

Clarifying Roles within Your Business

Work together in your small group to decide what role you would like people to play in your business as you make these decisions.

Place these letters in the boxes to the right of each decision to show how these decisions are made now in your business:

Who sets **policy** to guide the decision (P)? Who is responsible for making the **decision** (D)?

Who is **consulted** before the decision is made (C)? Who is **notified** of the decision (N)?

Who is responsible for **implementing** the decision (I)?

Decisions	Members	Board	Board Chair	Manager	Workers
1. Define the long-range vision, values and goals for the business					
2. Define strategies for reaching the long-range vision and goals					
3. Define goals for each staff person					
4. Evaluate how effectively the business is achieving it's long-range vision, values, and goals					
5. Evaluate the manager					
6. Establish policies to guide the work of the business					
7. Monitor how well those policies are being implemented					
8. Determine what staffing positions to fill					
9. Set staff compensation and benefits					
10. Set manager compensation and benefits					
11. Adopt Personnel Policies					
12. Take out a cash flow loan for \$50,000					
13. Sell the members' shares to an outside investor and shut down the business					
14. Move the business to a new location					
15. Change the organizational structure					

Decisions	Members	Board	Board Chair	Manager	Workers
16. Commit \$500 to a new project					
17. Commit \$5,000 to a new project					
18. Commit \$50,000 to a new project					
19. Commit \$500,000 to a new project					
20. Determine capital and operating budgets					
21. Increase member equity requirements					
22. Go into a new line of business and offer members' a new set of benefits					
23. Determine who will be recruited to become a new board members					
24. Determine who will be selected to be a new board member					
25. Select equipment to purchase within the budget					
26. Determine what issues members will address at the annual membership meeting					
27. Determine what issues the board will address at the next board meeting					
28. Determine how much information the board will receive about challenges facing the business					