



**Better  
Together**

# Building a Continuum of Co-operative Education

Quintin Fox, Director, Training Development and Capacity Resourcing



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# BACKGROUND

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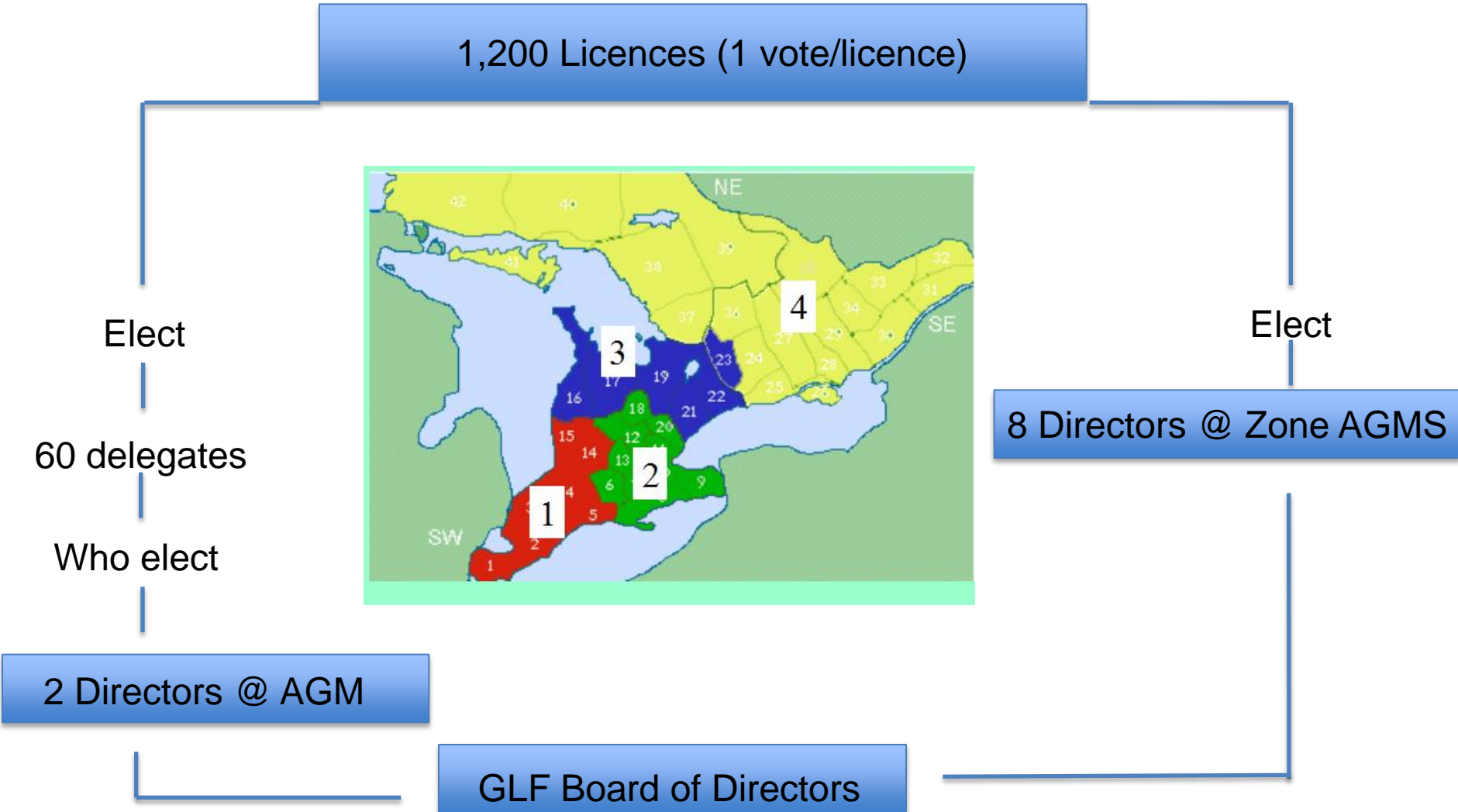
# Gay Lea Foods Co-operative



**Better Together**

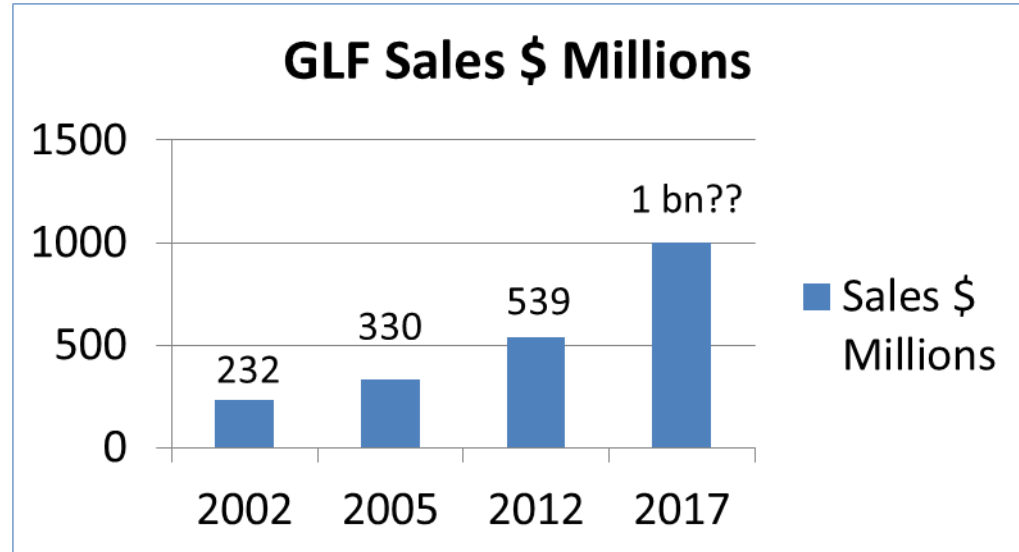


# Governance structure



# Why?

- Capacity building
- Succession planning
- Increasing relevance and awareness
- Exposure to other training programs

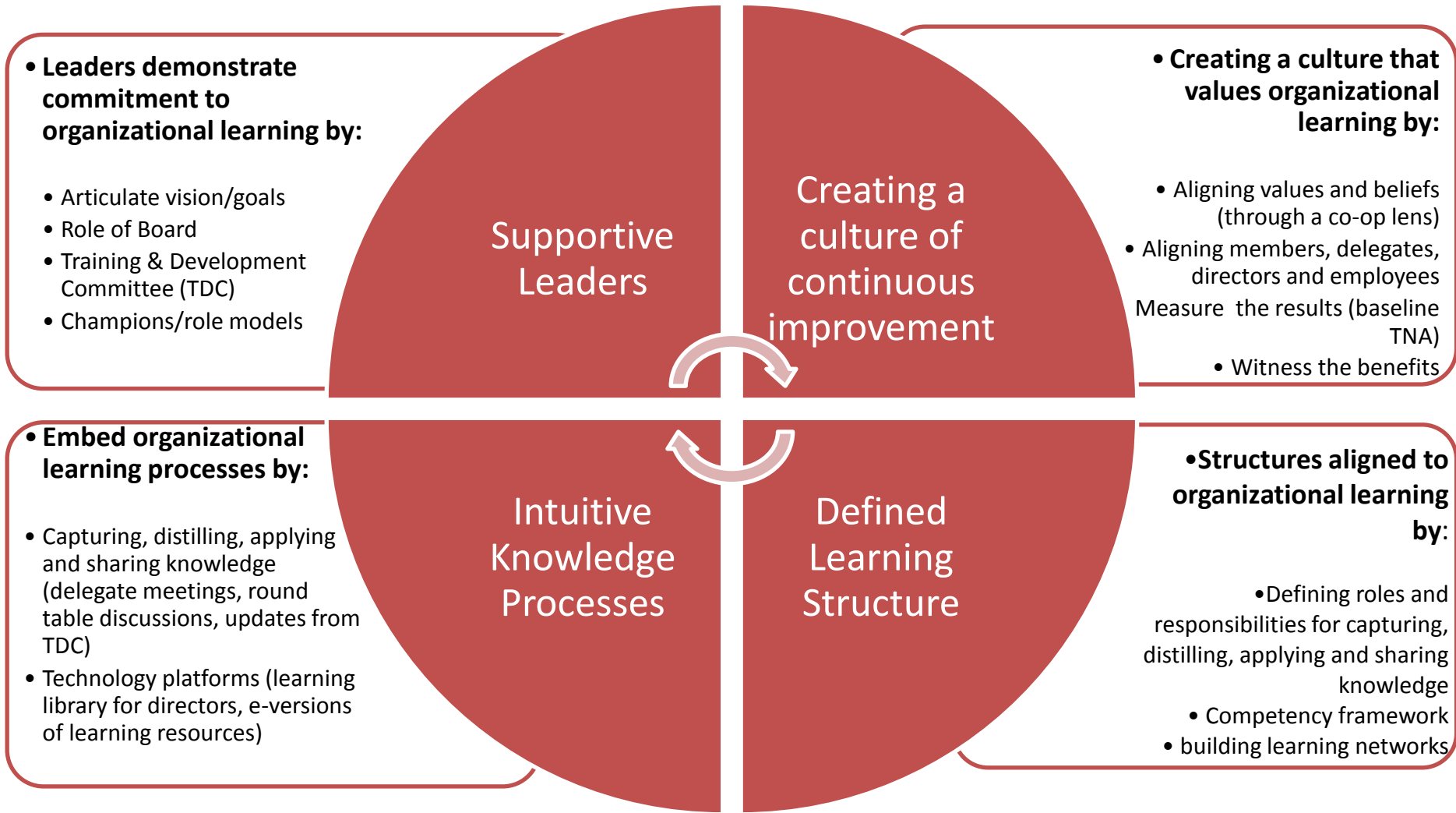




**ENVISION**

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# A Strategy for Organizational Learning



**• Leaders demonstrate commitment to organizational learning by:**

- Articulate vision/goals
- Role of Board
- Training & Development Committee (TDC)
- Champions/role models

Supportive Leaders

**• Creating a culture that values organizational learning by:**

- Aligning values and beliefs (through a co-op lens)
- Aligning members, delegates, directors and employees
- Measure the results (baseline TNA)
- Witness the benefits

Creating a culture of continuous improvement

**• Embed organizational learning processes by:**

- Capturing, distilling, applying and sharing knowledge (delegate meetings, round table discussions, updates from TDC)
- Technology platforms (learning library for directors, e-versions of learning resources)

Intuitive Knowledge Processes

**• Structures aligned to organizational learning by:**

- Defining roles and responsibilities for capturing, distilling, applying and sharing knowledge
- Competency framework
- building learning networks

Defined Learning Structure



# GLF Development Continuum - Members



Governance Excellence



Directors

- LiG Advanced
- LiG Foundation
- PDDP / Board training
- Study Tours



Delegates

- LiG Advanced Program
- LiG Foundation Program
- CLP
- Study tours



Members

- Co-operative Leadership Program (CLP)
- LiG Foundation Program
- Zone Meetings





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**ENGAGE**

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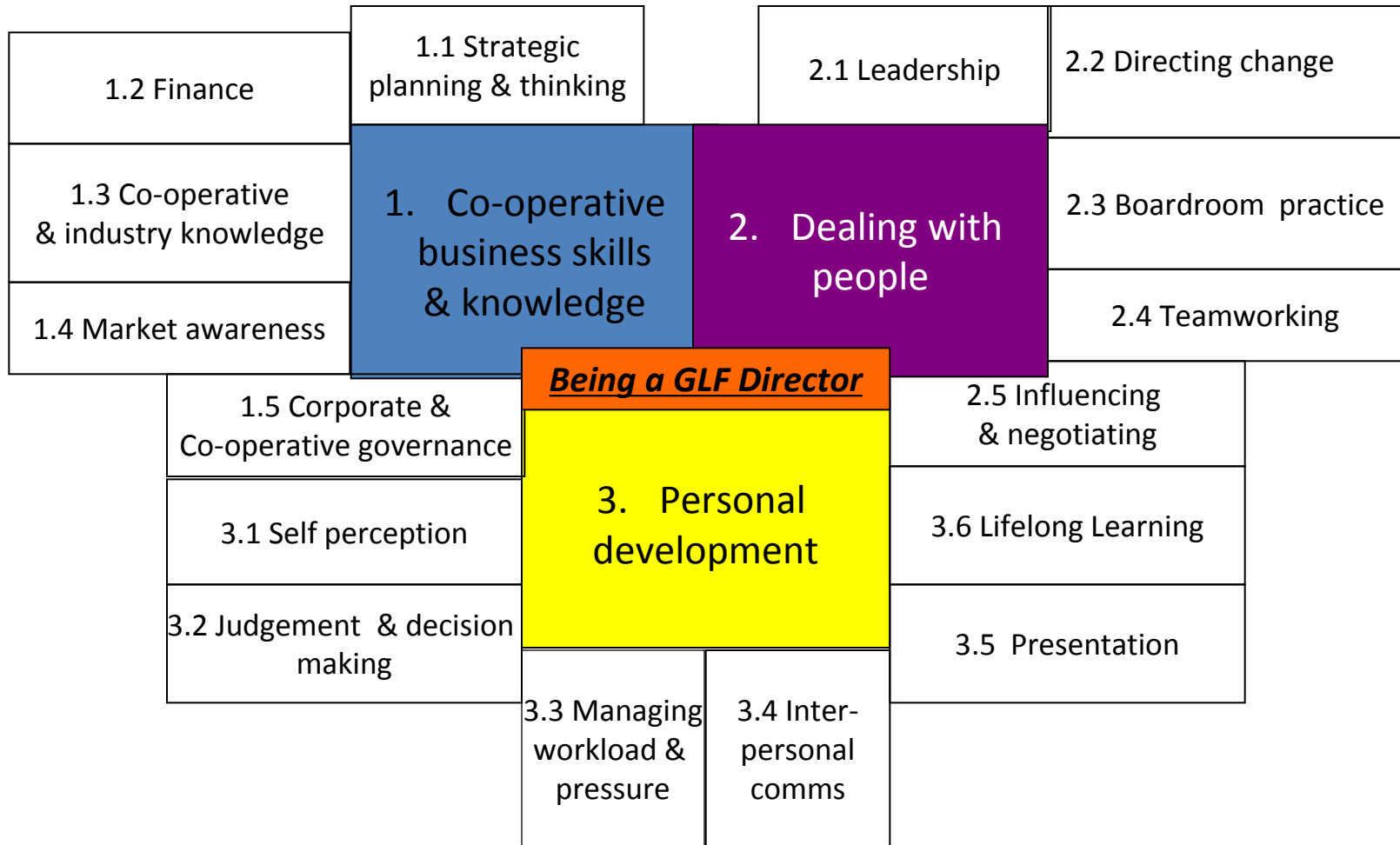
# How?

- Leadership commitment to organizational learning strategies
- Establishment of Training and Development Committee
- Competency framework and training needs analysis



- Relevant content and approaches
- Partnerships

# Gay Lea Foods Director Competency Framework





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# EXECUTE

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# Leadership in Governance Foundation Program

1. Roles and Responsibilities of Delegates, Directors and the Board (April 2009)
  2. Communication Skills (September 2009)
  3. Dairy Co-ops in the Wider Co-op Movement (November 2009)
  4. Financial Governance Levels I (Jan 2010)
  5. Financial Governance Level II (March 2010)
  6. Strategic Business Direction (September 2010)
  7. Improving Board Effectiveness (November 2010)
  8. Leadership in Governance (January 2011)
  9. Strategic Business direction 2.0 (Nov 2011)
  10. Communications 2.0 (Jan 2012)
  11. Chairmanship and Meeting Effectiveness (Nov 2012)
  12. Risk Governance (Jan 2013)
  13. Open Dialogue Workshop (Nov 2013)
  14. ??? (Jan 2014)
- Open sessions (2013 onwards)***
- Roles and Responsibilities
  - Communications
  - Board Dynamics
  - Strategic Direction
  - Financial Governance Level I
  - Financial Governance Level II



# Advanced Program 2011 - 2013

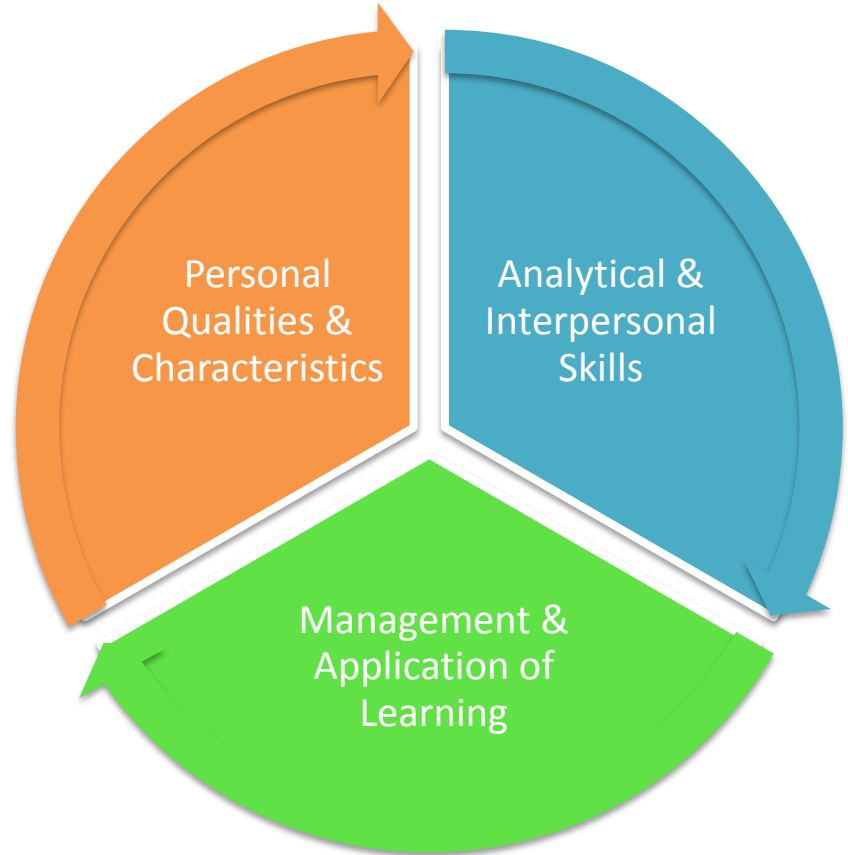


# Recruitment and Selection Criteria

- Application / resume submitted
- Panel interview
- Independent chair



ADAM





# Advanced Program 2011 - 2013



1. Board Level Leadership

2. Advanced Corporate Governance

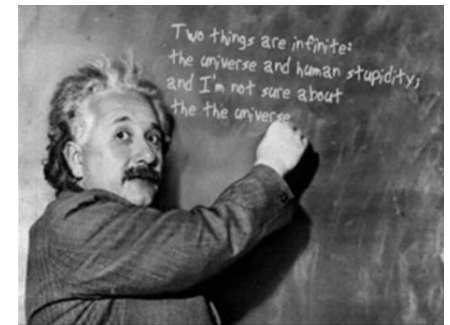


3. Financial Governance  
III



4. Strategic Analysis &  
Decision Making

5. Organizational Leadership



6. Leadership in Governance  
Laboratory

# Advanced Program Projects

## Objectives

- Proposals to improve Gay Lea Foods
- Present evidence-based, coherent strategically focused business case
- Challenge team working and interpersonal capabilities



## Outputs

- Mid term progress report
- 3000 word report (+ annexes)
- Presentation to Board and Leadership team

# Project topics – Strategic Level Analysis

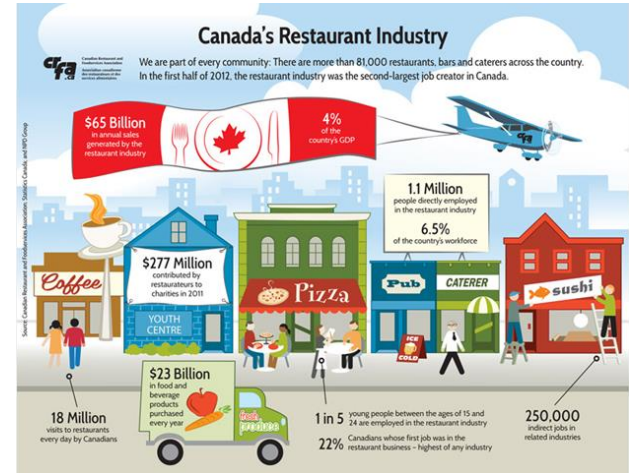
Mega Plant



Non-dairy



Food Service



Vertical integration



Milk Transportation



Fonterra vs GLF





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**EVALUATE**

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# Foundation Program Evaluation



TNA = a tool to measure the performance, skills and knowledge of Gay Lea Directors and delegates to be effective in their roles.

# Areas of Improvement

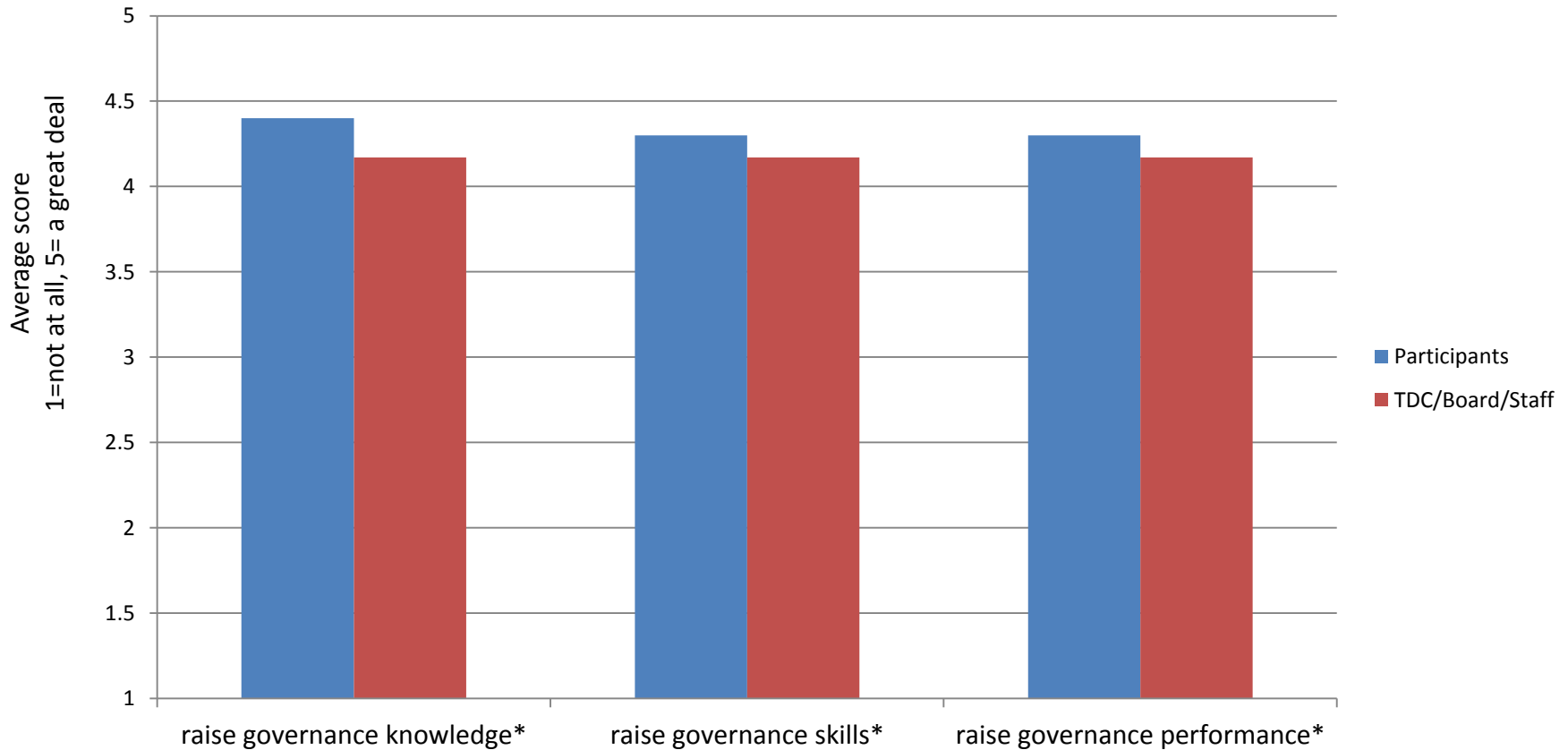
- Strategic Planning
- Policy setting and direction
- Understanding GLF objectives
- Leadership
- Financial Governance



- Communication skills
- Public speaking
- Influencing, persuading, negotiating

# Evaluation of Advanced Program

To what extent did the program....



“Thinking back on their overall performance at the first module (barely concealed panic at times) and then at the final module (epitome of grace under fire) reflects the improvement in performance” – *TDC/Board/Staff survey respondent*

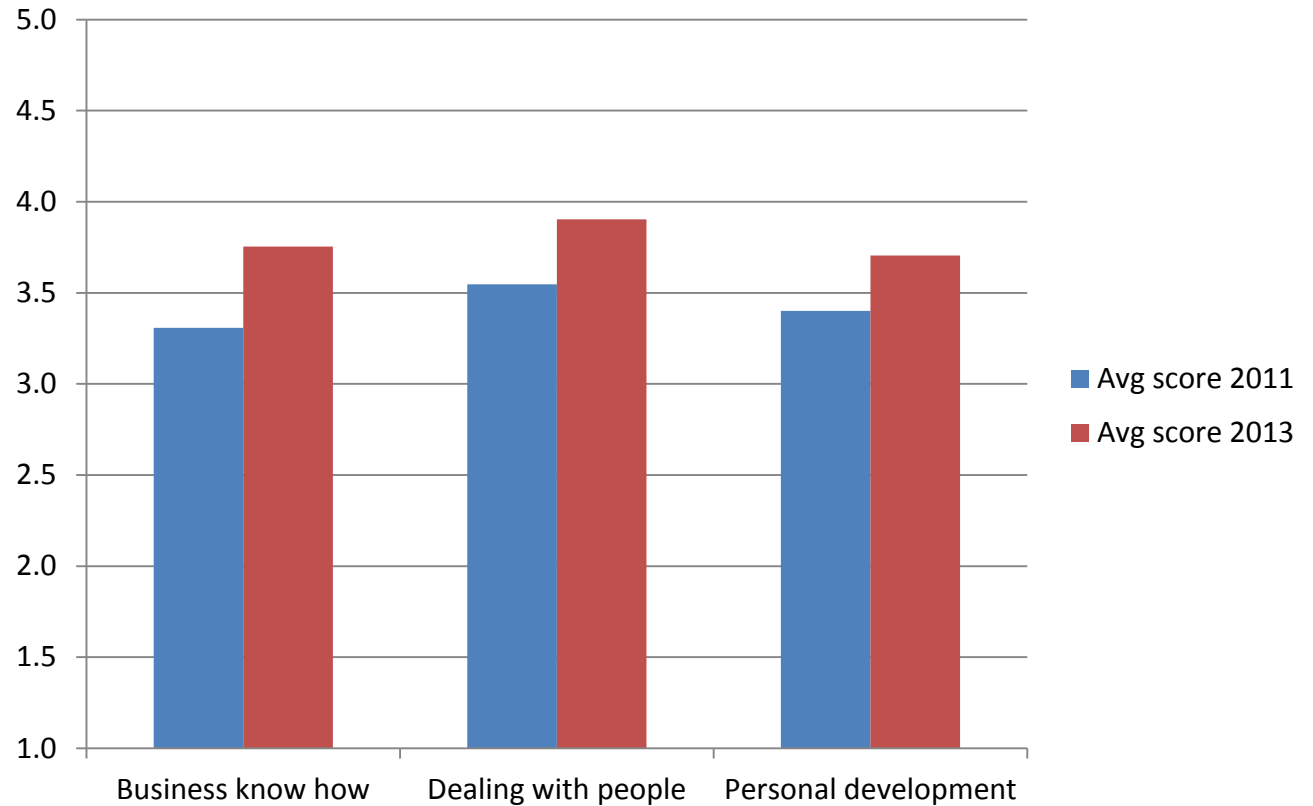




# Director Competencies

“This program should be mandatory for all aspiring directors. And ALL directors should take this program regardless of their background.”

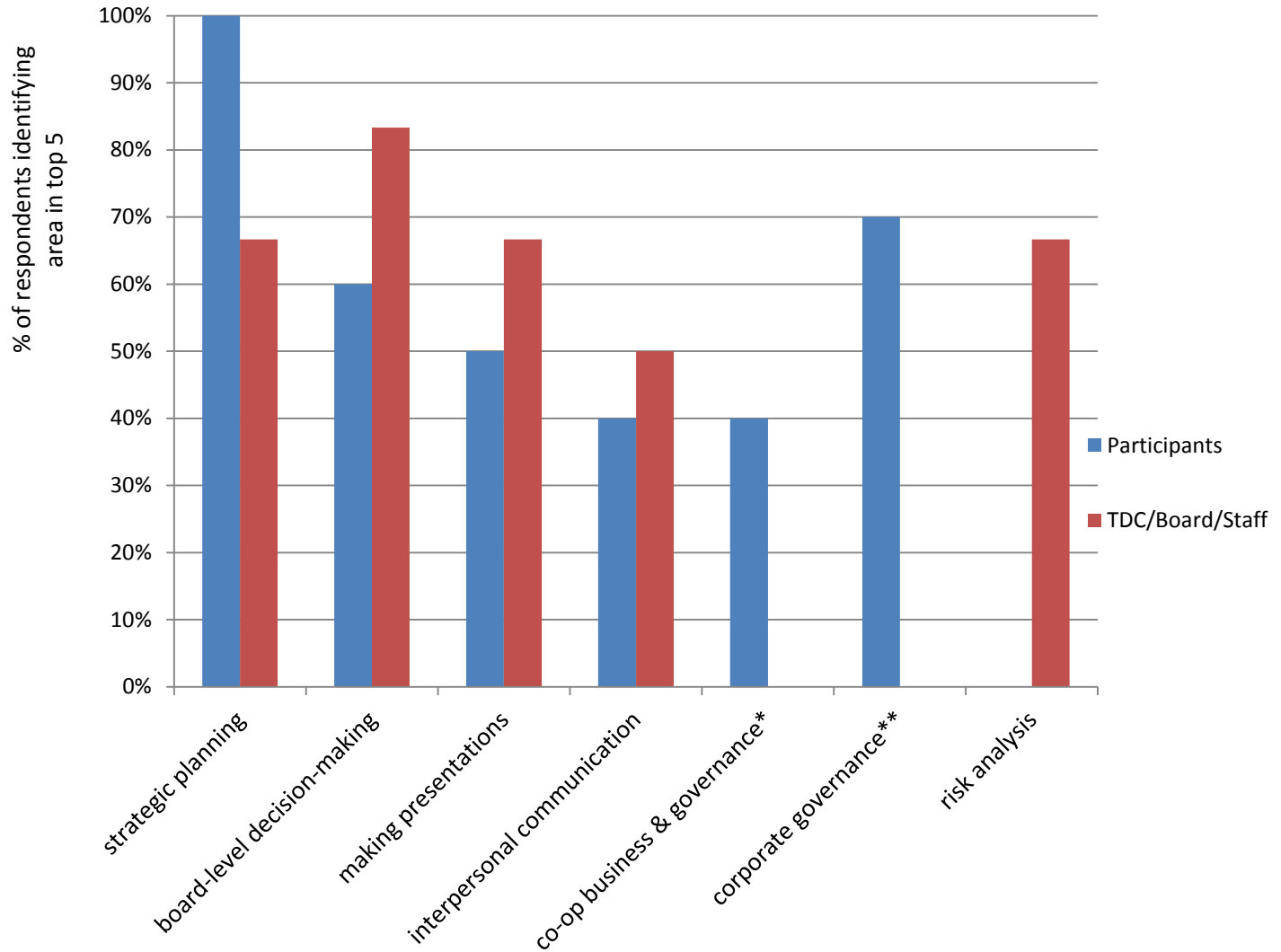
*Participant survey respondent*



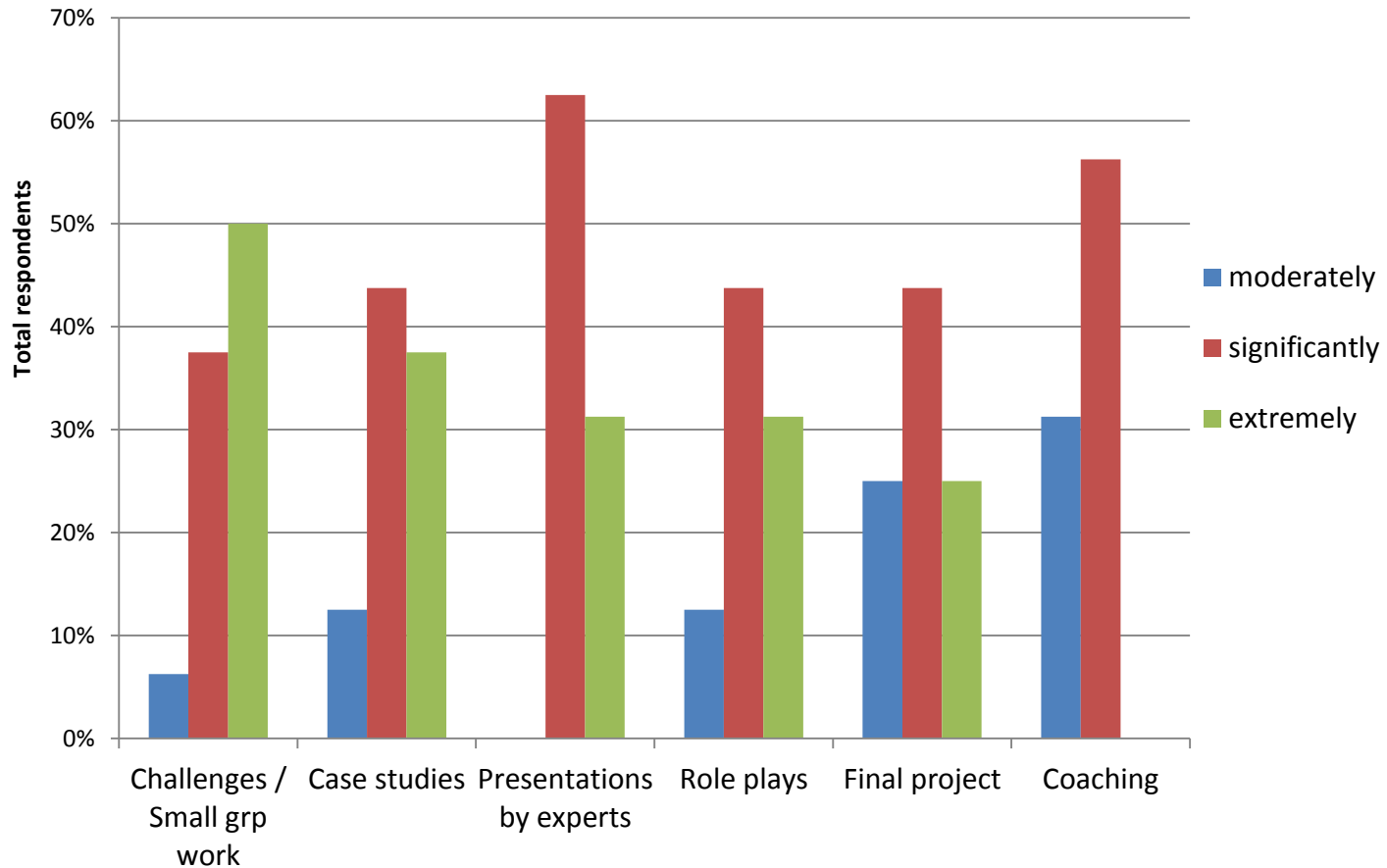
# Top 5 areas of improvement

“I am stretched or being moulded to expand my comfort zone. So personal development is paramount, and then being held accountable”

*Participant, module 2 evaluation form*



# Effectiveness of Methodologies

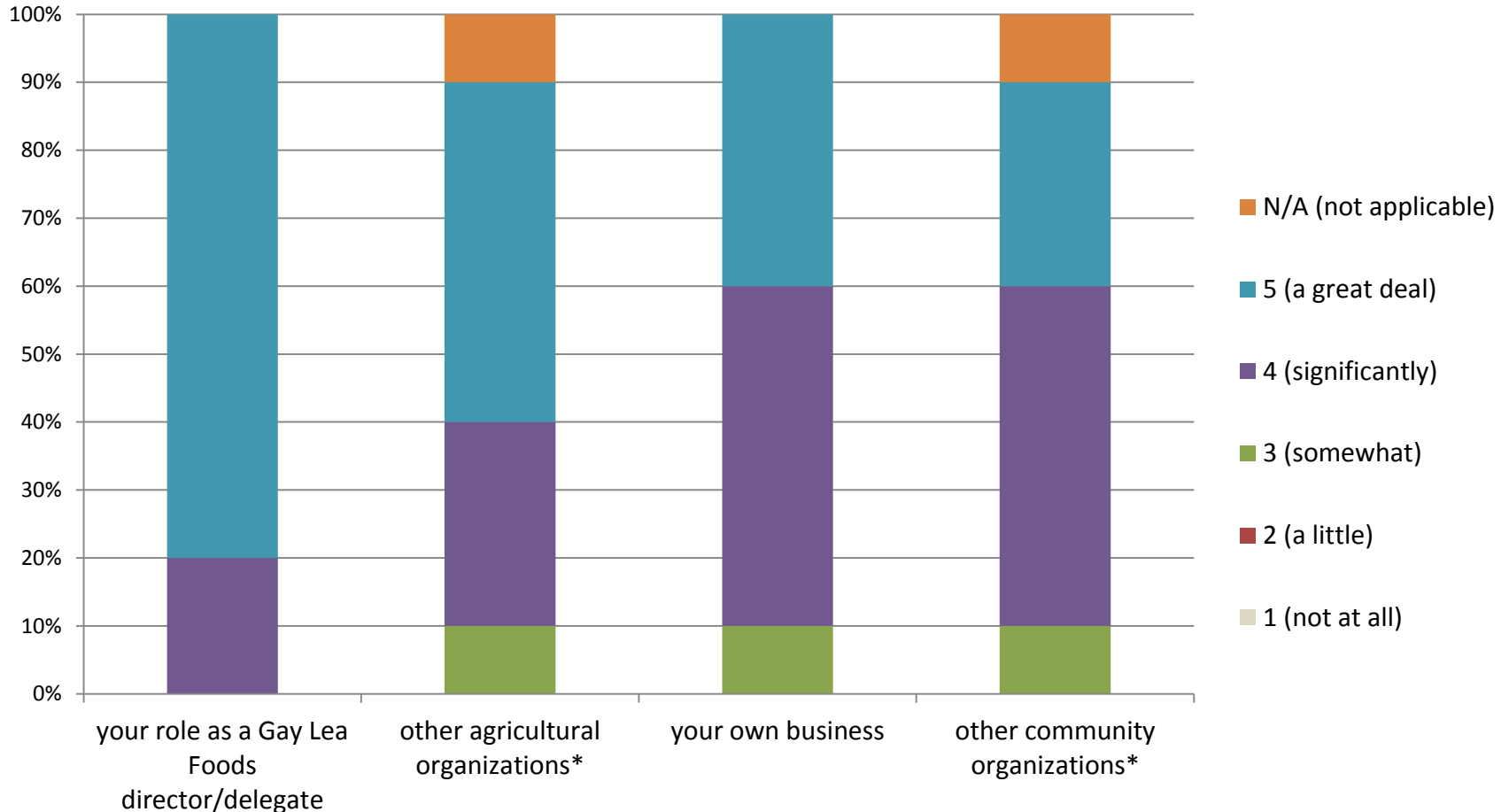


“We learned a great deal of new skills from true leaders and had a chance to refine them in a safe and constructive environment” – *participant survey respondent*



# Not just for Gay Lea Foods....

Extent to which participants will apply their learning from the Advanced Program to:



# Benefits



- Success breeds success
- Competition for places
- Engagement
- Understanding roles and responsibilities

- Preparedness
- Cohesion
- Raised expectations
- Community leadership



# Lessons learned

- Training and Development Committee
- Relevance of approaches, materials and trainers
- Partnerships



- Blank canvas
- Competency framework and training needs analysis
- Focus on Directors and Delegates
- Allocate appropriate resources
- Transfer best practices to other aspects of the co-op

# GLF Development Continuum - Staff



Operational Excellence



Leaders

- Advanced Lighthouse
- On the job
- Job shadowing
- Coaching / mentoring



High Potentials

- Lighthouse Level 2
- On the job
- Job shadowing
- Coaching / mentoring



Hourly staff

- Lighthouse Level 1
- Health and Safety (HACCP etc)
- On the job training and development





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