From Concept to Implementation – Co-operative Community Designs for the future

By Dr. Thomas Mengel

Introduction – Earlier Conceptualization

In the inaugural issue of Creativity Matters, I had proposed a Model of Post-Contemporary Leadership, where leaders and followers demonstrate people and relationship focused attitudes, skills, and behaviours (Mengel 2020, p. 76)

- Imagine the future, act globally, consider the local; identify and orient towards values shared by all stakeholders
- Empathize with and consider on all levels and from all perspectives; shared decision-making, problem-solving, leadership across human and non-human systems; focus on relationships and relational aspects
- Imagine and consider non-linear developments and coexistence of often paradox phenomena
- Leadership as risky choreographic artistry
- Open minds by disrupting the "traditional" while creating and integrating the unexpected
- Move, shake, and shape
- Dance the dance of followership
- Multi-level and multi-dimensional follower- and leadership
- Oscillating between various modes of participation

Shortly after, I combined this leadership model with other futures- and values-oriented leadership approaches and integrated it into a Model of Exploring Meaningful Futures Together that can be used to "[c]reate a comprehensive yet fluid leadership strategy" (Mengel 2021c, p. 347).

In my recommendations I noted that:

a comprehensive application of the integrated model in practice and in various educational settings is still outstanding. Further, accompanying research of the application of this model and evaluating both the process and its results are urgently needed. However, even as is, the model is ready to be applied in community or organizational case studies and to be adapted and improved to the community's or organization's needs. The presented models, techniques, and steps will allow facilitators of community or organizational development, educators,

Trapez artists (credit: Nathan Kirkpatrick)

and futurists to help construct social futures together and arrive at "The Future We Want; The … [Future] We Need" (United Nations 2020). (ibid.)

From Concept to Implementation

At the time, I did mean to leave the application of this model to other researchers who might follow in my footsteps after my retirement. Little did I know that during my final half-sabbatical (September 2022 – February 2023) and following my retirement (March 1, 2023) I did in fact follow my own recommendations. Given my increasing professional and personal interest in and focus on communal leadership and community development, it should, however, not have come as a total surprise.

What had changed, though, was the significance of communal living for me personally (and, in turn, professionally) due to my father's death in Germany in January 2021 during, likely from, and certainly with Covid (Mengel 2021b).

My father, my wife, and I (& friends) enjoying homemade pizza (credit: Thomas Mengel)   My father on the beach (credit: Thomas Mengel)

After an eventful life as export sales manager selling hospital equipment and travelling across the world, my father had underestimated and misjudged his potential needs due to aging and associated health challenges. He had not prepared for and wasn't open to conversations about considering seniors communities or residencies as an option for communal living offering the support network he would need for living independently even with minor care requirements.

When he required acute medical attention and was diagnosed with minor and slowly progressing dementia, he opted for hospitalization and then to moving into a senior's care home just before Covid hit. Given the restrictions related to Covid he apparently overcame his isolation and loneliness by imagining he was travelling without any restrictions. He happily shared his imaginary journeys with us (over Zoom), caregivers, and nurses – right up to his last breath in a hospital suffering from multiple organ failure, likely due to complications from his infection with Covid.

Experiencing the lack of social connections for my father during the last one and a half years of his life – and for all of us during Covid – brought the importance of community connections and communal living arrangements as a key component of an Aging-At-Home or Aging-In-Place framework into my focus (Canham et al., 2022; National Seniors Council, 2024; National Institute of Ageing, 2022). Increasingly I became aware that the individual living arrangements we enjoyed while growing up and maturing as adults may not be as ideal for our needs while aging. Suburban living, or even living in a small town, does not provide the close connections and networks of mutual support that humans need to flourish particularly when they grow older.

> *This is the world in which I, and millions like me, live. Designed. Built. Regulated. … Popularized over fifty years ago, developers still covet the "houses here; shopping there; business downtown, industry anywhere else" design principles that built our automobile-dependent communities. It is in one of these housing communities - suburbs - that I live. I don't despise it. But I ponder its affront to history, to human community, to nature, to the future. (Vosper, 2024)*

I started asking myself: What might (housing) communities look like that are designed by and for humans and co-created for the future? I started researching different models of communal living that particularly would support (us as) seniors when growing old. I revisited the concept of cohousing that a writing colleague of mine had made us aware of and that we had filed away as not for us at the time.

Co-housing as Intergenerational Co-Living Alternative

Cohousing NL in Portugal Cove-St. Philips, Newfoundland and Labrador, seemed like the perfect choice for us. A 30-unit village of triplexes to be co-designed and developed by future residents on 58 acres overlooking Conception Bay and Bell Island, located between Farm Rd. and North-East-Pond, was particularly appealing to us because of the land features, the intergenerational component, its focus on affordability, and the community's co-operative governance model and human design process.

Future Site of Killick Ecovillage 1 (credit: Thomas Mengel)   Future Site of Killick Ecovillage 2 (credit: Thomas Mengel)

Cohousing NL promised to provide more communal living arrangements with the social and intergenerational connections needed for aging at home and in community (Sinha, 2012; 2024). Further, the project combined the creative features of futures- and values-oriented leadership and community development. It allowed me to help implement the concepts I had written about earlier (Mengel, 2021) and to co-author a detailed case study about this implementation together with the co-founder of Cohousing NL, Wendy Reid-Fairhurst (Mengel & Reid Fairhurst, 2024). Finally, we were able to participate in the communal design processes and thus to cooperate with other future residents to co-create the community we wanted.

In our community design process, we were supported by cohousing design expert Charles Durrett (Durrett 2021). Systems thinking and scenario techniques helped identify and explore systemic relationships between various aspects of living interdependently in community within the broader context of internal and external factors. As a result, as community members we gained a better understanding of what our futures might look like and then were able to engage in better-informed decision-making. Techniques for building scenarios included using wooden block houses and manipulatives to discuss potential layouts while sketching ideas onto large-scale maps and a 3D model.

With Durret's help we designed a set of six standardized triplexes consisting or three to six units of different sizes plus a "common house" containing the common spaces like laundry, meeting, reading, and common meal spaces.

Cohousing is a complex and highly specialized process, with intricacies often under-appreciated by traditional development players (Durrett et al., 2022; McCamant & Durrett, 2011). Collaborating with experts and experienced cohousing consultants demonstrates a strategy helpful in ensuring informed futures-oriented perspectives (Mengel, 2021b).

Design Process Killick Ecovillage 3 – prioritizing with Charles Durrett (credit: Thomas Mengel)   Resulting designs (credit: Thomas Mengel)

Cohousing NL's approach to governance (including roles and decision-making processes, organizational and communication policy development, and management strategies) strongly supports the implementation of values-and futures-oriented leadership. Since its formal inception in March 2020, Cohousing NL has been operating within the participatory and spread authority governance model called Sociocracy. Sociocracy—sometimes also referred to as Dynamic Governance—is characterized by the following traits: effective (aim-oriented), egalitarian (power with, instead of power over), decision-making by consent, an organizational structure consisting [p.147] of semi-autonomous circles with specified authorities and responsibilities and supporting a process by which to continuously evolve ideas and practices through feedback and critical evaluation (Rau & Koch-Gonzales, 2018).

In Rau's (2021) model, organizational policies are always created through participation, continuous evolution at a systemic level, and through distributed futures-oriented leadership. Such mechanisms promote sustainable foresight. They also describe clear intentionality by a relatively ad hoc group of people to meet their own social, economic, and environmental needs through collaboration in building a custom neighborhood driven by collectively defined values and a vision for a better future. It also describes the intent to expand this project to create positive impact on a much broader scale—to include the neighbors adjacent to the project and the province in terms of modeled climate change adaptation, and the country in terms of innovating and pushing back against the status quo of an increasingly inequitable housing landscape. As part of our communal decision-making, we opted for a housing co-operative as the organizational structure and landed on the name of Killick Ecovillage Co-operative (www.killickecovillage.ca).

The barriers to inclusion and affordability in cohousing (such as rising land and construction costs, regulatory constraints, and general deference to the status quo), are somewhat out of the cohousing group's control. Sometimes it is a function of the cohousing model itself (i.e., its reliance on volunteerism) and sometimes a result of futures thinking (like the increased upfront costs associated with quality materials, sustainable technologies, and enhanced amenities that will serve better over the long term) (Reid Fairhurst, 2022).

Early in 2023, my wife and I realized that these systemic barriers resulted in a delay of the construction of the actual homes beyond our personal time horizon for moving in and costs for individual units that were above what we were willing to invest. Hence, to manage our expenses and maintain our retirement savings, we purchased a home overlooking the ocean in Pouch Cove, NL, just a 25 minutes' drive north of St. John's, the provincial capital.

At first, this property was meant to serve as interim until we would be able to move into our cohousing unit in Portugal Cove-St. Philips. However, after moving in and connecting with the town community and residents, we quickly realized that we didn't want to move again and continue to be engaged in a cohousing community development process where the project completion was a moving target while the cost estimates remained vague and significantly higher than what we had invested in our house in Pouch Cove. We decided to withdraw from Killick Ecovillage Co-operative and to focus on participating in the community activities in Pouch Cove

Seniors Co-operative Supporting Aging Well at Home

Following a public meeting of the Pouch Cove Heritage Society (PCHS), the treasurer introduced me to Elke, one of the associate members, who also was from Germany. Elke was in her late seventies and had been living in Pouch Cove for close to fifty years. After leaving Lübeck, Germany, Elke had first moved to San Francisco and then decided to do a doctorate in folklore studies at Memorial University of Newfoundland and Labrador in St. John's. Being attracted to rural living she had bought an old farmhouse with a large barn and greenhouse situated above the rocky coast and with a breathtaking view of the Cove and the coastline. She had renovated the house and turned it into a bed & breakfast particularly for hikers of the East Coast Trail that Elke had helped start as co-founder of the East Coast Trail Association.

We had quickly connected with Elke and became friends. As "solo ager", Elke was interested in creating a support network that would help older adults in our community to age in place. After our initial conversations in early October 2023, she invited us to her "death cafe", where older adults get together to have a conversation about planning for aging and about their preferences for the final phase of their life. She gave us the book "Being Mortal" by Atul Gawande (2017), who writes about aging and dying both from a professional (he is a doctor) and personal (he has aging parents) perspective.

Two pages in Gawande's book (p. 224f) described features of mutual support services for seniors at the Beacon Hill Village in Boston, MA, and the Athens Village in Athens, OH. That was exactly what we had started to imagine for our community support network in Pouch Cove. Both urban "villages" were early adopters of what came to be known as the Village Model and the Village-To-Village-Network (VTVN), connecting almost three hundred aging-in-place communities called "villages" (www.vtvnetwork.org). The VTVN website included a comprehensive list of features of a village, access to a repository of resources for new villages, and connections with a variety of different villages in various stages of development, implementation or expansion.

We included others in our conversation, created a development team consisting of eight persons, and received strong support locally and beyond. The Town of Pouch Cove was on board immediately and paid for the VTVN membership for the first year so that we could start developing a "village" locally by accessing all their existing resources. The Towns of Bauline and Flatrock supported us with formal letters and by providing space in kind for our meetings. Many other local organizations (see https://www.kcnseniors.coop) expressed their support as did representatives of the provincial and federal governments. We reached out to the VTVN, including the few existing Canadian contacts, to get their input and advice on the structure, services and necessary processes of a local village.

Given our involvement with the Killick Ecovillage Co-operative, I suggested co-creating a co-operative for our aging-at-home community also. While our development team first was not as enthusiastic as I was about that model, the fact that we were encouraged by the Newfoundland and Labrador Federation of Co-operatives (NLFC) to apply for one of five spots in their pilot co-operative incubator program (https://nlfc.coop/start-a-co-op/co-op-incubator/) quickly won them over. The mentorship and training

program for a new co-operative in development would be free and successful participants were also promised to receive $5,000 in seed funding. We decided to describe what we had in mind and to apply for participation in this program.

On January 17, 2024, we received the note from NLFC congratulating us for being one of the five successful applicants for the pilot co-operative incubator program spots. We formalized our team, created a schedule with milestones, and organized our meetings and activities accordingly. The program's schedule guided us through the development of the concept, the creation of a business plan including the design of services, and the writing of our articles of incorporation and by-laws, all informed by the choice of a co-operative as legal structure and the underlying values framework. In addition, the village model and the VTVN mentorship program influenced our development in all stages.

Switching gears from a retired researcher - mostly focusing on observing, analyzing, and writing - to a volunteer leader - with a focus on facilitating, leading, managing, and doing - was quite a change and challenge as I had already learned from my participation as co-leader in the co-housing co-operative project. From the NLFC schedule I knew that we were expected to have our incorporation papers submitted by July 1 to allow the provincial Registry to review and request any changes needed prior to the end of August. Launching our co-operative as part of our engagement in the Pouch Cove Days (July 19-21) seemed ideal. Hence, we aimed for Mid-June as our milestone for submitting our incorporation package to the Registrar.

For our incorporation, we needed to draft our concept paper that would inform our articles of incorporation, a detailed business, and our by-laws. With the help of the resources from the NLFC and the VTVN we were able to successfully complete the first steps. We described and narrowed down our conceptual focus. Within our development team, and with input from the larger support group, we consented to the current name, logo and motto of the co-operative – Killick Coast North Seniors Co-operative (KCN Seniors Co-op) – reflecting the larger region including the three towns of Bauline, Flatrock, and Pouch Cove; the focus on services for and by older adults; the co-operative values and structure; the intergenerational characteristic of the co-operative; and the main purpose: empower and support members and the greater public in "aging well at home".

We established our presence in social media (Facebook) and created a website (www.kcnseniors.coop):

To satisfy the preference of some of our team members "to do something", we also needed to plan for activities and events for the public and other stakeholders.

Logo Killick Coast North Seniors Co-operative (credit: Thomas Mengel)

Killick Coast North Seniors Co-operative: Games Night (credit: Marion Mengel)

We developed and offered public programs like arthritis exercises and chair yoga, socializing over coffee, games nights, and a phone-based social and educational program trying to reach an audience that would, for various reasons, not readily be available for in-person events. For the latter we secured some extra funding which together with the NLFC seed-funding allowed us to plan for a balanced budget until the end of the first year.

Older adults wanting to change the paradigm of aging by taking ownership of their own aging process through maintaining an active and healthy life in their own homes for as long as possible was at the core of what we wanted to co-create in our region:

> *"Villages are community-based, nonprofit, grassroots organizations formed through a cadre of caring neighbors…. The Village Model works! Village members [from close to 300 villages mostly across the US with some international villages in Australia and Canada] consistently report a positive impact on their well-being and quality of life as a direct result of their participation in their Village."* (https://www.vtvnetwork.org/content.aspx?page_id=22&club_id=691012&module_id=248578)

Like any other village, we imagined our regional adaptation to be a membership-driven, self-governing, grassroots, and non-profit organization. We aimed at adapting the following characteristics common to many villages to our own needs:

●Provide a strong, inclusive community that offers members new opportunities to age successfully
●Are run by volunteers and may have paid staff
● Coordinate access to affordable services, including transportation, health and wellness programs, technology support, home repairs, social and educational activities
●Offer access to vetted service providers (e.g., plumbers, electricians, painters)
●Positively impact isolation, interdependence, health and purpose, reducing their members' overall cost of care
●Serve as one-stop-shopping for the services members need to age safely and successfully in their own homes
●Form linkages with community partners to help address the challenges of aging

In participatory workshops, we identified the needs of community members in Bauline, Flatrock, and Pouch Cove. Over 60 participants and respondents to our online surveys helped us create and prioritize a list of needed services and social or educational events that would support the mission and purpose. They also helped us identify a fee structure that would support the sustainability goal of the organization while ensuring that membership was affordable to all.

As a result of these workshops, we created promotional material specifying the concept, including the main services, events, and membership levels. During the co-operative incubator program workshops and mentorship sessions, the co-operative development team also further spelled out the details of co-operative governance and values for the KCN Seniors Co-op.

Similar to a village, "a cooperative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise … based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others" (International Co-operative Alliance, n.d.). These features and values automatically became part of KCN Seniors Co-op's DNA by adopting the co-operative governance model.

From the beginning, the leadership role of members as presented by Co-operative Development Consultant Ken Kevenaugh, was key to us: members elect the board and hold the board responsible, while the board, management, and staff all serve the members.
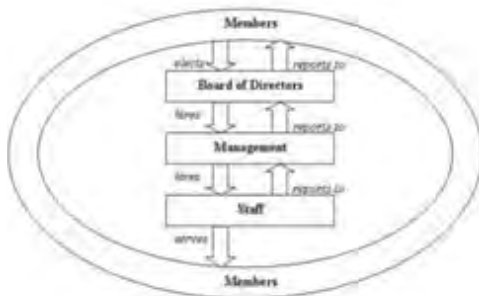
Typical Co-operative Structure (Credit: Ken Kevenaugh)

During our co-operative training workshops, we also learned and discussed how the success of our co-operative would not only rest on the co-operative principles and values but also on the "four pillars of co-operative governance":

The Four Pillars of Cooperative Governance are:
1. Teaming: successfully working together to achieve common purpose.
2. Accountable Empowerment: success- fully empowering people while at the same time holding them accountable for the power granted.
3. Strategic Leadership: successfully articulating the cooperative's direction/purpose and setting up the organization for movement in this direction.
4. Democracy: successfully practicing, protecting, promoting, and perpetuating our healthy democracies." (Scholl & Sherwood, 2014, p.19)

Four Pillars of Co-operative Governance (Scholl & Sherwood, 2014, p.19)

After a series of diversity workshops with the local Women's Council, we added gender equity, diversity, inclusion, belonging, and anti-racism to the co-operative values and principles and adopted them as the core values for our co-operative.

Further, after discussing a variety of decision-making models and rules of procedure (including Robert's Rules of Order, Martha's Rules, and Sociocracy) we decided to include the following consent-oriented approach in our By-laws:

> *The conduct and procedures of any meetings shall ultimately be governed by the most recent edition of Robert's Rules of Order. However, whenever reasonably possible, in accordance with the Co-operative's values, and as prescribed by meeting policies issued by the Board or as determined in the terms of reference for committees, decision-making in meetings and committees should aim for consent and follow Martha's Rules before immediately defaulting to majority voting and more formalized decision-making procedures as defined in Robert's Rules of Order (Minahan, Anne, ""Martha's Rules": An Alternative to Robert's Rules of Order" (1986). University of Nebraska-Lincoln, Sociology Department, Faculty Publications. 812.*
> *https://digitalcommons.unl.edu/sociologyfacpub/812). (KCN Seniors Co-op By-laws, Section 19.2*
> *https://kcnseniors.helpfulvillage.com/documents/18/download)*

We submitted our incorporation package and were incorporated on June 12, 2024. Since then, we have gradually grown our membership and volunteer base; solicited an additional member to our board; submitted various applications for substantial funding at the local, provincial, and federal level (some already successful); continued offering our free social and educational services to the public; and started offering some full services to members (e.g., small chores at home, computer help, hot meal delivery and grocery shopping during illness, etc.).

Our main challenges now are
1. attracting enough new members over the next one to three years to achieve some level of sustainability and independence from external funding sources,
2. achieving what we consider organic growth – maintaining a healthy balance between the increase of members potentially needing full services and the availability of volunteers providing those services -, and
3. sharing our passion for our co-operative values and services to allow spreading the workload between a variety of volunteering members on the board and committees to avoid volunteer fatigue and burnout.

Killick Coast North Seniors Co-operative: Group Photo (Credit: Emma Fitzpatrick)

Conclusion – Co-operative Innovations and Communal Development as Leadership for the future?

After telling the stories of co-creating and implementing two co-operative innovations, it remains to be discussed how the co-operative model and their implementations measure up to the proposed Model of Post-Contemporary Leadership (Creative Connections 1, p. 76), where leaders and followers demonstrate the following people and relationship focused attitudes, skills, and behaviours:

- *Imagine the future, act globally, consider the local; identify and orient towards values shared by all stakeholders…*

Imagining the future was at the core of both case study organizations. Imagining a different future – the future they needed and wanted – was the trigger for starting the organizations. Local needs and the connection to provincial, national, and international organizations informed the purpose and mission of both organizations. Collaboratively stakeholders identified the shared and foundational values. The co-operative model and values (e.g., self- and social responsibility, equality and equity, solidarity and caring for others) not only strongly informed the co-creation of both organizations, they also strongly align with core

elements of leadership and community development for the future (Mengel 2021). The power of and passion for imagination and values-orientation must be maintained by the co-operatives over the continuous changes to its membership and stakeholder base.

- *Empathize with and consider on all levels and from all perspectives; shared decision-making, problem-solving, leadership across human and non-human systems; focus on relationships and relational aspects…*

Co-operative governance (both organizations) and sociocratic decision-making (Killick Eco-village Co-op) or consent-oriented decision-making within the framework of Martha's Rules (KCN Seniors Co-op) manifested shared decision-making and problem-solving with a focus on relations among members and other stakeholders. Using technology to support the human relations and service processes allowed to create the first steps of integrated leadership systems in both cases; mastering the challenge to maintain these systems from an ethical and people-centred perspective will remain as ongoing task and responsibility.

- *Imagine and consider non-linear developments and coexistence of often paradox phenomena…*

The co-creation of co-operative organizations evolves in cycles (two-dimensional) or even spirals (three-dimensional). While the first phase from inception to incorporation completes the first cycle (spiralling upwards to a higher level), new members coming on board and infusing new ideas and solutions to the co-operative will restart the cycle of communal and co-operative development. The membership driven leadership processes of a co-operative must acknowledge and incorporate that in their decision-making. To nurture itself, to remain sustainable, and to grow organically, the community needs to hold and harvest the ever-present paradoxes of past and future, up and down, back and forth.

- *Leadership as risky choreographic artistry…*

  Co-operative decision-making models like sociocracy or the consent-oriented Martha's Rules as implemented in the two case studies constantly challenge traditional and often simplistic leadership approaches (e.g., top-down, majority rules, etc.). Members often change (leadership) roles to maintain the co-operative processes, they intentionally and openly remain vulnerable to enable consent-oriented decision-making, and – like trapeze artists – they swing back and forth, hold and let go, and pause and take the leap to support each other and the community. That remains risky and is only sustainable with practice and with maintaining the communal network that needs to be able to hold the occasional fall.

- *Open minds by disrupting the "traditional" while creating and integrating the unexpected…*

  Both co-operative communities have disrupted the traditional: Killick Ecovillage Co-op by implementing the first co-housing co-op in the province (and likely far beyond given its innovative focus on affordability and sustainability) while KCN Seniors Co-op has members take ownership of their needs by co-creating and co-delivering the services they need to age well at home. Both organizations already had to face and work through unforeseen challenges like bureaucratic obstacles to innovative solutions and longer than expected processes or the surprisingly strong suspicions of some locals. Both co-operatives will have to spiral through recurring cycles of renewal.

- *Move, shake, and shape…*

  Killick Ecovillage Co-op and KCN Seniors Co-op equally move, shake, and shape the communities they are part of or connected with while at the same time being moved, shaken, and shaped by themselves, all stakeholders, and the communities and ecosystems surrounding them.

- *Dance the dance of followership…*

  Members of our co-operatives find themselves moving back and forth between different roles (e.g., elected board members and voting members, committee lead and committee members, event coordinators and event participants, etc.). As such, many continuously step in and out of the role of followership and leadership almost like in an improv dance.

- *Multi-level and multi-dimensional follower- and leadership…*

  Co-operatives are connected across space (e.g., through their national and international association with each other and through direct co-operation between like-minded co-operatives across regional or even national boundaries) and across time (e.g., through the history of the co-operative movement both locally and globally). Members of both,

Killick Ecovillage Co-op and KCN Seniors Co-op, play different and often changing roles within the different nodes and their connections of these networks. For example, as co-founder of KCN Seniors I also am a member of and play different roles at different levels of other co-operative organizations in the region (e.g., investor in Killick Ecovillage Co-op's development company, board member of Sunrise Funeral Co-op, delegate at NL Federation of Co-operatives, member of Atlantic Edge Credit Union). Similarly, we are affected by – and in turn affect – the history and traditions of local and regional co-ops. We follow the lead of the international co-op alliance and help forge the regional, national, and international co-op identity.

- *Oscillating between various modes of participation…*

    Depending on the governance roles we play within our co-operatives and co-operative networks, we quickly and constantly move back and forth between being in the lead (e.g., as board or even executive members, as committee chairs, or as co-ordinator or facilitator of initiatives or events) and following the lead of others. The democratic structure of our co-operatives, the one-member-one-vote principle, and the orientation towards decision-making by consent ensure that all voices are heard and that all members count equally.

In summary and conclusion, the co-operative model and the approaches as implemented in the two co-operative case studies demonstrate many if not all the skills, attitudes, and behaviours described in the earlier model of post-contemporary leadership. They also characterize promising models of and visions for leadership for the future. Our values, principles, and processes constantly remind us – as we do remind each other – of the importance of challenging the status quo of contemporary leadership structures and decision-making processes. As members of our co-operatives and of the ecosystems we are part of, we hold each other responsible for living up to our own values and principles, we support each other in our daily work of co-creating the future we want and the organizations we need, and we demonstrate empathy and solidarity in helping each other back up when we falter and fail.

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Photo of Thomas Mengel
(credit Joachim Hertle)

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