

# WHAT THE COOPERATIVE MANAGER DOES

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

# Manager

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- 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

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

# The Manager

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## *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

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## *Controls daily operations*

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

# The Manager

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## *Hires staff*

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



# The Manager

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

# The Manager

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## *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

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## *Reports to members*

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

# The Manager

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*Represents the cooperative*

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

# Cooperative Manager - A Unique Position

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•Coach and Player

•Leader and Follower

•Diplomat and Dictator

•Mediator and Magician

•Judge and Jury

•Educator and Motivator

•Analyst and Activist