

WHAT THE COOPERATIVE MANAGER DOES

USDA, RBS, CIR 11 Chapter 4 -
What The Cooperative Manager Does

Manager

- Implements board policy
- Advises the board
- Manages daily operations
- Hires and trains staff
- Sets short-range tactical goals in line with long-range plans
- Reports to the board
- Reports to members
- Represents the cooperative

The Manager

*Understands the cooperative's
purpose and follows the
policies!*

The Manager

Advises the board

- Competitive strategy
- Financial management
- Operational efficiency
- New technology and equipment
- New products and services
- Policy changes needed
- Regulatory changes
- Governmental affairs

The Manager

Controls daily operations

- Supervises and coordinates functions
- Manages people, capital, and physical resources
- Is accountable for his performance

The Manager

Hires staff

- Trains and supervises
- Provides leadership, direction, and motivation
- Appraises their performance



The Manager

*Sets tactical goals and
implements actions, in line
with the cooperative's
strategic objectives*

The Manager

Reports to the board

- Issues and circumstances
- Statement of operations
- Balance sheet
- Accounts receivable, delinquent accounts
- Progress toward objectives
- Summary of operational activity
- Proposals for immediate or longer term consideration

The Manager

Reports to members

- Working contact
- Open house
- Letters
- Newsletter
- Meetings
- Visits
- Formal report at annual meeting

The Manager

Represents the cooperative

- In the community
- With other cooperatives
- In the industry
- With government officials

Cooperative Manager - A Unique Position

•Coach and Player

•Leader and Follower

•Diplomat and Dictator

•Mediator and Magician

•Judge and Jury

•Educator and Motivator

•Analyst and Activist