

Why Some Cooperatives Succeed and Why Some Fail

**a one-day strategic cooperative identity programme for
directors and executive managers
at Wellington Airport Conference Centre
Thursday 31 July 2008 • 9.30am – 4.30pm**

Facilitated by

Dr Chris Cooper MA Ed Mgmt (Open), EDSM, DMS (Henley), Cert Ed
Vice Principal and Director of Learning and Development
Cooperative College, Manchester, UK

Offered by the

New Zealand Cooperatives Association
Level 3, 75 Ghuznee Street, Te Aro, Wellington 6011
T 04 384 4595 • F 04 801 6966 • E nzca@nz.coop • Skype [nz.coop](https://www.skype.com/nz.coop) • W www.nz.coop

Run in conjunction with the following day's seminar on **Effective Cooperative Governance**, this event is aimed at those responsible both for the governance and the strategic management of their cooperative as well as communicating the aims and ethos of the cooperative to existing, new and prospective members and the wider community.

It will also help to review at a practical level what cooperatives are about and how the application of these values can help in an increasingly tough and competitive market place.

Aims of the programme

- To build the understanding of the distinctive nature of a successful cooperative business and the relevance of cooperative values and principles to a modern cooperative business.
- To demonstrate how the strategic and operational application of the cooperative values can contribute to improved business performance and the achievement of our cooperative ideals.

Objectives

By the end of the workshop participants will have:

- Defined the difference between a cooperative and other businesses
- Understood what cooperative values and principles are
- Reviewed why cooperatives need members
- Examined how their cooperative is currently applying cooperative values and principles in the business
- Explored ways in which they can apply values and principles in order to drive the business forward and act in ways that reflect its cooperative identity.

To reserve your place on this one-day seminar send an email to ramsey@nz.coop or phone Ramsey Margolis in the Association office on 04 384 4595.

Cost: \$295 plus GST for members, \$495 plus GST for non-members

or book both seminars and take 20% off – and we'll also throw in Thursday evening dinner at Maria Pia's Trattoria (famous for their rustic, regional Italian fare) excluding alcohol

Session 1 COOPERATIVE IDENTITY

Everything [about our way of doing business] is rooted in our cooperative difference; our distinctive values and principles, which have been at the heart of co-ops since 1844. Our values and principles drive the way we approach our business. Together with our members, they give us our cooperative approach and vision, our different outlook.

Values in Action, the Cooperative Group, May 2004

What is a cooperative?

What are the distinctive characteristics of a cooperative?

What type of organisation is a cooperative?

- Different vision, mission and governance structures
- The best leadership and management skills
- Clear value systems and drivers for success

The importance of members and of becoming a member

- Why do we need members?
- What value do they add?
- How can they add more value?
- How do we recruit and retain members?

Session 2 STAKEHOLDERS IN THE BUSINESS

- Who are a cooperative's stakeholders?
- Who drives the business?
- Who are the 'passengers' and why?
- How do you turn passengers into drivers?

Session 3 THE BIG PICTURE – THE WIDER COOPERATIVE MOVEMENT

- Overview of the cooperative movement globally

Session 4

THE FOUNDATIONS OF A CO-OP – VALUES AND PRINCIPLES

The cooperative way is an elusive vision. People can glimpse the vision, internalise it, use it as a determining force in their lives – if they embrace it, and this begins with how they learn about it.

Iain McPherson, International Association for Cooperative Learning Conference, Manchester, May 2002

What are values and principles?

- Introduction to cooperative values and principles

Cooperative values

- Cooperators throughout the world share a set of values that give them their distinctive identity and character.

Ethical values

- “In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.”

People values

- The cultural traits that we wish our people to demonstrate, what we as directors and employees do and how we do it.

Session 5

THE IMPORTANCE OF VALUES TO BUSINESSES

“Co-ops were the first organisations to develop an ethical stance. This is a stance we work hard to maintain acting, where necessary, to drive change on behalf of our customers.”

Ivano Barberini, President ICA

Marketing our cooperative advantage

- How do successful cooperatives market the cooperative advantage?
- Making good use of the .coop internet space

Session 6

APPLYING COOPERATIVE VALUES

There are demonstrable links between happy staff, satisfied customers, improved standards and thus increased sales. Key to this causal chain is the treatment of the staff.

<http://egremontgroup.com/retail/article07.php>

How we can apply values effectively with...

- Colleagues
- Employees
- Members and their communities

How will we measure what we do?

- Where are we now?
- Where do we want to be?
- What do we need to do to get there?

Session 7

FEEDBACK AND CLOSE



Effective Cooperative Governance

**a one-day workshop for current and future
cooperative directors
at Wellington Airport Conference Centre
Friday 1 August 2008 • 9.30am – 4.30pm**

Facilitated by

Dr Chris Cooper MA Ed Mgmt (Open), EDSM, DMS (Henley), Cert Ed
Vice Principal and Director of Learning and Development
Cooperative College, Manchester, UK

Offered by the

New Zealand Cooperatives Association
Level 3, 75 Ghuznee Street, Te Aro, Wellington 6011
T 04 384 4595 • F 04 801 6966 • E nzca@nz.coop • **Skype** [nz.coop](https://www.skype.com/nz.coop) • **W** www.nz.coop

Following on from the previous day's seminar, **Why Some Cooperatives Succeed and Why Some Fail**, this governance workshop will ensure that cooperative directors have a thorough understanding of their roles and responsibilities in line with recognised codes on corporate governance and best practice.

This workshop offers participants the opportunity to discuss their role as a director, governance and governance codes in detail, and to ensure that they have an understanding of governance issues as they affect a cooperative business.

Learning outcomes

By the end of the workshop participants will be:

- Able to discuss the roles and responsibilities of directors in promoting effective corporate governance
- Aware of the codes on corporate governance and codes of best practice
- Aware of the role and key features of both internal and external audit procedures
- Able to understand the role of directors in relation to their roles and responsibilities concerning their business and membership

Methodology

- Whole group discussion
- Small group, pairs and individual exercises with practical exercises and case studies
- Short inputs interspersed with questions and answers
- Self reflection on own response to items covered

To reserve your place on this one-day seminar send an email to ramsey@nz.coop or phone Ramsey Margolis in the Association office on 04 384 4595.

Cost: \$295 plus GST for members, \$495 plus GST for non-members
or book both seminars and take 20% off – and we'll also throw in Thursday evening dinner at Maria Pia's Trattoria (famous for their rustic, regional Italian fare) excluding alcohol

Programme

	Time	Title	Synopsis
1	9.30	Introduction	<ul style="list-style-type: none"> ● Aim, outcomes and programme ● Methodology ● Rules of play ● Assessment ● Expectations ● Issues and concerns
2	10.15	Governance	<ul style="list-style-type: none"> ● What is good governance ● Governance in a cooperative ● Development of corporate governance codes of good practice ● Overview of codes ● Audit ● The regulators
3	11.00	Break	
4	11.15	The democratic structure of cooperatives	<ul style="list-style-type: none"> ● The evolution of structures ● Examples of structures ● Structural issues ● Structural complexity ● Potential for conflicts of interest
5	12.00	Effective boards - 1	<ul style="list-style-type: none"> ● The importance of the role of a cooperative director <ul style="list-style-type: none"> ★ The 'big picture' ● What makes an effective director ● Roles and responsibilities <ul style="list-style-type: none"> ★ Relationship to codes
6	13.00	Lunch	
7	13.45	Effective boards - 2	
8	14.15	Governance Issues for Boards	<ul style="list-style-type: none"> ● Feedback on activity 5
9	14.30	Case studies	<ul style="list-style-type: none"> ● The codes at work
10	15.45	Open forum	<ul style="list-style-type: none"> ● Questions ● Issues ● Assignment
11	16.15	Review and evaluation	<ul style="list-style-type: none"> ● Completion of evaluation questionnaire
12	16.30	Disperse	



Dr Chris Cooper MA Ed Mgmt (Open), EDSM, DMS (Henley), Cert Ed

Vice Principal and Director of Learning and Development
Cooperative College, Manchester, UK

Chris's career experience spans further and higher education, training and organisational development and food and non-food retail in both the cooperative and listed sectors . More recently, Chris has worked with a range of consumer, worker-owned and housing cooperatives and cooperative development bodies as well credit unions, leisure co-ops, Foundation Hospitals and other new cooperatives and mutuals.

Earlier in his career, he worked with organisations such as Safeway, Iceland, Oxford, Swindon and Gloucester Cooperative Society (now Midcounties), the Bank of England, Eagle Star, Allied Dunbar, NIG, Sun Life, Magnox Electric, PHH, NHS trusts, medical schools, learning and skills councils, the Welsh Office, research councils, the Environment Agency, extractive and mining industries and many local and strategic health authorities.

Chris's international experienced has seen him working with cooperatives and other mutual and educational organisations across Europe, in India, Sri Lanka, Africa, New Zealand and Australia. He is a regular speaker at conferences and has made contributions to International Cooperative Alliance and other cooperative events in the United Kingdom, Seoul, Oslo, Warsaw, Singapore and Wellington.

He is a Companion of the Institute of Sales and Marketing Management and a Chartered Fellow of the Chartered Institute of Personnel and Development, a Fellow of the Institute of Management and holds qualifications in training and development.

Chris is the Cooperative College's Vice-Principal and Director of Learning and Development, responsible for the College's learning programmes across the cooperative, mutual and social enterprise sectors both in the United Kingdom and internationally.

For more information contact

New Zealand Cooperatives Association

Level 3, 75 Ghuznee Street, Te Aro, Wellington 6011

T 04 384 4595 • F 04 801 6966 • E nzca@nz.coop • **Skype** nz.coop • **W** www.nz.coop