Lessons in Leadership from Italian Cooperatives – a Stewardship model of Ownership

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Who am I and why am I talking about this?

- "Co-ops as if they were normal"
- "What are you for?"

Why look at the Italian cooperative system?

- It's Big
 - 40,000 cooperatives
 - Employ 1.2 million people
 - 127 billion euros
 - 8% of GDP
- It's comprehensive
 - Every major sector ag, wkr, cons, social, CU
 - Associations by sector and geography
 - Insurance, financing, education

Why look at the Italian cooperative system?

- It works in a fluid, investor-focused marketplace
 - No special trade status
 - Works largely on a local and regional rather than federal basis -- decentralized
 - Works within a market of highly competitive, international investor-owned firms – entrepreneurial

Why look at the Italian cooperative system?

- It's influential
 - Key role in setting national environmental practice
 - Leadership in setting national labor standards
- It get results
 - ER is both one of the wealthiest and one of the most equitable regions in the EU
 - Lower unemployment
 - Higher wages
 - Stronger economic performance

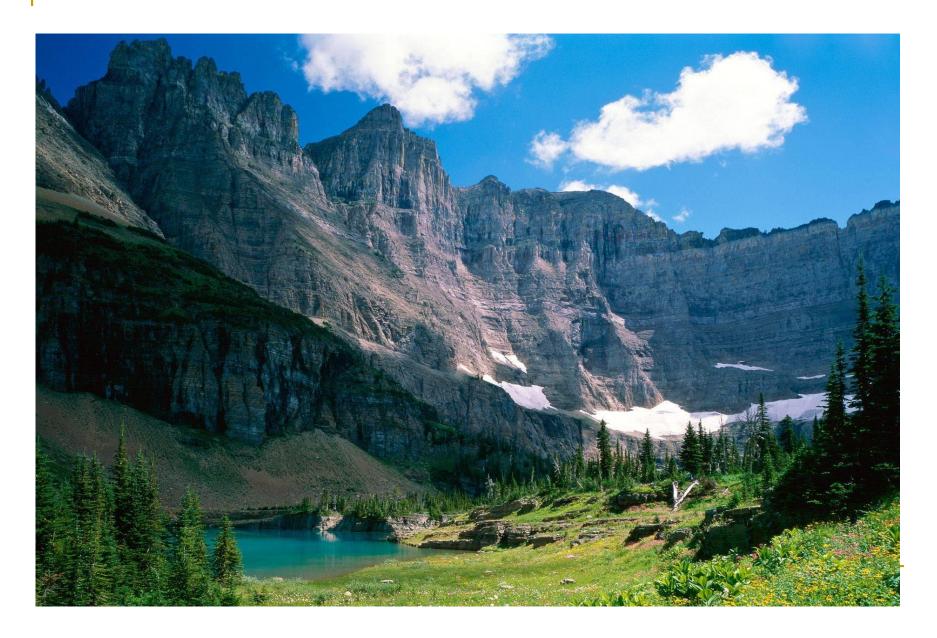
Stewardship model of ownership — what does it look like in practice?

- Values-based
 - □ Democratic governance strategic more than tactical
 - Concern for community
 - Stewardship of assets for the next generation
- Indivisible Reserves
- Solidarity Funds
 - Other co-op funds
- Systemic financing: supports enterprises at all levels, all industries, all places

Examples of Stewardship in US

What examples of stewardship of assets for the next generation are there in the US?

Our National Parks



Some (surprising?) findings

- Economic growth and equality are not in conflict
- Stewardship and Ownership have important things to learn from each other
- Bigness of their system allows localness flourish in ways that it simply couldn't otherwise

What else do you want to know?