

*Creating New Paths
to Social Change
in the Food System*

I Three Sectors Logic

*A New Way of
Seeing Forces at
Play in Society
Reclaim Common Sense*

A Need-Based Economy

An economy satisfying stakeholder needs with least expenditure of:

- Resources
- Energy
- Labor

- **Some Economic Indicators:** basic human needs to be satisfied, that should be tracked in the economy:
 - Clean food and potable water
 - Housing
 - Access to clean air and sunshine
 - Clothing for work and leisure
 - Health care
 - Education
 - Transportation options
 - Access to basic communication technology (adapted from Gary Lamb *Associative Economy*)

Beyond Market and Government Community Supported Agriculture

Premises

- land as **precondition** of economic activity
- **not a commodity**, cannot be produced
- **needs to be accessible** to those who live there

Capitalistic Model	CSA	Socialist Model
Land as a commodity	Land as a resource for present and future generations	Land administered by state
Profit motive: Farming as business	Land as a living organism supporting land and farmer	Justice motive: farming as a place for equal opportunity

The Economic Power of CSAs

- Unique levels of freshness and quality
- Consumers and farmers bypass the middle-man. CSAs bypass the intermediary costs of transportation, packaging, processing, storage, marketing (75% of the average food price)
- Little waste; 'unaesthetic' produce can be used. Surplus produce can be made available to those in need (e.g., food pantries).

The Economic Power of CSAs

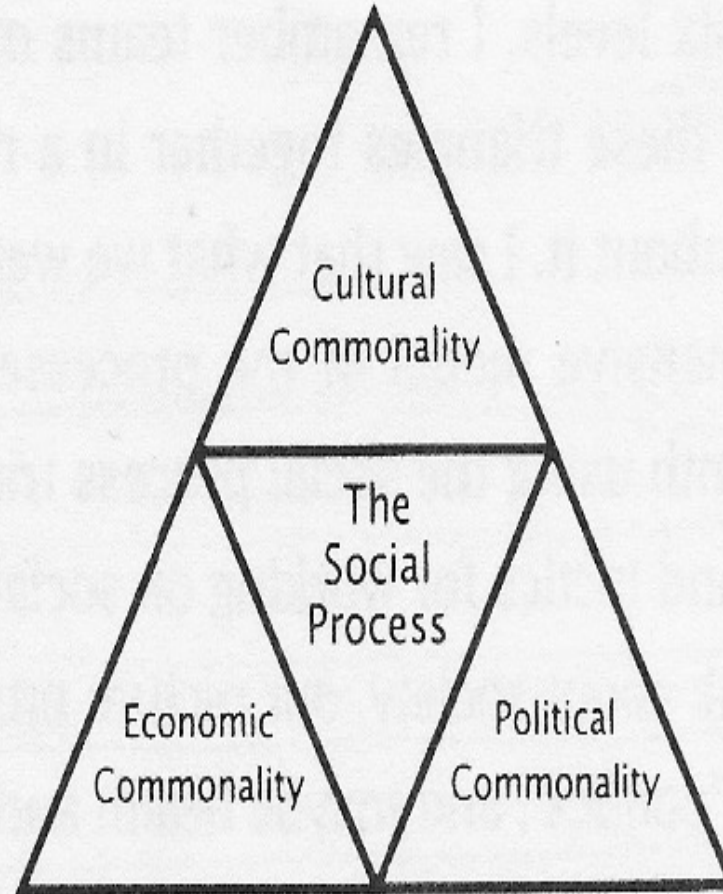
Possibilities:

- partnering with nearby farms to add variety of products; or with far-off farms for crops region cannot grow
- CSAs membership base can be leveraged for better prices on bulk orders for products and even services.
- CSAs can link with buying clubs: possible savings of up to 30-40% on kitchen, household supplies.

Trauger Groh: “community farm has no future without a network in New England of 100 or so similar farms that can support each other through trade and association.”

Social Process Triangles (Institute of Cultural Affairs)

The Social Process
First level

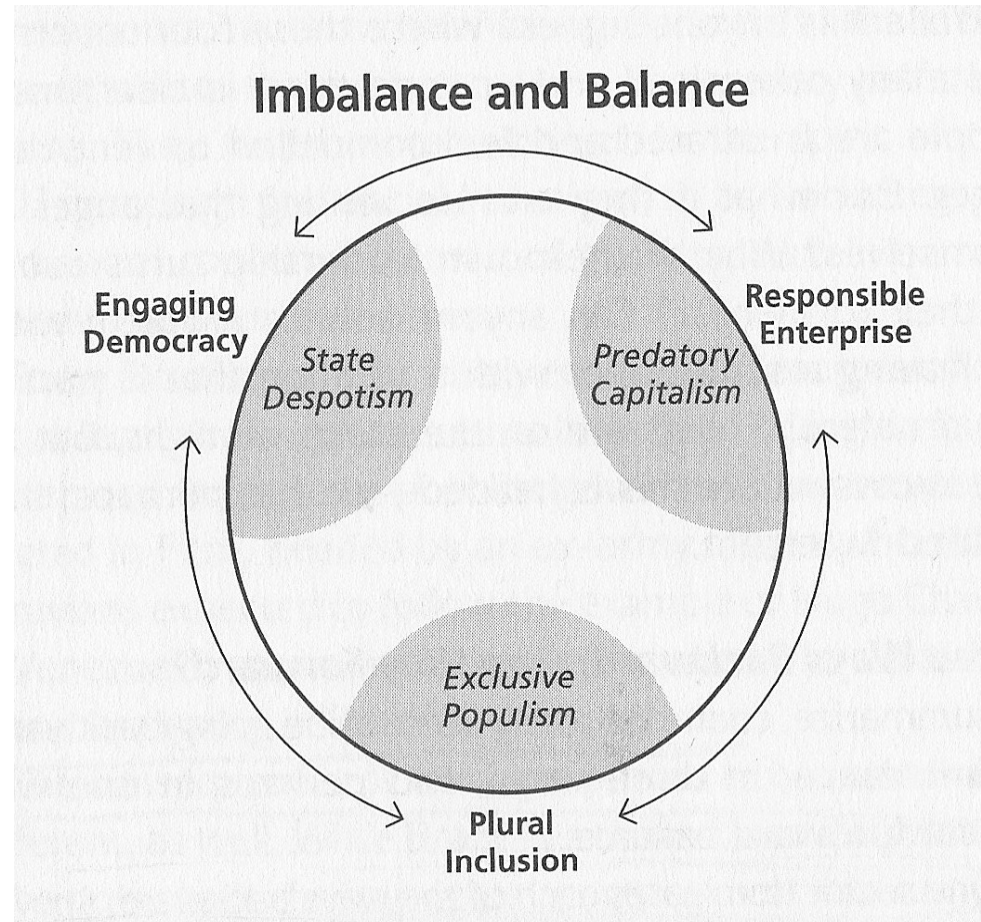


The Three Drives (ICA)

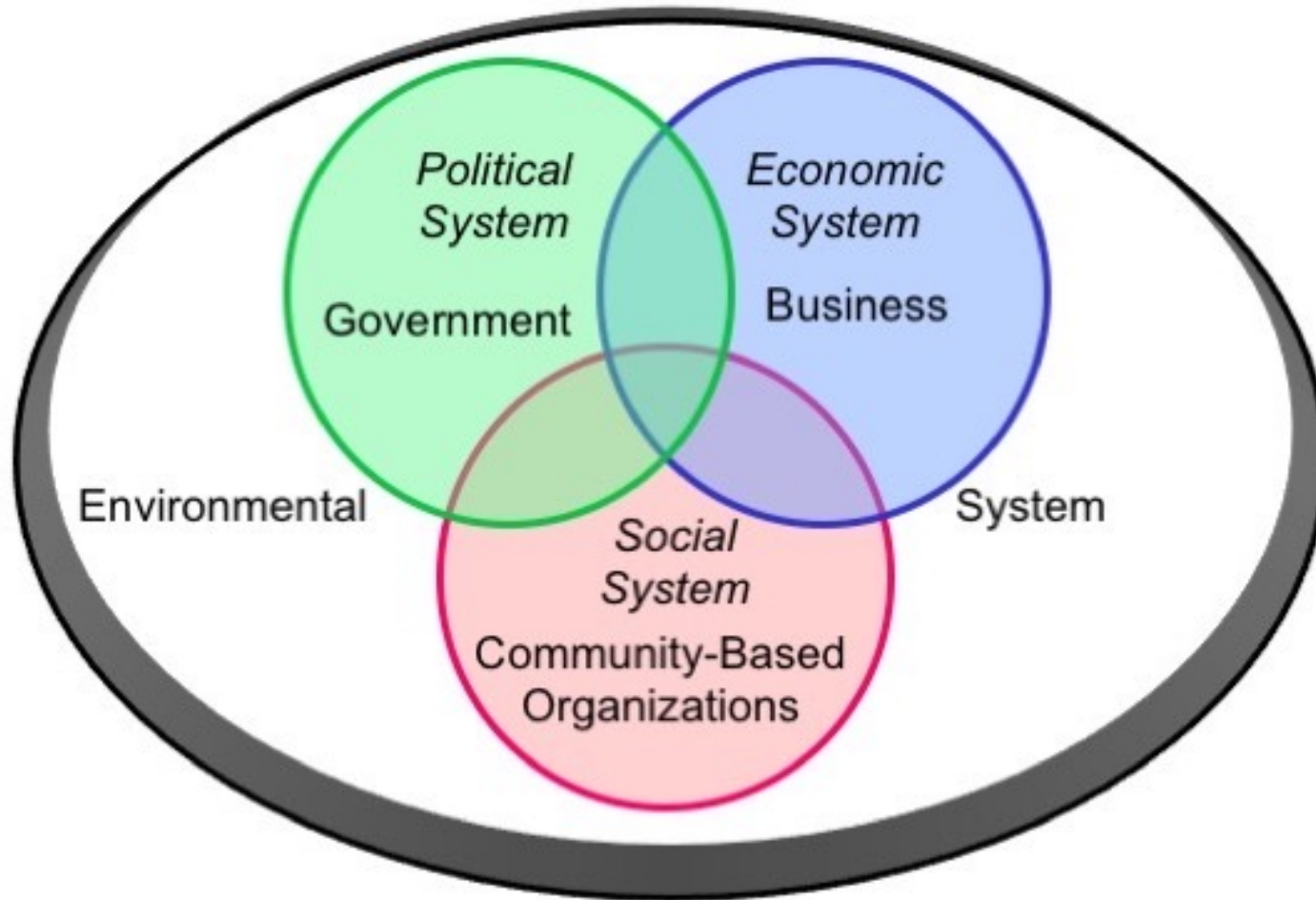
- **drive for survival, for resources, livelihood**—the economic dimension of life—the “that-without-which” there can be no decision-making and no consciousness....
- **drive for order**, for the organization of society through law-making, and law-enforcing bodies so that there is security and justice for all—the political dimension of society...
- **drive for meaning**, that bleeds significance into both the economic and political dimensions of society. This is the cultural dimension.

(From *Social Process Triangles*, Maureen Jenkins, ICA)

Rebalancing Society (Henri Mintzberg)



Three Sectors: Steve Waddell



Resources

- ***Sharing the Harvest: A Citizen's Guide to Community Supported Agriculture***, Elizabeth Henderson and Robyn Van En
- ***Farms of Tomorrow Revisited: Community Supported Farms—Farm Supported Communities***, Trauger Groh and Steven McFadden
- ***The Social Process Triangles***, Jon C. Jenkins and Maureen R. Jenkins (unfortunately out of print)
- ***Rebalancing Society: Radical Renewal Beyond Left, Right and Center***, Henry Mintzberg
- ***Societal Learning and Change: How Governments, Business and Civil Society are Creating Solutions to Complex Multi-Stakeholder Problems***, Steve Waddell
- ***Common Wealth: For a Free, Equal, Mutual and Sustainable Society***, Martin Large
- ***Shaping Globalization: Civil Society, Cultural Power and Threefolding***, Nicanor Perlas

II Stakeholder Logic

*A New Way of Relating:
Meeting Needs of all Parties*

Be Real

Meet the Whole Person

Challenges of Being Blunt

- Getting Emotional
- Generating Conflict
- Paralyzing Action

Challenges of Being 'Nice'

- Unable to tackle hot issues
- Danger of a culture of denial
- 2 steps forward, 1 (or 2) backwards

So How Can You Be Real?

- be honest; be empathic
- Meet the whole person in a safe space

US Organic Grain Collaboration & Sustainable Food Lab

Project Goals: address key challenges in expanding the supply of organic grain in the US by:

- improving profitability, and market access
- improving resiliency

Works with farmers and other stakeholders in Aroostook County, Maine and in the Northern Great Plains.

Project Partners: Annie's Organic, Ardent Mills, Clif Bar, General Mills, King Arthur flour, Pipeline foods, Stonyfield Organics, Organic Valley, Sustainable Food Lab.

U.S. Organic Grain Collaboration 2018 report

Challenges of Entering & Staying in Organic Grain Production

- # 1 High Cost of Transition and Market Guarantee at End of transition period
- # 2 Soil Fertility and Weed Suppression
- # 3 Suboptimal Farm Management Resources
- **Industry Solutions Needed**
- # 1: Provide long-term forward contracts
- # 2: Coordinate and develop markets for non-cash crops that increase soil fertility and suppress weeds
- # 3 New models of knowledge delivery: support farmers to learn and innovate together around solutions and research adapted for regional conditions.

Source: Elizabeth Reaves, Carol Healy, Jedediah L Beach, *US Organic grain: How to Keep It Growing*, February 2019.

Sustainable Food Lab

- integrates **Theory U** with approaches from the **Society for Organizational Learning**
- Stimulates **forming of tri-sector partnerships**. Examples of participants:
 - **nonprofits**: Oxfam, the Nature Conservancy, the World Wildlife Fund, the Rainforest Alliance, and the Kellogg Foundation
 - **governmental organizations** from Brazil and the Netherlands government agencies, the European Commission
 - **corporations and businesses** Unilever, General Mills, the International Finance Corporation, Green Mountain Coffee, Organic Valley Cooperative, farmer coops in Latin America, Rabobank, Sysco, and Costco

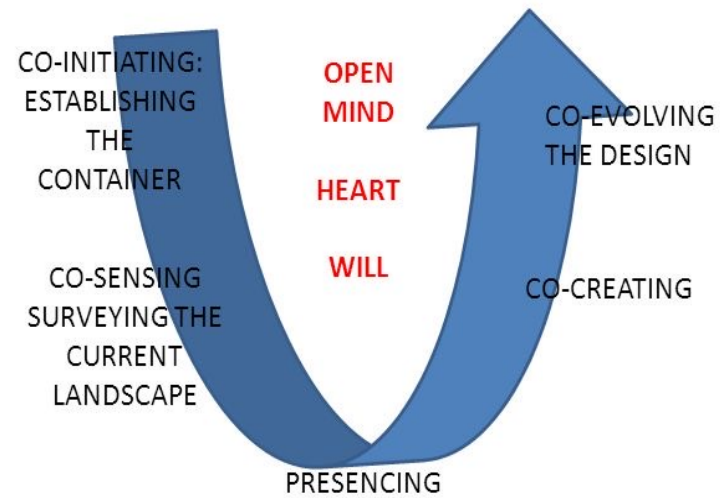
Sustainable Food Lab

Keys to success:

- Pledging forty days of time over two years
- look at global food system with a systemic approach
- In depth interviews
- Learning journeys to places of great potential
- Commitment to generative dialogue
- collaboratively envisioning how to change the system in a way that works for all

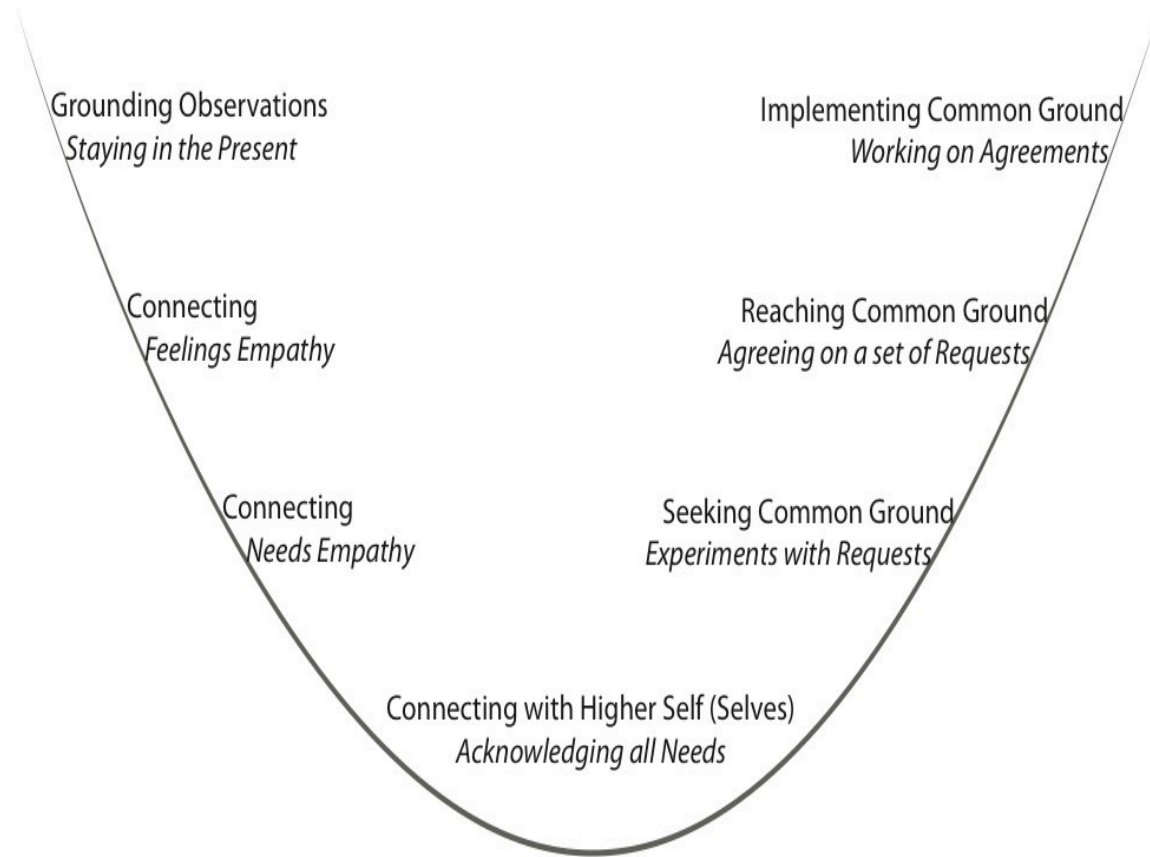
U Pattern

OTTO SCHARMER'S THEORY U

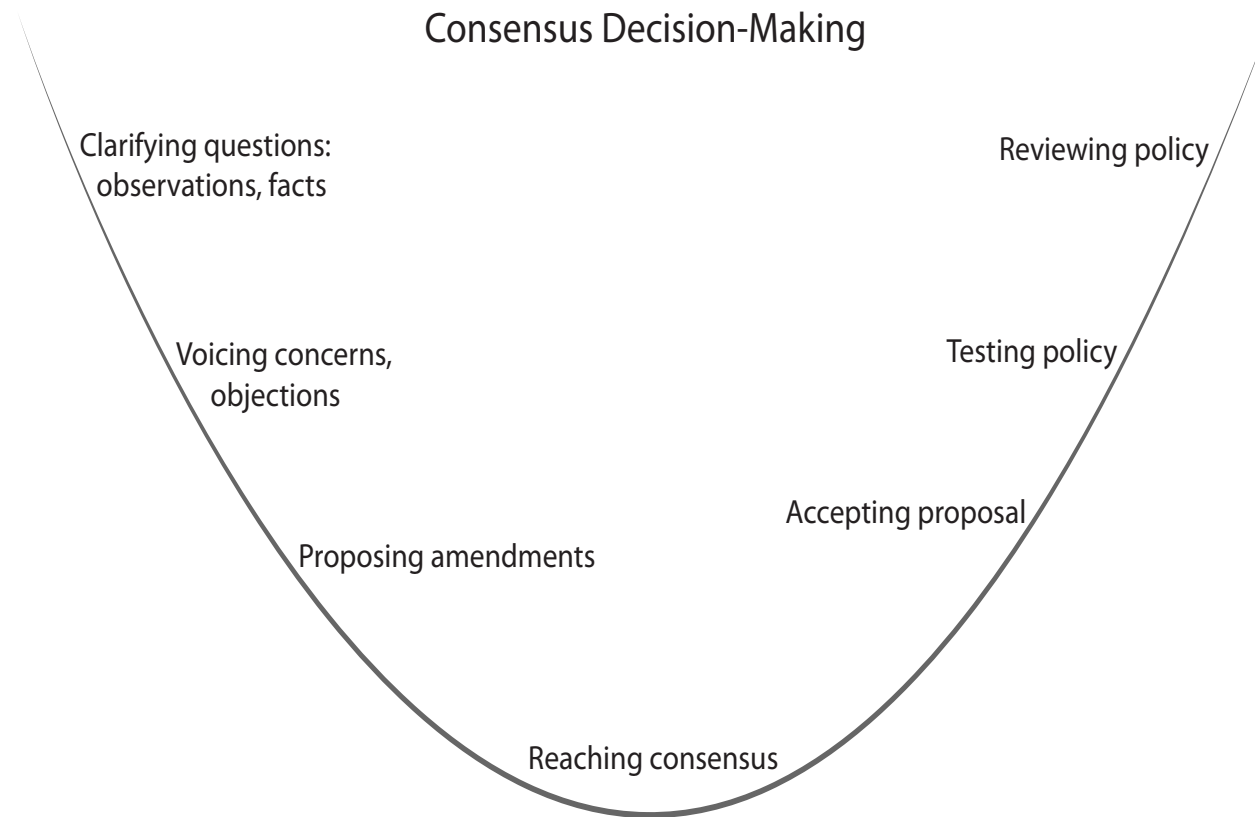


C. Otto Scharmer. *Theory U: Leading from the Future as It Emerges*,
Cambridge, MA: Society for Organizational Learning, 2007.

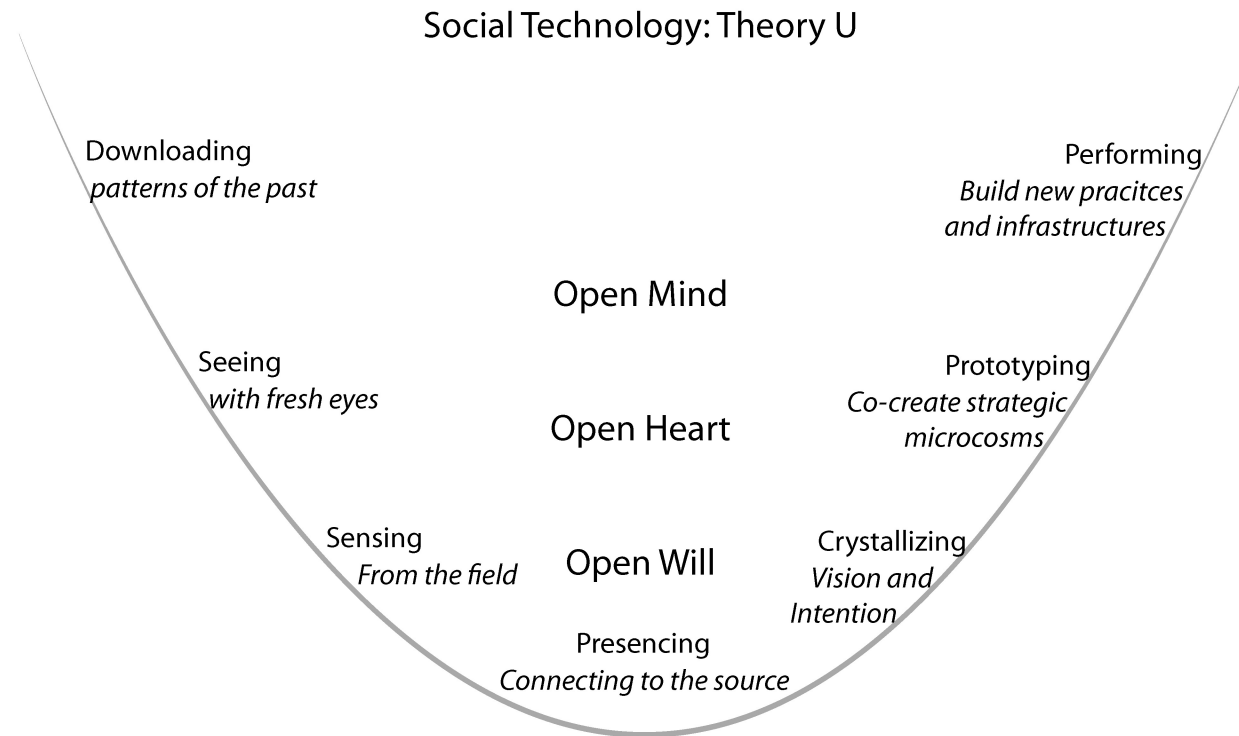
Nonviolent Communication



Consen(sus)t Decision-Making



Theory U: Working with Organizations



Presencing

- “When I am part of a social field that crosses the threshold at the bottom of the U, it feels as if I am **participating in the birth of a new world**. It’s a profound, quieting experience in that I feel as if I’ve been **touched by eternal beauty**. There is a **deep opening of my higher Self**”

Betty Sue Flowers

- “...moving through the bottom of the U is **becoming aware of the incredible beauty of life itself**, of becoming **re-enchanted with the world** ... When the sort of commitment you are talking about happens, you feel as if you’re **fulfilling your destiny**, but you also feel as if **you’re freer than you’ve ever been in your life**. It’s a huge paradox.”

Joseph Jaworski

- “For me, the core of presencing is waking up together – **waking up to who we really are** by linking with and **acting from our highest future Self** – and by using the **Self as a vehicle for bringing forth new worlds**”

Otto Scharmer

Resources

- Theory U executive summary: ***Leading from the Future as it Emerges***
https://www.presencing.org/assets/images/theory-u/Theory_U_2pageOverview.pdf
- ***How to Escape Your Organization's Echo Chamber***
<https://consciouscompanymedia.com/the-new-economy/how-to-escape-your-organizations-echo-chamber/>
- ***Leading the Relational Inversion: From Ego to Eco***, C. Otto Scharmer and Katrin Kaufer
http://www.ottoscharmer.com/sites/default/files/13.2_Scharmer_and_Kaufer.pdf (scroll down to p.4)
- Peggy Holman and alia: ***The Change Handbook: Group Methods for Shaping the Future, a Compendium of Participatory Change Processes.***
- **Dynamic Governance (aka Sociocracy):**
<http://sociocracyforall.org/sociocracy/#4minvideo> and
<http://sociocracyforall.org/resources/#articles>

• **III Multi Scale Logic**

*A New Way of
Working at All Scales*

Be Daring

Live at Ease with Paradox and Change

- **Reconcile:**

- Collaboration
- Entrepreneurial spirit

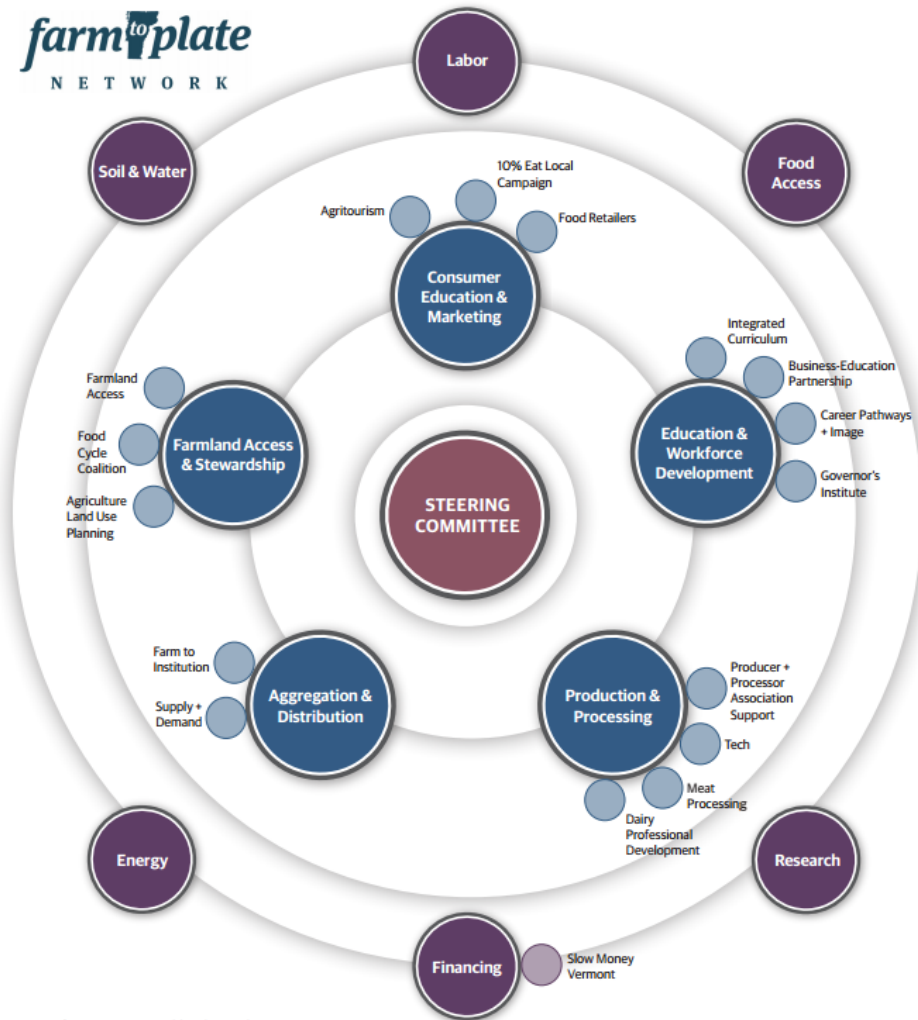
- Coordination
- Self-organization

- Order
- Chaos

Socially Generative Networks

- Systems Thinking Approach
- Reliance on Emergence: “an unplanned and uncontrollable process in which properties such as capacity emerge from the complex interactions among all actors in the system and produce characteristics not found in any of the elements of the system.”
- Encouraging self-organizing
- Multi-scale level of activity
- Stewardship
 - Sense and respond approach to planning
 - Encourage leaderfulness throughout the network
- Inclusion of more than one sector

VT Farm to Plate (F2P)



Courtesy of Vermont Sustainable Jobs Fund

F2P Results

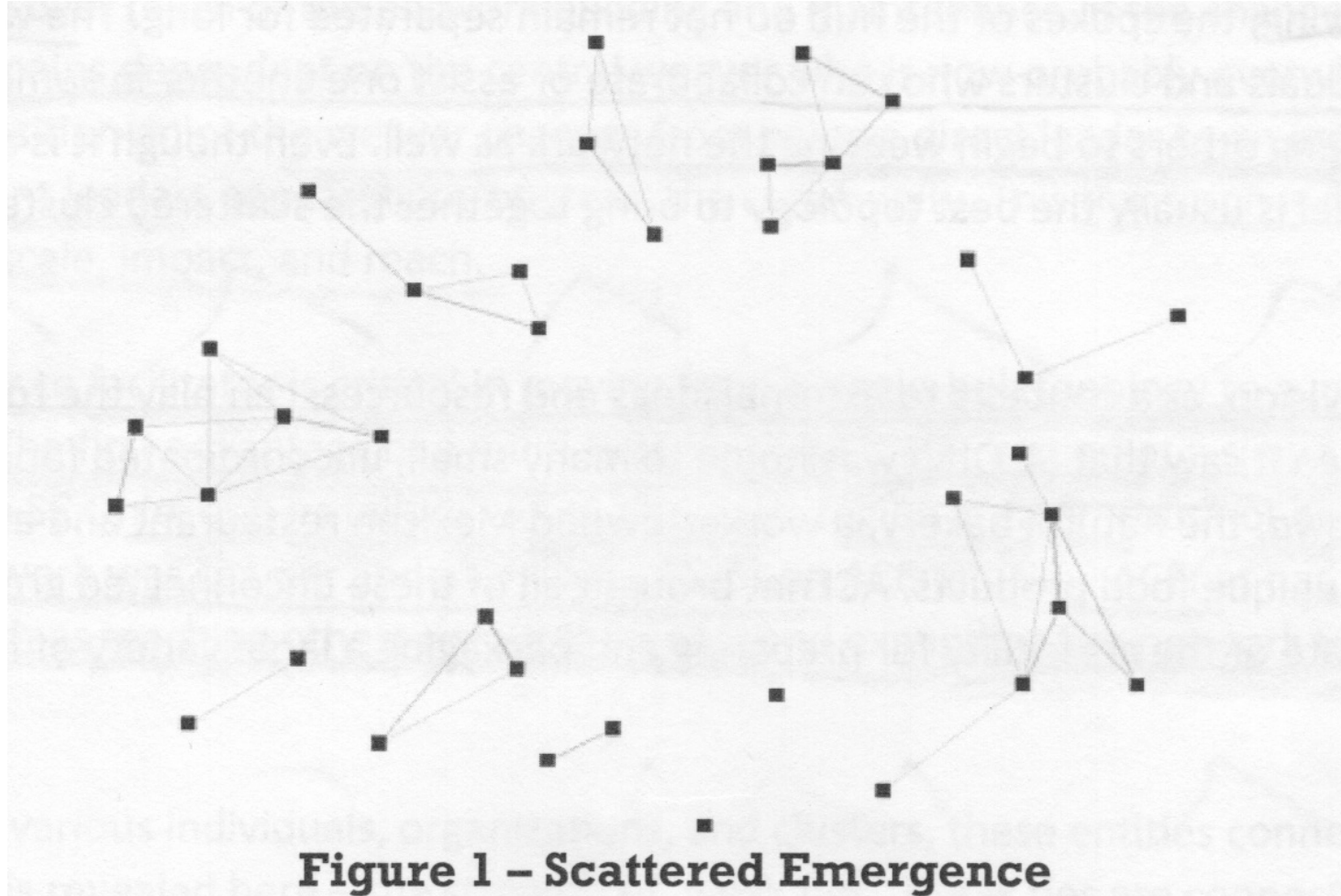
From 2009 to 2014 the work of the Farm to Plate network:

- added some 2,162 jobs and 199 establishments
- decreased food insecurity in the state for the first time since the Great Recession
- expanded number of food hubs/incubators in the state
- thanks to the work of F2P's Meat Processing Task Force, launched in 2011, opened five new slaughter houses and two new processing-only facilities

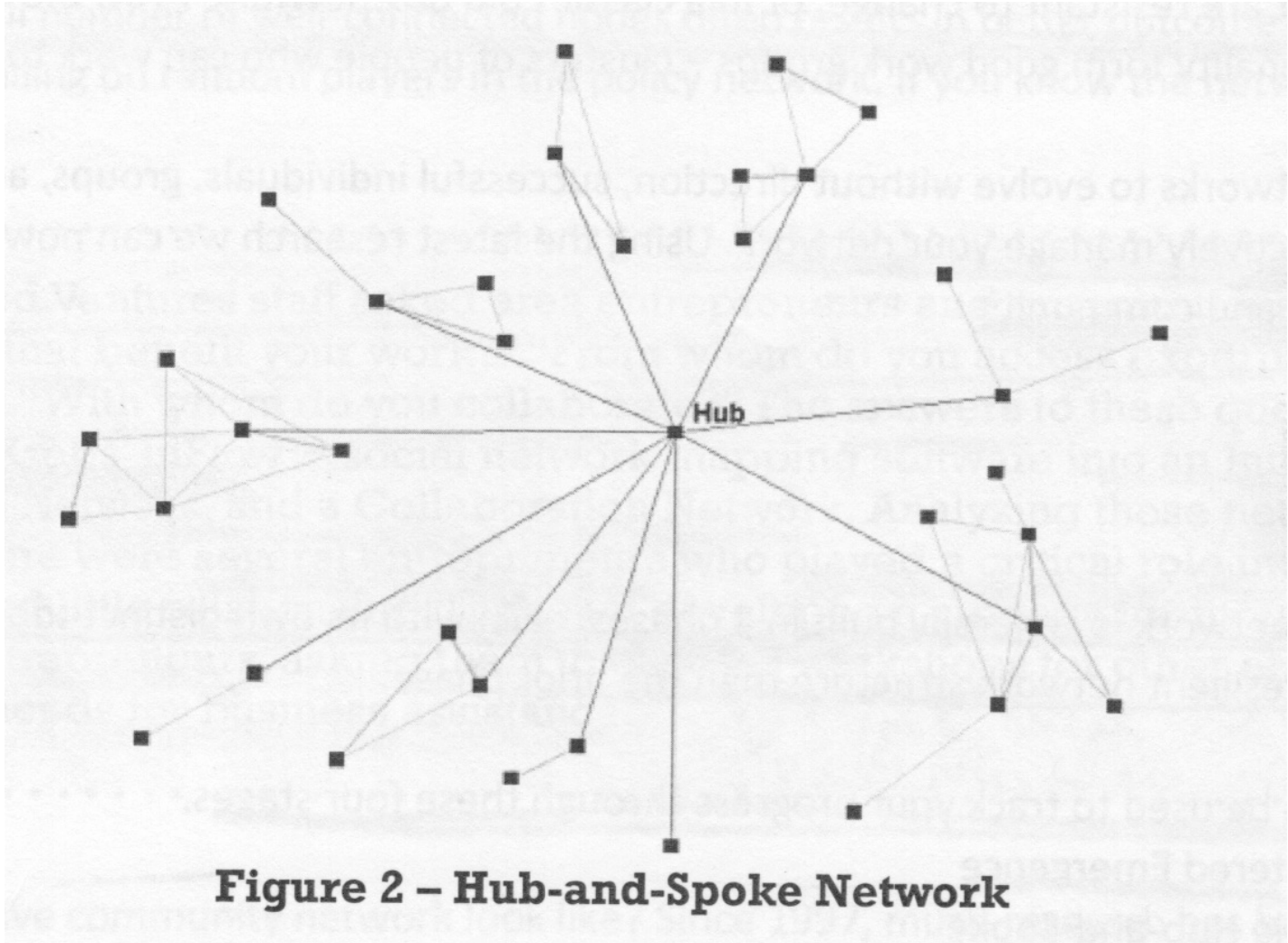
F2P Results

- provided financing and access to solar, wind energy, methane digestors, biomass heaters to farms in VT
- expanded pallet of loans and financing options to new food related initiatives
- After 5 years, members report:
 - **75%:** network helps advance their goals
 - **75%** are building new relationships
 - **80%** are strengthening existing relationships

Network: Scattered Emergence



Hub and Spoke Network

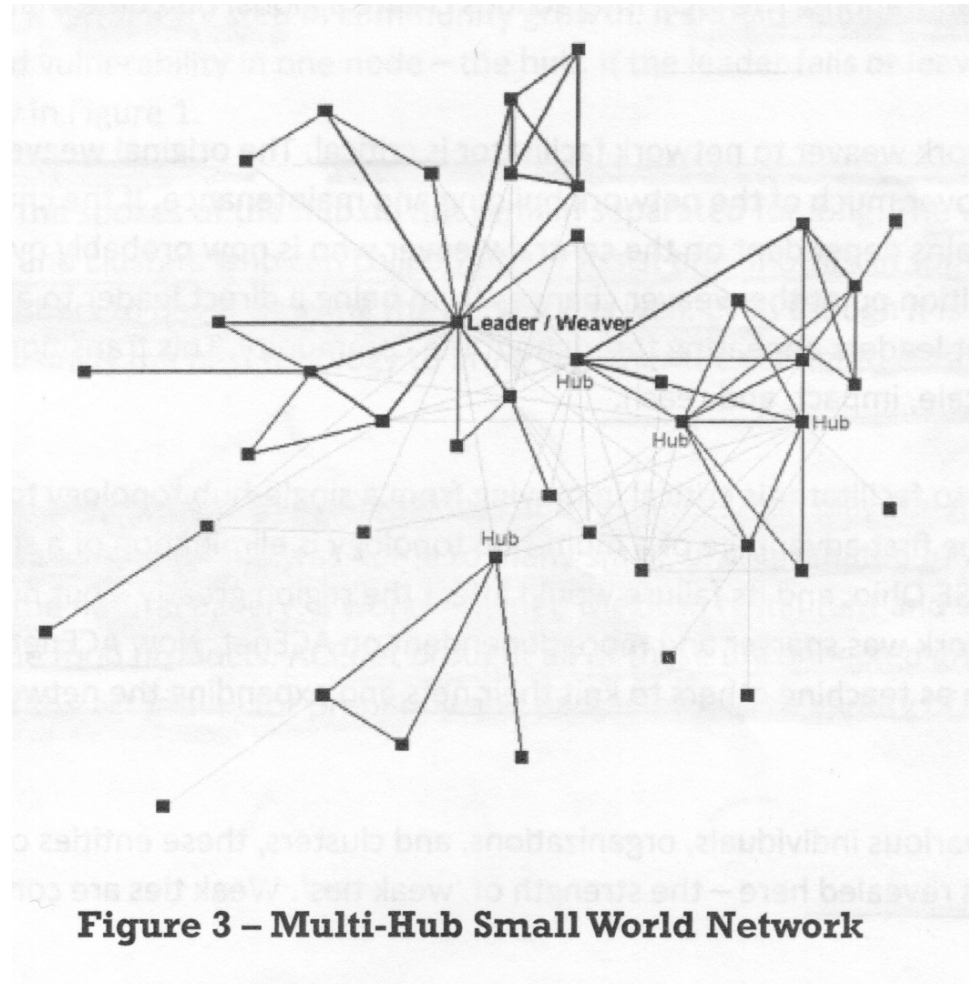


Collective Impact

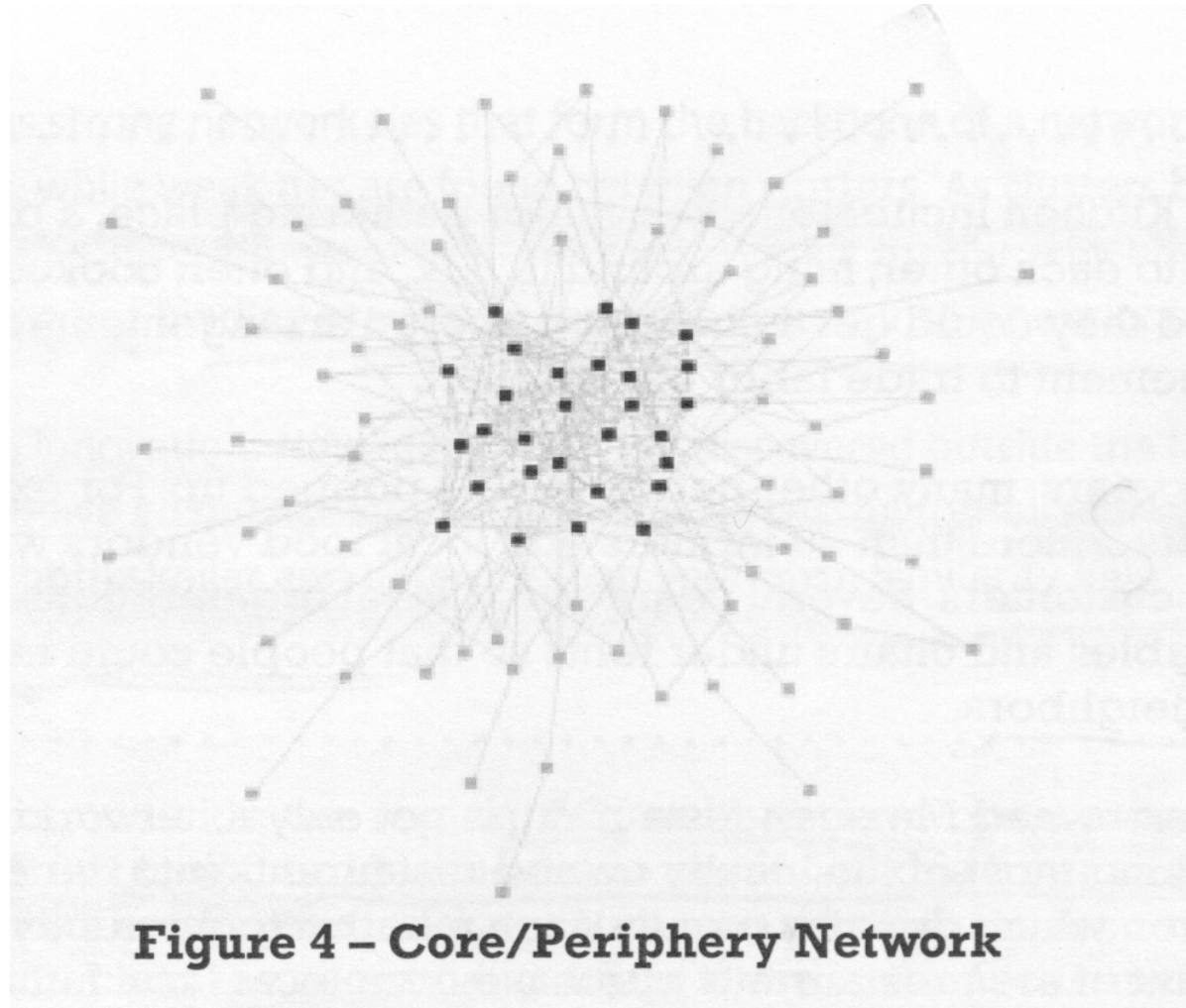


Connection – Alignment – Production

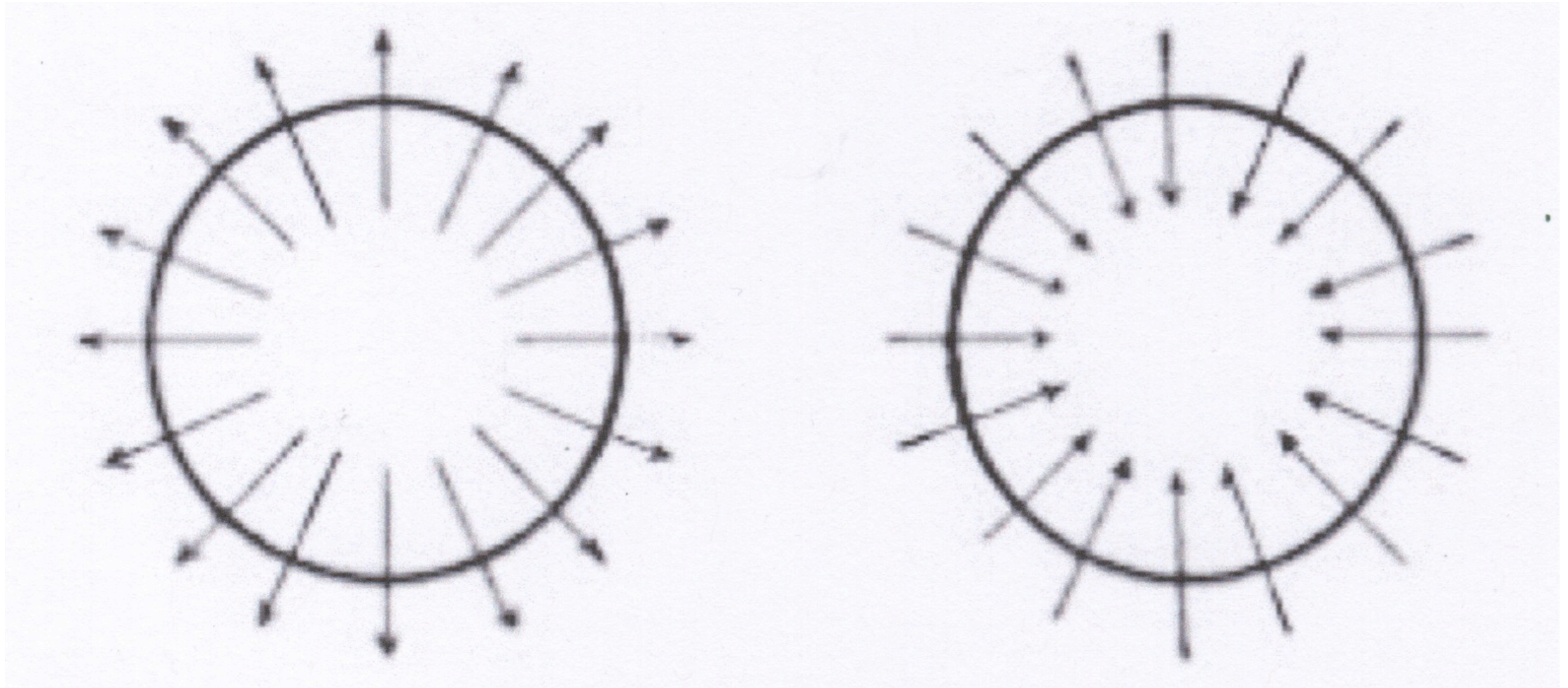
Multi-Hub Small World Network



Core-Periphery Network



Stewardship Attitude



STEWARDSHIP Qualities

- **Catalyzes a culture of vigorous collaboration:** deep listener appreciates diverse perspectives; both/and thinker; shows gratitude, encourages mutual appreciation
- **Shares power and generates momentum:** embraces ambiguity, encourages experiment and innovations; trusts conflict's generative potential ; encourages leaderfulness
- **Stays true to the long term vision:** helps others see the system; continuously adapts with the long-term vision

Resources

- June Holley: ***Network Weaving Handbook*** (a how-to guide): <https://networkweaver.com/network-weaving-handbook/>
- Peter Plastrik et alia: ***Connecting to Change the World: Harnessing the Power of Networks for Social Impact***
- Steve Waddell: ***Global Action Networks: Creating Our Future Together***
- **June Holley's blog** at <https://networkweaver.com/category/blog/>
- ***Transformer: How to Build a Network to Change a System: a Case Study of the RE-AMP Energy Network:*** <https://www.reamp.org/wp-content/uploads/2014/01/Monitor-Institute-RE-AMP-Case-Study.pdf>