Leadership From the Bottom Up

NW COOPERATIVE DEVELOPMENT CENTER

TERESA YOUNG;
ORGANIZATIONAL DEVELOPMENT SPECIALIST

1063 S CAPITOL WAY # 211
OLYMPIA, WA  98501
360.878-9493
Evolution of Leadership

Traditional Leadership

Community Leadership
The Center
a 501(c)3 nonprofit which provides development services for new and existing co-ops

Our mission
to foster community economic development through the cooperative business model

We’re
a team of co-op developers with skills specific to start-up and organizational business development
Leadership is all about having your own story and being true to it. Leadership is more then just telling a story it is being the story.
Top Down Hierarchy

CORPORATE HIERARCHY

You ARE HERE
We have been trained!
Do not challenge the status quo!
What is My Role?
Leadership

- “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”
  
  John Quincy Adams
Resident Owned Community
### Types of Co-op Boards and the Evolving Roles

<table>
<thead>
<tr>
<th>Working</th>
<th>Managing</th>
<th>Governing</th>
<th>Ratifying</th>
<th>Failing</th>
</tr>
</thead>
<tbody>
<tr>
<td>No manager or acting manager</td>
<td>Board assumes manager requires help managing co-op</td>
<td>Competent manager who knows more than Board</td>
<td>Hires good manager and stays out of his/her way</td>
<td>High Board turnover</td>
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<tr>
<td>Small Co-op</td>
<td>Board involved in minutiae and micromanaging</td>
<td>Clear division between operations and governance</td>
<td>Co-op is OK but Board is in decline</td>
<td>Financial soundness issues</td>
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<tr>
<td>Board operating as Manager</td>
<td>Board assigns task to Manager</td>
<td>Focused on Board work; concerned with values</td>
<td>Board approves whatever manager brings</td>
<td>Strife and distrust among board and staff</td>
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<tr>
<td>Focus on day-to-day operations</td>
<td>Board is very hands on operations</td>
<td>Operates in future and strategic level</td>
<td>Out of touch, complacent and delegating governance</td>
<td>Looking in past, way behind staff vision</td>
</tr>
<tr>
<td>Short time horizon</td>
<td>Focus is admin and operations</td>
<td>Delegates operations to manager</td>
<td>Stale policies, little to no accountability</td>
<td>Not strategic, immobilized by infighting</td>
</tr>
<tr>
<td>Primary roles is operations</td>
<td>Primary role is making decisions</td>
<td>Primary role is in setting policy and general direction</td>
<td>Primary role is supporting manager and rubberstamping</td>
<td>Primary role of Board is keeping perks</td>
</tr>
</tbody>
</table>

**Please note:** While it may appear these “types” of boards are a continuum or lifecycle, this is not entirely the situation. Boards may exhibit traits of different types and may move between them.
Enfranchised people (normally 18 years and older)

1: Elections are every 2 years. Appointment is based on each state's population
2: Each state is represented with 2 senators. Senators serve 6-year terms, but one-third of the seats are up for election every two years
3: Head of state and government, as well as commander-in-chief
4: The state levels can vary from state to state
5: Presidential veto can be overridden by a two-thirds vote in both houses.
   The Supreme Court can declare laws as unconstitutional and thereby repeal them
Most scholars agree that bureaucratic, closed ways of finding solutions for the complex problems do not work. They have found that the challenges that exist in community cannot really be addressed well from the top and require the involvement of a diverse set of people, support organizations and local governments.
What is missing?

- Functional Clusters of dynamic activities on the grass roots level that will give top leaders something to support and champion.
Cooperatives

- Co-ops are owned and democratically controlled by their members—the people who use the co-op’s services or buy its goods—not by outside investors.

- A cooperative is an **autonomous association** of persons **united voluntarily** to meet their common economic, social, and cultural needs and aspirations through a jointly and **democratically-controlled** enterprise.
Grow Leaders in Your Community

- Leaders need and avenue through informal or alternative structures
- Leadership is required during the process of leadership making
- Recognize and reward initiative and innovation
- Bottom up innovation requires that those in position of power and top leaders embrace and support these innovations as their champion
On Leadership

- Leadership has nothing to do with title or position. If you are a leader people will follow you regardless of your position.
- If you fill up the room how can others grow?
- Leadership develops talent in everyone.
- Authority is restrained by position and provides order and direction. Leadership is unrestrained and produces real change.
- Tasks are performed better when they are chosen instead of assigned.
Thank You!

Teresa Young

Northwest Cooperative Development Center
1063 Capitol Way S # 211 | Olympia, WA  98501

360.943.4241

teresa@nwcdco.coop | www.nwcdco.coop

Fostering community economic development through the cooperative business model