

# CO-OPERATIVES UNITED / WORLD FESTIVAL AND ICAEXPO

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MANCHESTER CENTRAL, UK



The **co-operative**  
good for everyone



# WORKSHOP

**Inter-generational exchange,  
participation and membership.**

**Chiara Bertelli & Roberto Cardinale**

Generazioni Legacoop Emilia-Romagna - Italy



# Who wants to live forever?

Forever is our today (Freddy Mercury, 1986)

» ...are we really sure about that?

Let's focus on Co-operative governance and on the issue of intergenerational exchange.

# INDEX

- **Co-operatives in Italy and in Emilia-Romagna**
- Introducing the issue of intergenerational governance
- Generazioni's experience: actions
  - Decision making process
  - Governance participation
  - In the co-operative associations

# Co-operatives in Italy

- 43.000 co-operatives
- 127 Billion €, around 7% of the Italian GDP
- More than 1,1 million employees (6% of working population)
- 45,5% women employed
- 11,5% of Italian enterprises with more than 1000 employees are co-operatives

# Legacoop in numbers

- More than 15.000 member cooperatives
- 56.5 Billions € turnover
- 485.000 employees
- 8.550.000 members



# Legacoop in Emilia-Romagna

- **1.500 co-operatives**
- **1.530.000 members (1 out of 2 E-R inhabitants)**
- **156.000 employees**
- **30 Billion € turnover**





# Generazioni Legacoop E-R

GENERAZIONI is the young  
cooperators network inside  
Legacoop Emilia-Romagna





# Generazioni Legacoop E-R's goals

- Creation of a **permanent coordination**
- Sharing **values, projects and strategies**
- Creating a **cultural project** able to open up towards real communication, capability, management
- Becoming a **meeting point** for young co-operators where to face present and future challenges



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What do we really  
mean by  
“generational  
renewal”?



Does the co-operative offer actions, processes, and tools that are welcoming and inclusive enough for the young people who choose co-operation as a tool for the professional growth?

Is there anything that **hinders generational renewal**, or, in the contrary, are there any elements that could help it?

Could we apply those elements beyond their **specific context**?

Is there a different approach to the generational renewal issue when we look at it on the **owners of a cooperative's** level and when we look at it on the **management's level**?

# How to support integration in the decision making process?





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# Actions

- A future planned by those who will live in it
- Observatory
- Generational Renewal Models: Best Practice
- The Red booklet



# The Observatory

Some data – Generazioni survey on 107 co-operatives in E-R region

- Managers between 51 and 60 y.o. are 56,4%
- Managers under 40 are 2,6%
- Cadres under 30 y.o. are 0,3%

# The Red Booklet

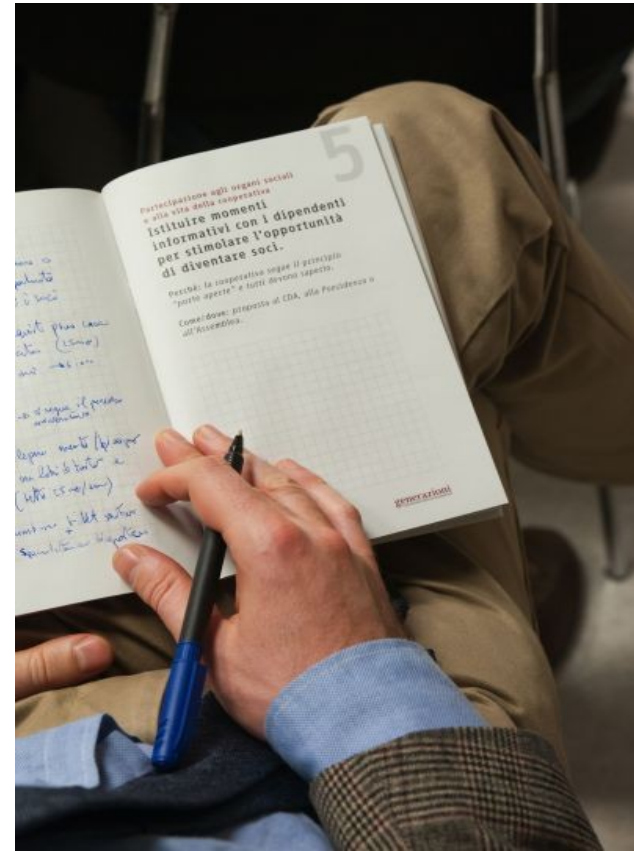
Suggestions and practical actions which can be proposed to the co-operative by those who are in the renewal process



# The Red Booklet

Proposals in

- **Decision Making Process** integration,
- **Governance** participation,
- Inside the co-operative **associations.**



# Decision Making Process integration

- *Coaching processes*
- Moments of widened participation to management
- “Teach to teach” attitude
- Limit contracts with people reaching retirement age



# Governance participation <sup>(1)</sup>

- Establish a ***limit to the number of mandates***
- Obligation to have ***one young person under 30*** years of age in the Board of Directors
- Encourage a ***widened and informal participation*** to some Board of Directors' meetings



# Governance participation <sup>(2)</sup>

- ***Leadership of administration made up with young people***
- ***Informative meetings for the employees*** to stimulate the opportunity to become an associate
- Improve the ***evaluation tools and the participation*** with the Assembly



# Inside the associations (1)

- Identify a ***referent of Generazioni in every association*** and/or sector
- To ***vote in a spokesperson*** from Generazioni in each province and a referent among the employees of the association to assist the spokesperson (with administration, relations, etc.)
- To assign a ***budget*** to Generazioni for their actions, personnel, projects, etc.



# Inside the associations (2)

- To promote the birth of ***new non-profit organizations with the help of experienced co-operators***
  - Purpose:
    - » to hand on experience and skills
    - » welcome the support of retired people to promote the co-operative movement and its values.
- To limit the contracts with people reaching retirement age

# Grazie di fare la vostra parte in cooperativa!

Generazioni Legacoop-Emilia Romagna

[www.generazioni.coop](http://www.generazioni.coop)

[c.bertelli@ferrara.legacoop.it](mailto:c.bertelli@ferrara.legacoop.it)

[roberto.cardinale@legacoop.fc.it](mailto:roberto.cardinale@legacoop.fc.it)

