



# Change Leadership, Change Management and, Cooperative Good Governance

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*a module for cooperative leaders and would-be leaders*



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Emmanuel M. Santiagué, Ph.D.

(with manual of Rules & Regulations (MORR) and COOP PESOS)



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## **DEDICATION**

This two-part, two-modules-in-one package on “thought leadership development” for the cooperative movement is dedicated to the current and future cooperative leaders who choose to lead and manage change through the cooperative as a way of life.



Republic of the Philippines  
Province of Cavite  
**OFFICE OF THE GOVERNOR**  
Trece Martires City



## FOREWORD

When the idea of supporting a second book was broached to me a couple of years ago, I never gave a hint of hesitation. Several years back, we introduced the book – “Cooperative Power: Changing Lives,” which briefly chronicled the history and growth of cooperativism in the Province of Cavite, and it was a triumph not only for our province but also to the individuals and cooperatives who read and was inspired by the stories and facts told in that book.



Now comes our second offering from two of Cavite’s foremost writers in the field of cooperativism and organizational development – Dr. Mannie Santiaguero and Dr. Perla Tayko titled “Change Leadership, Change Management and Cooperative Good Governance,” it is an attempt in further developing the skills and competencies of cooperative leaders, to produce professional cooperative leaders, so to speak, not only in our province but in whole country as well. Here is a book, in modular approach, rich in instructional materials, processes, activities and resource materials focusing on the three goals of this book – effective leadership, efficient management and cooperative good governance.

This is our contribution to the ever growing literature on cooperativism. The areas of cooperative management and governance is a limitless topic to cover and this book does not boast of covering all, but nevertheless, it is our initial attempt in providing the tools and means to expand the skills of our cooperative leaders and provide an inspiration in producing literature of the same kind. We hope the contents of this book will be utilized to the hilt and produce the kind of leaders that will elevate and recognize the cooperatives as a power in nation-building.

Mabuhay ang kilusang kooperatiba.

  
**AYONG S. MALIKSI**  
Provincial Governor

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- For the exemplar of courageous change leadership/management in public service and unwavering support given to the cooperative sector, we give our honor and gratitude to the **Honorable "Ayong" S. Maliksi, Governor of the Province of Cavite;**
- For his initiative and support to the promotion and development of cooperative, the financial allocation for the writing of these modules, we offer thanks to the **Provincial Cooperative Development Council (PCDC) under the chairmanship of Mr. Rodrigo M. Camia;**
- For the persistent and patient coordination, collaboration and complementation provided in the process of getting this work done, we give our appreciation and acknowledgement to the **Cooperative Union of Cavite (CUC) through its then Executive Director, Dr. Oscar J. Tayko;**
- For the quiet and sustained efforts and examples of cooperative leadership/ management and good governance among the cooperatives in Cavite from whom we draw the insights and inspiration to compose these modules being the critical need to the cooperative development in this country – we offer our thanks to the unsung and unnamed **cooperative leaders and managers in the Province of Cavite who dedicate their lives in the service for the people in the community and the country.**

The continuing education and training needs in the cooperative sector goes further the completion of this book. The contents of these modules are seed that needs to be planted persistently and nurtured consistently in the program of CUC, the Cavite PCDC and in the whole country.

Dr. Perla Rizalina M. Tayko  
Dr. Emmanuel M. Santiaguel

## PART I

This is a two-part, two-modules-in-one package. The first part is composed of the elements that set the stage of the main body of the two modules. It is important and expedient for any one who makes use of these modules to understand and appreciate the background, the rationale, and all the necessary elements that would prepare the user to get the most value of these modules.

May the reader and user of these modules read carefully and make use of both Parts I and II before implementing in a learning session.

## 1.1 PROLOGUE

Cooperatives are people in communal, collective arrangement of relationships to meet a common need. The underlying assumption as well as the motivation for people to engage in cooperatives rests on fundamental principles or factors such as:

- The strength of relationships between and among leaders that initiate the process, the bedrock of cooperative relationship as people build these relationships to help one another;
- The integrity and dignity of leaders/members that compose the "*samahan*," are the core values to keep the invisible "glue" in human social system;
- The adherence to the wisdom of and practice of a consultative and democratic process in tapping the "collective intelligence" of the leaders as officers as well as the members, is a subtle leveraging power to effective cooperative functioning, and
- The organization of the cooperative is based on real, felt need among the members that compose it.

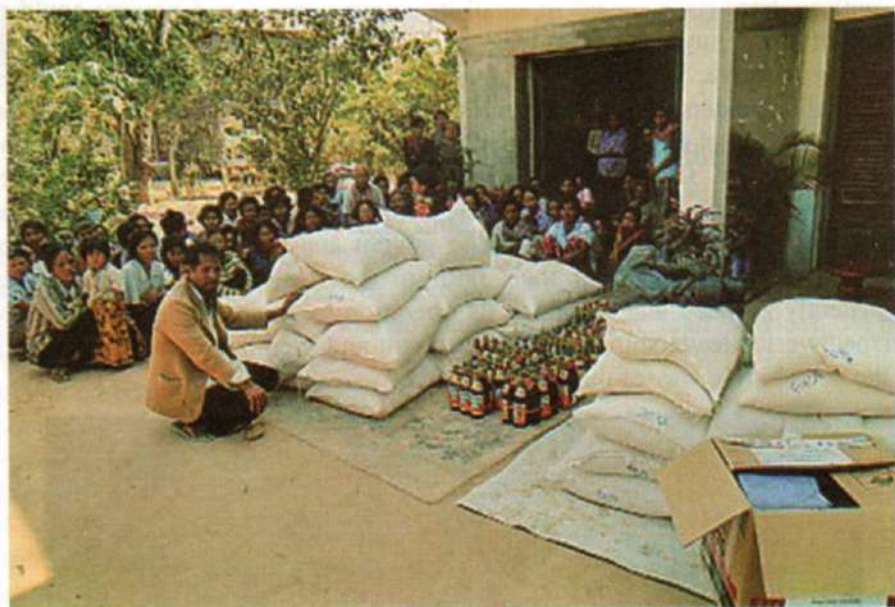
The four (4) cooperative vignettes that follow this brief overview are examples of cooperatives that have been organized around different needs. These are examples of the context around which these modules would be relevant. The concepts and processes for these change leadership/ management and cooperative good governance modules written in a two-in-one package are inferred as well as applied. It is the intent of the writers to make this topic as close to reality of cooperative experiences as the context of learning. New models of "thought leadership processes" are also utilized.

## 1.2 COOPERATIVE VIGNETTES

### Case 1 - Coop for Rice

Sometime in the mid-seventies, a crisis in rice supply hit Metro Manila. Those who had sufficient money could purchase sacks of rice and was spared of having waiting in long queue to buy the day's needs. Those who have little cash have to compete for their share of supply for the day. Driven by survival and the need to help one another, a group of individuals organized these urban

poor, pooled their money, and entrusted this to a leader to buy in bulk from the main supplier in Paco, Manila.



This gave birth to the cooperative way of helping one another around a common need. What was the key to this way of doing in meeting common needs by the volunteer leader/manager/organizer that made the activity a success?

- What is the key in organizing a cooperative and sustaining its operations?
- What are the foundations of good cooperative governance?
- For initiating, leading and managing change, what values should be kept constant? How could these values be made alive and operating in the cooperative organization?

The leaders/managers of this cooperative kept their integrities intact, their dedications and commitment to service were uppermost in their heart, and efficiency and effectiveness of cooperation and coordination for the common good were the orders of the day.

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