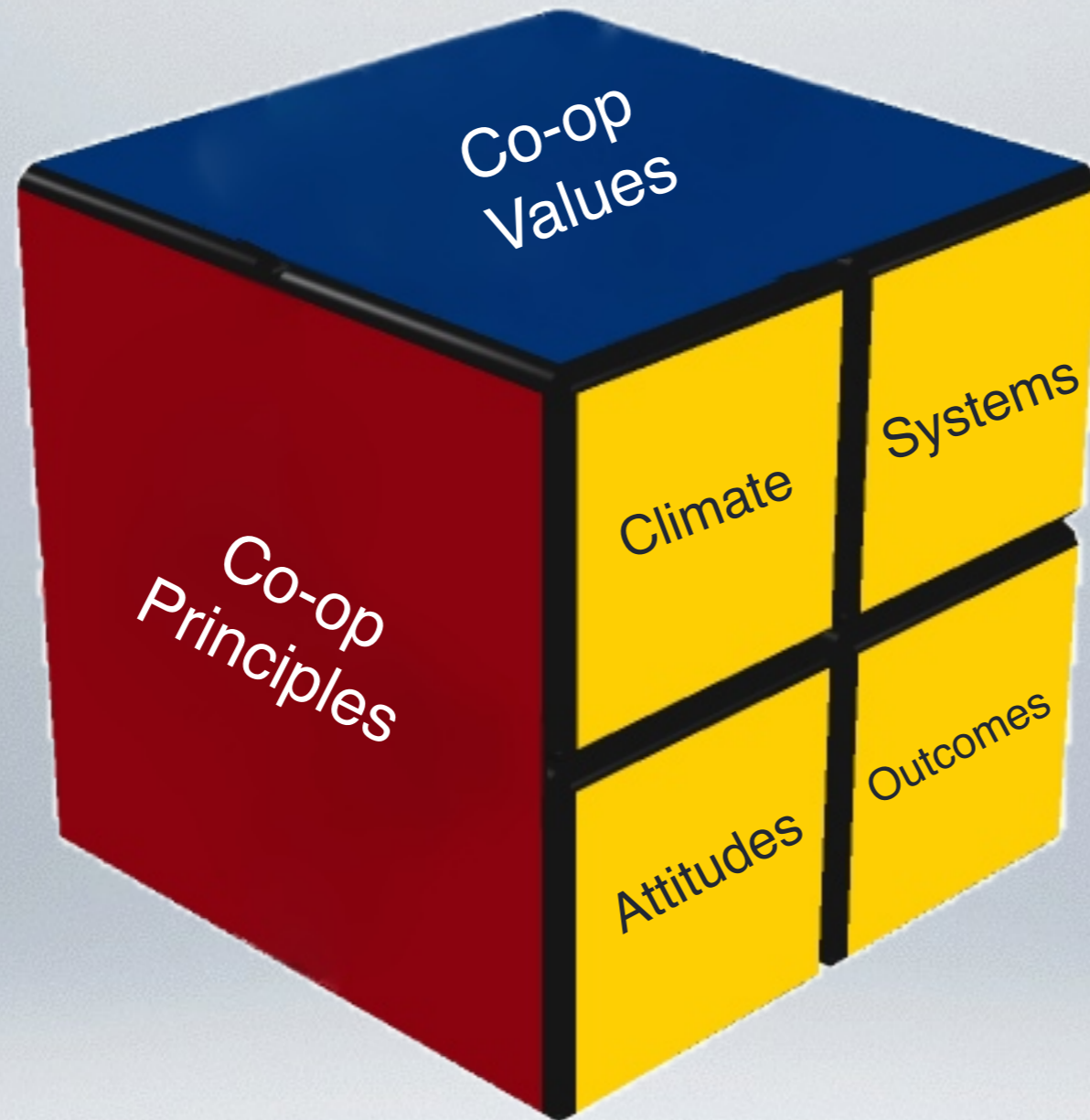
129 statements



Domain general world  
of unimodal (though skewed) distributions

STEP 1. TWO DIFFERENT RESEARCH  
PARADIGMS

3 Perspectives



Management  
Perspective

STEP 2. TESTING THE RELIABILITY OF THE  
SCALES BY MEANS OF CRONBACH'S  $\alpha$

# MANAGEMENT (I)

## Organizational climate

1. Mutual Respect  $\alpha=0.79$
2. Leader Competence,  $\alpha=0.57$
3. Trust in leadership,  $\alpha=0.76$
4. Relations with co-workers,  $\alpha=0.80$
5. Trust among co-workers  $\alpha=0.77$
6. Participatory management  $\alpha=0.84$
7. Fun,  $\alpha=0.67$

## Systems

8. Communication systems,  $\alpha=0.77$
9. Transparency,  $\alpha=0.62$
10. Feedback systems,  $\alpha=0.72$
11. Development of co-op members,  $\alpha=0.74$
12. Innovations,  $\alpha=0.72$
13. Remuneration,  $\alpha=0.85$
14. Processes,  $\alpha=0.80$
15. Personnel policies and recruitment,  $\alpha=0.70$
16. Strategy,  $\alpha=0.87$

# MANAGEMENT (2)

## Attitudes

- 17. Participatory knowledge,  $\alpha=0.82$
- 18. Ownership,  $\alpha=0.80$
- 19. Process improvement,  $\alpha=0.69$
- 20. Responsibility,  $\alpha=0.61$

## Outcomes

- 21. Identification,  $\alpha=0.67$
- 22. Satisfaction,  $\alpha=0.74$
- 23. Self-realization,  $\alpha=0.77$
- 24. Independence,  $\alpha=0.46$
- 25. Viability,  $\alpha=0.76$
- 26. Products and services,  $\alpha=0.75$
- 27. Cooperation with coops,  $\alpha=0.82$
- 28. Community,  $\alpha=0.84$
- 29. Environment,  $\alpha=0.85$
- 30. External relations,  $\alpha=0.56$

# CO-OPERATIVE VALUES

1. Self-help,  $\alpha=0.70$
2. Self-responsibility,  $\alpha=0.49$
3. Democracy,  $\alpha=0.81$
4. Equality,  $\alpha=0.64$
5. Equity,  $\alpha=0.80$
6. Solidarity,  $\alpha=0.70$
7. Honesty,  $\alpha=0.74$
8. Openness,  $\alpha=0.72$
9. Social responsibility,  $\alpha=0.87$
10. Caring for others,  $\alpha=0.62$

# CO-OPERATIVE PRINCIPLES

1. Voluntary and open membership,  $\alpha=0,68$
2. Democratic member control,  $\alpha=0.76$
3. Member economic participation,  $\alpha=0,77$
4. Autonomy and independence,  $\alpha=0.47$
5. Education, training and information,  $\alpha=0.80$
6. Co-operation among Co-operatives,  $\alpha=0.83$
7. Concern for community,  $\alpha=0.84$
8. Concern for the environment.  $\alpha=0.85$
9. Participatory management,  $\alpha=0.76$
10. Labour control,  $\alpha=0.66$
11. Payment solidarity,  $\alpha=0.79$
12. Social transformation,  $\alpha=0.79$

# CO-OPERATIVE PRINCIPLES

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# STEP 3. PRINCIPAL COMPONENTS ANALYSIS

- Selection of co-operative specific questions with with distributions close to normal distribution - 60 variables
- Dealing with the problem of missing data
- Testing the sampling adequacy and sphericity  
*Kaiser-Meyer-Olkin Measure of sampling adequacy = 0.89*  
*Bartlett's Test of sphericity Approx chi-square = 3577.41 ( $p < 0.000$ )*
- Varimax Rotation

# 12 NEW COMPONENTS - CO-OPERATIVE UNIVERSALS

**1. Xxxxxxx,  $\alpha=0.89$**

2. Transcooperation,  $\alpha=0.82$

3. Community,  $\alpha=0.80$

4. Development,  $\alpha=0.79$

**5. Fairness,  $\alpha=0.82$**

6. Transformation,  $\alpha=0.75$

7. Engagement,  $\alpha=0.70$

8. Security,  $\alpha=0.59$

9. Responsibility,  $\alpha=0.73$

10. Citizenship,  $\alpha=0.64$

**11. CoopLiteracy,  $\alpha=0.63$**

**12. Co-operative Lifestyle,  $\alpha=0.68$**

# MYSTERIOUS COMPONENT I

67. Experienced employees assist in the professional development of their junior colleagues.

87. People in our co-op respect each other's opinions.

23. My supervisor consults me about the tasks entrusted to me.

165. My contribution to discussions is respected.

42. I have the opportunity to influence which tasks I will perform.

56. Members and employees are more important than capital to our management.

13. When making decisions my co-workers and supervisors take my welfare into account.

3. I am willing to participate in the evaluation of my coworkers' work.

16. The effort of individuals is honestly appraised.

37. I trust people in our co-op.

118. Different points of view are welcomed by my coworkers

# 12 NEW COMPONENTS - CO-OPERATIVE UNIVERSALS

**1. Human dignity,  $\alpha=0.89$**

2. Transcooperation,  $\alpha=0.82$

3. Community,  $\alpha=0.80$

4. Development,  $\alpha=0.79$

**5. Fairness,  $\alpha=0.82$**

6. Transformation,  $\alpha=0.75$

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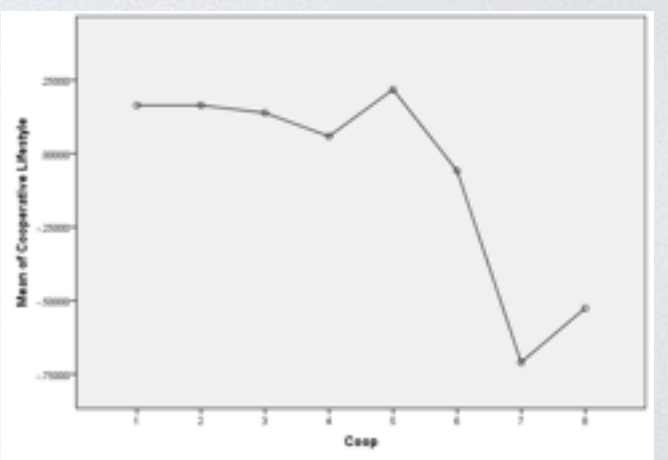
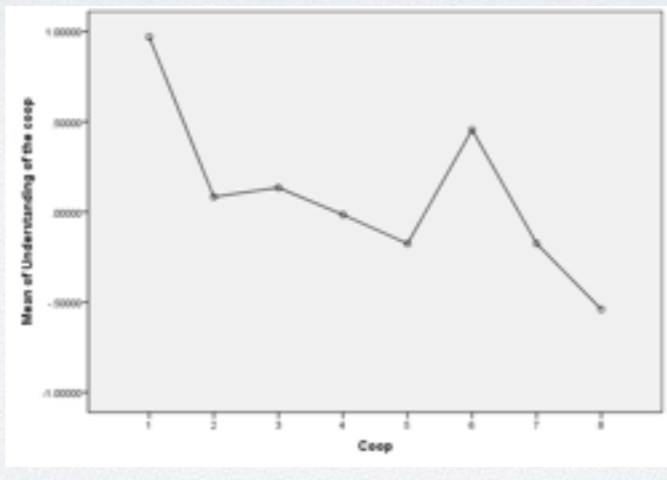
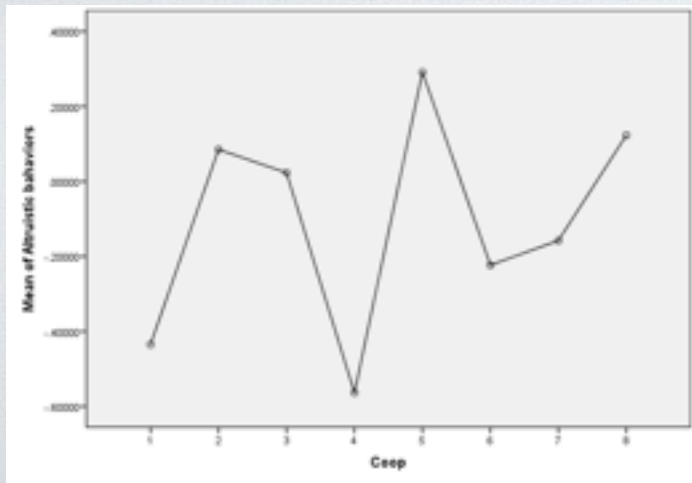
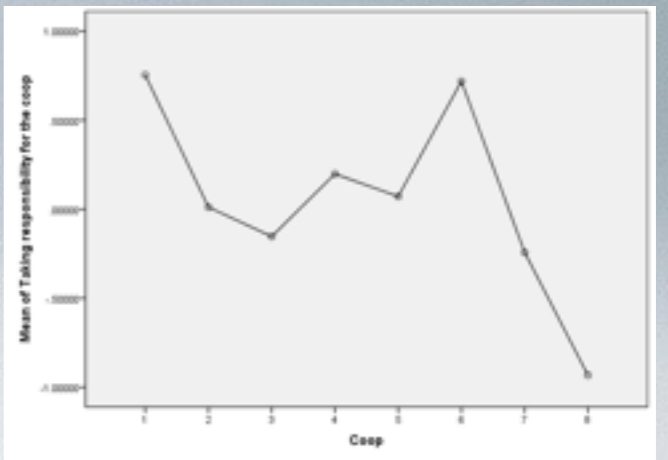
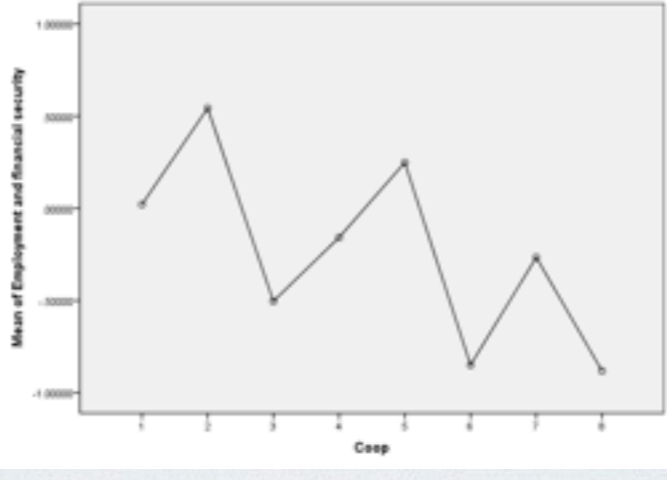
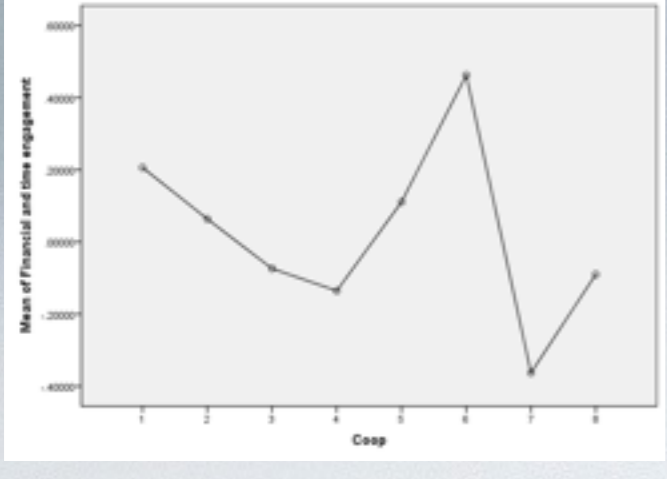
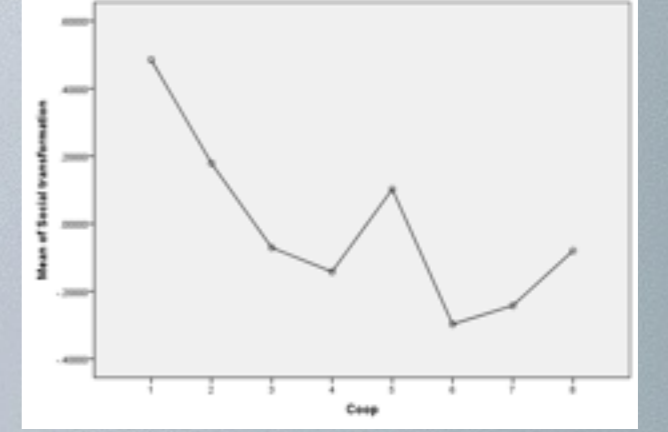
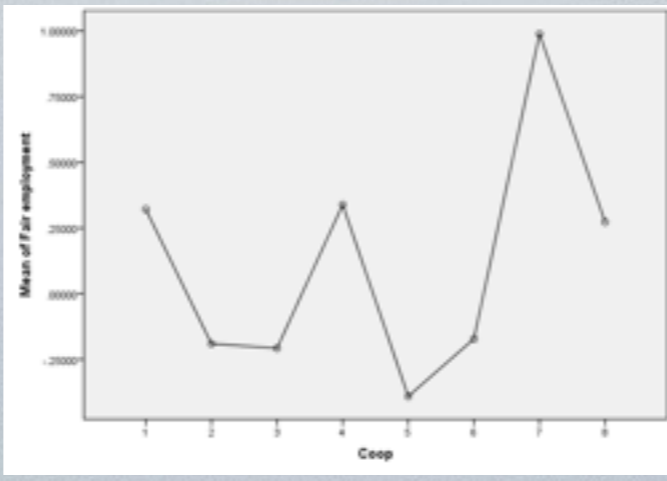
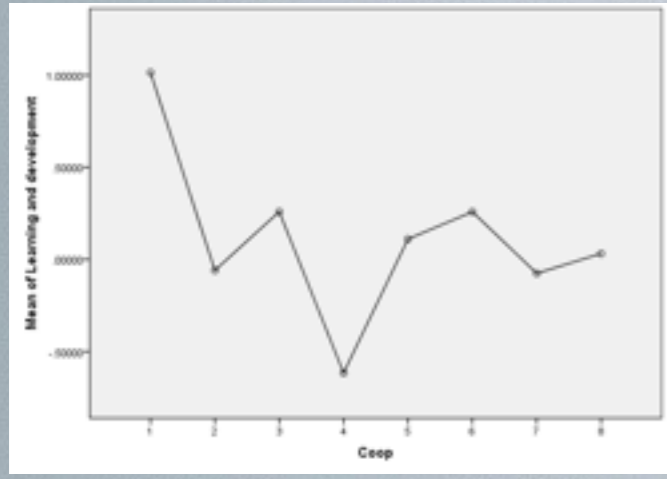
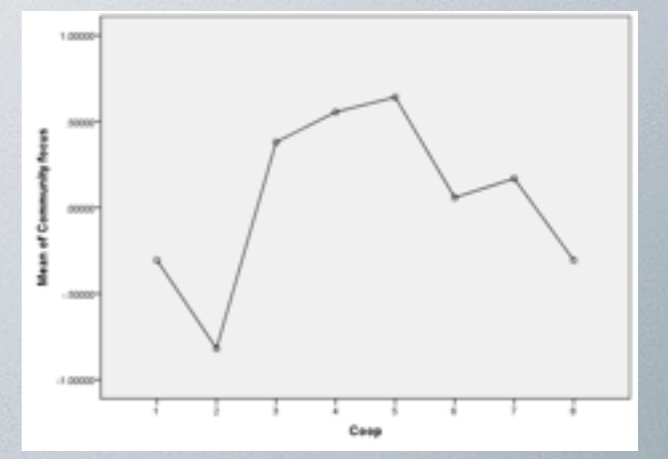
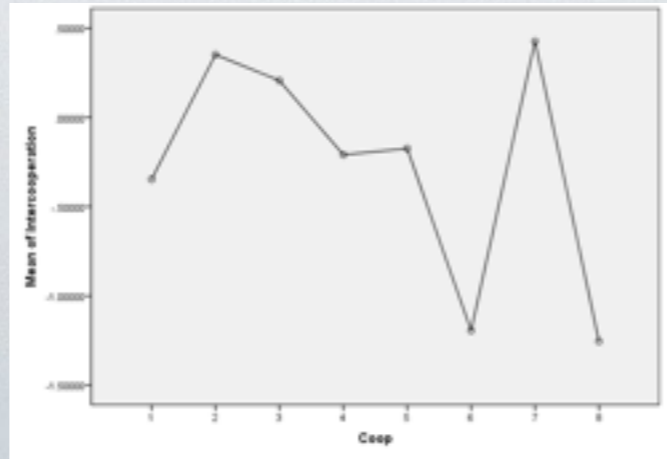
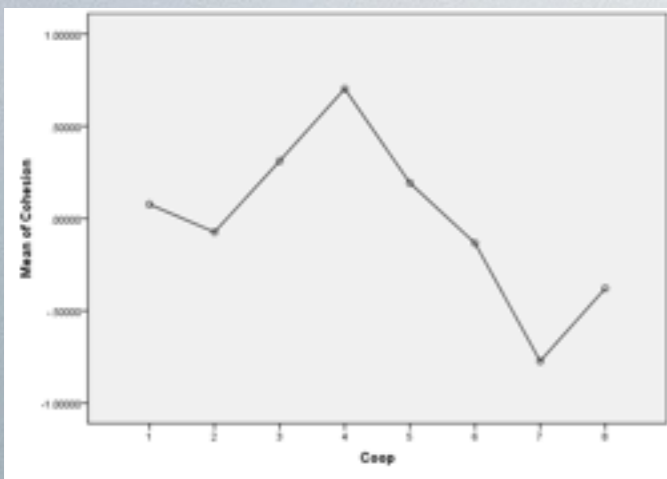
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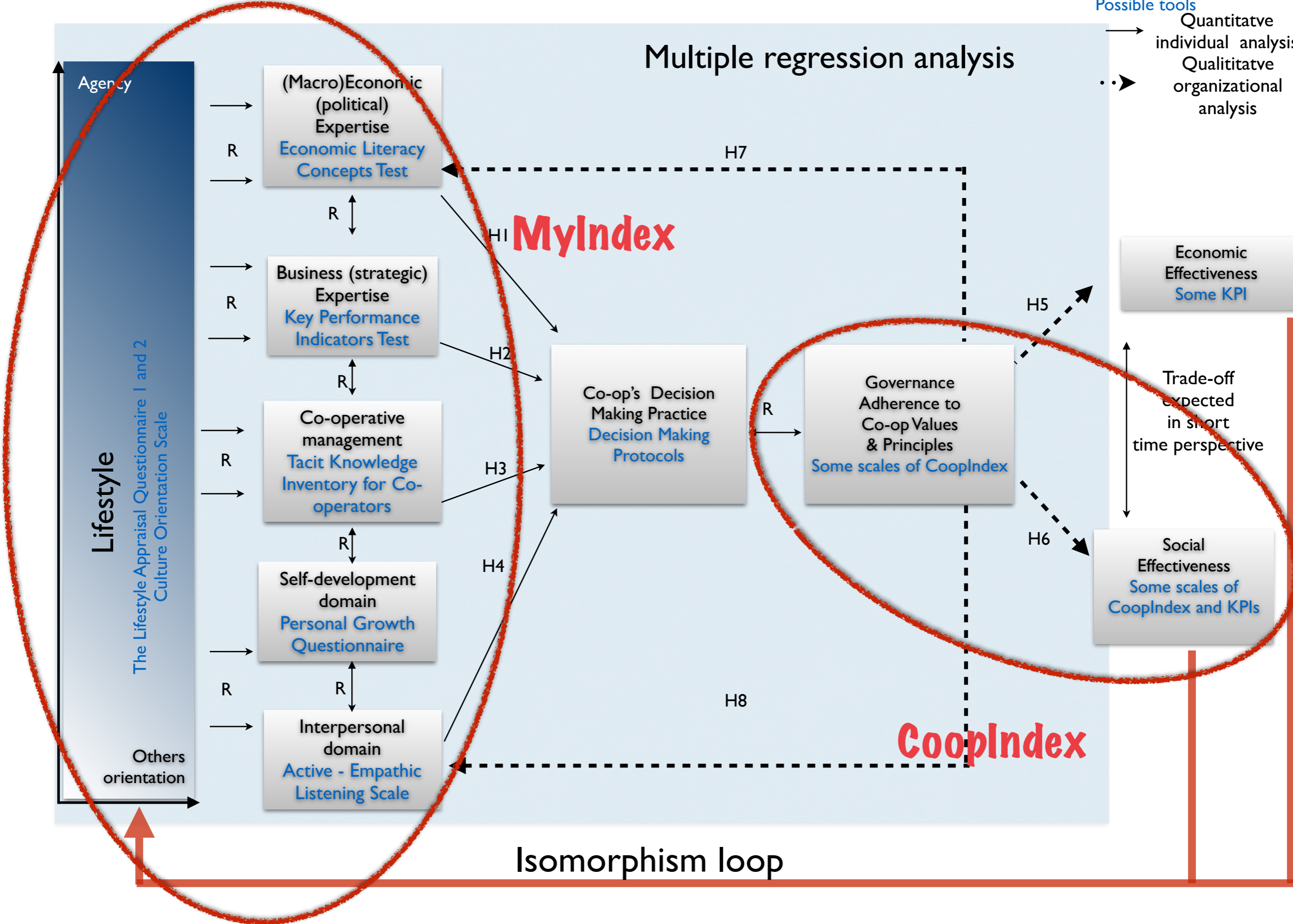
# FUTURE I

- Consumer Co-ops
- Credit Unions
- Co-op Banks
- Training of Co-op Developers
- PR
- Further research



# FUTURE 2

H - hypothesis  
 R - reliability testing  
 Possible tools  
 Quantitative individual analysis  
 Qualitative organizational analysis





M Y • I N D E X

# FUTURE 3 - Cuba



# Thank you!

Peter Hough  
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FOR MORE  
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