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## Co-op Boards and Servant Leadership

Human instincts seek power, wealth, status, and influence. Co-op board leadership is equal to servant leadership; which is quite unnatural for human beings. Thinking like a servant-leader requires a new mindset; acting as a servant-leader requires effort and education.

Co-op board leaders and co-op leaders in general are called to be different. Co-op leaders need to be prepared to contend with the potential dark side of servant leadership. Power motives of others, both within and outside the co-op, may conflict with the motives of a servant-leader. Attempts to discredit and undermine the servant-leader or the co-op's overall mission to serve the greater good, may result in challenges; and these challenges need to be addressed if they create the potential to undermine the mission.

Yet, a defensive posture must not divert attention from the co-ops mission. These realities of leadership require that a servant-leader be of exemplary character, vigilant in pursuing the co-ops primary mission, and, while anticipating the need for defensive measures, simultaneously aware of the perils of this posture to the service motive.

*It is important to remember that co-op leaders are called to:*

- Serve the welfare of the collective membership
- Subordinate self-interest
- Relate in non-coercive ways that support the co-op's mission

MAC-Ed provides core educational programs that strengthen competence in actions, while simultaneously providing the vision, encouragement, sustaining spirit and optimism needed to lead and motivate people within the co-op structure. This achieves our mutual goal and the desired result of being Co-operative. Attend a program or call for a private consultation.

### 2011 MACC Program Offerings

#### Board Chairman Forum & Roundtable

Dec 5-6 Indpls, IN IN Statewide REC

#### Director Education

Aug 22 Bowling Green, OH OSU Extension

Dec 9 Bloomington, IL Corn Belt Energy

#### Co-ops101 Ed

Aug 1 Medina, OH DFA

Sep 22(FULL) Louisville, KY FCS of MA

#### Cooperative Credit Conference

Sep 27-28 Indianapolis, IN Four Points Sheraton

#### CFO Essentials Workshop

Nov 9 Indianapolis, IN Four Points Sheraton

#### Cooperative Financial Conference

Nov 10-11 Indianapolis, IN Four Points Sheraton

#### Co-op Intern Program

Jul 21-22 Sandusky, OH Cedar Point

#### NICE Nat'l Institute on Cooperative Education

Jul 23-27 W. Layette, IN Purdue Univ

#### Coop Summit

Oct—Nov Indpls, IN TBA

#### MACC Membership Mtg

Dec 16 Columbus, OH TBA

#### 2012 Cooperative Leadership Forum for Emerging Leaders

Jan 17-18 & Mar 7-8 (New Format: 1 Course in 2 Sessions)  
Oxford, OH Miami Univ

## In Remembrance of Two Lifelong Cooperators

**Mark C. Stewart** died on March 11, 2011 after a long bout with cancer. His optimistic outlook, his love for his family and his devotion to the true cooperative culture through his many clients helped him live with multiple myeloma for eleven years after it was first diagnosed.

Mark Stewart was a highly valued cooperative professional that started successful cooperatives, worked with cooperatives in transition, and re-wrote the cooperative law in the state of Ohio so all types of cooperatives could better serve their members needs. Mark founded the Mid America Cooperative Council in 2003 and the Mid America Cooperative Education in 2005 as non-profit associations to improve cooperative education in the Midwest. Mark was passionate about getting cooperative governance structure correct. He formed cooperatives in Grain Marketing, Farm Supply, Employee Owned and many other unique structures.

*"He was a giant in serving all cooperatives and their membership. We already miss his leadership." Rod Kelsay*

**Henry H. Schriver**, 96 of Grafton, Ohio died on March 27, 2011. Born in Belden, OH he lived his whole life in north central Ohio. He earned his B.Sc. in Agriculture from The Ohio State University. He and wife, Dorothy were married 63 years and raised 11 children on a dairy and fruit farm.

Henry gave thousands of presentations explaining cooperatives. The "Farmer Philosopher" spoke in rhyme about the values of farming and cooperatives. He combined 3 of his favorite subjects into a poetic presentation called "Cows, Kids and Co-ops." He gave variations of the speech in rhyme thousands of times all over the country about being leaders in their communities. His creative use of poetry and flip charts launched a second career in public speaking that was filmed in 1965 by the American Institute of Cooperation and the U. S. Department of Agriculture.

*"We lost a great cooperative educator who lived his passion." Rod Kelsay*

## A Word From Rod



How is your members' equity in your coop viewed?

**A Good Investment:** A necessary part of their business or important to serving their need.

**A Necessary Investment:** For purchasing desired products or services for member/owners' business or personal needs.

**A Lost Investment:** Initially made to obtain some benefits from the co-op, but never to be seen again.

Perhaps the members' view of their equity is a quick litmus test for how your member/owners value your co-op. If the members' investment is small, they may view it as irrelevant, more like a buying club. If the equity investment is significant, but your co-op has found it difficult to revolve equity, even for estates; then alignment with your co-op principles has been compromised. If the equity investment is significant, and your co-op has an established equity revolving plan, then your member's know their money is invested in a co-op that is working for them.

Every co-op manager is looking for insight into how their member/owners value their cooperative. Could it be as simple as looking at our policies on how our cooperative manages the members' equity investment?

"Education is not the filling of a pail, but the lighting of a fire." William Butler Yeats



# THE MACC TRACT

Summer 2011

Volume 8

Mid America Cooperative Council's E-News Update

*Our Mission is to Promote, Foster and Strengthen the Values of Cooperatives*

## MACC Advocates - "2012 Year of the Co-op"

### A Note From Senator Lugar

Dear Mr. Kelsay:

*Thank you for contacting me. I share your support for Senate Resolution 87, and I have cosponsored this legislation.*

*This resolution would designate the year of 2012 as the International Year of Cooperatives. It was introduced on March 3, 2011, and was referred to the Committee on the Judiciary where it awaits further action.*

*Thank you, again, for contacting me to share your support..*

Sincerely,  
Richard G. Lugar  
United States Senator



## 2 Chances Left in 2011 to Infuse Fresh Ideas into Your Board Meetings

Co-op board directors have precious few people to go to for seasoned and sound advice. That's actually why MACC was developed by co-op leaders like yourself. As a member driven 501c3 charity, MACC meets this education niche. Over the past decade, the dynamics of the operating environment have made cooperative governance much more complex. Systematic and ongoing professional development of board directors is critical to the future of your co-op.

Even though co-op values and principles are the key drivers of the cooperative business model; the fuel of co-op sustainability is an educated and professionally developed board. Sadly, many co-ops let the business of today overshadow the need for planning for tomorrow. MAC-Ed's Director programs address a variety of rapidly evolving issues and are considered indispensable higher learning sessions for co-op board directors and senior managers.

Invite your directors today and they will become entrenched in fresh perspectives to conquer new and old challenges, unique to being a co-op board member.

**8/22/11 in Bowling Green, OH & 12/9/11 in Bloomington, IL**

## Co-op Leader Recognized



Agri-business leader Noel Estenson is one of five co-op leaders inducted into the Cooperative Hall of Fame in 2011.

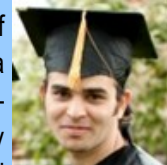
Estenson saw the value of new business structures, including joint ventures and mergers, as a means of creating operating efficiencies that built stronger cooperative organizations. In the early 1980s, he was responsible for a ground-breaking joint venture between Cenex and Land O'Lakes that eliminated duplication in both cooperatives. Later, as CEO of Cenex, he joined forces with Harvest States Cooperative. The resulting merger created CHS, Inc., the largest cooperative in the United States, which markets domestically and internationally.

## 2012 Year of the Co-op

Plan now to engage in your community & spread the word.

## Co-op Onboarding for Interns

Capture the interest of tomorrow's talent, with a memorable co-op networking opportunity blended with a co-op ed program.



**Co-op Intern Workshop  
July 21-22, 2011**

**Cedar Point's-Breakers Hotel  
Sandusky, OH**

More details [www.macc.coop](http://www.macc.coop)

## Thanks to Our Intern Sponsors!



CHS FOUNDATION

The CHS Foundation ([www.chsfoundation.org](http://www.chsfoundation.org)) is the major giving entity of CHS Inc. ([www.chsinc.com](http://www.chsinc.com)), a diversified energy, grains and foods Fortune 100 company committed to providing the essential resources that enrich lives.

As a part of the CHS stewardship focus, the CHS Foundation is committed to investing in the future of rural America, agriculture and cooperative business through education and leadership development.

**Co-op Intern & Director Ed Program  
Scholarship Provider**



## MACC: The Solution Provider for Co-ops

Leading a cooperative enterprise requires the support of steady leaders who are up to the challenge of shaping their co-op's future. Because cooperative businesses and member-owner needs are ever-changing, it essential to invest in the people who are tasked to carry out the vision effectively.

MAC-Ed aids in this process by designing essential **co-op specific education to directors, leaders and staff** of co-op businesses. It is important that each individual understands the unique challenges inherent to the cooperative business model; and the responsibilities of each respective role within the co-op.

Successful leaders embed MAC-Ed's programs into their cooperative's annual educational plan. They also maximize their membership benefits by tapping into **MACC's Custom Co-op Advisor Services**.

MACC/MAC-Ed was created, by members, for members: as the **key co-op solution provider for Mid-western cooperatives**. Engage us today! You are why we are here.