Governing a non-governmental organisation trusted to make a difference
TRUSTED TO MAKE A DIFFERENCE

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On BEING TRUSTED TO MAKE A DIFFERENCE

Most non-governmental organisations exist to make a difference. Trust is hard currency in these organisations. If an organisation cannot engender trust, it will be difficult for it to successfully make a difference. And who wants to be a member of an organisation they do not trust?

So, trust is a matter of legitimacy, both internal and external. Internal legitimacy means that members and activists trust how the organisation works, which makes them want to personally contribute to the effort. External legitimacy means that the organisation gains a hearing in society and in public debate.

How do you build trust?

Ongoing dialogue in the organisation is fundamental. This is a conversation in which management, members and elected officers are involved and where sometimes conflicting ideas and aims meet. The result is the evolution of new positions and attitudes.

So, effective communication is a key component in building trust. Without communication, the organisation will not work. You might even say that communication is the organisation. "Doing something as a community" is what the word communication actually means. And that is why organisations are formed – to create a community and support for efforts in service of a shared mission.

Communication creates the organisation, which is upheld and further developed by conversation, by the activist dialogue. Communication is the glue that holds the organisation together.

Building trust is also a matter of practising what you preach – and leading the organisation in accordance with its principles. The organisation’s values must be apparent in its day-to-day activities. Its representatives must be trustworthy and stand for the organisation’s values, its demands and the issues it pursues.

Trust takes a long time to build – but it can be destroyed overnight. We have seen many examples of this over the years. Many of the scandals covered by the media have involved actions by an organisation or its representatives that contradicted the organisation’s mission and fundamental values.

How can trust-building be organised?

This workbook is intended to support the effort to build trust in the organisation – to generate participation and commitment to the work with the issues the organisation is pursuing, based upon its fundamental values.
The material is divided into several steps that the board can work with and which provide scope for reflection and clarifying positions.

These steps cover the following main areas:
1. How do we want the organisation to be perceived?
2. The activist dialogue – a tool for building trust
3. Communication and trust
4. Information as a platform for communication
5. The role of organisation leadership in building trust
6. For continued development

Before you start, think about and decide together which aspect you believe is most important to work on in your organisation – where you need to pause and engage in a more in-depth discussion. One way is to use the following assessment chart. Each of you should think about the questions and tick the box that reflects your opinion. Afterwards, the board can discuss their assessments and decide what is most important for future development.

1. The image that members and others have of the organisation is consistent with the desired profile of the organisation.  
   Yes □  Not sure □  No □

2. Members and elected officers have a clear understanding of the organisation’s purpose and goals.  
   Yes □  Not sure □  No □

3. Many members have great trust in the organisation; they support its positions and want to be involved in efforts to pursue the organisation’s issues.  
   Yes □  Not sure □  No □

4. There is a good structure in the organisation for dialogue/conversation about values and the organisation’s development.  
   Yes □  Not sure □  No □

5. Information is provided and decisions are communicated so effectively that decisions are implemented at all levels.  
   Yes □  Not sure □  No □

6. The organisation and its representatives abide by the organisation’s fundamental values: ‘we practise what the organisation preaches.”  
   Yes □  Not sure □  No □

If there are a lot of ‘No’ or ‘Not sure’ answers to questions 1–4, it might be a good idea to spend a little extra time on these discussion questions and the tasks in the following sections:
How do we Want the Organisation to be Perceived and The Activist Dialogue – a Tool for Building Trust. If there is more uncertainty about question 5, the Communication and Trust section may require more work. The last question is related to the section on The Role of Organisation Leadership in Building Trust.
HOW DO WE WANT THE ORGANISATION TO BE PERCEIVED?

To make a difference, you must have something to say and the organisation's aims must be clearly understood.

There also has to be trust in the organisation, both internally and externally. This is a prerequisite so that politicians and other decision-makers will be willing to listen to the organisation's opinions. It is also a prerequisite so that members and elected officers will be willing to get involved in pursuing the organisation's issues and supporting its positions in their personal contexts.

For these reasons, working with the organisation's image/profile is an important matter. Is the organisation perceived as we want it to be perceived? How do members see the organisation? How does the outside world see the organisation?

The issues the organisation pursues have an impact on trust

Part of what generates trust is the organisation's programmes and the issues the organisation pursues. These are the concrete expression of the organisation's values.

An organisation cannot pursue all issues to an equal extent, however important and deserving they might be. So, the organisation must take a position on 'what issues are most important for us to pursue' – and then take a long-term, goal-oriented approach based on that position.

The most important consideration here must be what optimally supports the organisation's purpose and goals, its fundamental values. When you clarify this position you must also consider how the organisation's image is affected by how it pursues a particular issue.

If we ask people how they want to be perceived at work, they might answer "competent," "responsive," or 'as someone who gets things done," based on the important aspects of their professional role. Organisations must also clearly understand how they want to be perceived and how the issues they choose to pursue will affect the organisation's image.

However, it is not only which issues that the organisation pursues that affect the organisation's image, but also how the organisation pursues them. In addition, how issues are pursued must be consistent with the organisation's message. If, for example, a labour union requires its members to participate in developing their own company and workplace, the union must also work to empower union members and increase their participation in developing the union itself.

Words and actions must also be consistent. If an organisation wants to be perceived as innovative and welcoming of development and change, it cannot always say no. If it wants to be perceived as service-oriented and member-oriented, it cannot limit telephone hours to three hours a day, to give just a couple of examples.
**STEP 1. Describe the desired profile of the organisation**

It is important to think through how the organisation wants to be perceived – based on its purpose and goals – and determine the desired profile of the organisation. This will affect both what programmes are pursued and how they are pursued.

- Arrive at how you want the organisation to be perceived by discussing word pairs where both words have a positive connotation, but in different ways (such as efficient/creative, flexible/stable, inspiring/reputable, strong/responsive, trustworthy/activist). Another approach is to describe the organisation as a human personality type (warm, good listener, analytical, objective, structured, creative, flexible, etc.).

**STEP 2. Find out how the organisation is perceived**

How the work to create the desired profile of the organisation should be organised is highly dependent on the starting point. If the actual image mainly agrees with the desired profile, you might need only to continue working in about the same way you do now.

If it turns out that the outside world and the members have a completely different image of the organisation, you will have more to deal with. What should be done depends on the aspects where the actual image differs from the desired profile.

**Definitions**

- **The organisation’s image** – the image of the organisation among members and non-members.
- **The organisation’s profile** – how the organisation wants to be perceived.

**Find out how members see the organisation**

If you have done any member surveys in the organisation, review the survey material with focus on the questions that have to do with opinions about the organisation. Do these surveys tell you whether members’ opinions about the organisation match the desired profile?

If you do not have any member surveys to work with, or if the material you have does not answer the question, you will have to find out by other means. One possibility is to create a survey and send it to a representative sample of the membership. It is a good idea to engage a market research company to help you with this.

If you do not have the time or resources for this, you can use occasions when you meet the members and elected officers anyway (training courses, conferences, etc.) as opportunities to talk about the organisation’s im-
These conversations can be held based on the same word pairs the board used when discussing the desired profile.

While you are waiting for the results of a more detailed assessment, the board can continue working based on the knowledge it already has, via previous member surveys or personal conversations and meetings with members. But it is important that you do not stop here. If the input information for assessing the actual image of the organisation is insufficient, it is very important to deepen your knowledge as soon as possible.

• In the board’s assessment, how is the organisation currently perceived by members? What is the basis of this assessment? Does the board need to deepen its understanding of how members see their organisation? How can such an effort be organised?

Find out how the outside world sees the organisation

Many organisations carry out member surveys to gain an understanding of opinions about the organisation. Studies of the organisation’s image among non-members are not as common, even though this external image determines the impact of the organisation’s positions and opinions.

If the organisation is currently using a market research company, talk to them about how you can discover the external image of the organisation. Sometimes you can be added to surveys that are focused on how various organisations are perceived.

A more short-term solution might be for the board to make a list of important external stakeholders and simply ask them how they perceive the organisation. Each member of the board can be tasked with contacting one or more organisations and asking the questions agreed by the board.

Here again, while you are waiting for the results of a more detailed assessment, the board can continue working based on the knowledge it already has, via previous member surveys or personal conversations and meetings with members.

• In the board’s assessment, how is the organisation perceived by non-members
  – and how can the board find out whether this image is accurate?
**STEP 3. Changing the organisation's image - in order to build trust**

The chart below is an easy way for the board to clarify its understanding of how well the organisation’s *image* agrees with its *profile*.

<table>
<thead>
<tr>
<th>How are we perceived (image)?</th>
<th>How do we want to be perceived (profile)?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activists and members</td>
<td></td>
</tr>
<tr>
<td>General public</td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td></td>
</tr>
<tr>
<td>Politicians</td>
<td></td>
</tr>
<tr>
<td>Decision-makers</td>
<td></td>
</tr>
</tbody>
</table>

If the organisation's image among members and non-members is not consistent with the desired profile of the organisation, working to change the organisation's image will be an important task for the board. This is a matter of strengthening internal and external trust in the organisation.

Since trust is the core value of non-governmental organisations, it is important that the board clearly understands the consequences for the organisation when trust declines or increases among members and non-members:

- How trust affects opportunities to gain a hearing for the organisation's issues.
- How trust affects member recruitment.
- How trust affects members' enthusiasm and willingness to get involved in the organisation's programmes.

- Describe what increases or decreases trust among members and non-members.

- Describe the consequences of increased or decreased trust.
Human interaction is essential to building trust. This demands ongoing dialogue within the organisation. Conversations in which organisation leadership and members participate actively and in which opinions are compared and discussed in a process that leads to the formation of new positions.

To build trust, the organisation's programmes must also work effectively. It is in its programmes that the organisation shows its true colours. This is where we see that the organisation is living up to its purposes and goals.

The issues the organisation pursues are particularly important from the trust perspective. To non-members - who may not be directly affected by the organisation's programmes – it is often these issues that clarify the organisation's purpose and goals on a concrete level. And to members who do not actively participate in the organisation's programmes, the positions the organisation takes and the issues it pursues may be what determine how much trust the members feel in their organisation.

The trust dialogue is important here. The issues the organisation should pursue are clarified through the trust dialogue.

**STEP 4. The significance of programmes and issues to trust**

The organisation's programmes and the issues it pursues must be based on the organisation's task, mission and values. These issues must be important to members. The issues may change over time depending on changes in the community and the world in which members live.

The choice of which issues the organisation should pursue must also be made based on understanding the issues for which the organisation can gain a hearing. Going to battle concerning an issue when you know you cannot make a difference is meaningless, no matter how righteous the issue may be.

Once the organisation has chosen the issues it will pursue, the next step is to decide how to pursue them. Even if issues the organisation pursued ten years ago are still just as relevant today, you may need to change how you formulate and pursue them.

**Does the flow in the organisation promote a stable trust platform?**

In order to manage the fundamental position, which issues the organisation will pursue, the organisation needs a strong trust platform.

The leadership must be able to discover internal opinion in the organisation in order to pursue these issues externally. The leadership must also
be able to interpret social developments in order to challenge and influence member opinions and formulate the organisation’s issues in a way that will have an impact in the wider community.

The work to build a strong trust platform can be described in the form of an infinity loop – a trust loop – where you are constantly moving between the internal member perspective and the external social perspective, between interpreting and pursuing issues while challenging the organisation to develop the issues.

**Trust platform**
Ensuring an effective flow in the trust loop is an important task for the board of directors.

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Describe how your organisation works based on the flow in the trust loop. Where is the organisation strong and where is it weak?

- How effectively does the organisation discover and recognise internal opinion? What issues do members want to pursue?

- How effectively does the organisation challenge itself and internal opinion in order to bring about a development of the organisation’s stand on the issues?
• How effectively does the organisation influence public opinion concerning the organisation’s issues?

• How effectively does the organisation interpret social debate and public opinion in order to use this in the work to pursue the organisation’s issues, but also to bring these perspectives into the internal discussion?

Which programmes and which issues contribute to building trust?

The organisation's work is based on its ideals. Which issues the organisation will pursue must obviously be based primarily on the organisation’s purpose and intent and the needs of members.

When the board makes its strategic decisions about the organisation’s work over the next few years and over the longer term, it must also think about how these choices will affect the organisation’s image.

The board must also assess the organisation’s capacity to pursue various issues. Does the organisation have the skills, the resources and, especially, the commitment to pursue Issue A compared to Issue B? Can the organisation mobilise members and activists surrounding these issues? How do efforts related to Issue A and Issue B, respectively, contribute to building trust capital?

For work with an issue to contribute to building trust, the issue must be consistent with and clarify the organisation’s values. And the efforts must be successful.

When the board decides which issues should be pursued as ‘profile issues’, they must have a clear grasp of the answers to the following three questions:

• What do we want to accomplish?
• What capacity and resources do we have?
• What are our conditions (based on social development, other actors, etc.)?

The board is responsible for striking the right balance based on the answers to these three questions. We must identify the point where what we
want to accomplish coincides with our capacity and opportunity based on external conditions, and where we will be able to grow the organisation’s trust capital.

When selecting issues, it is also important to understand which issues are of immediate importance and which issues must be given a longer time perspective.

- Discuss as a group and arrive at the issues you want to pursue based on the organisation’s purpose and goals, the issues you have the capacity/resources to pursue and the issues for which conditions for success exist – also taking into account external actors and their actions.

- Based on all of these three aspects, which issue or issues work? And how will the issue or issues affect trust among members and non-members? Can members and elected officers be mobilised around these issues?

**Keep returning to the trust loop**

Once the board has assessed which issues can be pursued in a way that increases the organisation’s trust capital - internally and externally - the next step is to go back to the trust loop.

How should efforts with issues be organised in order to strengthen the trust platform?

The following questions may be useful to answering that question:

- How do we communicate internally, to members and elected officers, our assessment that these specific issues are good strategic choices based on the organisation’s purpose, goals and internal opinion?
- How do we mobilise the organisation around the issue?
- How can we work to take advantage of evolving public opinion to pursue our issue? How can we pick up on public opinion in relation to possible new directions and priorities in order to achieve a breakthrough for the issue?
- How should we work with external opinion building surrounding the issue to strengthen trust in the organisation?
• How do we work continually with internal dialogue in order to gain assurance that we are on the right path in how we are pursuing the issue - based on the needs and preferences of our members?

• Discuss what is necessary to strengthen internal and external trust – as a result of the organisation’s efforts to pursue an issue.

Communication is essential to a strong trust platform
An effective flow in the trust loop is essential to the effort to develop the organisation.

This requires effective communication. Communication is the be-all and end-all at every curve of the trust loop.

For example, communication between the board and members is necessary to discovering internal opinion. External communication is necessary in order to influence the community. Communication is also essential to assessing public opinion. Finally, communication is required to further develop the organisation's positions based on the board's assessment of the community and public opinion and based on how the real lives of the organisation’s members have been changed.
COMMUNICATION AND TRUST

The communication skills of the leadership are critical to building trust in the organisation.

Trust is what holds the organisation together. Through communication, we create shared meaning, shared understanding of reality and what we can and want to achieve together, within the framework of the organisation.

So, communication is more than just a way of getting a message across. It is also what creates meaning – the message the organisation wants to get across. It is sometimes said that communication is what creates the organisation – and what keeps it alive and evolving.

STEP 5. Vitalising the organisation’s mission and strengthening identity

Communication is critical to the organisation's identity. Communication must be ongoing within the organisation concerning the fundamental questions:

- For whom do we exist?
- What needs are we supposed to meet?
- What is our unique contribution?
- Where are we headed?

The organisation's meaning and identity arise in the conversation with active members of the organisation.

It is through these conversations that members and activists deepen their understanding of the organisation's role, purpose and structure – and of their personal role in the organisation. It is through these conversations that the organisation's identity is created in parallel with the organisation's development. It is through these conversations that members' trust in the organisation is founded.

One way to vitalise the organisation's mission is to describe it in the form of a vision: “This is what reality will be like when we have attained our goal.” The issues the organisation pursues also clarify the organisation's mission. But the organisation's image is also affected by how people express themselves within the organisation – and not only in words.

This might involve things like the pictorial imagery the organisation uses in its printed matter. Do the pictures focus on members in their everyday lives and work, or do most of the pictures portray board members, the chairman and the head office? Perhaps because those were the only pictures available...

It might also involve things like how reception and meeting rooms are designed. A company with a huge, luxurious reception with marble floors and a designer sofa or two is probably trying to signal its success and power.
We also send signals through our working methods. A congress or general assembly that includes group discussions on the agenda signals that we understand and acknowledge that not everyone is willing to stand up at the podium to voice their opinion. An organisation that has an honorary membership program signals that there is value to being involved in the organisation and that the organisation appreciates the commitment expressed by long-term membership.

So, the organisation's mission is expressed not only in words in the mission statement, but also through how the organisation works and manifests its ideals day-in and day-out. For an organisation to be credible and trustworthy, there has to be consistency between what is written in the mission statement and how we work and express ourselves.

Think about whether – and if so, how – the organisation's fundamental values are expressed, for example in:

- the organisation's publications

- how the organisation conducts meetings

- how the organisation has designed its common spaces

Committed members as opinion leaders

If the organisation engages in ongoing conversations about its values and development, members and activists will be strengthened in their role as representatives of the organisation.

If there is consistency between the organisation's positions and its actions and how it expresses itself, the organisation becomes clear and understandable to members and non-members. This also makes it easier for members to stand up for their organisation.
It is important that the organisation takes advantage of the commitment of members and activists. Not only in relation to participating in the organisation’s programmes, but also as opinion leaders and representatives in their everyday lives – at home, at work, in clubs and associations and so on.

Committed members and activists strengthen the organisation's trust capital.

• Are the members and activists of the organisation opinion leaders who contribute to building trust in the organisation? If not, what is required to make that happen?

STEP 6. Information and communication for results

Naturally, what the organisation actually accomplishes – how well it manages to go from mission to mission accomplished – is critical to an organisation’s trust capital. Again, communication is extremely important here.

It is easy for a board of directors to believe their work is done once they have made a decision. And yet – nothing has happened until the decision has been implemented. And for that to happen, we need both information and communication with the administrative office (if there is one) and with the other parts of the organisation.

Once the board has made a decision – about the programme plan for upcoming years, for instance – the outcome is dependent upon the full commitment of the organisation to implementing the plan.

How easy it is to bring about this commitment also depends on how the board has chosen to draft the programme plan. Commitment arises when people participate in shaping and planning the organisation’s programmes and are not regarded only as the worker bees.

• How effective is information and communication in the organisation when it comes to implementing the board’s decisions in practical action?
• What is the board doing now to mobilise commitment in the organisation to improve the implementation of decisions? What more could the board do?

INFORMATION AS A PLATFORM FOR COMMUNICATION

Conversation - communication between people - is important to building trust. In a conversation, people have the opportunity to ask questions, to raise objections, to ask for clarifications and to ask for concrete examples. In a conversation, people can share experiences, exchange knowledge and jointly create new ideas and new expertise.

In this way, communication is superior to information. However, information (the provision of a message or factual content) is often a prerequisite for communication, for conversation.

Often, information that engages people’s interest can be what sparks members’ interest in the organisation and in a particular issue, so that they want to know more. It may be information that motivates members to attend a meeting where the issue is discussed and perhaps also to actively participate in the work of the organisation.

One advantage of information is that it may not demand as many resources as dialogue. It also provides an opportunity to impart facts and knowledge in a convenient way, which the recipient can read when they have the time and inclination. Information does not have to be consumed in real time.

It is best if the respective advantages of information and communication can be combined.

Regardless of the subject of your information, there are a few questions that must be asked:

• What do we actually want to say and what is the point of our message? You must take the step from wanting to provide general information about an issue to being able to answer this question: ‘What do I want the recipient to take away from my information?’

• Who are the target audience of the message? Here, we need to think about what we know about the target audience and whether we need to find out more. We then need to think about what in our message might be of particular interest to this specific
group. It is also important to think about what the target audience already knows about the issue. How much background information is required and how do we balance that against the need to provide concise, high-impact information that the target audience will take the time to read?

• **What do we want the recipients to do?**
  If we want the people who are given the information to act in a specific way, this should be made clear in the information. In addition, all information recipients need to carry out the desired activity must be included. If we want the recipients to join the organisation, for example, we have to tell them how they can become a member.

• **What channels should I use to reach my target audience?**
  It is often a good idea to provide information through several channels at the same time, and to think about breadth in our choice of channels: letters, flyers, membership newsletters, the web, posters in suitable places, advertisements, video conferences, social media like Facebook and Twitter, a phone campaign in urgent situations (if enough people participate in making calls, large groups can actually be reached this way), meetings and assemblies of various kinds and - not least importantly - mass media.

• **What is the right timing for my information?**
  The information we issue will also have greater or lesser impact depending on when we issue it. If we can identify when the issue is of current concern to our recipients, we will increase the impact. For example, if we want to influence the programme planning of local units, we need to know when they will begin their planning processes. If we want to reach people with information about a summer event, spring might be a better time than autumn.

Based on these questions, the board can draft an information/communication plan. This is a plan where the dialogue and the conversation can interact with various information initiatives. Organisations sometimes try to augment their own direct information to the target audience with indirect information via the mass media, for example. If you can get the local paper to cover the issue, you will also reach your members that way.

• As a group, practice drafting an information and communication plan for a current issue, using the questions above to support the process.
Since trust is the core value of all non-governmental organisations, building internal and external trust in the organisation is one of the leadership's most important tasks.

**STEP 7. Creating dialogue for development**

Fundamental prerequisites for trust are ongoing dialogue in the organisation, meetings between people and conversations about the organisation's mission and purpose and conversations about how this should be expressed in concrete activities and decisions about the direction of the future.

It is dialogue that generates development and the necessary commitment to pursue the issues important to current members.

The board has a key role in creating structures and scope for this “activist dialogue.” It is essential that there are arenas not only for decision-making, but also for dialogue and development. There must also be scope for opinions to come together for discussion and comparison, so that new positions can emerge.

- **In what contexts are conversations and discussions held about the organisation's mission and purpose, the needs of the members and how the organisation should be developed in the future?**
• Is this enough? Or is there a need for more - or other - meeting points and arenas for debating ideas?

STEP 8. Practising what the organisation preaches

To build trust, the organisation and its management must abide by the organisation’s fundamental values. Pretty words must be translated into practical actions – big and small.

An organisation which claims empowerment and democracy are points of pride but whose meetings consist mainly of one-way information from the leadership to the membership lacks credibility. It can also be problematic if an organisation that says it stands for the equal worth of all human beings excludes a particular group – such as foreign-born members or women – from the governing bodies.

Individual representatives and the leadership must also abide by the organisation’s values. It is not always easy to see the connection with the organisation’s ideals – but one simple way to do an initial test may be to consider the following questions: 'Would I be able to justify this at a membership meeting?' or 'Would there be negative headlines if a reporter found out about this?'

• Are there issues you feel would be difficult to justify at a membership meeting or to explain to a reporter? Do you usually perform this kind of ‘test’ of your own or the organisation’s actions?

• Also review the available documents about the conditions applicable to the leadership. Are there clear and defensible guidelines in all areas?
FOR CONTINUED DEVELOPMENT

STEP 9. Follow up and develop

This part of the study material has dealt with how the board can work to improve the organisation’s trust capital.

In order to follow up the organisation’s efforts to increase its trust capital, there is a need to be able to measure how trust in the organisation is developing, both among members and the general public. Possible methods include image measurements and member surveys.

It is also important to encourage ongoing discussions among the members: Is the organisation working in the way we want it to?

- How can the organisation develop methods for following up the development of trust capital?

SUMMARY

Based on your discussions, formulate what the board should do to increase trust in the organisation among members and non-members.

Start by clarifying your desired profile - the image you want members and non-members to have of the organisation. Then describe what is necessary to accomplish that. The final outcome of this effort should be an action plan that clearly states what is going to be done, when it will be done, how it will be done and who is going to do it.

Refer back to your notes in connection with the various questions to remind yourselves of the thoughts and ideas expressed in the discussions that may be helpful to the process.

It is a good idea to make a To Do list of all the things that might not be possible at this very moment, but which must be dealt with in the future.

- We want the organisation to be perceived in the following way:
To attain this goal, we need to do the following:

To Do List
There is space below to note activities/actions that the board considers necessary to increasing trust in the organisation among members and non-members.
is study material designed to provide support to boards of directors who want to improve and develop their leadership by working through their programmes based on three areas of focus:

• **From Mission to Mission Accomplished** – Gain an effective programme based firmly on the organisation’s ideals

• **Trusted to Make a Difference** – Building and managing the organisation’s trust capital

• **The Board as a Driver for Development** – The role of the board in the development process.

A board can work with this material independently or with the support of an instructor.

The workbook **Diagnosis** – What does the board want to address? is a diagnostic tool that gives the board an opportunity to jointly discuss the areas in which its work needs to be developed and improved.

The workbook **Methods and Tools** provides additional support for this material.

The purpose of the study material is to give every board of directors the tools they need to begin their journey towards development based on their specific needs and circumstances.