



TREE: A Tool for Reflection, Evaluation and Evolution

WHAT IS TREE?

The *TREE: Tool for Reflection, Evaluation and Evolution* presented in this document was developed by The Social Investment Consultancy (TSIC) to help purpose-led organisations assess their organisational maturity in a variety of areas that are essential to their development.

While a number of comparable tools are available publicly, TREE has been built considering two principles that are less commonly observed in the conventional organisational assessment frameworks:

- **Equity:** TREE embeds an equitable (fair and just) lens in organisational development. While TREE does have a separate section to assess diversity, equity, and inclusion (DEI), we ask organisations to reflect on how equitable they are across their approaches to programming, finances, monitoring, evaluation and learning (MEL), and other areas of work. We believe that considering DEI at every step of the way is essential to any purpose-led organisation's growth.
- **User-centred:** TREE places users at the heart of organisational development. Centring users (those impacted the most by your work) can ensure alignment between their needs and purpose-led organisations' priorities, keeping the latter relevant in the sector they work in. This may be realised through different forms, including co-production, consultation and engagement.

TREE is primarily a self-led tool offering a lens to view your work through, identify areas of development or blind spots. It does not offer a scoring system, as the reality of purpose-led organisations is nuanced, dependant on many factors, and most often inappropriate to reduce to a certain number or a score.

WHO IS TREE MOST SUITABLE FOR?

Any organisation that considers itself purpose-led and wants to reflect on its maturity is welcome to use the TREE. However, organisations that are in the very early stages of development might find the tool less useful as a self-assessment tool (but it might serve as a good guide on what areas to consider moving forward); on the other end of the spectrum, very well-developed organisations with high annual turnover might find that they do not have many blind spots to address. For these organisations, we would suggest focusing on the ecosystem section of the TREE, which you can find at the end of this document and allows you to reflect on your relationship with the sector.

WHEN TO USE TREE?

TREE can be used for a variety of purposes:

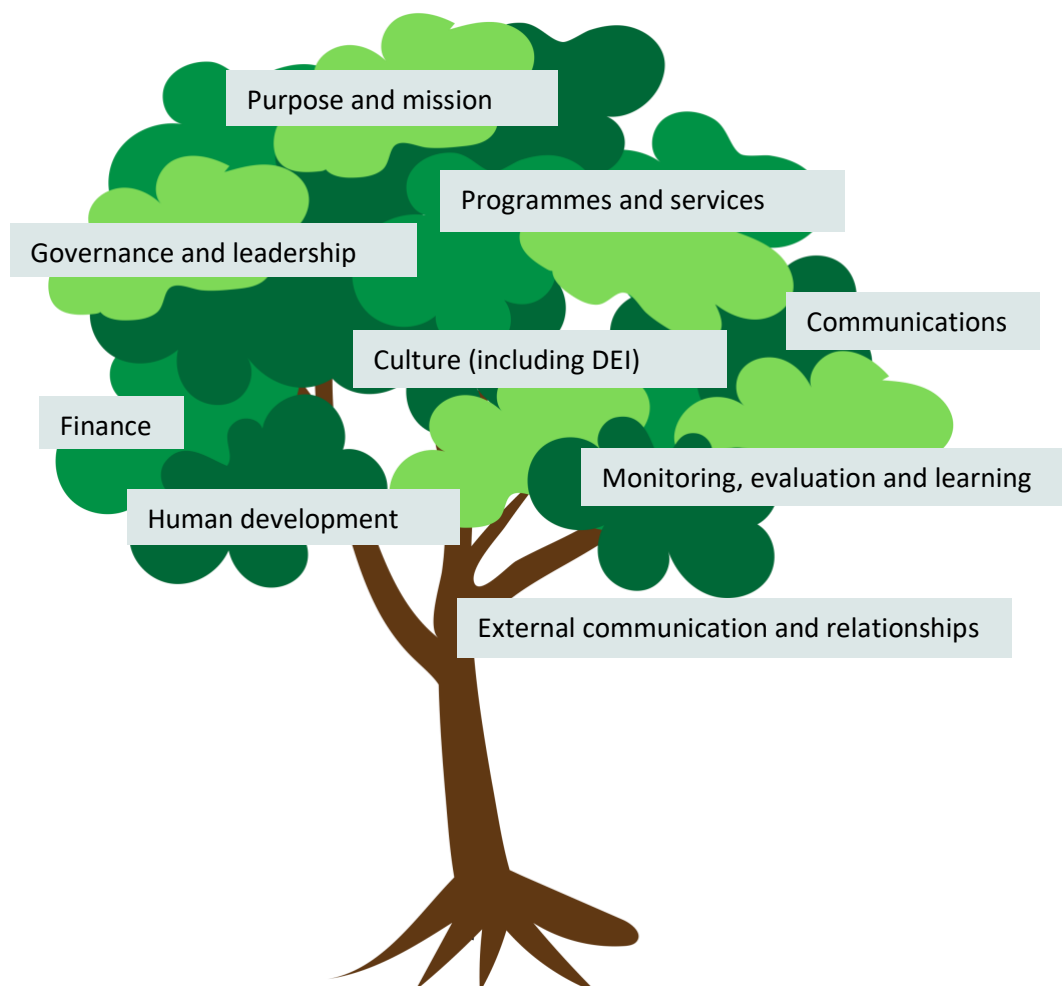
- As a discussion tool in team meetings on overall/certain organisational areas.
- As a framework to identify areas of improvement or create an action plan.
- In collaborations with partners, external consultants or funders to align on progress.

Some reminders:





- As TREE covers a range of organisational areas, you may need to hold discussions with the relevant team members or hold a team-wide meeting to gather different perspectives.

- Where there are disagreements, make sure to explore where those different perspectives arise from and how they can complement each other.
- Through the process, you may also uncover some blind spots – areas that the organisation has not considered before. TREE encourages organisational learning and development, so we invite you to take a curious and inquisitive, rather than judgemental, approach to any challenges you may uncover using this tool.

HOW TO USE TREE?



Imagine your organisation as a tree with eight branches, each representing a different area of organisational capacity (see the illustration above). The “leaves” of those branches relate to different aspects within those areas: for example, the *Purpose and mission* branch includes *Vision, mission and purpose* and *Strategic planning* “leaves”. The tool asks you to reflect on each of those aspect through reading statements provided, and assess whether the “leaf” at hand is:

-  **Absent:** This area has not been considered yet to or no actions have been taken.
-  **Budding:** We are at the early stages of embedding this into our organisation; we have demonstrated our intention through internal conversations or some actions.
-  **Growing:** We have put efforts into embedding this; however, it may not always be working well and we may face some ‘growing pains’.
-  **Healthy:** We feel we have successfully embedded this; are confident in our capacity and capabilities and have intentionally considered equity within our approaches.

Some reminders:

- We understand that often the statements provided may not always represent the unique situation of your organisation, so you may need to make a judgement based on which of the statements feel closest to the reality.
- There are spaces throughout to note some additional context, nuances or questions for future consideration, as well as to include additional resources for future reference.
- While this tool is built around concepts that are most commonly used by purpose-led organisations, we also recognise that some organisations, communities or movements may already start questioning some of these ideas or introducing new ways of thinking (for example, some organisations add the justice element to equity, diversity and inclusion). We welcome and encourage such initiatives, and have included additional readings throughout the tool where relevant.

WHAT'S NEXT?

Depending on the original purpose of using the tool, we invite you to take some steps following the completion of TREE. For example, you may:





- Identify the “leaves” or the “branches” that require the most attention.
- Develop your own ideas of how you want those “leaves” to look in one, three, or five years’ time. Identify key action steps you can take in the short- or long-term to ensure the growth and improvement of those areas. You may wish to compile these steps into an action plan or embed them in an existing strategy.
- Search for additional resources to understand more about the best practices and discover other helpful tools.

At the end of this tool, you will find a separate section about the ecosystem your organisation is growing in. We encourage you to consider both the impact of the ecosystem on your organisation and your organisation’s impact on the ecosystem, particularly if your organisation is well-established within the community or sector you are working in.

We hope that you find using TREE an insightful exercise for your organisation.

If you have any feedback on the tool, please share it with us by sending an email to info@tsiconsultancy.com.

Branch: Purpose and Mission





	 Absent	 Budding	 Growing	 Healthy
Vision, mission and values	We have not yet started developing our vision, mission and values.	We have some ideas about the vision, mission and values, but they have not yet been formalised. We have a formalised vision, mission or values, but not all three.	We have a vision, mission and values, but this has not yet been communicated to all stakeholders. We may have internal disagreements about the vision, mission and/or values; or users' voices and needs have not directly informed the vision, mission and values.	We have a clear, up-to-date, and compelling mission, vision, and values which are clearly communicated to all stakeholders. They are also strongly reflective of users' voices and needs.
Strategic planning	We do not yet have a process for strategic planning.	We have some ideas about our strategy, but this has not yet been formalised into a plan. We have a strategic plan but it is outdated.	We have a strategic plan, but this may be incomplete or has not been clearly communicated to the stakeholders. Decisions are not consistently made based on the strategic plan or the plan is not regularly reviewed. Our current strategic plan was developed without consulting our users.	We have a well-defined strategic plan that aligns with our mission. It has measurable goals reflecting our intended impact and clearly outlines roles and responsibilities. Decisions are made based on the strategic plan and it is regularly reviewed. We include our users in the strategic planning process through co-production or consultations.
Policies	We do not yet have organisational policies.	We have some organisational policies, but are aware that some may be missing.	We have a Staff Handbook (or equivalent) containing most policies; however, some of them might be outdated. Some staff may not be aware of their rights and responsibilities. Staff are not consulted and/or informed when policies are revised.	We have a Staff Handbook (or equivalent) containing all relevant and up to date policies. Staff have a good understanding of their rights and responsibilities. Staff are consulted and informed when policies are revised.

Comments, questions and context

Additional resources





- NCVO: Setting the direction of your organisation <https://www.ncvo.org.uk/help-and-guidance/strategy-and-impact/strategy-and-business-planning/setting-the-direction-of-your-organisation/>
- Charity Excellence Framework: Downloadable policy templates for charities in the UK https://www.charityexcellence.co.uk/Home/BlogDetail?Link=Online_Sample_Charity_Policies
- Richard P. Rumelt: Build a Strategy that Addresses Your Gnarliest Challenges: <https://hbr.org/2022/06/build-a-strategy-that-addresses-your-gnarliest-challenges>
- Martyn Drake: Ditch your five-year strategic plan <https://www.thirdsector.co.uk/martyn-drake-ditch-five-year-strategic-plan/management/article/1709321>

Branch: Governance and leadership

	 Absent	 Budding	 Growing	 Healthy
Leadership	<p>We have not yet formalised our leadership team and their remit.</p>	<p>Our leadership centres around one person, who sets the overall direction, defines the company's mission, and drives the strategic decision-making process.</p> <p>There could be power imbalances across the organisation which may not have been explicitly identified yet. Leadership is not open to delegating authority to other parts of the organisation.</p>	<p>We have a leadership team that suits our growth. Each leadership team members oversee their focus areas and are formalising our operational processes.</p> <p>We have not been able to address some skill/knowledge gaps in our leadership.</p> <p>We are aware of the existing power imbalances, and we are intentional about sharing power.</p> <p>We don't have a leadership succession plan yet.</p>	<p>We have a clear leadership structure and process with a good representation of our users in a way that suits us.</p> <p>Leadership team members lead with the right skills and ensure cross-functional alignment/ collaboration. Power are shared equitably across the organisation.</p> <p>We have a succession plan to ensure the continuity of our impact and minimise disruptions if there has to be a leadership transition.</p>
Board	<p>Board members are selected without considering organisational needs or representation of our users.</p> <p>Board members are not actively engaged in the decision-making process.</p>	<p>We are starting to be more intentional about Board recruitment and supporting Trustees.</p> <p>We have identified gaps in our Board's experience and expertise we need to address.</p> <p>We do not intentionally hold spaces for the staff and Board to meet and exchange ideas.</p>	<p>We have a relatively well functioning Board but there are some gaps in expertise or experience we have not been able to address, including representation of our users.</p> <p>Some Board members may not be fully engaged or understand their responsibilities. Their engagement with the staff is mostly if and when needed.</p> <p>We do not have a clear process for recruiting new Board members.</p>	<p>We have a diverse and engaged Board who understand their roles and responsibilities and reflect our users well.</p> <p>We have a transparent Board recruitment process.</p> <p>Board regularly conducts self-assessments and are effective in guiding the future of the organisation and communicating with the rest of the team.</p>





Decision-making	We do not have a clear decision-making approach or process. We make decisions depending on immediate priorities and funding available, rather than our long-term development.	We have started developing a decision-making process, but mostly still make decisions based on immediate circumstances.	We have an organisational decision-making process, but do not always have the capacity to follow it. Some decisions may not be fully aligned with our mission or users' needs and may still be done without consulting staff and other stakeholders.	We are confident in our decision-making process which aligns with our mission and users' needs and most of the time are able to follow it. Inputs from staff and other stakeholders are regularly considered when making decisions.
Comments, questions and context				
Additional resources <ul style="list-style-type: none"> • NCVO Governance Wheel https://www.ncvo.org.uk/help-and-guidance/governance/board-basics/tools-and-guidance/governance-wheel/#/ • Seeds for Change: Consensus decision making https://www.seedsforchange.org.uk/shortconsensus • Trustee Recruitment Cycle: https://reachvolunteering.org.uk/trustee-recruitment-cycle • ActionAid: Principles of feminist leadership https://actionaid.org/feminist-leadership • Getting on Board: Free guides for charitable organisations on creating diverse and inclusive boards: https://www.gettingonboard.org/free-guides-for-charities • Srabani Sen OBE, Why we need to radically reimagine leadership to achieve gender equality https://businessfightspoverty.org/why-we-need-to-radically-reimagine-leadership-to-achieve-gender-equality/ • ACEVO: Eight principles to address the diversity deficit in charity leadership https://www.acevo.org.uk/eight-principles-to-address-the-diversity-deficit-in-charity-leadership/ • Inclusive Boards: Disability in Leadership Toolkit https://www.inclusiveboards.co.uk/wp-content/uploads/2022/09/Disability-in-Leadership-Toolkit-by-Inclusive-Boards-1.pdf 				

Branch: Finance





	 Absent	 Budding	 Growing	 Healthy
Financial management	We do not have organisation-wide financial accounts beyond project-based monitoring.	We have basic bookkeeping processes. We are in the early stages of planning our budget.	We have up to date accounts and financial records, but we need more support and skills to be able to use this data for financial and risk planning.	We have sound financial management system in place with regularly conducted financial reporting and disclosure.
Income (including funding)	We are not financially stable and do not have a clear long-term approach for sustaining the organisation.	We rely on very few sources of funding. We are starting to think about how we can be more sustainable, but not have the capacity or skills for it.	We have made progress to secure sustainable and diversified funding. We have ideas about how to become more sustainable but they have not been realised yet. We are not sure if we could adapt to changing circumstances.	We have diversified ¹ income sources that align with our mission. We have support for our non-programmatic work and maintain a good reserve. We are able to plan ahead and are confident in managing risks or adapting to changing contexts.
Comments, questions and context				
Additional resources				
<ul style="list-style-type: none"> • Charity Digital: Charities need to focus on income diversity https://charitydigital.org.uk/topics/topics/why-charities-need-to-embrace-income-diversity-9231 • Edge Fund’s fundraising resources: https://www.edgefund.org.uk/help_with_fundraising • Charities Aid Foundation: Sources of funding every charity should consider https://www.cafonline.org/charities/resource-hub/financial-planning/sources-of-funding-every-charity-should-consider 				

¹ By diversified funding, we mean a variety of income sources (e.g. different funders, different types of funding (project vs. core), grant funding vs. investment)

Branch: Programmes and services

	 Absent	 Budding	 Growing	 Healthy
Programme planning	<p>We do not have a clear approach or processes for planning our programmes.</p> <p>We are not able to take our purpose or mission into account when considering our programming.</p>	<p>We are starting to develop an approach for planning our programmes, but may lack some skills or experience in this.</p> <p>We are trying to be more intentional with our programming to correspond to our mission and users' needs. However, we may not always be successful or know how to approach it.</p>	<p>We have an approach for planning our programmes, although it might not always align with mission, our strategy, and users' needs.</p> <p>We sometimes lack internal agreement in planning and usually plan in reaction to immediate external circumstances (e.g. funders' requirements).</p>	<p>We are confident in planning our programmes. Our planning approach is proactive and aligns with our mission, strategy and users' needs. We review this alignment regularly and are able to make changes if needed.</p> <p>We are able to gather input at various levels during the planning stage.</p>
Programme management and delivery	<p>We struggle to implement our programmes well and encounter many challenges trying to manage our services.</p>	<p>We do not yet have a clear process for managing our programmes, and may encounter some challenges. However, so far we have been relatively successful in delivering our programmes.</p>	<p>We are relatively good at managing our programmes and are able to tackle most challenges we face. However, the team may need more support, experience or skills to do this even more effectively.</p>	<p>We are confident in managing and delivering our programmes. Our team is supported well when challenges arise, and we are able to adapt quickly to changing circumstances.</p>
Comments, questions and context				
Additional resources				
<ul style="list-style-type: none"> • NCVO: Coproduction and service user involvement https://www.ncvo.org.uk/help-and-guidance/running-a-charity/collaboration/coproduction-and-service-user-involvement/ • Lloyds Bank Foundation: Risk Management Toolkit https://www.lloydsbankfoundation.org.uk/development/useful-resources/risk-management 				

Branch: Human development





	 Absent	 Budding	 Growing	 Healthy
Recruitment	We do not have a recruitment process. We have not yet developed any job descriptions for the roles in our organisation.	We have a recruitment process but currently recruit only based on the immediate needs of the organisation. We want to be more intentional. We have developed some job descriptions where needed.	Our recruitment is more aligned with our strategic plan, but we tend to prioritise immediate needs. We are aware of improvements that need to be made to our recruitment process (e.g. embedding DEI).	Our recruitment closely aligns with our strategic plan. All roles have a clear job description that is shared with the relevant staff. We follow fair and transparent recruitment processes.
Staff development and retention	We are not able to provide our staff with access to learning and development. We have not yet considered our approach to staff retention.	Our staff has access to some basic training (e.g. induction). We are not yet sure about the training/ development needs of our staff. We are flexible in our approach to staff retention, but do not have a consistent team-wide approach.	Beyond basic training, we provide our staff with occasional team-wide training opportunities. We do not have the funding to provide training for staff based on individual needs. We have a staff retention strategy or approach, but it may not always work or needs updating.	Our staff have regular training and professional development opportunities. There is a plan for staff development based on their individual needs. We have a clear and fair staff retention strategy or approach and it is working well.
Well-being	We have not yet started considering the well-being of our teams.	We are aware of the importance of staff well-being and are starting to think how to be intentional about it. However, we may still be more reactive than proactive.	We have processes and approaches to nurture staff's well-being. However, we may sometimes lack capacity or expertise to address all challenges that arise. Not all staff members may feel comfortable sharing their well-being concerns.	We have clear processes and approaches to nurture staff's well-being that staff regularly take advantage of. Senior leadership model self-care practices. Achievements of individual staff members are recognised and celebrated.

Additional comments, questions and context

Additional resources

- TSIC's Diversity Forum Toolkit <https://www.tsiconsultancy.com/wp-content/uploads/2020/03/Diversity-Forum-Toolkit-Practical-Resources.pdf>
- RadHR – Alternative radical, anti-oppressive approaches to HR and operations: <https://radhr.org/>
- Mind: Free resources to support staff mental health <https://www.mind.org.uk/workplace/mental-health-at-work/taking-care-of-your-staff/useful-resources/>
- FRIDA: Practising individual and collective self-care <https://youngfeministfund.org/practising-individual-and-collective-self-care-at-frida/>





Branch: External communication and relationships

	 Absent	 Budding	 Growing	 Healthy
Communi- cation	We have not yet considered how to communicate our work externally. We lack funding and skills to do this properly.	We have some ideas about how to communicate our work externally. We are trying different approaches to understand what works for us and our audiences.	We have a communication strategy or plan; however, we struggle to engage external audiences. We may not always agree internally on what our messaging is. We may not always consider the accessibility or the inclusivity of our communications.	We are confident in our communication and messaging. We are able to effectively reach our target audiences utilising various communication channels. We regularly review our communication to understand what works. We intentionally consider accessibility and inclusivity of our external communications.
Relationships	We do not have much contact with communities or partners. Our external communication is often limited to the funders to secure funding.	Our relationships with funders, communities and/or partners are at an early stage or have not been formalised in any way. We would like to be more proactive about maintaining them but are not sure how.	We have some relationships with funders, communities and/or partners. They may not all be formalised and some are still somewhat short-term. They may not always lead to meaningful collaboration or co-production.	We intentionally build and maintain meaningful and diverse relationships with funders, communities and partners. They are aligned with our overall mission.
Comments, questions and context				
Additional resources				
<ul style="list-style-type: none"> • NCVO Understanding digital communications, campaigns and content https://www.ncvo.org.uk/help-and-guidance/digital-technology/understanding-digital-communications-campaigns-and-content/ • Community First Yorkshire: An easy guide to community engagement https://www.communityfirstyorkshire.org.uk/wp-content/uploads/2021/12/an-easy-guide-to-community-engagement.pdf 				

Branch: Culture (including diversity, equity and inclusion)

Relevant definitions:

- **Diversity** is the representation of varied identities and differences (race, ethnicity, gender, disability, sexual orientation, gender identity, national origin, tribe, caste, socio-economic status, thinking and communication styles, etc.), collectively and as individuals.
- **Equity** is seeking to ensure fair treatment, equality of opportunity, and fairness in access to information and resources for all.
- **Inclusion** is building a culture of belonging by actively inviting the contribution and participation of all people. It is about believing that every person's voice adds value, and striving to create balance in the face of power differences.





	 Absent	 Budding	 Growing	 Healthy
Diversity	We have not yet started considering diversity within our organisation.	We value the idea of diverse teams and have had initial discussions on how to approach it, but have yet to take any action based on them.	We actively work towards diversifying our teams (including Board, leadership and volunteers); however, the progress has been slow. We may need external expertise to tackle these challenges.	We have a diverse team (including Board, leadership and volunteers) that represents our users or communities. We are confident in our recruitment and retention strategies to maintain diversity.
Equity	We have not started considering how to be an equitable organisation.	We value the idea of equity and have had some initial discussions on how to achieve equity within our organisation, but are not sure of the next steps.	We recognise our staff have individual backgrounds and needs and try to support them where possible. However, we may face challenges due to capacity, expertise or resources.	We have a strong organisational-wide commitment to equity. We are able to support our staff members based on their individual needs and provide them with tailored support to allow them to do their best work.
Inclusion	We have not yet started considering how to be an inclusive organisation.	We value the idea of being an inclusive organisation, but are not sure of the next steps. We try to promote a positive and inclusive culture without being explicit what that looks like.	We can name a few steps we have taken towards being an inclusive organisation. However, we are unsure how the teams feel. We suspect that some team members may feel more excluded than others.	We are intentional and confident about being an inclusive organisation. We regularly check in with the team members and address issues when they arise. We celebrate and encourage different perspectives explicitly.

Team relationships	We have not been intentional around building relationships within the organisation.	So far our approach to building relationships within the organisation has been mostly informal. Most staff members have few relationships with the Board or volunteers.	We have relatively good relationships within the organisation. However, there could be more collaborations between staff, volunteers, users and Board or they are not yet formalised. We may not yet have processes for conflict management.	We proactively encourage collaborations and relationship building between team members at different levels, including volunteers, Trustees and users. Where appropriate, we have established staff networks (e.g. for people of colour or LGBTQI+). We have clear and working processes for conflict management.
Comments, questions and context				
Additional resources <ul style="list-style-type: none"> • Analysing power using PowerCube: https://www.powercube.net/analyse-power/ • Charity So White: Reflection on white supremacy and burnout https://charitysowhite.org/blog/whatever-happened-to-charitysowhite • Survivors Network: Anti-Racism resources https://survivorsnetwork.org.uk/anti-racism-resources/ • Bond’s language guide: Taking British politics and colonialism out of our language https://www.bond.org.uk/wp-content/uploads/2021/05/Bond_Decolonising-and-depoliticising_updated-2022.pdf • Bond’s Racism, Power and Truth report: Experiences of people of colour in development https://www.bond.org.uk/wp-content/uploads/2022/03/bond_racism_power_and_truth.pdf 				

Branch: Monitoring, evaluation and learning (MEL)

Relevant definitions:

- **Monitoring** refers to the regular monitoring of project resources, activities and results against the project plan. Monitoring activities may include tracking attendance, collecting demographic data, reviewing social media engagement, and basic feedback surveys.
- **Evaluation** refers to an assessment and analysis of an ongoing or completed project to understand the performance of its outcomes and processes. Evaluation activities may include end-of-project surveys, interviews, focus group discussion, and case studies.
- **Learning** refers to the process of reflecting on the data collected through monitoring and evaluation activities and taking action accordingly. Learning activities may involve post-project internal debriefing, workshops with users, and any planning and strategic activities in the organisation.

	 Absent	 Budding	 Growing	 Healthy
Monitoring	We do not collect any data on our programmes or audiences.	We have started collecting some data on our programmes and/or audiences but may lack knowledge about what data to collect and how. We may do data collection ad hoc rather than regularly.	We have some monitoring processes in place and some staff are trained to do it, however, we do not know how to use this data for decision making. We are aware of the data gaps that we need to address.	We regularly collect relevant monitoring data which is used for decision making. Our staff is trained and confident in data collection. We regularly review monitoring processes.
Evaluation	We do not have plans and/or capacity to evaluate our work or its outcomes.	We are interested in evaluating our work and its outcomes. We may gather some information already but are not sure how to translate it into an evaluation of our impact.	We gather information about our work and its outcomes, but it does not fully reflect the impact we see. We may do evaluation mainly to report externally (e.g. back to the funders).	We identify an evaluation plan at the start of a programme. We regularly evaluate the impact of our work and communicate it both internally and externally. We have a Theory of Change or a logic model to understand our impact.
Learning	We do not have any processes or spaces for organisational learning and reflection.	We have held some informal organisational learning spaces, but are not sure how to embed the learnings. We may benefit from external expertise.	We occasionally hold some organisational learning spaces or have some processes, however, this does not always translate into action. Some staff may be excluded from this process.	We have a strong learning culture in the organisation. We effectively translate our learnings into actions and perceive challenges as opportunities for learning. We include our users in our learning processes.

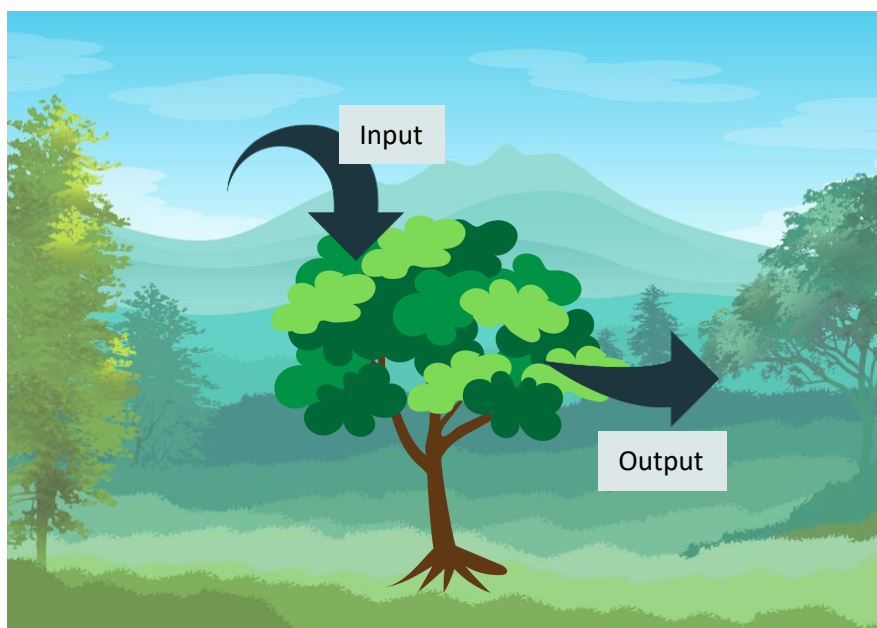
Comments, questions and context

Additional resources

- National Lottery Community Fund: Tools to help you gather and use evidence and learning <https://www.tnlcommunityfund.org.uk/funding/managing-your-grant/learn-from-your-project/data-and-evidence>
- Bond's Choosing Appropriate Evaluation Methods https://www.bond.org.uk/wp-content/uploads/2022/08/caem_narrative_final_14oct16.pdf
- Evaluation Support Scotland: MEL resources <https://evaluationsupportscotland.org.uk/resources/>

Understanding your ecosystem

Whatever strengths and weaknesses your organisation may have, it is also closely interlinked with the surrounding 'ecosystem'. **It is a mutual, two-way process:** external influences may nurture or hinder your organisation's growth, and at the same time, your organisation has an impact on the ecosystem as well.



The following questions should help you think these factors through. You can use these questions as a separate learning exercise with your team or as an addition to the organisational self-assessment presented in this document.

Let's start with input questions: how does the ecosystem impact your organisation?

1. What external factors nurture your organisation and its growth and how? *For example, long-term partnerships, supportive funders, strong public engagement*
2. What external factors hinder or even harm your organisation's growth and how? *For example, lack of funding available, misalignment with the local government's priorities, gentrification*
3. Who are your main allies and partners in the ecosystem? What role do they have in how your organisation grows and develops?
4. How do users and communities influence your organisation (including your programmes and strategy)?
5. Do you monitor your ecosystem (e.g. any changes or trends in the sector) and if yes, how? How does this influence your organisation?

The second set of questions asks you to consider your organisation's impact on the ecosystem:

1. What do you consider to be the most significant areas of impact of your organisation? Who are your target audiences?
2. Do you support your partners and allies in the ecosystem? If yes, how?
3. What vision do you have for the organisation's role in its ecosystem?