Meeting the skills challenge
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the co·operative college

‘… Co-operative enterprises provide the organizational means whereby a significant proportion of humanity is able to take into its own hands the task of creating productive employment, overcoming poverty and achieving social integration …’

Kofi Annan former Secretary General, United Nations

“The impulse to co-operate may be the beginning, but it is a long way from the tools needs to form and run a successful co-operative.”

What is a co-operative?

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise

International Co-operative Alliance 1995

- Self help
- Self responsibility
- Democracy
- Equality
- Equity
- Solidarity

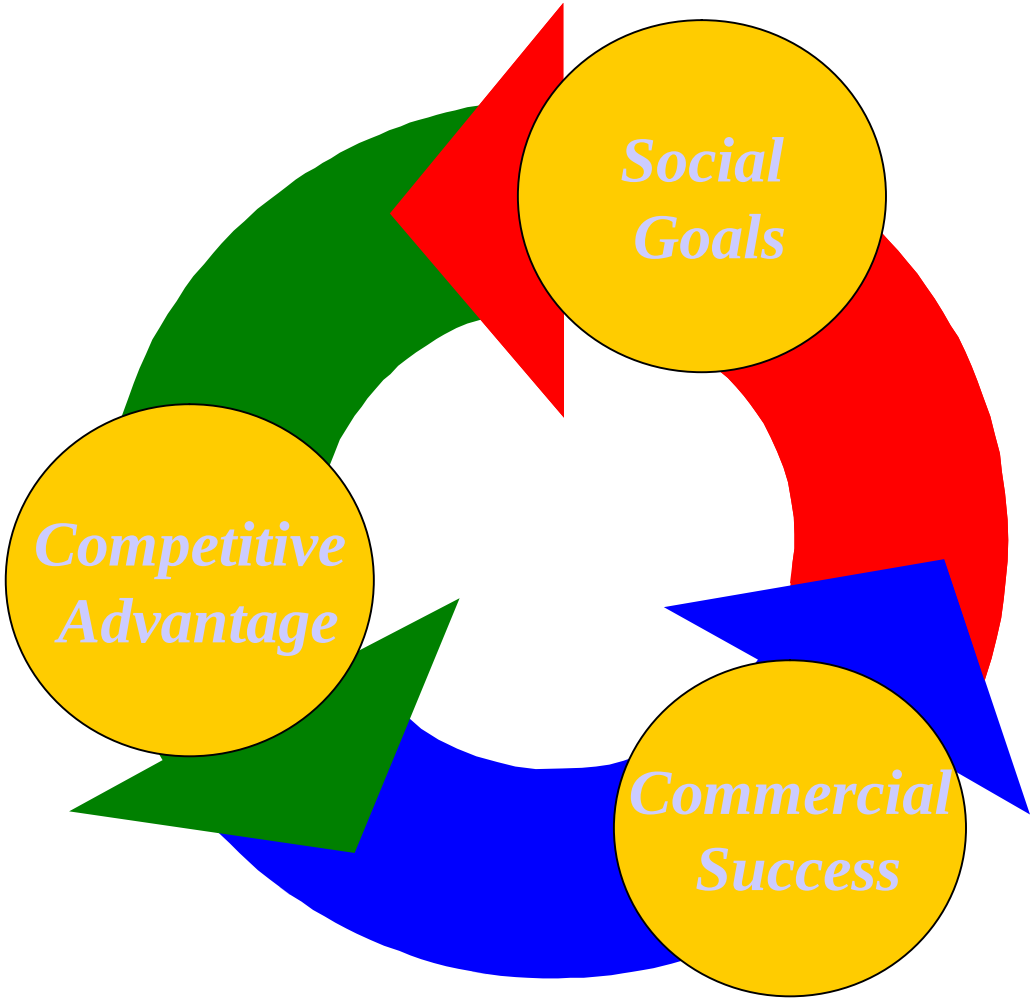
- Honesty
- Openness
- Social responsibility
- Caring for others

Co-operative Identity

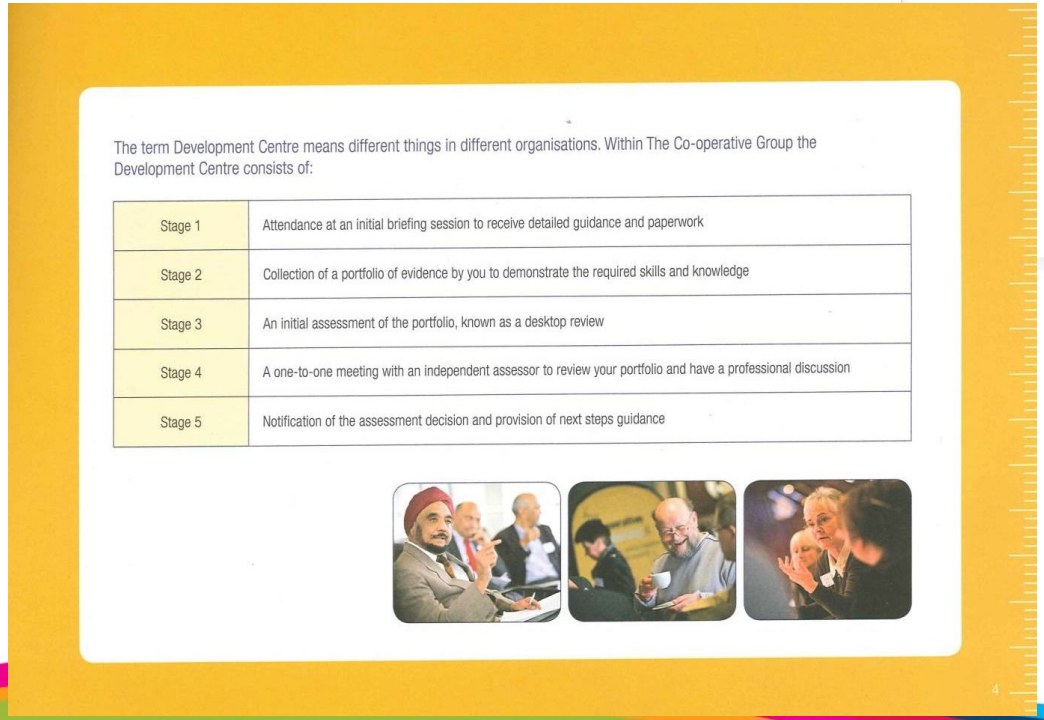
The essential characteristic of a co-operative is that it is a democratic organisation engaged in the market place, providing goods and services. It is nevertheless based on people, not capital or government direction. In its essence it can never escape, even if it wanted to , the capacity of members to exercise control whenever they wish to do so.

The Co-operative Identity in the Twenty First Century by Dr Ian McPherson – Review of International Co-operation 4/94

The Virtuous Circle Theory



Key competencies



The term Development Centre means different things in different organisations. Within The Co-operative Group the Development Centre consists of:

Stage 1	Attendance at an initial briefing session to receive detailed guidance and paperwork
Stage 2	Collection of a portfolio of evidence by you to demonstrate the required skills and knowledge
Stage 3	An initial assessment of the portfolio, known as a desktop review
Stage 4	A one-to-one meeting with an independent assessor to review your portfolio and have a professional discussion
Stage 5	Notification of the assessment decision and provision of next steps guidance

Group Board **Competencies to be Measured**

The eight competencies that will be measured from 2013 are:

Analytical	The ability to analyse and understand information and proposals and to translate analysis into effective decision making
Strategic	Knowledge of the strategic development process, understanding of the Society's strategic plans and the ability to implement strategy through decision making
Financial	The ability to interpret and analyse financial information and utilise it to identify trends and monitor progress against budgets and objectives
Business	Knowledge and understanding of key factors impacting on modern businesses, including the wider commercial and legal environment
Legal	Understanding of the legal framework within which both the Society and individual Directors operate
Co-operative Group Knowledge	In-depth knowledge of The Co-operative Group's businesses and their operating strategies
Values and Principles	Understanding of and empathy with the Society's values and principles
Stakeholders	Knowledge of and empathy for the Society's stakeholders

- **Enabling change**

- Taking responsibility to manage the needs, processes and risks of change.

- **Enabling others**

- Focusing, empowering and motivating others to work towards co-operative objectives within a clear framework of management controls.

- Enabling people to improve their capabilities and develop their potential

- **Team Work**

- Working together and supporting each other to achieve a common goal.

- **Strategic vision and development**

- Growing the business by keeping the values that set us apart and by linking our strategies to what really matters to our members and customers.

Ability to co-operate!

- Co-operation between co-operatives

  Learning from and working with the wider co-operative movement – in the UK and globally

The challenge

- Combining values driven social goals with business efficiency to secure the co-operative advantage

- *“just love the 'can do' approach - with principles!!”*

And did they succeed…….

"Co-operation carries wholesome food and increased income into a million homes where they were unknown before, and has brought us nearer and nearer to that state of society which Owen strove to create – in which it shall be impossible for men to be depraved or poor".

George Jacob Holyoake

Co-operative College

- Established 1919
- Training members and managers
- Looking after our heritage
- International work
- Research
- Schools and young people

Further information
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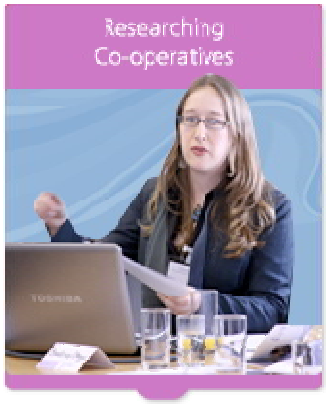
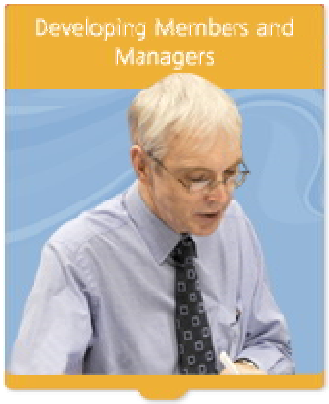
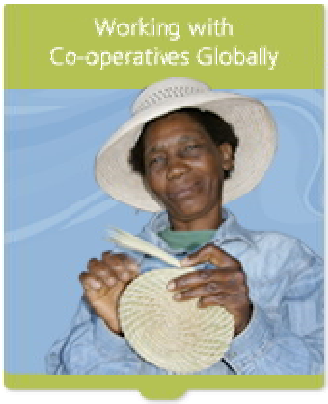
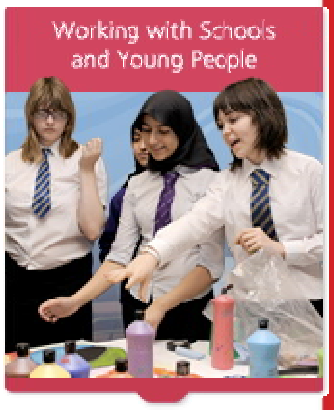
www,co-op.ac.uk









www.co-op.ac.uk
www.youngco-operatives.coop