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EXPECTATIONS OF THE MANAGER

By Vendors, Employees, Board, and Members

Managing in a Fishbowl

- Relationships in cooperatives are complicated and often mixed.
- Expectations vs. Reality
 - Vendors
 - Employees
 - Board
 - Members
- Solutions: Bridging the Gap





What Vendors Expect

- Understand the product(s) and convey its value to employees
- Be a source of information for customers about the product(s)
- Have an attitude of partnership






The Reality of Vendors

- You will be an "owner" of some of your vendors (regional cooperative vendors)
- Some vendor/manager relationships are more complex than others (i.e. bankers vs. chemical vendor)
- Vendors are replaceable to a point, but are sometimes taken for granted




What Employees Expect

- Encourage Feedback: Expectations should be shared between managers and employees.
- Feeling valued is the key to motivate.
- If not hiring children or criminals, have some respect.
- Reduce performance obstacles (i.e. needless paperwork, poor training, outdated equipment).

The Reality of Employees

- Training and equipment updates are often neglected.
 - "We'll do it some day."
- Communication is easier said than done.
- Employee attitudes cause financial results.
 - Managers attitudes are reflected in the workplace.
 - Further complications occur because of generational differences.



Who are These Kids?


- Today's "Millennials" are tomorrow's cooperatives.
- Birthdates from about 1980-1995
- Never experienced life without computers.
- Information is a click away; so is competition.
- Access to opportunity is no longer centralized.



Generational Differences

<u>Old School</u>	<u>New Wave</u>
□ "One size fits all"	□ Customized and Targeted
□ Dishonesty	□ Brutally Honest
□ Politically Savvy	□ Worthy of Respect
□ Next week or Next Year	□ Now
□ Playing "Games"	□ Authentic Behavior

Source: Deloitte Consulting



What Your Board Expects


- Day-to-Day Planning
- Organization of Operations
- Motivating Employees
- Maintaining the "Member/Customer" Balance
- Listen to Directors and Put Needs Into Action.



The Reality of the Board

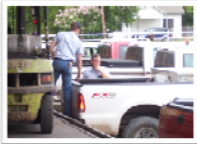

- Conflict occurs when either party doesn't know, or fails to recognize the division of functions*.
- Grey Area Exists! Organizations Differ.
- Expectations of the board may not be properly conveyed until after the fact
 - "That's the way the old manager did it"
- When in doubt, ask.

*USDA Rural Development



What Members Expect

- Operational decision to be in the best interests of members.
- AND a financially sound business
- Listen
- Large and small owner/users to be treated equally & respectfully
- \$\$\$

The Reality of Members

- Add-on mentality
- Farmer desire does not equal farmer use
- Not all customers are valuable




Solutions:
Bridging the Gap

- Know the differences in the roles each group plays
- Respect each other's role and opinions
- Tools:
 - Organizational Flow Chart
 - Formal Evaluation and Discussion
 - Vision Awareness for Vendors and Employees
 - **Strategic Planning**

