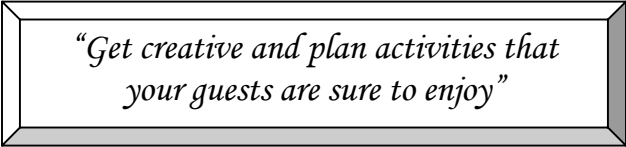# DREAM MANAGEMENT FOR COOPERATIVES

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> *"Get creative and plan activities that
> your guests are sure to enjoy"*

Introduction

Cooperatives are having bigger challenges for socio-economic development and have a vital role to bring a change in the life style of the common people. Cooperative is an important tool for overall development at grass root level, where common man has to be uplifted through some innovative approach and management. There should be right match between human resources and organizational needs. All too often in educational management we see quality teaching struggle against administrative and paperwork constraints. In view of larger interest of cooperative and socio economic development of our society, there is a need of look at a management policy that keeps the teaching and learning processes at the core of the institution. Trainers / facilitators should have a far amount of general knowledge, decisive skills and mastery of the their fields. Trainers / facilitators should succeed in inspiring the learner with love for truth, which is the basic objective of Training.

Effective Management

Management has been viewed as a function, a process, a profession, and as an elite or a class of people. Management has also been described as an art, and as a science. And along with material, capital and labor, management is considered as a resource. It is possibly the most valuable resource because it provides the primary force for converting other resources in to products and services. Human Resource management plays a crucial role in the implementation of strategic management in cooperatives. There cannot be effective cooperative management with out Human Resource Management because cooperative strategic management is human centered, value led culture dependent.

Getting the right fit gives the organization the right resource and the individual the right job to optimize the satisfaction at work. The opportunity for development and self-expression is a basic urge of human things. An effective management and carrier development is to improve the intellectual and emotional abilities needed to handle greater responsibility through developmental programs, which in turn must meet the needs of the organization. Many of us simply work and play counting upon serendipitous occurrences to advance our careers and personal lives. The whole idea of setting goals seems daunting to some and restrictive to others. And, yet goals can help us become more efficient and give us a feeling of competence. Goals can motivate us to move forward and show us where forward is. Let us overcome the cooperatives from over all management to dream management for good governance.

DREAM Management

DREAM Management is a series of principles, which keep teaching and learning at heart of education. It reflects the beliefs we attempt to live and work by in our day-to-day management life. As quality of education depends on the quality of teaching, committed teachers to prove to be the greatest for any management / educational institutions.

DREAM is:
- ✓ Delegate and Develop
- ✓ Recruit and Respect
- ✓ Enhance and Enjoy
- ✓ Appraise and Attend
- ✓ Motivate and Mimic

There is urgent and important need of,

- ❖ DELEGATE responsibility to staff so that, they can do their job. This means avoiding a top-down approach, involving trainers / facilitators in every aspect of the institution's work and allowing them to take responsibility for the areas they are interested in, for example through Action Learning & Research.
- ❖ RECRUIT staff that fit our team's ethos and approach.
- ❖ ENHANCE staff skills based on their annual appraisals based on a portfolio system that allows trainers / facilitators to drive their development.
- ❖ APPRAISE staff, not evaluate them. This focuses on the development of our staff. Don't criticize every move, but appraise through constructive and formative approaches.
- ❖ MOTIVATE staff by supporting them in every way we can. We motivate by not asking trainers / facilitators to do something that we are not prepared to do, but need to do support and promote.

And also Dream Management will be fruitful in cooperatives for effective management with the following aspirations.

- ❑ DEVELOP staff by promoting research and reflective working practices.
- ❑ RESPECT staff as professionals by allowing them to do the job, we have recruited them for. This refers to how we, as managers, appreciate the professional standing of our employees and rely fully on their input in their areas of expertise.
- ❑ ENJOY working with those around us and show it. This is the central letter of DREAM and the central theme of DREAM management. It emphasizes the belief that a happy staff creates the environment that is most conducive to effective learning for our learners.
- ❑ ATTEND to the details, which affect the day-to-day jobs of the trainers / facilitators.
- ❑ MIMIC staff by never asking them to do something we wouldn't do ourselves, and demonstrating that continually. Educational managers should teach alongside their faculty, provide cover as they expect their trainers / facilitators to cover and be available at the same hours that they expect trainers / facilitators to be on-site. This provides the key to DREAM management. Learning is a treasurer, which accompanies its owner everywhere.

There is better response now and people have stopped giving you those glares, which you tell them that you are bartender. But as always, there is a space for improvement. In effect, the philosophy reads most coherently when we read it as follows:

DEVELOP ⟶ RECRUIT ⟶ ENHANCE
DELEGATE ⟺ MOTIVATE ⟸ APPRAISE
RESPECT ⟶ ENJOY ⟶ ATTEND ⟶ MIMIC
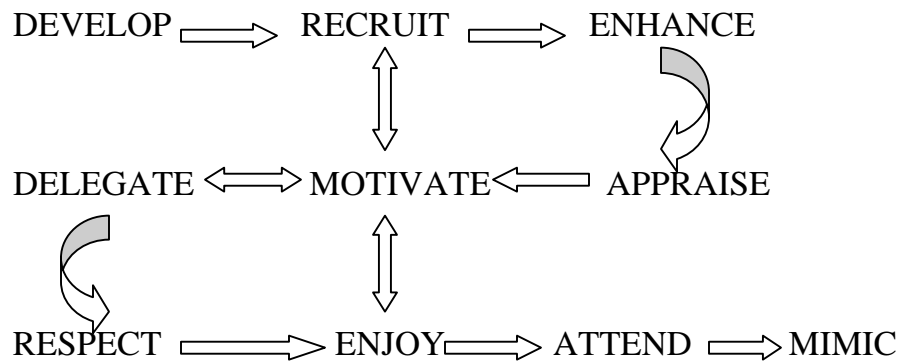
DEVELOP and back to ENHANCE so we can continue the cycle again. If manager follow these management principles, managers should give us more time to lead effectively. This management strategy can graphically demonstrate how this works:

S. No.	Leadership	More Management	Less Management
1	More Leadership	Quadrant I Enhance Motivate Develop	Quadrant II Proactive Leadership
2	Less Leadership	Quadrant III Recruit Appraise Delegate Attend Mimic	Quadrant IV Respect Enjoy

As a management / leadership matrix model, there has to be room in which the management aspects have the capacity to take place. By following above matrix we wish to create more opportunities for leadership, Quadrant II. We do this by making our Management practices more effective and reducing the time spent on management issues in Quadrants I, III and IV.

Then, this should leave us time to spend on the leadership issues that are so essential to good leadership and which allow us, for example, to define the ethos and approach discussed under Recruit. In time we would like to see Quadrant II developed under a DREAM Leadership heading which could match (07) Habits for growing leadership/management:

⇒ THE PERSONAL
   ▪ HABIT 1: Be Proactive
   ▪ HABIT 2: Set a Personal Mission Statement (Begin with the end in mind)

- HABIT 3: Priorities by Using your Organiser Effectively (Put First Things First)

⇒ THE PUBLIC
- HABIT 4: Think Win / Win
- HABIT 5: Active (Emphatic) Listening (Seek First to Understand, Then to Be Understood)
- HABIT 6: Synergies - Value the Differences

⇒ RENEWAL
- HABIT 7: Professional & Personal Development - Learn, Commit, Do (Sharpen the Saw)

In the recent experiments of the effective management, it reflects on DREAM Management, the principles only apply to managers and it is advisable that the following five principles are also for the role of trainers / facilitators within a DREAM Management framework:
- ➢ Discuss and communicate openly.
- ➢ Reflect on your classroom practice and job.
- ➢ Enjoy alongside your colleagues.
- ➢ Activate your ideas through Action Learning and Research.
- ➢ Move with the times and towards your management by being proactive.

This simple acronym provides us with a powerful set of principles, and how they work through links to the key words of DREAM. The following quotations also have importance of experimental learning.
- I hear and I forget.
- I see and I remember
- I do and I understand.

We believe that learners and learning are at the heart of everything we do in effective learning technique (ELT), and therefore trainers / facilitators, those closest to both learners and learning must be the engine of educational management. Still, Cooperative institutions have an opportunity to re-engineering cooperatives and their perspective of management where a lot of development can be achieved through Dream Management. Whether, anyone realize it or not, every one have a powerful imagination and creative mind to access and use for self and delivery of output.

In the era of Information Technology and communication satellite, the use of computer-aided technology will be having important role for decision support system and as well as developing managerial skills. Our communication satellite have already ushered in facilities like education TV, agriculture counseling for millions of people in rural India and also for telemedicine. Therefore, the facilities of information technology can also be used for the training and development of cooperatives and the concerned people.

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