

Task 3.3 Direct Leadership

Purpose

All cooperative members have responsibilities and commitments to their organization. Even though a cooperative business needs to operate with a positive financial balance, customer service and member satisfaction is a more important goal. How does the leadership in a cooperative business ensure high-quality service to its members?

A successful cooperative has four teams working together; members, directors, managers, and employees. Members own and have control of the cooperative. Individuals become members of a cooperative by providing the business capital. Capital is money or assets a business has for starting a company. A cooperative attains its capital through membership fees or shares. Members control the cooperative by attending meetings and electing directors to serve on a board to make decisions upon their behalf. The board of directors selects officers and form committees to run meetings and make decisions. A board of directors will have an odd number of people, so voting decisions will not end in a tie.

A board of directors will hire a manager responsible for the daily operations of the cooperative. The manager will supervise employees and follow through on directives from the board. A board of directors will tell the manager what to do, but the manager can decide how to do it.

What will the leadership of your cooperative look like? What decisions will they make?

Materials

Per student:

- Pencil

Per team of three:

- Computer with concept software(optional)
- Markers
- Poster board

Procedure

Work in a team of three to plan the internal structure of your cooperative. Identify the roles of cooperative members and the board of directors. Then write a job description for selecting a manager for your business. Record all information on the *Personnel Planning Guide*.

Part One – Members and Directors

1. Explain the role all members will have in your cooperative. Include the following in your description.
 - Membership capital
 - Expected patronage
 - Meeting obligations
 - Voting rights
2. Record the number of members that will serve on the board.
3. Determine the officers elected by the board. Record the office and their responsibilities.
4. Decide what types of committees you will need to make decisions. Record the name of the committee, what the committee will do, and if it will have the power to act.
5. Use concept mapping software or poster board and markers to create a visual structure showing the relationships between members, committees, board members, managers and employees.

Part Two – Management

Your cooperative will need a manager. Write a job description for the ideal managerial candidate. Write the description on the *Personnel Planning Guide*. Include the following for your description.

- Job title
- A three to four sentence overview, including a description of the cooperative, who the manager will report to, and what he or she will be responsible for doing.
- Five experiences or qualifications that you want your manager to have already.
- Five tasks that the manager will perform daily.

Conclusion

1. Who makes the decisions for a cooperative?
2. Why do cooperative board members need to be owner-members?
3. How are a manager's responsibilities different from a director's responsibilities?

Name _____

Personnel Planning Guide

Table 1. Member Roles

| | |
|---------------------|--|
| Membership Capital | |
| Expected Patronage | |
| Meeting Obligations | |
| Voting Rights | |

Table 2. Officers

| Office | Duties |
|--------|--------|
| | |
| | |
| | |
| | |

Table 3. Committees

| Committee Name | Responsibilities |
|----------------|------------------|
| | |
| | |
| | |
| | |

Table 4. Manager Job Description

| | |
|--------------------------------|---|
| Job Title | |
| Overview | |
| Experiences and Qualifications | <ul style="list-style-type: none">••••• |
| Tasks | <ul style="list-style-type: none">••••• |