

# SPP STRATEGIC ALIGNMENT PROCESS

By Percolab Coop  
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# THE PROCESS

Percolab collaborated with SPP with the objective of providing effective guidance for SPP Global to successfully conduct a strategic alignment process regarding its membership, as well as its management and operational structure

**This document captures some of the work that went on during the process.**

## FACILITACIÓN DEL PROCESO DE PLANIFICACIÓN ESTRATÉGICA



~~The agreement was for a process from Sept-  
Due to delays and shifting dates, we adjusted~~

# RESULTS OF LISTENING PHASE I



Small producers voices and interests is a purpose that attracts

**La voz y los intereses de los pequeños productores es un propósito que atrae**



Different visions for how SPP manifests it's purpose

**Diferentes visiones de cómo el SPP manifiesta su propósito**



Conflict is blocking engagement and mobilisation for moving forward

**El conflicto bloquea el compromiso y la movilización para avanzar**



Ineffectual communication and leadership is creating chaos

**La comunicación y el liderazgo ineficaces están creando el caos**



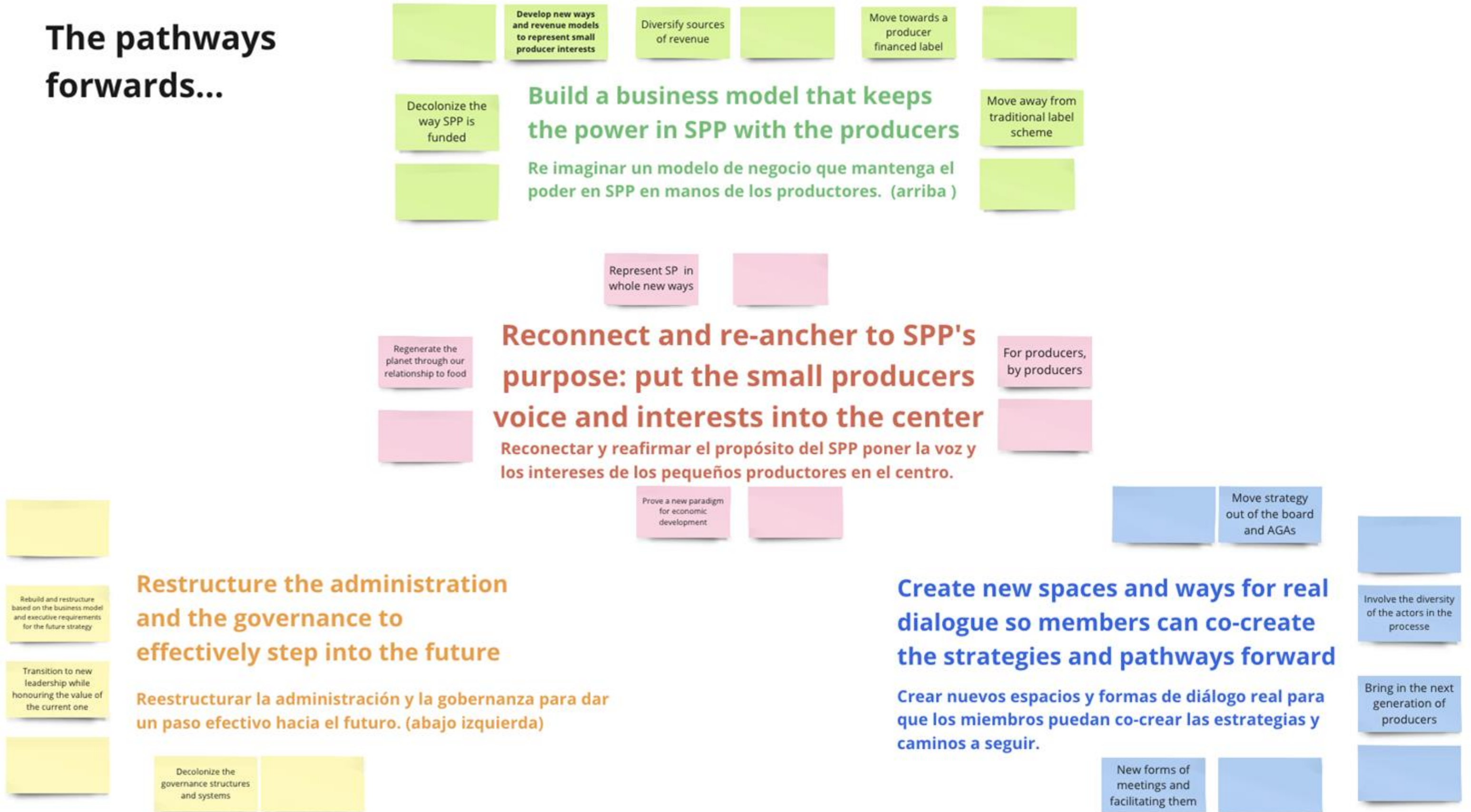
SPP's survival and requires breaking out of its downward spiral

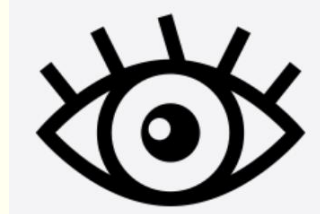
**La supervivencia del SPP requiere salir de su actual espiral descendente.**



# RESULTS OF LISTENING PHASE 2

## The pathways forwards...





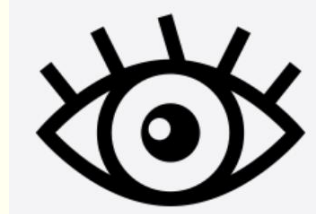
Your meeting culture is a window into your organisational culture.

**CULTURA Y PRACTICAS**  
CULTURE AND  
PRACTICES

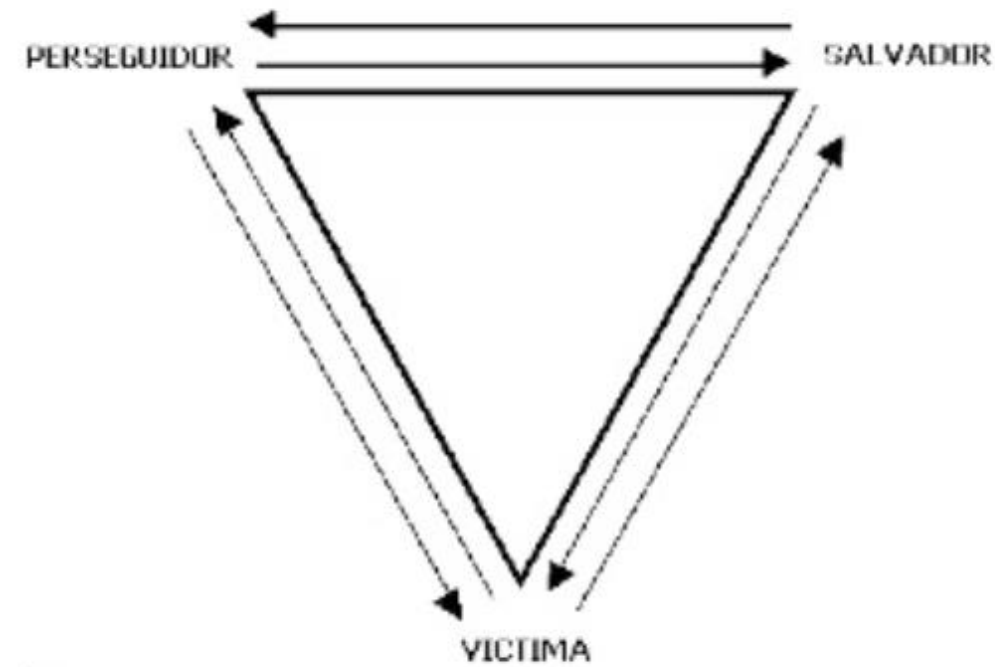
**ESTRUCTURA**  
STRUCTURE

**VALORES**  
VALUES

**Gobernanza – Governance**



EL TRIÁNGULO DRAMÁTICO DE KARPMAN



SIN CULTURA O MÉTHODICO PARA APACIGUAR

Without a culture to calm or address them

Círculo  
de  
palabra

“Change moves at the speed of trust,” Stephen Covey

# WORKSHOP1/2 RESULTADOS DE PERCOLAB

Los elementos que rezonan en usted.  
The elements that are speaking to you.  
Les éléments qui vous parlent

1. **La visión del SPP** – SPP’s vision
2. **Cultura compartida** – Solidaridad Shared culture – Solidarity
3. **Comunicación y confianza** Communication and trust
4. **la voz de los productores** the voice of the producers
5. **Falta de confianza replica e intensifica dinámicas dramáticas, y no hay cultura o métodos para apaciguar las y generar confianza.** Lack of trust replicates and intensifies dramatic dynamics, and there is no culture or methods to appease and generate trust.
6. **Falta de correspondencia entre los valores y la estructura con la práctica, lo que lleva a la necesidad de re ingeniería del modelo para hacer coincidir los valores con la práctica** Lack of correspondence between values and structure with practice, leading to the need to re-engineer the model to match values with practice
7. **Los caminos a seguir son inspiradores para mí. Son lo que quiero para el SPP.** The pathways forward are inspiring to me. They are what I want for SPP.
8. **La visión necesita volver a revisar se, volver a los orígenes. Es importante que en los conflictos búsqueda de soluciones inmediatas a mediano y largo plazo. formación e inducción de SPP hacia los líderes** The vision needs to be reviewed again, to return to the origins. It is important that in conflicts we seek immediate solutions in the medium and long term. training and induction of SPP towards leaders
9. **El triangulo de salvador, bulla y victima** The triangle of savior, bully and victim
10. **Estamos inmersos en el triángulo, se necesita una fuerza que nos saque de esa situación.**We are immersed in the triangle, a force is needed to get us out of that situation.
11. **“Poder para el productor” y Reconectar con la voz del productor. Cuestioné cuán diferentes eran estos dos.** We talked about “Power to the Producer” and Reconnecting to producer voice. I questioned how different these two were
12. **Gobernanza** Governance
13. **la causa que afecta la gobernanza del SPP, es externa a los propietarios del SPP** – the cause that affects the governance of the SPP is external to the owners of the SPP



# WORKSHOP1/2 FUERZAS DE SPP

1. en SPP los compradores querían, al inicio, que los precios – mínimos fueran MAS ALTOS que la propuesta de los productores. Algo nunca antes vivido, que habla de los valores de muchos compradores de SPP.
2. confianza. Joey contó la historia de cómo escribió un artículo con Nelson y cómo la confianza compartida entre los dos permitió una conversación muy real. Me inspiré al pensar que SPP podría ser un lugar para este tipo de diálogo honesto sin que las organizaciones de productores teman que afecte las ventas.
3. la capacidad de los productores organizados de lograr calidad y visibilizar el gran trabajo y buenas prácticas hacia el mundo
4. El poder de las voces de los pequeños productores y que no solo es transaccional nuestra relación pero es humano y espiritual.
5. somos una red intercontinental muy valiosa y vigente hoy para promover un verdadero comercio justo y conservar el planeta.
6. La confianza es la base. Creando un espacio seguro para conectarse, aprender y crecer.
7. Organización–red de pequeños productores
8. Lo importante que el SPP pertenezca a los productores, que es una visión global y una filosofía para un mundo mejor donde todos tenemos que ser unidos, va más allá que un simple negocio
9. cuando empezamos a participar y ser parte del SPP, teníamos muchas expectativas de mercado, de bienestar para todos, había armonía y muchas expectativas. Pero de pronto se perdió el respeto hacia la OPP y se ha ido más hacia el querer controlar e imponer desde la parte más externa. La pérdida de valores de algunos aliados, debemos volver a recuperar parte de los inicios u origen.
10. SPP cultiva relaciones que crean experiencias transformadoras.

1. the buyers wanted, at the beginning, for the minimum prices to be HIGHER than the producers' proposal. Something never experienced before, which speaks to the values of many SPP buyers.
2. trust. Joey told the story of writing an article with Nelson and how the shared trust between the two of them allowed for a very real conversation. I was inspired thinking SPP could be a place for this type of honest dialogue without producer organizations fearing it will affect sales.
3. the ability of organized producers to achieve quality and make their great work and good practices visible to the world
4. The power of the voices of small producers and that our relationship is not only transactional but is human and spiritual..
5. We are a very valuable intercontinental network that is in force today to promote true fair trade and conserve the planet.
6. Trust is the foundation. Creating a safe space to connect, learn & grow.
7. Organization–network of small producers
8. The important thing that the SPP belongs to the producers, that it is a global vision and a philosophy for a better world where we all have to be united, goes beyond a simple business.
9. When we began to participate and be part of the SPP, we had many expectations of the market, of well-being for all, there was harmony.. But suddenly respect for the OPP was lost and it has gone more towards wanting to control and impose from the most external part. The loss of values of some allies, we must recover part of the beginnings or origin.
10. SPP cultivates relationships that create transformational experiences.



# WORKSHOP1/2 NUESTRAS PREGUNTAS

Alinear estratégicamente a nivel de miembros y también estructura

1. Cómo volver al origen y armonía en donde busquemos el bien común para todas todos y dónde las OPP (organizaciones pequeños productores) manden obedeciendo? How to return to the origin and harmony where we seek the common good for all and where the SPO (small producer organisations) command by obeying?
2. ¿Cómo logramos que el SPP represente los sentires y pensares de sus miembros (no sólo algunos de ellos)? How do we ensure that the SPP represents the feelings and thoughts of its members (not just some of them)?
3. Qué podemos aportar a SPP, para reconstruir el modelo y realizar el sueño original de SPP, poniendo a los productores a la cabeza? What we can bring to SPP, to rebuild the model and realise the original dream of SPP, putting producers at the forefront.
4. Como podemos dialogar constructivamente aunque tenemos perspectivas diferentes? How can we dialogue constructively even though we have different perspectives?
5. **¿Cómo construimos confianza y solidaridad?** How do we build trust & solidarity?
6. Cómo mejorar la gobernanza para que mejore el SPP? How to improve governance so that the SPP improves?
7. **¿Cómo podrían la misión y los valores de SPP mostrar explícita y claramente a SPP como una organización liderada por productores? ¿Todas las políticas, procesos y membresía apoyan este valor?**  
How might the mission and values of SPP explicitly and clearly show SPP as a producer led organization and do all policies, processes, and membership support this value?
8. **¿Cómo se financiará el SPP en el futuro?** How does SPP fund itself in the future?
9. ¿Cómo podemos fomentar espacios de diálogo, reconciliación y colaboración constructiva en el SPP? How can we foster spaces for dialogue, reconciliation and constructive collaboration in the SPP?
- 10 **¿Con qué soñamos realmente para la próxima fase del SPP?** What are we really dreaming of for the next phase of SPP?

# Círculo de palabra

Los círculos de palabra ayudan a abordar las perspectivas de todos y la complejidad de un tema. Los círculos de conversación pueden cambiar una dinámica y volver a reunir un grupo.

Talking circles help to engage with the perspectives of all and the complexity of a topic. Talking circles can shift a dynamic and bring a group back together.

**Aclarar una pregunta para explorar en el círculo.** To start, clarify a question to explore in the circle

1. **Valiente** Courageous
2. **Inclusivo** Inclusive
3. **Edificante** Uplifting
4. **Lo suficientemente bueno por ahora** Good enough for now

## FLOW

I) **Ronda de calentamiento (práctica)** Warm-up round  
**Cada persona comparte brevemente...¿Cómo llega esta pregunta a mí?** Each person to share briefly...*How is this question landing in me?*

II) **1-2 vueltas** Cada persona comparte... **¿Qué hay vivo para mí en relación con la pregunta?** 1-2 rounds. Each person shares.. What is alive in me in relation to the question?

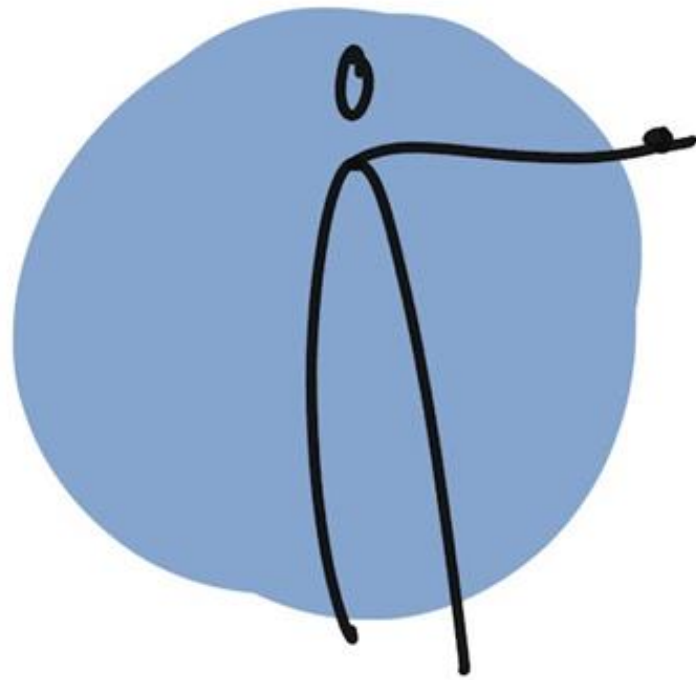
- a. **Habla desde "yo". Comparte tu experiencia personal, tus pensamientos, sentimientos, meandros, con intención.** Speak from "I". Share your personal experience, your thoughts, feelings, meanderings, with intention.
- b. **Habla con el centro del círculo (en lugar de con cualquiera persona)** Speak to the centre of the circle (rather than to any one person)
- c. **Da la vuelta al círculo en orden.** Go around the circle in order
- d. **Bienvenido silencio, más despacio.** Welcome silence, slow down.

III) **Ronda de cierre** Closing round  
**Cada persona comparte... Lo que ahora me queda más claro gracias a este círculo?** Each person shares...What is becoming clearer for me now, thanks to this circle?

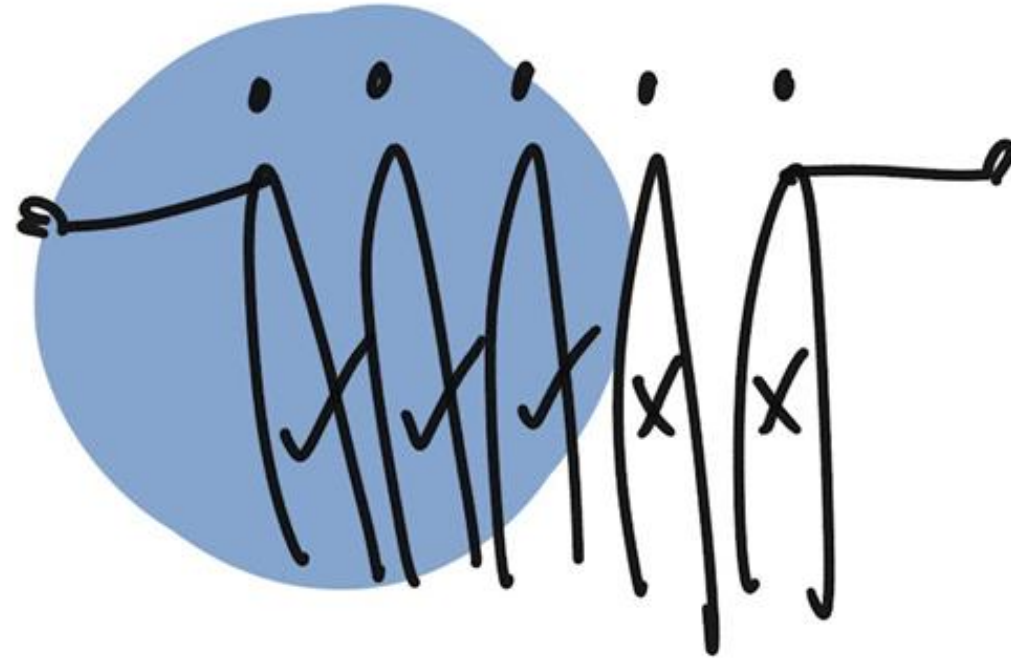


# DECISION MAKING TYPOLOGY

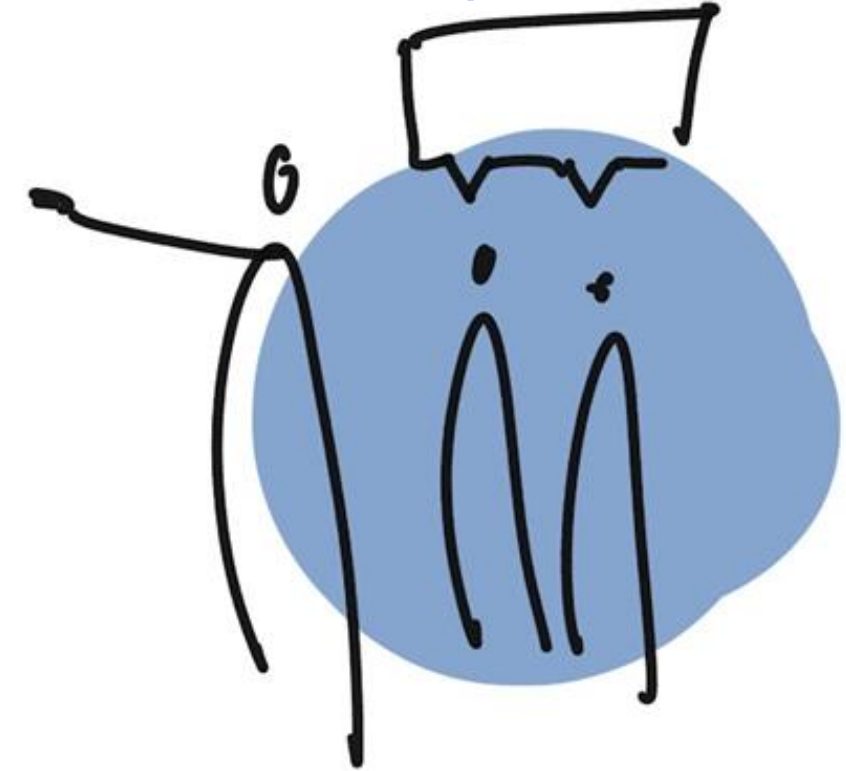
Autocratic – Autocrático



Democratic – Democrático



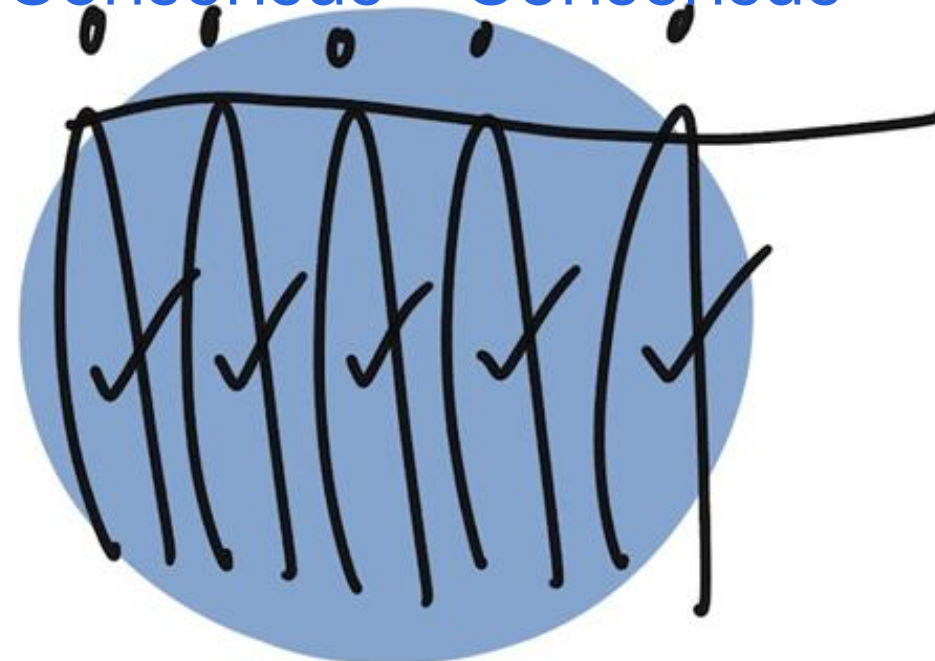
Advice/Consultar



Consent – Consentimiento



Consensus – Consensus



# Workshop 2/2 What actions and decisions could help move forward? 1/2

- I believe that it would be necessary to reach a certain consensus on the current problems. I believe, however, that there are no conditions for this to be achieved for the time being, because of the exercise of power. What I believe we can achieve is to focus on the strategic planning process so that processes, practices and structures can be aligned with the objectives, vision and mission of SPP, learning from and avoiding bad practices. PERCOLAB's work is key to this and the Extraordinary Assembly should also be used to make progress in this direction.
- If necessary, update SPP's objectives, mission, vision and values, so that each member evaluates whether it aligns with their own and from there they can decide whether they remain or not, and then have constructive dialogues about where we want to go with the SPP. , knowing that we all have a common goal
- Dialogue circles between producer organizations would be important to understand their roles, commitments and perspective.
- A talking circle: What concretely do the producer/owners of SPP want to move forward? How do producers want to engage with buyers?
- Dialogue together and in harmony with collective construction interest
- Incorporate more members, both producers and buyers, who want to share the vision of the SPP and its values, to grow the movement globally, making it better known worldwide, and trying to rebalance the powers for better autonomy and independence of the SPP, to be able to positively direct this great idea of a different and respectful trade.
- Strengthen those of us, those of us who are committed to the SPP, respect our agreements to truly recover our governance, and look for the necessary solutions in the immediate, medium and long term of what was planned in these two days of work, it seems to me that yes It is possible, at least all of us who were there in these days agree that we must move forward.
- Dialogue constructively, to strengthen knowledge of the Spp with producer and producer cooperatives



# Workshop 2/2 Qué acciones y decisiones podrían ayudar a avanzar?

- The extraordinary assembly is a key space to achieve consensus on the need for change. Present results of this diagnosis and achieve an assembly mandate to advance a reconstitution process.
- Constructive dialogue remembering the principles and values of SPP and ensuring that it is in harmony.
- If necessary, update SPP's objectives, mission, vision and values, so that each member evaluates whether it aligns with their own and from there they can decide whether they remain or not, and then have constructive dialogues about where we want to go with the SPP. , knowing that we all have a common goal
- Dialogue circles between producer organizations would be important to understand their roles, commitments and perspectives, in a decolonial key. Then more expanded dialogues, within a framework of respect, this does not mean that tensions are absent, but it is necessary to channel them.
- The silver lining is SPP is at a good point in time to course correct their vision and revenue stream. I would propose two things: 1) SPP rewrite is values and mission to be clearer/simpler (5 values and a mission statement) and incorporate the things everyone has said today about being a producer lead organization. This rewrite would also include holding those attached to the organization accountable to that vision. 2) When agree to this, also suggest producers who are part of the organization to collective fund the organization in a fair and equitable way. Both these will allow the space for producer organization to build the organization they want.
- SPP needs to maintain good posture without distinction of people.
- SPP is at a crossroads and producers need to decide what is most important for them. I think they need to have their own speaking circle. They have an opportunity to resonate with a culture change in North America but that may be something bigger than they want to engage with.
- SPOs should hold their own speaking circle WITHOUT any buyers or other SPP network members involved--only producers. And their shouldn't be any advice being given by buyers in advance either. Just a truthful, honest, speaking circle that ends in some next steps.



**PERCOLAB COOP LEARNS FROM  
AND WITH INDIGENOUS  
COMMUNITIES.**

**WE STAND WITH THE UNITED  
NATIONS DECLARATION ON THE  
RIGHTS OF INDIGENOUS PEOPLES.**