

# Business Presidents Social Transformation

We wanted to gauge the opinion of the Presidents of the ULMA Group's Businesses on the debate process that they have opened in recent months.

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ULMA Group and ULMA Construction

>> **LDG: LANDER DIAZ DE GEREÑU**  
ULMA Packaging

>> **UA: UNAI ARREGI**  
ULMA Architectural Solutions

>> **AY: ANDER YARZA**  
ULMA Agrícola

>> **IM: IÑAKI MEDINA**  
ULMA Piping

>> **MP: MIGUEL PASTOR**  
ULMA Conveyor Componets

>> **JAA: JON ANDER ARAMENDI**  
ULMA Forklift Trucks

>> **IQ: IÑIGO QUEREJETA**  
ULMA Handling Systems

« Some of you have been Presidents for longer than others in the different businesses of the cooperatives, so we would like to know about your experience.

*R.G.:* For me it is a great experience. I have been in the post for more than six years and I have had the opportunity to learn many things from many people. I hold several President posts - which is very enriching, although you always have that point of frustration because you are in an institutional environment and decision-making capacity is limited. You see lots of things that you would like to change, but management is in the hands of other people, so in that sense it is limited.

*L.D.G.:* I have been in post for two and a half years and my experience is also very enriching. This is also complemented by my having been 19 years already in ULMA, in ULMA Packaging in particular. I come from a technical area, highly focused on technology, projects, with a limited relationship with customers. The President role has given me a better overall view of what the cooperative is and has brought me much closer to the ULMA Group, which was formerly somewhat distant. I think that the Group as such, what others do, the problems that other cooperatives or other ULMA Businesses may have are a

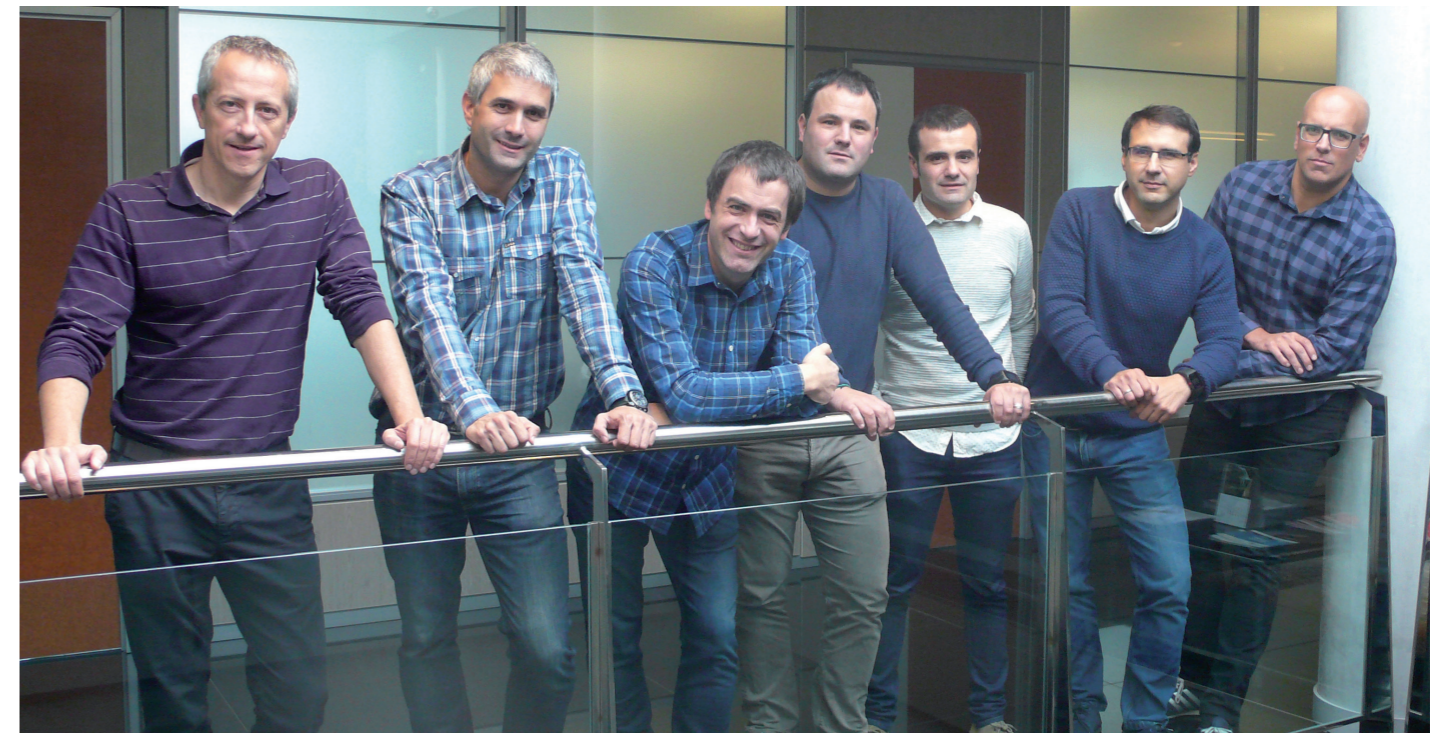
bit distant from our day to day situation and it would be good to change that.

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>> L.D.G.

*U.A.:* I have only been in post for one year, but it has been amazingly enriching, experiencing the day to day reality more passionately than in my previous professional role, passionate, exciting but also stressful, because the very dynamics of the business and the different problems that arise mean that you are always on edge. It is a full-fledged master's degree. In short, I have a strong desire to learn, to be as impartial as possible and to try to be a President of everyone and for everyone.

*A.Y.:* I have been two and a half years in post and I share what has been said. You get to know many things about the cooperative and the Business. It is a wonderful experience but it's also frustrating, it depends on the Business situation. At first I was in a tricky situation, which is now better and I hope it continues like this. It depends a lot on the situation that you have to negotiate.



*I.M.:* It's my last year, I've been in post for three and a half years and my experience in the position, as my colleagues have said, enriches you - you learn, you get to know the cooperative, its people, yourself. At ULMA Piping we have had very good years and other less good ones, but it's true that you learn from everything. What you have to understand is what the President can do for the cooperative and that can be frustrating, depending on expectations raised, both the group and you yourself. You arrive with enthusiasm and the first two years, if you are not released, are spent finding out how things work. In the third year, when you are more settled, you see that it is not easy to achieve things that you had in mind, and in the final year, if there is no motivation, you can lose your enthusiasm. At personal level, a very positive experience. I wouldn't change these four years for anything, the good and the bad - I take it all as part of my learning.

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>> I.M.

But it is not about what the President gains from this experience but what the President leaves in the cooperative, and I think we do not structure the change of President very well, every President starts from scratch.

*M.P.:* I agree with Iñaki. On a personal level it has been a very interesting experience because of the opportunity to gain a much more global vision of the cooperative. Maybe before I had a more executive vision and now I have had the opportunity to see a more institutional part, with a more social character that, previously, I was quite distant from. Apart from that, due to distance in our particular case, the position has helped me understand the ULMA Group from the inside and you really get to know the Group dynamics that we have. On a personal level it is a very good opportunity to acquire knowledge at corporate level, but it has its difficulties, you feel very alone, the President has to take the blame for many things. I agree that in the first two years you don't have the basis or the knowledge to fulfil the role well - it's from the third year that you start to have experience and function more professionally. In general very good experience and a great opportunity, but you have to live with the day to day situation.

*J.A.A.:* I have been in post for two and a half years and in general it has been a rewarding experience, with positive and negative aspects that I will try to list. On the positive side, it has enabled me to get to know the Business and the ULMA Group better and form an overview of them and to meet new people and experience new things. I consider it a privilege, an opportunity that the assembly gives to us, like an accelerated master's degree which enables you to mature personally. The negative aspects are a feeling of dizziness that you experience at times due to the responsibility and also the difficulty of combining professional tasks, in my case as a computer technician, with being President.

*I.Q.:* I understand the President to be a transforming leader at the service of the people that make up the Cooperative. Someone who tries to get the best out of people rather than somebody who imparts their own ideas I dreams. So, the person who performs these roles must make a decision, which will involve a transition from his egocentric vision to a group vision.

So, in my case, I would define it as an experience of radical transformation of the person: of accepting the values which resonate with me, of knowing where we work from, of learning to reach agreements, of tirelessly exploring solutions that render



&gt;&gt; M.P.: MIGUEL PASTOR

the systems in which we do not believe obsolete, of focusing most of our time on being “for something” and not against everything, of overcoming limiting beliefs ...Summary: People who want to stay in their comfort zone (even if they do not recognize it publicly) or who are not willing to question the foundation of their own mental models need to keep away.

“ You are currently engaged in discussions on Social Transformation. What do you expect from these debates and why do you think it is important to work on this issue?

I.Q.: Social Transformation is part of the DNA of the cooperative movement, although we have reduced the concept to an exercise of distribution of surpluses through COFIP (management of alms) or satisfaction with job creation through growth. I believe that these aspects, although essential, are insufficient in the 21st century for guaranteeing social change. We usually take pride in what we do in our Businesses, but we tend not to communicate what we are (we see it on our websites, buildings), something that demonstrably impacts more sustainably on people (and therefore on their emotional environments) but also on customers and suppliers and the social environment in general. This would be a basic level compared to what exists in the market.

On the other hand, the question we faced in UHS in 2016 is whether or not this basic level was sufficient and, if not, what is our real expectation. As a conclusion to this discussion, this concept was included as a key success factor for UHS.

In these ULMA Group discussions, we can see that the initial situations and expectations of each business are very different. However, dealing with humanistic concepts, which we are not accustomed to speaking about, means that we can define a general framework in a time-frame... although the modelling of the concept can and probably will be different in each Business. At UHS we are already working on this modelling within our annual Social PG.

J.A.A.: Among the principles of MONDRAGON's cooperative experience, we can talk about Social Transformation and about creating a freer and fairer social economy. I believe that both the cooperatives and every individual among us are not unaware of the society in which we live, so when we talk about Social Transformation it often stimulates modesty, respect and conflict internally. In this discussion process I am in a position of expectation as the agent that moves us has much more knowledge and experience than me. I want to contribute constructively and critically when necessary.

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M.P.: I believe that the social environment has to change like other areas of the Business. In other aspects we regularly analyse products and markets, but in our case, as a cooperative, we would have to evolve simultaneously in the social sphere so that it is not left



&gt;&gt; A.Y.: ANDER YARZA

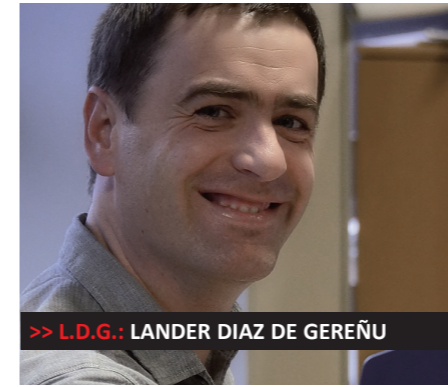
behind. In terms of size of business we cannot say much, we will contribute our determination and focus, but I understand that the social aspect has to evolve from within the ULMA Group to the Businesses.

A.Y.: I'm also somewhat expectant. We are a small Business and I do not know what the specific points are going to be. Personally I believe in inward Social Transformation, towards partners, I want to see how we can contribute, we are a new and a small Business. There are different approaches, experiences - ours is almost zero so we are expectant.

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U.A.: Along the same lines, I come from a small Business and in this area we have not done much, even though we do things in the day to day reality that we tend not to mention. At Group level, we are in the start-up and definition phase of the project scope. Today expectations are not very specific but we must take steps forward to see what plans we can contribute. Here it is important to involve the GROUP. In a cooperative group such as ULMA this Social Transformation responsibility cannot be avoided - it is reflected in the principles of MONDRAGON, and in pursuing it we have the responsibility to improve society and to take steps with the expectation of contributing, supplying, being critical, discussing and putting issues on the agenda, in order to try to



&gt;&gt; L.D.G.: LANDER DIAZ DE GEREÑU

make the group stick to what we are putting forward.

L.D.G.: Getting a little more philosophical, the cooperativism that we know today was developed in MONDRAGON in the postwar period, with Arizmendiarieta. It arose in a situation of necessity. There was no work, no prosperity, there were many needs in families and they wanted to develop a tool to turn the situation around. The tool was based on education by founding the Eskola and later the cooperative experience of MONDRAGON and then the ULMA Group came along with Ignacio Maiztegi workshops, etc. Now we are in a welfare society and cooperativism is nothing more than a reflection of society, which is why I believe that we have gone from a cooperativism of necessity to a cooperativism of welfare. While cooperativism was the tool for creating the necessary Social Transformation, today we have lost that spearhead and we have stayed one step below, the objective of cooperativism now is to have strong businesses. It is true that today's needs are very different, there is not much need here but there is in other places. What this reflection seeks to do is to recover that initial objective and, being aware that, in cooperativism, without a profitable business and without earnings, there is no social-business project, so we have to go one step further by complementing it with the Social aspect. Social Transformation will not be achieved by cooperatives but by the workers, the members and society... The ULMA Group has to put the tools in place to make that possible. What we have to do is reinforce the concept of Social Transformation with members and workers so that they can

take the steps; we can put the tools in place, guide, inculcate, set up elements to help - but without people it will not happen. We Presidents can meet as much as we like and say that we want Social Transformation, but the objective is awareness, for ULMA Group workers to really contribute and make the Social Transformation possible.

R.G.: Cooperatives are not at the service of capital, we are not focused solely on income. Obviously, we seek the best possible earnings, but we are a tool for the improvement of society and that is why they have to be integrated into society. Accordingly, one of the first things we are seeking with this reflection is to understand what Social Transformation means at ULMA's collective level. I think that the concept is not clear and if we understand that the cooperative is a tool for the improvement of society, it will be necessary to think about how we make that connection between ULMA and society. We have relationships, a social fund that we distribute based on defined criteria, but if we wish to be a social company we must make closer links with society. We need to define how to be a GENUINE tool for improvement in society.

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&gt;&gt; R.G.: RAÚL GARCÍA

I.M.: Expectant in relation to the term Social Transformation. There is a theory that we can more or less share, but either the whose collective goes with it or we are not going to do anything. To achieve this, there needs to be a team driving the initiative that believes in it more than anything, and we need to communicate, convince, spend time with people, with our people. It is no use for 5 theoreticians to get together to discuss Social Transformation if we are not able to reach all those who form our cooperatives. As Miguel says, in companies, we carry out market research, Management Plans and to fulfil them we have a series of tools. In social aspects, at least in our cooperative, we have nothing structured enabling us to discuss with our workers about what we feel a cooperative should contribute in the area of Social Transformation. In my opinion, we believe that it must come from the Group or the management bodies, and the reality is that we do not have any space to discuss or prioritize the issue.

“ Changing tack, how do you see the social climate in our cooperatives / businesses?

R.G.: In general there is, not only in ULMA but in other cooperatives, a certain - I would call it - “grey cloud”, a certain disenchantment. I think we attach little value to what we have, we only value the tip of the iceberg, not what lies below it. We complain a lot about things that bother us, but we fail to value other basic things that we have. We are in a situation of improvement and some cooperatives are doing well but we cannot overcome our disenchantment, the “grey



&gt;&gt; U.A.: UNAI ARREGI

cloud" over our heads. This goes through neighbourhoods, it is not the same in all Businesses or departments, but repeats itself in many cooperatives. Whether we can improve in this area depends on many things: on the profile of our leaders, on how those issues are worked on, on how we encourage participation, which for me is key. There are many variables, but we have not yet learned how to turn things upside down. Having said that, and recognizing that we have many things to work on, I also think that the social climate in general cannot be described as bad.

**L.D.G.:** I can talk about the experience of my cooperative and to an extent as Presidents we must be prophets, but we must not forget that we are part of a group. Some of us have gone through other more bellicose organizations. But it is true, and mentioning what I said before, the welfare society, as Raul says, we have a group that perhaps does not value the situation we are in, and I don't mean the economic situation. 30 or 40 years ago nobody would have imagined this situation, the things that have been achieved... But I do believe that the climate of the cooperatives, or at least mine, is changeable, cyclical, in the sense that certain issues can be thrown up from time to time that make a lot of noise, that carry messages that the group is unhappy, but when there are needs we have a group that responds, gets engaged and is committed, and for me that is incompatible with a poor social climate. So, if a person is not comfortable, he believes that he is not noticed in his cooperative, when he is asked for effort, people do not respond and we have the experience that people have responded when needed. Sacrificing oneself is a very

strong word, but he has put aside other things to do his bit. I have the dichotomy that we have a bellicose collective which, at the same time, is aware of the situation and makes an effort. In general it is cyclical and depending on specific issues that appear there may be more or less vindication or noise, but people are aware of what is there.

**U.A.:** At Group level I cannot say much, we are 8 Businesses and each has its particularities, market type as well as in terms of organizational structure, size, subsidiaries, and so on, so my experience is more focused on ULMA Architectural. Defending this idea of cycles, in our cooperative, our social climate, I think it is very much linked to the crisis we have experienced - the terrible market crash - which, in turn, is also based on decision-making of high impact and significant importance in the corporate sphere, from restructuring, advance payments at 80 for years, extortion situations, etc.

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>> U.A.

All of this has negative effects in the corporate partnership sphere, with respect to the project that we have in hand and that we all share. As a result of this crisis, in recent years, the efforts of the executive and the management bodies have focused on the business plan and these social issues have remained at a second level. This is a reality that we have had to live with and that we have addressed by prioritizing the aspect of redirecting the business. What I can confirm is that in the general council, social issues are being



&gt;&gt; I.M.: IÑAKI MEDINA

emphasized and in the businesses we need to take what is being worked on at Group level as an important opportunity to make a qualitative leap.

**A.Y.:** In our case, I would say that the current social climate is acceptable. We are coming from a period since the demerger from ULMA Construcción until now, and people are getting used to that. Right now the numbers are with us, but it's like a football match - when you are losing, people are nervous, now we are doing quite well, but there are scars that will take time to heal. We have to prepare people for the times that are coming, so that they don't get nervous. When we're good we're all fine, but if things go badly, we have to prepare people and tell them what kind of business we are, what can happen and how we are going to act. We are not amazingly and nor are we going to be terribly bad. Regarding the Group, you don't realize how the social climate is, you don't talk too much, you hear things outside. I am somewhat in the dark about how the Businesses are in social terms.

**M.P.:** In our case, in the social sphere, in spite of everything we are experiencing, I would say that the social climate is good. Obvious we are very nervous, which is normal in this situation, but you can see that people are keen to move ahead, they are engaged and fully committed to the project. I think it would be a type of diagnosis; when things go badly people throw their support behind the project with a clear view of what is required to move it forward and what are the priorities at every stage, in our case hardly anybody deals with social issues because the priority is to move the project forward. People know how to identify social needs, park them and wait for the day when we



&gt;&gt; J.A.A.: JON ANDER ARAMENDI

can talk about them. We are in a bad situation, but we are all involved in taking it forward and keeping the business in the town.

**J.A.A.:** I am going to address ULMA Servicios de Manutención as that is my day to day experience. Although it is not the only argument, we recently undertook out a major restructuring to improve profitability and this has important impacts on the social climate. Now we have a long way to go and we'll see if we are intelligent enough to learn from this experience. We need to work hard, without raising false expectations.

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>> J.A.A.

**I.M.:** As Jon Ander says, we have made a series of major changes over the last year. Now it's time to work, to lead by example. Not with words. Only then will we recover the collective. In my opinion, as a collective we are tired - I'm not linking that directly to the business situation, the money difficulties may be less problematic, but they are still difficulties and in the long run if this is not remedied, it will take its toll. We talk about how important people are, but then we do nothing to show it. It's not structured, so we lose credibility. Trust is not free - you don't get it for nothing, you have to earn it.

**I.Q.:** The people that make up the cooperatives are no different from those that make up society.

We can worry... or we can be busy; it's our choice.

These are some of the lines of work of this "occupation" at UHS:

- Active involvement of social advisers in measurement of the social climate and conflict management in the areas (together with Area Manager and People Area)
- Organizational coordination: every four months the Social Council reports directly to the Governing Council on the social climate (area by area) so that we can all take on our share of responsibility.
- We understand that the existence of a Social Strategy must provide everybody with a vision that makes them feel part of something more than their daily work.

**Linked to this issue of social climate, we always hear complaints about low levels of collective participation, what do you think can be done to improve this participation?**

**I.Q.:** A leader who asks everybody to participate and cooperate is in "Game Over". The first thing we must do is understand our human nature: Participation and Cooperation between people are more "biological", emotional consequences rather than requests that appeal to reason: i.e. you have to build the conditions so that they emerge when necessary.

Another idea that we must understand is that "people do not participate if they have no influence". We must move away from ideas that are so anchored in our culture of majorities and minorities. The conflicts that we have experienced recently show that democracy must be more than a vote, something more than



&gt;&gt; I.Q.: IÑIGO QUEREJETA

"winners and losers".

These ingredients and many others, which I will not discuss here, make up a Social Strategy that is consistent with what we are and what we really believe to be our Business Strategy, and this in turn the Social Strategy, in a continuous loop.

**we can worry ... or we can be busy; it's our choice**

>> I.Q.

**J.A.A.:** Lots of specific actions can be implemented to improve participation, but to get people involved I think there are a number of keys. We participate when we feel that we are in a safe, credible environment, where there is real listening and recognition. Any action that can help us to improve on these keys may be valid.

**M.P.:** So, I would summarize it by saying that we have to understand what people expect, i.e. what will ensure that there is more and more participation, if we see that real expectations are those that are being worked on. Before, when I was talking about social transformation, I mentioned evolving from the social point of view. Knowing how to identify the expectations that we have today, since they may have changed over time, now we are in another period so we have to identify those expectations again so that people will be more interested in participating.

**U.A.:** I think that before talking about participation we must constantly emphasize that our Businesses are shared projects. An individual has to use his/

her own responsibility to contribute to achieving the objectives. Based on this comment, the bodies of the Cooperative have to encourage initiatives and working groups to ensure that everybody can be heard, so in addition to the forums we have through the executive channel, it is key to strengthen and work the social channels that we already have, the social council, committees, talks, etc. Today these are established in the cooperative as tools of transmission, of collection of inputs, group feeling... and continue to strengthen them, as they are important channels for the issue of participation to emerge.

**L.D.G.:** Being an engineer, I am more comfortable speaking in mathematical terms. Speaking of expectations, it is said that satisfaction is reality minus expectations; if expectations are greater than reality, satisfaction is lower. Reality is what it is, so it is important for us all to understand participation in the same way. I recently had to work on a project on participation in ULMA Packaging, and we were first trying to define participation. I had a person writing a thesis on this topic who gave me a definition of participation that several authors use - I think it is very appropriate: Participation involves three levels, information, debate and decision or joint-decision.

I think we have tools in the cooperative to address the three levels, but we often think that participating means deciding, but the decision-making bodies are where they are, the assembly, management bodies, but apart from that there are many more forums for discussion. Being informed is also a way of participating. The tools exist, but generally they are not well used, however much informative talk we engage in. You see that the people who come to talks, workers' meetings, committees, etc.

I think we have the tools and we have to instil that sense of participation and start from the absolute basics and climb a few steps, being clear that not everyone will be able to decide, because decision-making bodies exist for that purpose. Decisions are taken by the established bodies; another issue is for all the workers of the Cooperative to participate in the

process, for everyone to know which field they move in.

**R.G.:** For me the issue of day to day participation is key. If you do not participate in your company, where will you participate? Participation must be intrinsic to cooperatives, but my impression is that in the purely business environment we are not very different from other companies. Now we are working with MU Enpresagintza on a project whose aim is to provide a methodology for diagnosis and suggestion of areas for improvement in terms of participation in management. Who doesn't like to participate? We all like it, but we are not used to participating in management, nor do we have mechanisms in place. We are not trained, and that costs, but if we participate well, if it is done naturally, if we share decision-making, we will be much stronger as a company and we will have a better social climate. If you participate - in a plan, some work, a decision - you are part of it, you are more important in the organization. Conversely, not participating undermines our potential as a company. We need to get the best out of people, our full potential, so that every individual - and the whole company - can benefit.

**L.D.G.:** I think we confuse decision-making with participation - making decisions is part of participation, but not everything. It is linked to a responsibility, rather than a coordinating manager, but I think that, although people have to be informed and most people can take part in a debate, taking decisions involves greater responsibility, responsibilities are much better defined in a business structure and the decision-making areas have to be there.

**R.G.:** I mean that, if there are several of us and there is one boss, if we are able to take a shared decision, it has much more value than if the boss takes it alone. Of course someone has to carry the can, but if it is shared, agreed by all, it has more force.

**L.D.G.:** But when there is no shared opinion someone has to decide. It's one thing for everyone to talk and discuss,

but it's one thing to take decisions and another to participate, to debate is one thing and the decision does not stop being better or worse in the area of participation, because the manager takes it, it has to be the whole process, I may have participated in the process and might still disagree with the decision.

**R.G.:** The vast majority of decisions can be made by consensus. For example, when drafting the management plan for a department, if the entire department participates (with the guidelines set by the company, obviously), the outcome will be much stronger. Of course, you have to know how to do it because, otherwise, it can be chaotic.

**I.M.:** I think the first thing is to know what everybody expects when they decide to go to work in a cooperative. I am the type of person who thinks that all business models can be good, S.A, S.L., S. COOP. Each of them can also have very good management models, because ultimately the models are created by people. If we believe that by working in a cooperative the model will work by itself, we are going wrong. So the first thing is for each of us to ask ourselves what expectations we have, why we want to work in a cooperative. If we just do our 8 hours and take home our pay, we are unlikely to participate or encourage others to participate. If we really believe that it is ours and that we can change certain things (and I do not mean the executive sphere, which I think we should leave to operate according to the strategies set), ways of doing, what we do, how we do it. How we help each other. But it is important for everybody to answer the question why they want to work in a cooperative for themselves.

### « The Social issue is becoming the backbone of many socio-business policies and even more so in our case because we are a cooperative. Where do you believe ULMA should focus its efforts in the coming years?

**R.G.:** I believe that effort should focus on emphasizing the Social aspect and for it to be managed, systematized, for mechanisms to be put in place, with people trained to work on these issues. You have to manage professionally like any other area of the company. If that is in place, we will move forward quickly. The theme is very wide. First define and then discuss what we want to do, what it is and how we are going to address it. We are putting some parts in place, such as social transformation or participation.

**L.D.G.:** I believe that when we talk about the socio-business project, we divide social and business, when in fact there are many things that are intrinsic to the concept and that go together. We do not realize that we do a lot of social work and we take account of social aspects when we take decisions; in my Cooperative I have seen decisions taken in the same way as in another company that was not cooperative or that does not take account of people or how they would affect people. If there is that awareness in the executive sphere that we are in a cooperative, which intrinsically involves this social aspect and decisions are taken that would not be taken in other places - or would be taken differently. Even if it is not visible to the collective, it does exist, and it would be necessary for the collective to be aware that this is being done.

**U.A.:** I think that in addition to the executive, the governing councils need to have an important role, more in the how than in the what. We already know the dates on which we are sure that the board of directors has begun to work on the management plan for next year, the strategic plan... They will present figures, margins, results, we have already taken this on board. That next year is measured, assessed, corrected, managed. The same

should apply to Social aspects, include a management plan with actions aimed at and linked to the social area that can then be measured, assessed and decisions taken in that regard. I believe that the governing council, along with the executive, as well as the social council, should participate in these decisions and that the objectives should be agreed, shared and then measured, assessed and communicated to the group. The key is there, naturally to assume that in addition to sales figures we will set social objectives, with actions, people responsible, monitoring, evaluations ...

**A.Y.:** I have a different comment, which is that the social aspect is very much neglected. I would work more on the sense of belonging to ULMA itself; members don't feel that "this is mine", and this is what creates participation, involvement, motivation... although I do not know how this can be done.

**I.M.:** Recover hope. That the workers feel proud of their engagement, of working at ULMA, that they do not see it as just another job. And this requires hard work. It means listening to their work and social expectations, making strategic plans in social aspects but always looking at business matters, they can not go unconnected, we must talk less and demonstrate more. We don't want to be part of the bodies of the cooperative. That - to me suggests that something is not doing well.

**M.P.:** I would add a nuance to what has been said, briefly and clearly - the whole Social field needs to be worked, the sense of belonging, focused inwards and outwards, towards those of us who are here now and those who will be in the near future. Being able to update the social part so that it is attractive for those of us who are inside and for those who may come.

**J.A.A.:** I think that any social strategy means having profitable and sustainable projects in the future, being responsible for decisions taken in this area. When we talk about the Social Strategy, each of us can have their point of view and expectations,

so, first of all, I feel that we must discuss in search of a shared vision. This will allow us to define a general framework for future social plans. However, I believe that we must take be aware that we have businesses in different situations within the Group and these social plans must be managed professionally.

**I.Q.:** The Social concept includes intersecting notions of member and person; this is a language trap into which we often fall. The questions that pursue this concept (or that of a Social Strategy) could be: Do we train our people in identity?. Based on that identity... do we know, understand and accept the expectations of our groups? Once we know them... do we lead these expectations institutionally or do we manipulate them (consciously or unconsciously) towards the vision of our leaders?

A Social Strategy is not a collection of actions: in the MONDRAGON Congress of 2007, the fall in values was discussed but this debate stalled with the crisis and has been revisited following the fall of FED. Basically, the social environment was unable to adapt to the tsunami of the expansion of the business area in the cooperative boom and has lived subject to the impulses of profitability / productivity without a strategy of its own, which we also know does not have simple metrics or short-term results.

Famous current economists (e.g. P. Krugman, J. Stiglitz, Y. Morieux) insist that the only way to maintain productivity rates above 3% in developed countries is by encourage people to cooperate. This 3% value means that our children will live better than us... Will they do it? Will we do it?

On the other hand, the expectations / mental model of the new generations mean that invariably we should develop the social aspect as a guarantor of talent recruitment... as well as through talent retention.