

# Future Leadership in Swedish Civil Society





# Preface

## Commitment and Leadership in Civil Society – An inter- generational challenge

This publication, “Future Leadership in Swedish Civil Society”, is a result of a collaboration between Sida Civil Society Center (SCSC) and Kairos Future, an independent research company. The goals of the study are to get a comprehensive up to date description of the situation of commitment and leadership in the 15 Swedish frame organisations and their member organisations and an in-depth understanding for differences and similarities between the leaders of today and future leaders.

The overall goal of Sida concerning the support to civil society states that Sida shall aspire to promote the development of a vibrant and democratic civil society in which people have the opportunity to act together to influence the development of society and/or improving their living conditions. Civil society actors are considered to be significant forces in the work for global development.

One of the crucial actors within civil society is the younger generation. As 60–70% of the population in many of our cooperation countries is constituted of persons under the age of 30, the active participation and own commitment of this group is essential for the development process of their countries. Hence, the access to and availability for channels enabling participation, influence and leadership of the younger generation is a democracy issue.

In 2005, Sida Civil Society Center, initiated the project ”Generational Shift in Civil Society”, to address the changing contextual and organisational conditions for civil society active within development cooperation out of a generational perspective.

Through this project SCSC aims to highlight the issue of commitment and leadership in civil society, both within a Swedish as well as an international context. The project was initiated by a consultative process with representatives from Swedish frame organisations and a pan-African organisation in Kenya, CORAT Africa. At this stage, the need for addressing the phenomenon of leadership from a generational perspective was pinpointed as a vital issue. The need for acquiring systematized knowledge concerning the current Swedish situation was also emphasised, which led to the realization of this study.

The study has been directed towards the primary target group of SCSC, i.e. the 15 frame organisations and their member organisations. In order to adapt it to Swedish reality, representatives from Swedish civil society has been active in the process and contributed to the design and content of the study by identifying relevant issues and themes.

To enable a comparative perspective, the content and focus of this study is connected to a study made by CORAT Africa and Intrac-“Realities of Change – Understanding how African NGO Leaders Develop”, published in July 2005. This piece of research was carried out in Kenya, Uganda and Malawi, describing the perceptions of 45 NGO leaders regarding the leadership role.

Our aspiration is that this publication will give a relevant and inspiring contribution to discussions concerning long term organisational and leadership strategies.

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# Executive summary

This report is based on the results from an extensive study of leadership in civil society today and tomorrow. It is based on an electronic survey with some 1000 active members and leaders from 15 different framework organizations in Swedish civil society. The project was ordered by Sida Civil Society Center.

In short the study shows that:

- People are active in idea-based organizations because they want to do something meaningful and make a difference in the world.
- Human rights issues, democracy and global distribution of wealth are prioritized issues to work with from an international perspective.
- Young people in the NGOs feel they are taken seriously and get to influence the organizations. The older groups are much more pessimistic about young peoples possibilities.
- The expectations of leaders in idea-based organizations are exceptionally high. In order to be a good leader you are expected to hold a great number of qualities; be a Super-leader.
- Young people prefer dedicated leaders over professional ones.
- Leaders and active members feel leadership is meaningful, fun and a good platform for influence. Lack of time and high expectations may still deter people from leadership positions.
- The leadership role is changing and the demands on leadership skills will be even higher in the future.
- Young active members want to be leaders! Some 90 % of the young in this study could consider a leadership role.
- Give leaders in the organizations support! In order to make leadership more attractive active members and leaders are requesting leadership training, mentorship and personal support.
- High expectations can be handled more easily if the areas of responsibility, what is expected of NGO leaders, are clarified in the organizations.
- The forms of leadership are changing. Young people believe that making leadership less formal, enabling spontaneous, less hierarchical leadership is important in order to make leadership more attractive.

# Challenges for civil society

The Swedish civil society is a vivid and vibrant arena. An extensive amount of work is devoted to idea-based organizations. In an international perspective, Swedes have an exceptionally high degree of commitment in popular movements and Non Governmental Organizations (NGOs) based on ideas and ideologies. These have also played an important role in our democratic tradition.

But the nature of Swedish commitment is changing. The number of active members in traditional popular movements is decreasing, and it is especially the young that reduce their involvement. Many organizations also have difficulties recruiting elected representatives. At the same time new types of social movements, often characterized by a flexible network based structure, arise and grow. How will the commitment of tomorrow turn out? And what will be the future of leadership in civil society? What will this mean for Swedish organizations?

These are some of the questions we aim to examine further in this report, based on a study amongst 15 framework organizations in Swedish civil society. Through focus groups and a survey, answered by about 1000 people involved in these idea-based organizations, we studied how the organizations and leadership is changing. Four different sample groups gave their view on the future of civil society and leadership; young active members, young elected representatives, older elected representatives and staff employees. For a more detailed description of the survey, see the appendice in the end of the report.

Although leadership according to those involved is fun, meaningful and a platform for influence, it can also be challenging. Lack of time and increased expectations make leadership more demanding. On top of this, organizational leaders need to handle a more complex world and changing conditions for civil society. Are young people willing to take on this challenge?

In order to analyze this and other questions, the report is divided into two main sections. In the first section we will be looking closer at some general societal changes and trends that affect the future nature of commitment and leadership in civil society. After examining the current conditions for NGOs, we will examine and analyze the results of the study in the second section, and finally outline some future scenarios for civil society in Sweden.

Now, let's start by seeing how the societal changes of today effects commitment and leadership in Swedish civil society.

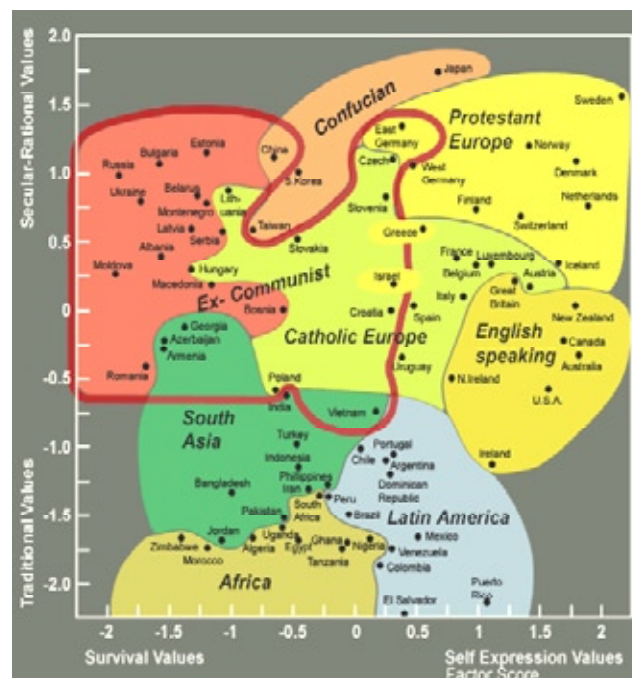


## Societal changes

### The era of mass-individualization

The last century can easily be seen as the era of mass-individualization through economic development, education, urbanization, industrialization and political change. In few places have these changes been more apparent than in the Scandinavian countries. During the last century these nations went from poor agricultural countries with predominantly rural populations, to modern industrialized and urbanized countries.

According to Ronald Inglehart, who has performed comparative research on 43 countries in different states of modernization, there are two main changes in values that generally occur during modernization. One is secularization, which in this case means less reliance on traditional authority and increased reliance on secular and rational authority. The other change is a shift from focusing on survival to focusing on well-being. As societies go through economic development and modernization people in these countries tend to become more secularized and focused on self-realization. In the graph below we find the Scandinavian countries, together with the Netherlands, in the upper right hand corner of the graphs meaning they are the most secularized and focused on well-being of all the countries studied.



Both of these modernization processes can be seen as forms of individualization. As people abandon traditional authorities they tend to put more trust in their own judgment, and self-realization is highly individual.

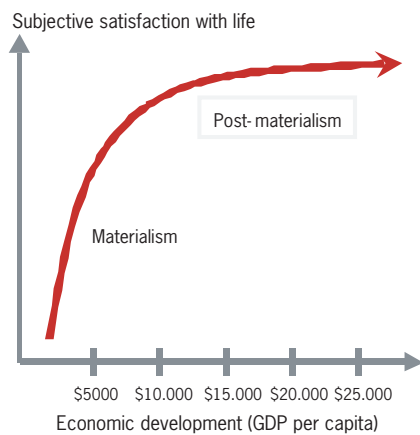
Some might find it ironic that the Scandinavian countries famous for their tax financed collective welfare systems have become so highly individualized. A good case can be made that it is not in spite of the collective welfare systems, but because of these, that the Scandinavian societies have become so individualized.

These systems have lead to individuals being less dependent on their relatives for financial security. Low interest student loans have created increased social mobility. And a large proportion of women in the labour force, many in the public sector, have meant greater financial independ-

ence for women as well. In that sense the collective culture has enabled personal individualization.

### The spread of post-modernism and changing base for civil society

Inglehart's research has shown that subjective well-being is not directly related to income. After reaching a certain level of income, increased wealth does not necessarily lead to increased feelings of well-being. This is often referred to as post-materialism. Post-materialism should not be interpreted as anti-materialism or as money and possessions being unimportant. Merely that beyond a certain limit improved economic conditions does not lead to more satisfaction with life. The point is that material wealth goes from being a *goal* in itself that gives increased satisfaction in life to being a *means* for creating meaning in your life. Happiness in life comes from what you can do with money and possessions, not from having wealth in itself.



In Sweden, influential popular movements started to grow during the late 19<sup>th</sup> century, as the nation developed from a poor agrarian society to an industrialized one. At this time people's needs were materially orientated, mainly about security and survival. The popular movements gave security and identity by challenging problems in the existing order of society. Unjust conditions among workers were the base for the working class movement, and misery due to extensive drunkenness was that of the temperance movement.

As Sweden was changing into an industrialized country it was no longer a concern for survival that was the main focus for people, but rather people felt a need for a new direction in life and sense of belonging. The new industrialized society gave people a better life materially, but also separated people from their old roots and social context. They needed to find a new sense of identity and belonging and often did so through the popular movements. Within these organizations their working efforts were appreciated and many saw it as their duty to contribute to the development of the Swedish society. Organizational-Sweden became a natural part of the Swedish welfare state.

In a service and knowledge intensive economy, society today in many aspects reflects a post-modern way of thinking. Other needs have become more important, what makes life interesting depends on personal preferences. Organizations that can offer people a platform for self-realization and meaning grow.

In a post-modern world there is no all-embracing model for explaining reality that we can all agree on. What constitutes the truth depends on our own individual perception of reality.

For movements that claim they have a general truth that must be accepted by all members, post-modernism is a challenge. If they continue to claim their basic core or idea, they risk not attracting any new members. If they leave this basic core behind they might be looked at as spineless and uninteresting for that reason.

Post-modernism also leads to weaker faith in authority, especially the type tied to titles and positions. Therefore that motive for being an elected NGO representative risk disappearing; the satisfaction of being an authority to others.

Today organizational-Sweden faces big challenges. Enthusiasm, devotion and commitment exist, but look different today than it used to. Lots of other activities and possibilities compete for people's attention. The roles of commitment is institutionalized and become less attractive for commitment. And at the same time people are searching for something real and authentic, a sense of meaning in life.

### **Higher expectations**

People are increasingly searching for perfection in all areas of life. We do not only want an exciting career and social life, we want to be the perfect partner, parent and devoted human being at the same time. We expect more from ourselves and less people are settling for just doing a satisfactory job. These increased expectations can intimidate people from taking on new responsibilities, such as being a leader in a NGO, as they see the risk of not being successful in this role.

### **Explosion of possibilities and the new time-competition**

In the last decades the possibilities of choice has increased and virtually exploded. This means a totally new situation of competitiveness for NGOs. Most people consider a commitment in an organization in relation to what other activities or possibilities they would miss out on.

### **Alternative arenas fill the social need**

The social dimension of commitment in NGOs can not be underestimated. Although today the social need is increasingly being filled elsewhere. People meet in cafés to discuss ideas, in bars to chat and watch football and get to know new friends over the Internet.

### **Higher demands for experiences**

Our expectations on life have increased during the last decades. With many choices and a limited amount of time, we expect more from the activities we choose to engage in. It's not enough that the NGO is a platform for ideas and social interaction; above all our commitment needs to provide us with enriching experiences.

The experience-dimension becomes more important also for the elected representative leaders, where the leadership should be an experience, and offer possibilities for personal development.

### **Zapping between life styles**

The increased possibilities of choice along with the post-modern notion that everything is relative, that there is no one truth or way of life, has led to people zapping between life styles. Especially young people tend to go in and out of different wardrobes, contexts, social circles and roles in life.

Roles in an organization that requires a stable and long-term commitment can therefore be seen as less attractive than the roles based on a more temporary commitment.

### **Increased impatience and need of instant feedback**

As the pace of life seems to be moving faster, and people have instant access to information, different social networks and activities, spontaneity becomes more important. We expect to see immediate results of our commitment.

The increased expectations of instant feedback, changes the base of the commitment and elected representative leadership in NGOs. Movements that can offer direct feedback from commitment grow, while movements where commitment is needed in a longer process before results can be seen, have more problems attracting people. This also means that roles in organizations taking care of the underlying structure, such as being on a board, is less attractive than roles based on temporary commitment that lead to fast and visible results.

### **The search of authenticity and meaning**

In a complex, post-modern world, we are expected to shape our own lives. In previous generations people found their lives meaningful because they were part of a greater context and a particular social circle, today it is up to the individual to create that meaning in life. Nothing is definite or given, everything needs to be decided by the individual. In such a situation the need for something “real”, something that can provide us with the feeling of an authentic core and the sense of meaning in our activities and lives, becomes crucial.

This need for authenticity offers a great potential for popular movements and NGOs, that exists based on an underlying idea, often ultimately to contribute to a better world. That way they can offer a platform for “real” devotion and ideas, and ultimately help people create meaning in life.

But the search for something authentic and meaningful might not be matched with sitting on a board, or taking care of organizational administrative work. What possibilities exist within the organization to live out ones commitment and feel like you can act on it?

The more successful the NGOs are in providing meaning to peoples lives, the easier it will be to attract new members and channel peoples devotion and commitment.

### **Increasing demands of professionalism – the death of amateurism**

As organizational activities are given bigger responsibilities and public grants, they are demanded to be handled in a more professional way. This makes it more difficult for spontaneous commitment, and makes the happy amateur more and more detached from the traditional organizational-life.

This also makes the representative leadership more demanding. The professionalized organization requires a more conscious leadership that is more time-consuming and often requires more experience. This leads to bigger difficulties to recruit people to boards and other leadership assignments. It may also deter the young and other groups unaccustomed to organizational work from taking on a leadership role.

### **Idealistic voluntary work becomes social economy**

Wijkström & Lundström describes in the book “Den ideella sektorn” what they see as one of the most apparent trends in civil society today; that non-profit work is being redefined and called social economy. In other parts of Europe the social economy is much larger than in Sweden, and as we became members in the European Union over ten years

ago, the Swedish authorities felt the need to find similar ways of naming it here. A lot of organizations trying to get funding have started to describe their activities in terms of welfare service production. This has also created a space for social entrepreneurs within a movement who tries to find solutions that both society and the organization can benefit from.

### **Increased globalization and international exchange**

The world is shrinking. The economical, cultural and political relations are becoming increasingly global. This means that social relations and institutions are stretching and deepening across space, and that day-to-day activities are increasingly influenced by what is happening on the other side of the globe. It has become easier to communicate and network with people across the world, and active members of NGOs are more and more cooperating across borders. What groups in civil society does in one region can have significant echoes globally.

### **Towards network commitment**

There is no lack of commitment in society today. But the question is how that commitment is translated into active work to achieve a different kind of world. Many people today feel like the “old” organizations and structures do not answer to their needs or ways of working to achieve change. They would rather create their own project or channel their commitment in network-orientated movements, with shorter decision-making processes and possibilities of a more flexible engagement.

One example a group offering more flexible ways of commitment in civil society, is the Swedish home-page “volontärbyrån”, the volunteer agency. Here potential volunteers and organizations in the civil society can meet. Organizations can find volunteers that would like to commit to for example, leading a study group, playing an instrument or singing at a rock concert for human rights or become a mentor for refugees. Individuals can instantly search the home page for assignments that might interest them and suit their commitment. You may chose to do something on a very temporary basis, or find the ambitious commitment that you’ve been looking for.

### **Commitment in Swedish civil society today**

Statistiska Centralbyrån, SCB, (The Statistic Central Bureau) describes in a report from 2003 how the organizational sphere has developed in Sweden during the 1990s.<sup>1</sup> According to SCB 90 percent of Swedes between 16 and 84 are members of at least one organization in civil society. During the 1990s involvement in NGOs was decreasing, especially among young people under the age of 24. Today only 77 percent of the young are members of an organization, that is ten percent less than in the start of the 90s.

44 percent of all Swedes are active in an organization; 7,5 percent less than 1992, and here to people between 16 and 24 represent the biggest decrease.

The share that holds an elected representative position, about 27 percent of Swedes, has not changed much during the 1990s. What has changed is which age groups hold these positions. Less young people have representative roles today, while the share of retired that are elected representatives increase.

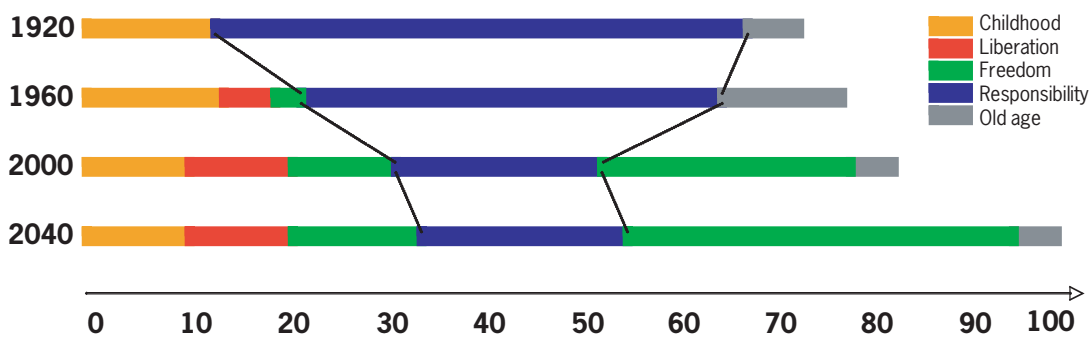
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<sup>1</sup> "Rapport 98 – Föreningslivet i Sverige – Välfärd, Socialt kapital, Demokratiskola", SCB 2003.

According to SCB, the overall trend is clear; involvement in the organizational sphere is decreasing, especially among young people. But this report doesn't examine commitment in general. It merely examines involvement in organizations that existed for decades, and should not be used as a way of saying that young people are not devoted. Their commitment may be channeled through other newer forms of organization.

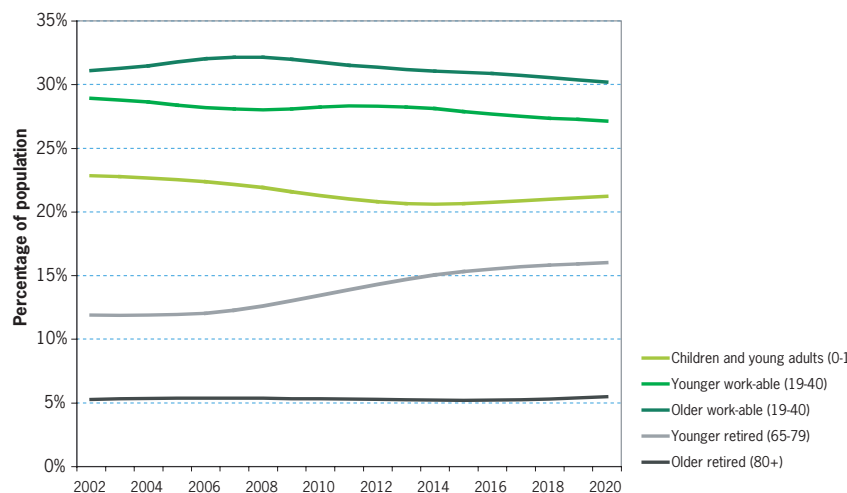
### New life phases and demographic changes

In the beginning of the 20th century life consisted of three main periods in life; childhood, the adult years of responsibility and years of old age. As the youth culture started appearing in the fifties, with rock music and special types of clothes for young people, a new period of liberation and freedom was established. This was the time before you had to take on all the responsibilities of being an adult with a family to provide for, when you could concentrate on your own needs.



The overall trend during the 20th century has been that the years of responsibility for Swedes has shrunk from 50 years to about 25 in just a few decades. In practice we get established at the labour market today at the same time as we start a family of our own, at about the age of 30. And the average age of retirement is around 60 years old.

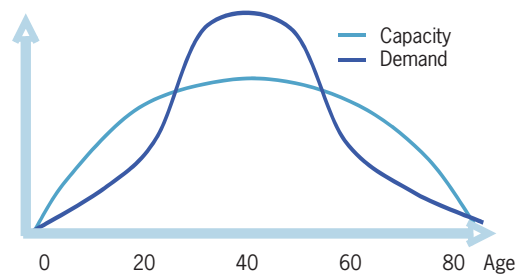
The Swedish population is getting older and healthier. Over the next 10 years the share of younger retired in Swedish society will increase considerably. The amount of people about to enter their second freedom phase in life, represents quite a dramatic demographic change.



This consists of the generation born after the Second World War, from 1945 to 1954, an exceptionally large age group of 1,2 million Swedes. This generation, with its values and ideas, has had a central role in the development of the welfare state and within the popular movement. As they retire, their interests, whereabouts and doings will continue to have a large effect on society and the development of organizations in civil society.

### **Different needs in different life phases**

People's adult lives today can be divided into three main phases; the first freedom phase, the responsibility phase and the second freedom phase. During these different periods we have different needs and possibilities to devote time to organizational work.



#### *Young adult years. The first freedom phase*

The first freedom phase has been expanded during the last decades and starting a family and entering the traditional adulthood has been pushed forwards.

The years between 20 and 35 consist a lot of trying different experiences, building relationships and trying to find and develop yourself. These years you do not have the full responsibility of traditional adulthood, but are a mature young adult that can try different life-styles, social circles and experiences. The overall idea is to not have to make definite decisions, but rather try different things on the path towards traditional adulthood.

This also means that long-term commitments in organizations might lose ground to shorter projects that suits the searching and trying young adults better.

The demands from society on young adults are weak. It isn't until you enter the working-market "for real" and start a family at around 30 that you are expected to contribute to your full potential. But young adults can and want to contribute, and have a great capacity to engage and commit in organizations, and take on different leadership roles. Many young people have a strong need to do something meaningful, and contribute to a better world. The future of Swedish NGOs are very much dependent on how they manage to capture this devotion among the young.

#### *Mid-life. The responsibility phase*

This is the phase people enter when they get children and create a family of their own. Having a family changes people's focus in life, and more of your time and commitment start evolving around your children's needs rather than your own. But this is a time when you are not only raising a

family, you need to handle other aspects of life as well, building an interesting career, have a vivid social life and taking care of your own personal development. Expectations are high and the lack of time seems to be more obvious than ever.

During this period many are involved in organizations concerning their children's needs, and quite a few parents commit to assignments such as coaching the kids soccer team. Stressed parents need to try to choose between responsibilities, and being an elected representative may not be the highest priority.

Therefore, trying to recruit new leaders to idea-based organizations from this group might not be a successful strategy, as they at times already have too much responsibility to handle.

#### *After the kids. Second freedom phase*

With the kids all grown up and moved out, people are also about to retire. This age group enters the second freedom phase, with less responsibility and a lot more time on their hands.

Kairos Futures study "The Record Generation" examines the next Swedish generation to enter this phase in their lives, those born after the Second World War, from 1945 to 1955. In this study we explored how this influential generation of Swedes want to live their lives and what they want to do with their newfound freedom. After intense years of responsibility they want to time to relax, explore their own interests and develop themselves, but they also want to feel useful, and do something meaningful. One alternative is to devote time to voluntary work, and one out of four in this generation says they want to commit to idea-based organizations. That may not sound like many people, but it is still a group consisting of 300 000 individuals that say they want to commit actively. As this generation leave the labour market some might use commitment in idea-based organizations as a surrogate for the work they left behind.

Although it seems the most likely nature of their commitment will be more short-term and with a limited amount of responsibility. They would like to help when they can, on their terms, and are not as willing to take on long-term responsibilities as previous generations have been.

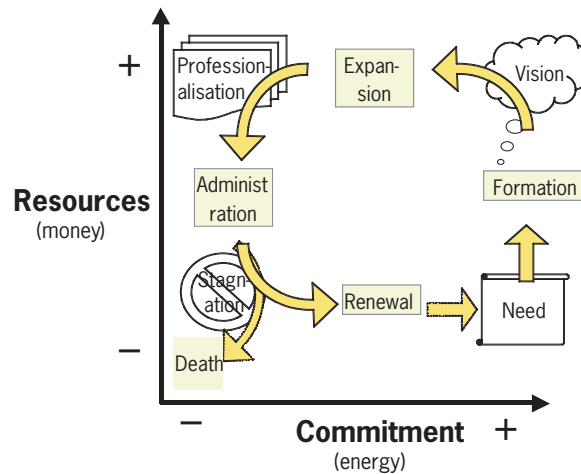
It seems that the next generation to enter the second freedom phase will not solve the problem for popular movements with too few volunteering for representative roles. But if the Swedish popular movements and NGOs can offer ways of working in a flexible manner within the organization, they can make use of the great potential of an interested and devoted generation with more time on their hands.

Employed staff of the NGOs, that are about to retire, may not wish to leave entirely. In our study a large proportion of the people born between 1945 and 1954 says that they enjoy their work so much that they would like to keep working after the age of retirement. Above all, an increased amount of personal freedom would make a lot of them want to stay at their work, such as possibilities of part-time work or working from home. There is definitely a pool of knowledge and devotion not to be missed here.



## The life cycle of organizations

Over time organizations are created, grows, matures, are being reformed or dies. New organizations are being created to meet the needs people feel are not being satisfied in their lives. In the first creative phase visions and ideas are being formed regarding how this need can be met, and how you can work to get there. Thanks to a large amount of enthusiasm and resources, the organization is expanding. With time the association is getting more formalized, with firmer rules and routines, and professionalized employees becomes more important.



As the organization is getting professionalized, the active members lose some of their initial influence over the organization's activities and direction. If the organization does not manage to renew itself, a specialized administration replaces the initial enthusiasm. A lot of time is being spent on maintaining the existence of the organization in itself, as opposed to the reason it started in the first place. An organization naturally can't administer itself for an infinite amount of time, and if it can't answer to the new needs of society and renew itself, it will die and be replaced by others. This is called the life cycle of organizations.<sup>2</sup>

Many of the large popular movements and NGOs in Sweden have quite a professionalized organization today. Some of them might be heading towards an administrative phase. If they will be able to renew themselves, vitalize and yet again expand, depends on how successful they will be in meeting new types of needs and commitment.

<sup>2</sup> Mats Lindgren & Greger Hjelm, Kartbok för idéburna, Kairos Publishing, 1995.

# Civil society and leadership – today and tomorrow

The active members and leaders that participated in this study constitute a devoted group, passionate about their commitment. The study shows that although they see possibilities for Swedish civil society, they also see many challenges. As conditions in society are changing, so are the circumstances for idea-based organizations. In order for civil society to continue to be a vivid arena and for Swedish NGOs to remain strong forces, they need to adapt to this changing environment.

The participants of this study describe being a NGO leader as exciting, but at the same time as a difficult and trying position to be in. In order to attract people to leading positions in the future, these have to be seen as possible assignments. Also, as organizations are changing, so are leadership, and more flexible, spontaneous leadership roles might attract new groups of devoted individuals.

Commitment in civil society is important to the active members and leaders of this study. Lets start by looking at why they themselves are involved in their NGO and what issues they are passionate about.

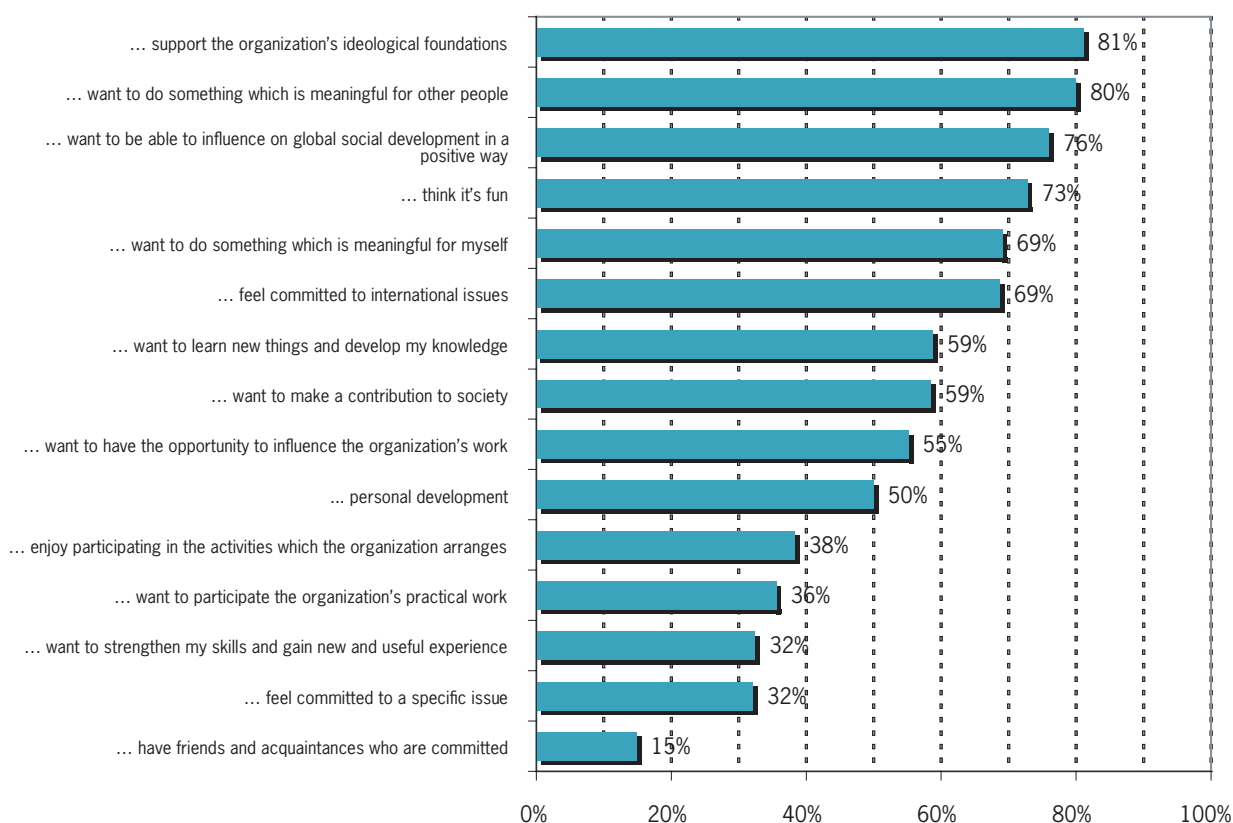
## **Commitment in idea-based organizations**

### **Doing something meaningful and making a difference**

Commitment in idea-based organizations has to do with doing something that gives meaning in life; something meaningful both for others and yourself. There doesn't seem to be any big differences between generations as to why you devote time and effort to NGOs, young and old agree that the main reasons has to do with doing something meaningful and making a difference in the world. It is naturally essential that you can work for something that you believe in; support the organization's ideological foundations and have the possibility of influencing global social development in a positive way.

On top of all this, being involved in a NGO is a lot of fun!

## How important are the following factors for your commitment to the organization?

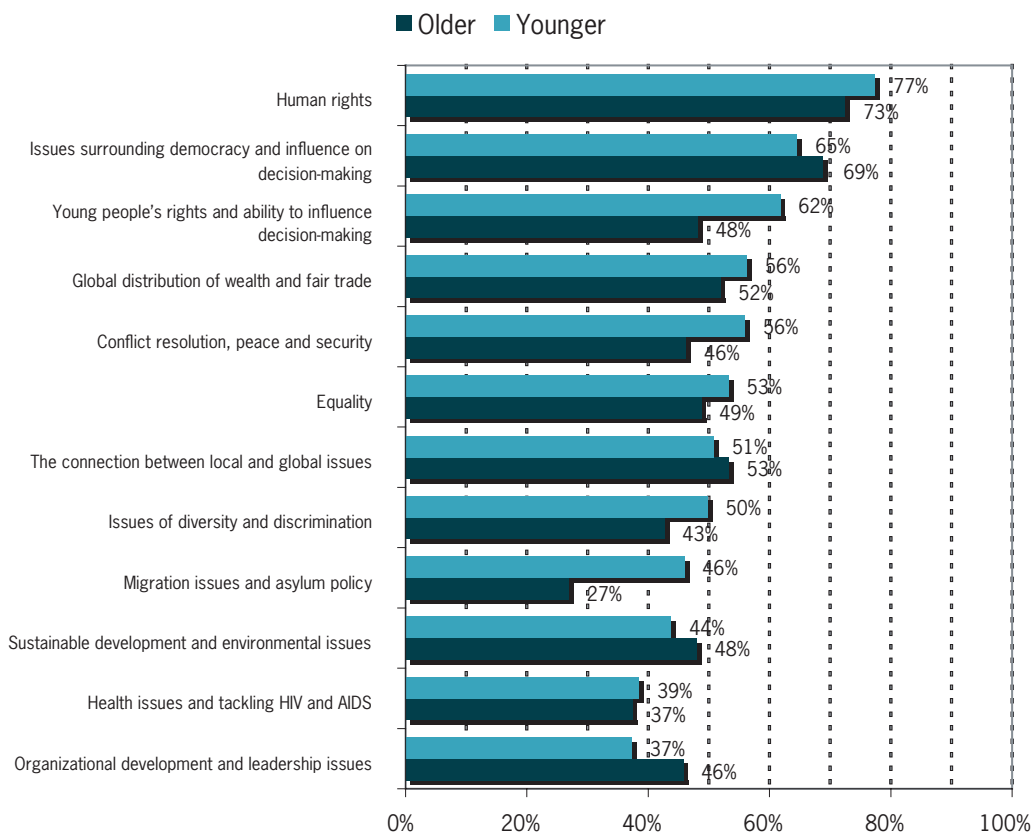


*Share that answered "crucially significant" and "very important" (6–7 on a grade from 1–7).*

### **Human rights, democracy and global distribution of wealth**

The people involved in these Swedish idea-based organizations evidently constitute a very devoted and interested group. Many different issues are found to be very interesting to work with from an international perspective. Some of these issues stand out as especially important. A large majority want to work with human rights, democracy and issues surrounding influence on decision-making. Other important areas include global distribution of wealth, fair trade, conflict resolution and peace.

## How interested are you in working with the following issues from an international perspective?



*Share that answered "strongly agree" and "very much agree" (6-7 on a grade from 1-7).*

Perhaps not surprising, people under the age of 30 find it more interesting to work with young people's rights and ability to influence decision-making, than older people do. Migration issues and asylum policy is also a much bigger priority for young people, while the older are a bit more orientated towards organizational development and leadership issues.

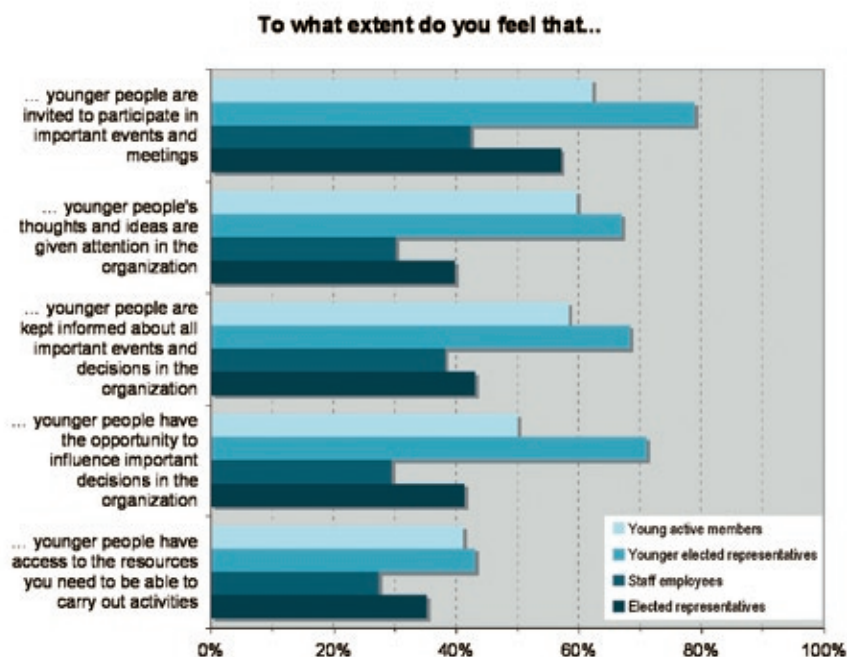
## Ways of working with international issues

The table shows what issues young people want to work with, and in what way. Those who want to work with conflict resolution and peace issues want to do so mainly through networking with other NGOs in Sweden, via face to face meetings, by cooperating with organizations in developing countries, through influencing public opinion outside Sweden and international networking.

	How/in what way would you like to work with international issues?							
	... networking and cooperation on projects with other organizations in Sweden	... influencing public opinion and attitudes in Sweden	... cooperation via face to face meetings	... international cooperation with organizations in developing countries	... influencing public opinion and attitudes outside Sweden	... cooperation via internet	... international networking	... working with a focus on action
Sustainable development and environmental issues		*						
Health issues and tackling HIV and AIDS								
Conflict resolution, peace and security	*		*	*	*		*	
Global distribution of wealth and fair trade		*		*				
Migration issues and asylum policy	+	*	*		*	+	+	
Equality	*							
Organizational development and leadership issues								
Issues of diversity and discrimination	*	*	*			*		
Human rights	*	*	*	*	+			+
Issues concerning democracy and influence on decision-making	*	*	*	*	*	+	*	
Young people's rights and ability to influence decision-making	*		*			+		
The connection between local and global issues	*			+				+

## Influence of the young in idea-based organizations

Young people feel that they are taken seriously in their organizations. They feel their ideas are taken into account, that they are informed of important events and decisions, and that they have the opportunity to influence important decisions in the organization.



*Share that answered yes (5–7 on a scale from 1 to 7).*

The older representative leaders and staff employees are much more pessimistic about young peoples possibilities. Especially the employees find the scope of influence for young people slim.

It is important to take into account that the different groups have answered this question from different perspectives. They are active in different parts of the organization and consider this question in their own context. The employed staff and older representatives often sit higher up in the organizational structure, while young people are often active in local parts of the NGOs, or in the youth section. When asked if you can influence *the organization*, young people probably identify with this more local level where they meet a lot of other young active members and leaders.

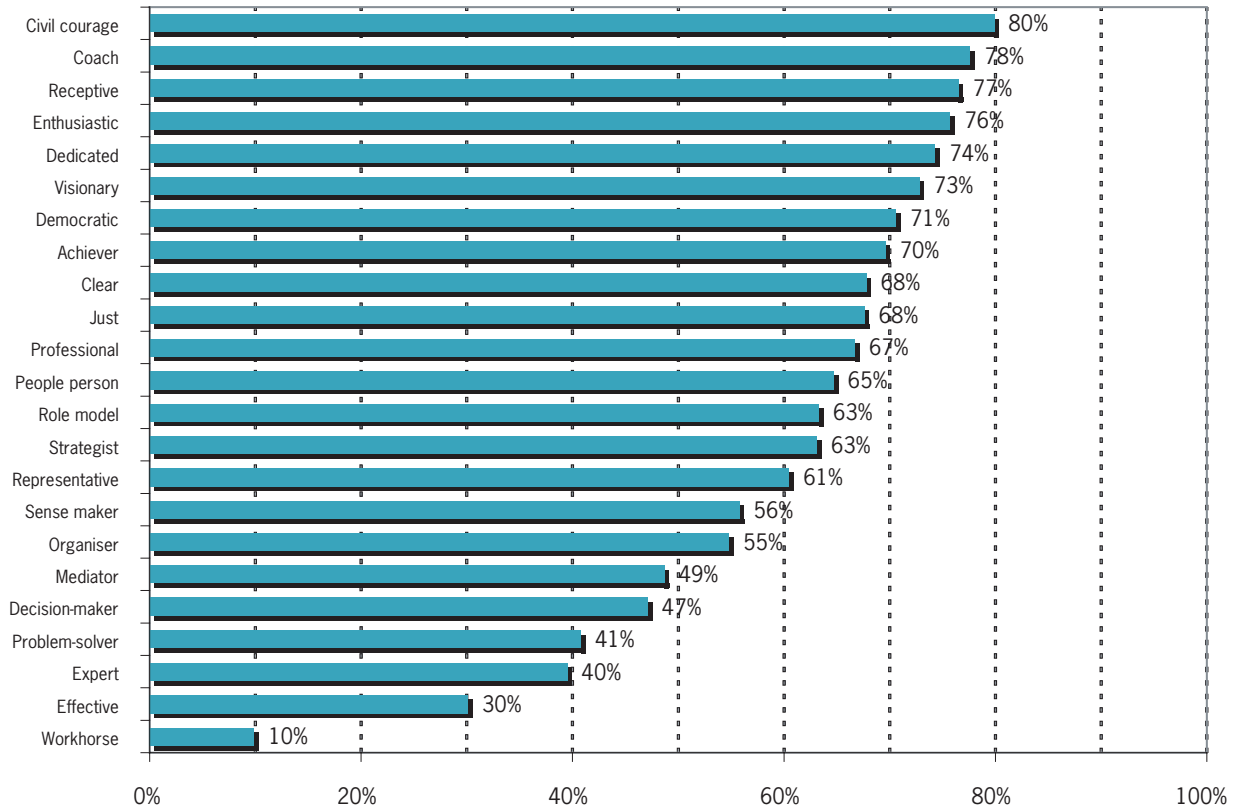
Staff employees, often working in the organization on a national level, see fewer young people influencing the central parts of the organization. They may in that position have a more general view of the organization, and to what extent the young influences the direction of the NGO.

## An ideal leader

What constitutes a good leader in idea-based organizations? The most important quality a leader should hold is the courage to discuss and pursue difficult issues, followed by the ability to coach others, be receptive and inspire others to feel enthusiasm and commitment. But it is almost as important that a leader is visionary, democratic, an achiever,

just, professional, a representative and organizer. Less important is the ability to take on a big work-load and be effective. But the overall impression is that a good leader must hold a great number of qualities.

### Which do you think are the most important qualities for a good leader in a non-profit organization?



*Share that answered "crucial" and "very important" (6–7 on a grade from 1–7).*

#### **Five main leadership qualities**

When analyzing the different alternatives of what constitutes a good leader, they fall out into five main dimensions. This way of summarizing the leadership qualities is called a factor analysis, and is based on the answers from the respondents.<sup>3</sup>

<sup>3</sup> For further information about factor analysis, see the appendix "About the survey"

Social ability	Professionalism	Performance	Dedication	Development
Receptive	Professional	Organiser	Dedicated	Visionary
People person	Strategist	Effective		Coach
Sense maker	Representative	Problem-solver		
Democratic	Civil courage	Achiever		
Just		Workhorse		
Clear				
Enthusiastic				

The different dimensions describe diverse types of abilities. One dimension describes the *social ability* of the leader. This dimension has not got a very strong connection to the activities of the organization, but rather is orientated towards the members, people and groups of the organization. A leader that posses these qualities is a people-person.

Another dimension is about *professionalism*. A leader that holds these qualities is less concerned with the members of the organization, and more interested to represent and develop the organization in a professional way.

The third dimension, is about *performance* abilities and describes the leader as an organized and effective doer, while the forth is about commitment and *dedication*. The last dimension is about *development*; being able to inspire others, and help them grow.

### The young: dedication over professionalism!

Staff employees in idea-based organizations mainly relate to leaders in their professional parts of the organization. Therefore they prefer their leaders to be professional developers.

Young people have other priorities. The sample of “young active members” as well as the “young representative leaders” are more orientated towards the social qualities of a leader, and find it considerably less important that the leader is professional. Above all, the young find it much more important that the leader is passionate about the ideals of the organization. A good leader for the young is not a strategic professional, but a people-person dedicated to the cause.

### High expectations: The Super-leader

After studying what qualities people in these idea-based organizations expect from their leaders the image of a Super-leader appears. The expectations are exceptionally high, and it is not enough that you are a socially competent leader, you need to be able to develop the organization, make things happen, be devoted and professional, all at the same time. For someone considering a leadership role, this may deter them from accepting; will I really be able to live up to these high expectations? Or as a young focus group participant put it:

*“It is difficult for the young and inexperienced. You already have to know how to lead to become a leader.”*



People involved in idea-based organizations constitute a rather special group, as we can also see in the sample for this study. 74 % have a college or university education, and the organizations are characterized by that fact. If you are not a part of the highly educated white middle class, the threshold is higher to become a leader in the NGOs. It is even more challenging to take on the role of a NGO Super-leader if you are not accustomed to the organizational discourse, culture, meetings and leadership roles.

**Perfectionists in all areas of life**

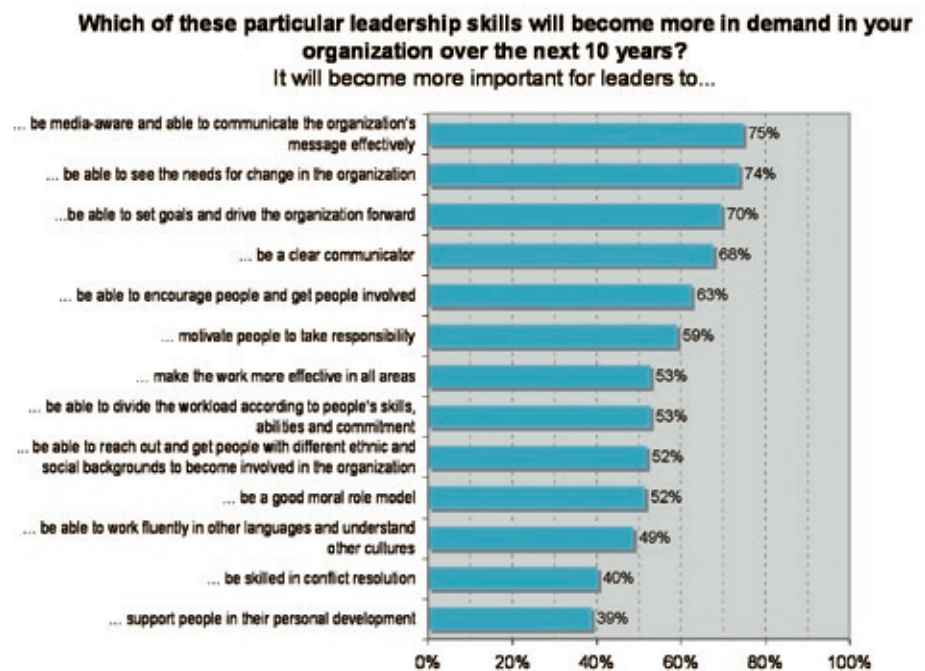
Expectations are as high on leaders in our professional life. Kairos Future conducted a similar study, “Tomorrows leaders 2005”, with a focus on leaders in work places/ the labor market, that shows that co-workers place as high expectations on their leaders as do members of NGOs.

Our increased expectations are high in all areas of life. It is interesting that we expect as much of leaders in our idealistic commitment, as we do on those that lead us in our professional life. Elected representatives in civil society are expected to be these Super-leaders on their spare-time, after already doing a great job at work, being great parents, partners and friends. In order to be a “good” leader, you need to be the perfect leader.

**Even more difficult in the future**

So will the expectations on leaders in NGOs become more reasonable in the future? No, quite the opposite according to our respondents. The demands on various leadership skills will increase over the next ten years.

One of the most important things is that the leader is media-aware and can communicate the message of the organization effectively. This answers to the need to reach out in a world of information overload, attract new members and influence the discourse and development of society. It is also important that the future leader see the needs for change in the organization, as conditions are changing.



*Share that answered "strongly agree" and "very much agree" (6-7 on a grade from 1-7).*

## Leadership is fun and meaningful

So, if the expectations are high and demands are increasing on leaders, is leadership attractive at all? Yes, so it seems, as the advantages of being a leader in an idea-based organization are rated as much more important than the disadvantages.

What is attractive about leadership has very much to do with why you became active in the organization in the first place. You want to do something meaningful and work more actively with the issues you are committed to. Being a leader makes this possible, and in this role you have a larger possibility for influence. So, to put it simply, it is about meaning and influence, but it is also, very importantly, leadership in idea-based organizations is stimulating and fun!

Some advantages are seen as more important by people under 30. To a higher degree than older respondents, they emphasize the possibility of personal development through leadership. Gaining qualifying experience is also seen as more important, as well as the possibility to have a positive influence on the world.

### Advantages of leadership      Disadvantages of leadership

1. Get to work with something meaningful	1. Heavy workload
2. Stimulating and fun	2. Difficult to live up to the expectations I put on myself
3. Get to work more actively with issues I'm committed to	3. Takes a lot of time from other areas of my life
4. Have a positive influence on the world	4. Unclear responsibilities and expectations
5. The chance to make ideas into reality	5. Difficult to live up to the expectations of others

There are a few important disadvantages that stand out and can deter from leadership. First, it takes a lot of time and effort. Or, as a focus group participant put it:

*“Lack of time is the greatest threat against commitment in idea-based organizations. Not even the retired have the energy any more”*

Another concern is that of high expectations. Many are concerned whether they can live up to the high expectations, both their own and those of others. As a NGO leader, it is often unclear what your responsibilities are, and what's expected of you as a leader, so this becomes even more difficult. How will I know whether I can be satisfied with my work, have I done what's expected of me, or should I have worked harder? In the search for perfection, it is no wonder that trying to live up to your own expectations is one of the biggest concerns surrounding leadership.

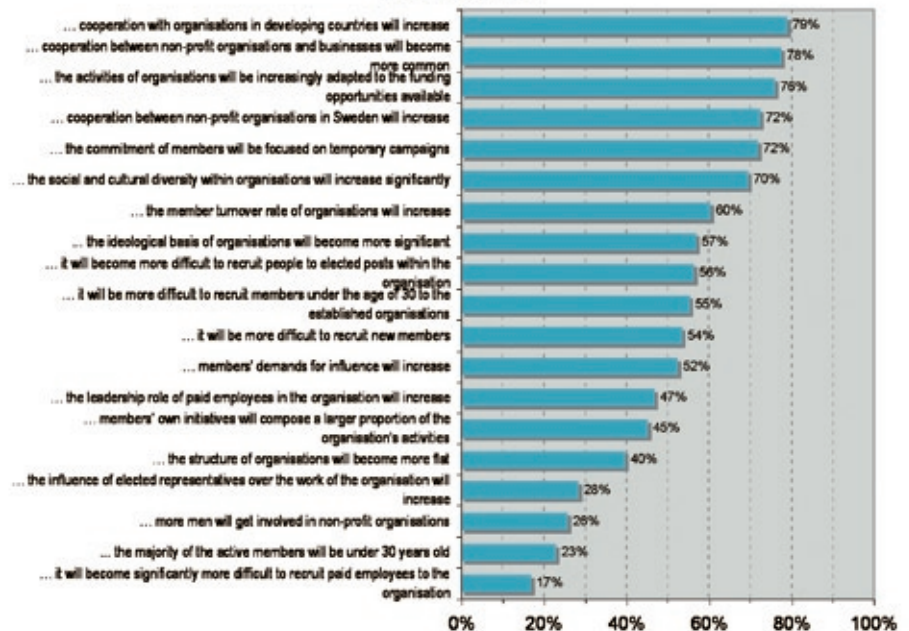
## Idea-based organizations are changing

In a complex and changing world idea-based organizations need to network with other parts of society. Cooperation is the key according to our respondents, and one of the most central developments over the next ten years for idea-based organizations is more networking. Swedish NGOs will cooperate more with other organizations, both in Sweden

and in the developing countries. Collaboration between NGOs and businesses will also become much more common.

Other important changes include increasingly adapting the activities of the organizations to the available funding opportunities, thus driving professionalisation further.

### How do you think that non-profit organisations in Sweden will change over the next 10 years?



Share that answered "strongly agree" and "very much agree" (6–7 on a grade from 1–7).

A large majority of the respondents believe that the social and cultural diversity within organizations will increase significantly. This is interesting as the active in organizations today represents quite a homogenous group. In the sample of committed in NGOs we've studied here, 17 % of the respondents have at least one parent born in another country. That is pretty similar to the share of the Swedish population that has a different background. But as a focus group participator pointed out;

*"Just because you get a bigger share of immigrants in the organization, doesn't mean that you've achieved ethnic and social diversity"*

You need to have a large width in different backgrounds, not only ethnical, but also social. That is apparent as Swedish idea-based organizations are clearly dominated by highly educated, middle class people.

### Young see a brighter future

When it comes to the development of NGOs it is clear that the young have a more positive image of the future than older groups.

As the older groups paint a rather dull picture of the future, with less people wanting to be leaders, and a shrinking base of active members, the young seem to represent a more positive perspective. They believe it will become slightly more difficult to recruit elected representatives, but not at all impossible. It might be more difficult recruiting new members

to the established organizations, but it is not as big a problem as the older groups seem to think.

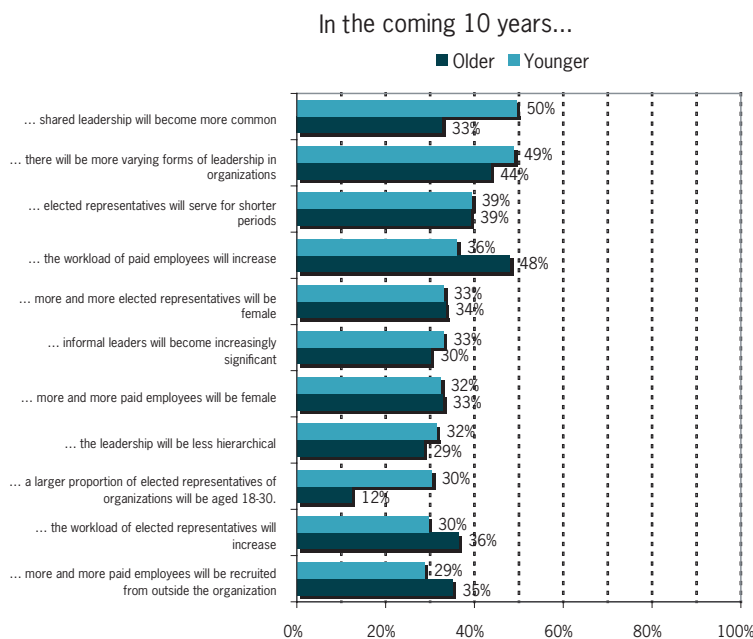
As many as 45 % of the young believe that the majority of active members will be under 30 years old in ten years. They also think that more men will get involved in the organizations, and that member's own initiatives will compose a larger part of the activities in NGOs. Is the image of young people not wanting to get involved in civil society perhaps a myth created by the old?

### Changed forms of leadership?

When we talk of leadership, we usually relate to the current ways of organizing leading roles. But perhaps leadership positions do not have to look the same in ten years time as they do today. A large part of our respondents believe that there will be more varying forms of leadership in the future. Especially people under 30 are stressing different forms of leadership, and believe that shared leadership will become more common.

A third of the young also believe that a bigger share of elected representatives will be under 30, which again makes them more positive about the future than older groups.

How do you think that leadership in non-profit organizations will change over the next 10 years?



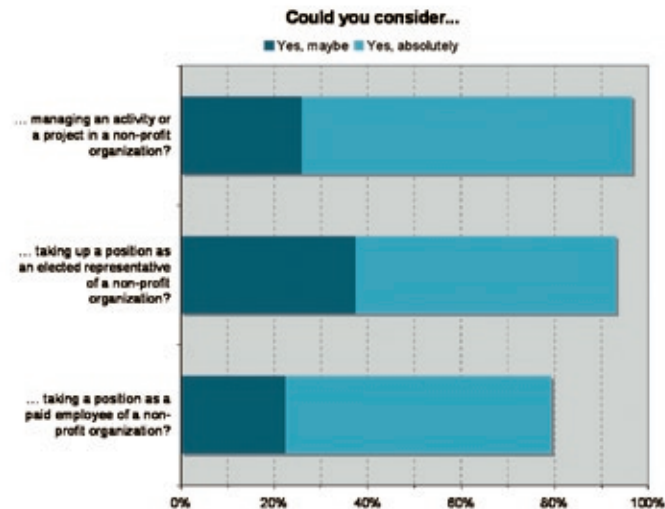
*Share that answered "strongly agree" and "very much agree" (6-7 on a grade from 1-7).*

### Who wants to be a leader?

When asking the group of young active members, that currently hold no leadership role, if they can consider being a leader, the answer is overwhelmingly YES! Over 90 percent could manage an activity or project, or become an elected representative in a NGO. About 80 % could imagine working as a staff employee in an organization.

So there seems to be no problem; young people are lined up to take on leadership roles in the organizations!

Or are they? The question is whether our sample of young active members in NGOs is representative of young active members in general. When asking for this part of the sample many of the framework organizations seemed to have great difficulties obtaining e-mail addresses. When they eventually managed to produce a list, it consisted of few contacts, probably to those young active members that are very involved in the organizations, already “insiders” and very committed. If we had a wider representation of young active members, the will to become a leader would most likely have been less evident.



Also, we must remember, that saying you could consider being a leader is not the same as actually stepping up and accepting a leadership role.

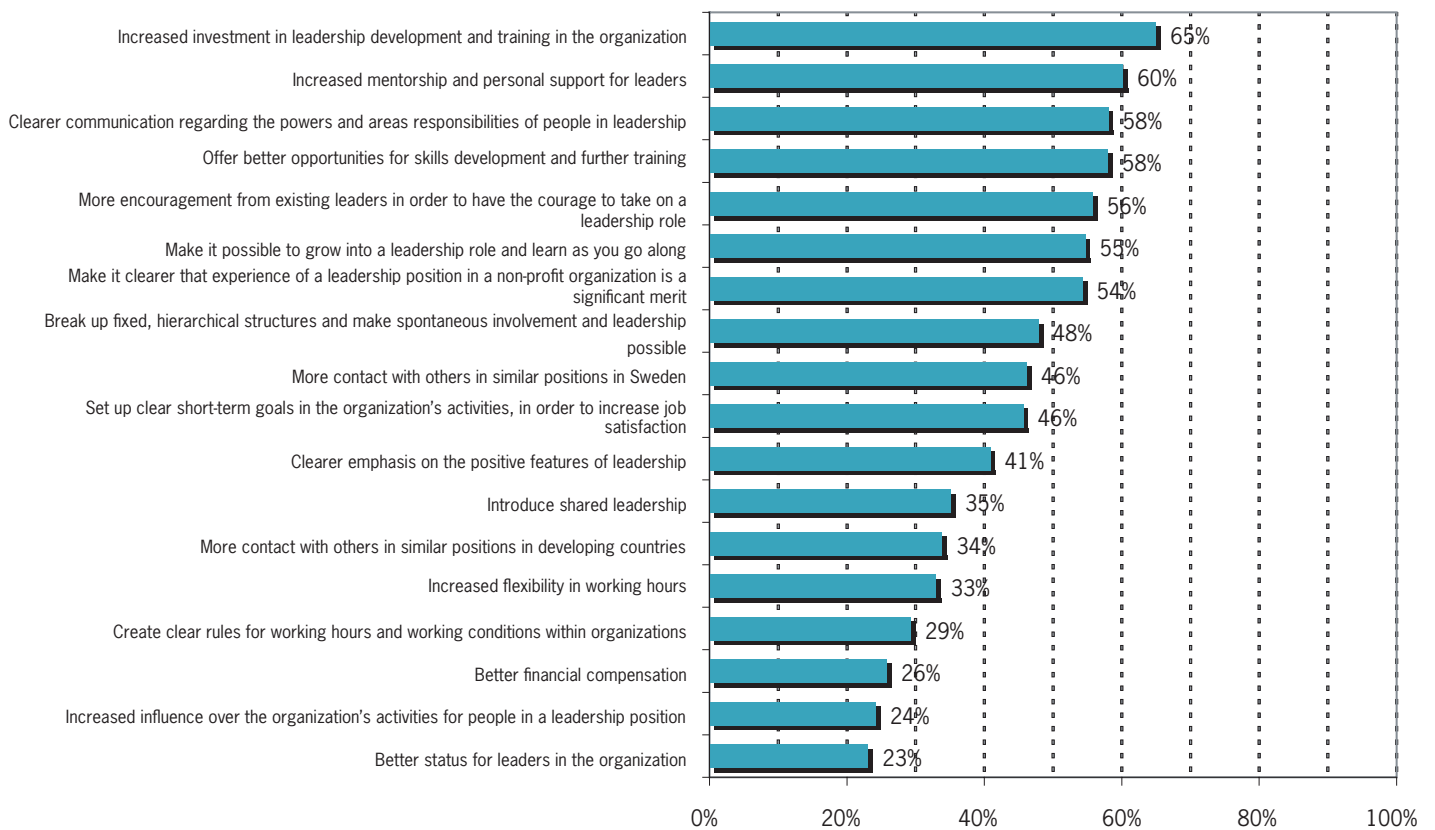
### **Making leadership more attractive**

As we have seen being a leader in Swedish NGOs is challenging. Expectations are high, and increasing. The demands of professionalism increases from society, staff employees, members and framework organizations. At the same time members expect a socially competent leader, devoted to the ideas and activities of the organization, able to inspire others. The individual leaders demand more of themselves and are trying to live up to rising expectations and handle an increasingly complex situation for idea-based organizations.

In this situation the leader needs support; leaders and active members in NGOs request increased investment in leadership development and training, as well as access to mentorship and personal support.

As being a leader can be difficult, it is important that you can grow into the leadership role, and learn as you go along. Other important strategies to make leadership more attractive include more encouragement in order to have the courage to take on a leadership role and clearer communication regarding areas of responsibilities for leaders.

## In your opinion, to what extent would the following changes make leadership positions more manageable and attractive in the future?



Share that answered "crucially important" and "very important" (6–7 on a grade from 1–7).

According to the answers of the respondents, the different strategies fall out into four main types of strategies for making leadership more attractive:<sup>4</sup>

- Development, support and networking  
*For example contacts with others, leadership education, mentorship.*
- Increase the value of leadership  
*For example increasing the merit value and status of leadership*
- Better work situation  
*For example better financial compensation, better working conditions*
- Less formal  
*For example less hierarchical structures, shared and flexible leadership*

Different groups tend to prioritize different types of strategies. The older elected representatives find it more important to increase the value of leadership, and are less orientated towards making leadership less formal.

<sup>4</sup> See appendix "About the survey" for further information about factor analysis.

Staff employees in NGOs emphasize the importance of development, support and networking, as well as creating a better work situation. From a young peoples perspective, other priorities are important. The young active members and young elected representatives believe that creating a better work situation is a less important strategy than other groups do. They are more interested in making leadership less formal, fixed and hierarchical. For people under 30, enabling spontaneous and shared leadership is very important in order to make leadership more attractive.

There can be risk of conflicts here, as the different groups have different perspectives and views on how to make leadership commitments more attractive. Young people want to break up hierarchical structures and make spontaneous leadership possible, but that might be difficult as the older elected representatives, often in positions where they have a large influence on the structure of the organization, do not see this as an important strategy. In working out ways to make leadership more attractive, it is important to take into account that different groups have different perspectives and interests. Also, depending on what type of leadership you are trying to promote, you need to work with different strategies. Making leading employed positions more attractive need certain types of measures, while promoting elected representative leadership needs others.

### **The attractive leadership of tomorrow**

So promoting leadership in many aspects is about making the assignment possible. In order to make expectations more manageable, it needs to be made clearer what's expected of you as a leader, and what falls out of your responsibility. It needs to be manageable and you need to feel that there is a good support system for leaders in the organization.

But first of all you need an active member base to recruit leaders from. If being involved in NGOs doesn't seem interesting then being a leader in one certainly will not be. If civil society manages to provide people with meaning, give means for actual influence and make spontaneous flexible commitment possible, it can continue to be a vivid arena for devotion and voluntary work.

In an alive and dynamic civil society it is fun to be a leader! It needs to be emphasized how enjoyable leadership can be, and how it gives you the possibility to influence issues you are devoted to, and ultimately work to make the world a better place. So clearly it is worth the time and effort you put into it.

Leadership need not be what it always has been. With changed ways of organizing commitment perhaps we won't need as many elected representatives in the future. New, more flexible forms of leadership are evolving, and attract new groups of devoted individuals. Young people especially are introducing more network-based ways of working for ideas and change. Possibly this could open up for a greater diversity as groups less accustomed to the traditional Swedish organizational structure and ways of working, might be more comfortable with these new varied forms of organizing and leadership.

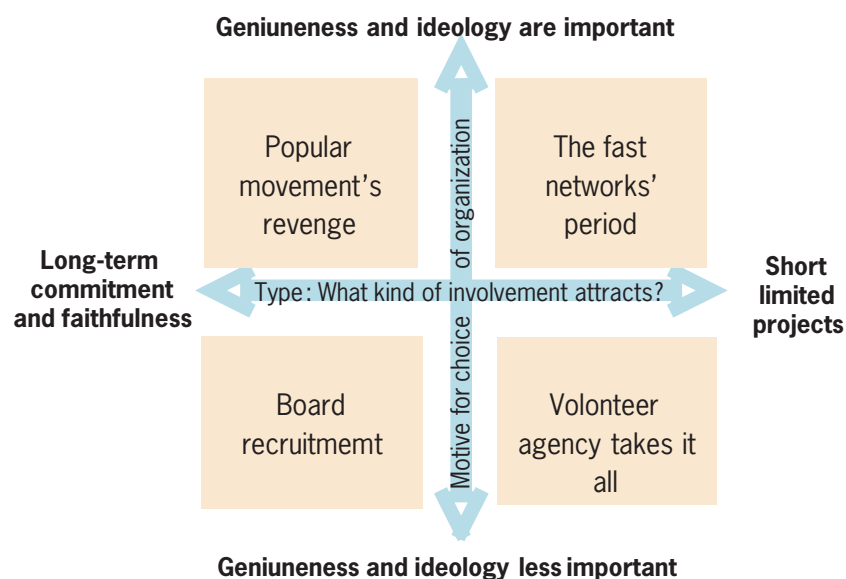
# The future of commitment and leadership in civil society – four scenarios

Accounting for the development described in this report, we close by describing four possible future scenarios. Each illustrates various situations for civil society players in the future. Opportunities to research uncertain variables and observe how they might develop lay the groundwork for scenario technologies. The scenarios presume that the desire to assume leadership assignments is equally as great in all scenarios, but terms and conditions for involvement vary.

We believe that a significant, future uncertainty for the civil society is this: Do people who get involved as leaders also want to closely identify themselves with the organization's ideology? In other words, must the leaders totally support the organization's values, or can they commit to the organization even if ideology identification is not so strong? (Although in the latter instance, few persons take on leadership roles in organizations that they don't like.)

Type of involvement is another uncertainty. Historically, strong focus has been on faithful long-term commitment. But in recent years, many are not willing to go that route. Instead, they say that they can volunteer for clearly defined projects. Leadership assignments are limited in time, scope, and responsibility. But in the long-term, the pendulum can swing back.

*This model illustrates the two uncertainties and four resulting scenarios:*





## **Popular movements' revenge**

In response to the fast pace, instability, and superficiality that characterized the world in the early 2000s, a counter reaction occurred shortly after 2010. Scandals that followed Channel 9's soap opera called *Assistance* triggered this reaction. Cynical views of human beings in developing countries are portrayed in the show, and the old, established movements' huge counter-campaign reliably demonstrated how they persevered in their efforts for a very long time – without making a fuss. For many years, the public had an amassed need to find arenas in life that represented sincerity and continuity – compared to the media's and society's fleeting values.

The increased involvement that emerged coincided with the coming of age of the large generation born in the early 1990s. The new adult generation aimed at attaining social stability – but on its terms. At the same time, many of those in the old movements had worked for a long time with ways in which they could change their internal processes to be more receptive to youth. These efforts resulted in new models for involvement and participation. In turn, many of the network-based movements that developed within the past 20 years had stagnated and either landed at a stage of contentment or lost ground due to internal conflicts when the original entrepreneurs refused to step aside.

The combination was a success for the old movements. Suddenly people were lined up, waiting in line to volunteer for board positions and other leadership roles. In youth circles, it was “hip” to get involved – and fun to do it within the old movements. At the start, this was often an expression of strong irony but that quickly changed. Why? Because many movements succeeded in responding to the genuine, underlying need to seek something of substance – a clear ideological map for life – while many were also tired of uncertainty – of floating and groping. Established movements could offer reliability and continuity – key words in society during the 2010 decade. Of course formalities and old territorial thinking still permeated the ideologies of several movements, which also had a hard time leveraging the new involvement. But for the most part, the trend was positive for the established movements.

## **The fast networks' period**

Emergence of the large generation into adulthood was a shock for the establishment – for public sector organizations and popular movements. After high, youth unemployment in the early 2000s, young people were very skeptical about the established world. For many years, they heard how important they were, while feeling that the adult world didn't take them seriously and excluded them when it was time to let them in. They felt angry and lost when they understood that their way of looking at the world wasn't taken seriously; instead, the adult world expected them to adopt the old ways of thinking. Active searching for a context that was sincerely genuine in employment and volunteer work was a response to this sense of being disoriented. But most still wanted to live a relatively free life and did not want to lock themselves into long commitments.

Many young people approached the established movements to find out if these movements were suitable places for them. But most were scared away – primarily because they felt that under the surface, those who had been involved for many years were very tired and wanted to withdraw immediately. So the young people quickly turned their backs on established organizations when they realized that alone, they'd be forced to take care of old structures that dated from the 1800s.

Instead, another wave of young networks emerged (after the 1990's first wave) – network movements that quickly captured new needs, while making room for involvement on the individual's terms.

This attracted tired old pros from the old movements and not least – many youth. The most successful new movements used the old pros' experience and understood that they would meet young persons' needs for clarity, sincerity, and involvement on their terms. So it was easy to find persons who volunteered for a limited period in limited projects, because the movements could reliably demonstrate that they actually functioned the way they said they functioned. The networks grew and flourished to such a degree that the established organizations were quickly forced to change their systems and structures – something that occurred with tremendous commotion and enormous confusion in the old world. But in the end, the networks not only had the most involved people in leading positions, they also changed society's terms for the way in which associations operated.

### **Board recruitment**

Shortage of elected representatives, who were willing to commit to long-term involvement, started to burden many established popular movements around 2010 – not least acute shortages of board members. Many were forced to recruit anybody to the board – just to fill positions— something that in many cases ended in catastrophes, e.g., when hate groups infiltrated the old movements' core operations before anyone understood what had happened. Some associations chose to close their operations when they couldn't find people to populate their boards. It was particularly tough for many associations with clear ideological missions and membership requirements. The flighty, pragmatic position on superior (principle) ideologies in society continued to weaken the old movement. To take on a leadership position in an organization that put demands on ideological subordination was perceived as the most old-fashioned thing that anyone could do – particularly among young people.

Public sector organizations also fell on hard times. For many years, a lot of municipalities expected the civil society to take on part of the municipalities' responsibilities to fulfill the welfare state's mission. The situation was urgent. To solve the problem, several municipalities launched a pilot project with board recruitment agencies. This initiative was the result of a newly released report, which stated that citizens certainly could consider involvement and that many would gladly do so for a longer period – under the right conditions for doing a good job. The citizens required that they should not have to inherit a complete package and that there should be a professional administration in the organization or association (many were scared away by amateurish attitudes and actions that characterized many established organizations in the land of associations, i.e., Sweden).

Board recruitment agencies quickly became successful. The associations acquired competent, energetic leaders, who helped them on several levels such as ongoing administration. The associations got vitamin injections – breaths of fresh air – brought in by the newcomers. Board recruitment agencies also strengthened the self-concepts of many in the group of silent helpers who had been around for many years in the established associations – without really being a part of the ideological soul.

Board recruitment agencies also actively worked with leadership training for those they recruited. The training quickly proved to also be

a support for their professional careers, which made their involvement even more attractive – not least for students who wanted to improve their situations on the run-up to their professional careers.

### **Volunteer agencies take it all**

The desire to contribute for the benefit of other human beings continued to be strong during the early 2010s. To volunteer became somewhat of an admirable act and most of the inspired volunteers were viewed as heroes by other youth in cafés and pubs. But strong skepticism against all who claimed to hold a general truth, typified the period. In addition, many were truly tired of the old structures and the internal fatigue that exemplified many of the old popular movements. For most people, to then assume a leadership role in which they were expected to do the same things in their leisure as they did daily (administer, communicate, and manage) was totally out of the question. So working as a volunteer seemed more attractive than a board position.

This trend was quickly seized already in the middle of the 2000's first decade when The Volunteer Agency launched their operations. The agency were a pioneer in what grew to become the volunteer sector's analogue to the staffing sector. Municipalities' organized volunteer recruitment agencies and operations were quickly created on the back of this trend. Huge needs faced by the social sector also facilitated initiatives from other organizations. The result? Fast expansion of small entrepreneur-inspired volunteer agencies that recruited volunteer labor, the work force that avoid long-term projects and ideological packages. Volunteer agencies' successes occurred because those who became involved didn't have to support a particular ideology – their efforts stood in focus, and because the volunteer agencies, as intermediaries, guaranteed that the assignments would not be more comprehensive than what was promised from the start.

The development challenged the old associations that suddenly found themselves in the hands of external players when it comes to recruitment of new leaders and involved volunteers. At the same time, the volunteer agencies' successes ensured that recruitment went better than ever before. At least for those organizations that chose to use the volunteer agencies' services. Those who proudly and skeptically said no to the services had a hard time finding new leaders – particularly young people, which is why many of the organizations really stagnated in their development.

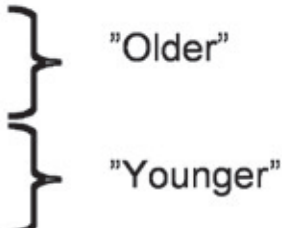
# About the survey

In order to gain more knowledge of how members within Swedish organizations view leadership, a survey was conducted. The participants in the study somehow worked with international issues, and/or cooperated through their commitment with NGOs in development countries. In total some 1600 people in 15 different framework organizations were asked to fill out a questionnaire. Of these 956 people replied, giving the survey a response rate of 61%.

The 15 framework organizations are: Forum Syd, LO-TCO (Secretariat of International Trade Union Development Co-operation), Olof Palme International Center, PMU InterLife, SHIA, Swedish Mission Council, Africa Groups of Sweden, Diakonia, Swedish Cooperative Center, The Swedish Society for Nature Conservation, Save the Children Sweden, The Church of Sweden, UBV, Redcross, Plan Sweden.

The participants in the survey were divided into four different sub-groups depending on age and their position within their organization: The first group “elected representatives” consisted of a cross section of elected representatives at different levels within the framework organizations. The second group “staff employees” consisted of people who are employed, full or part-time, within an organization and thus might have different priorities and views compared to other groups whose organizational commitment takes place in their spare time. The third group “younger elected representatives” consisted of elected representatives below 30 years of age. The fourth and final group “young active members” contained members in organizations who were below age 30 and were, ideally, neither elected representatives nor employed by their organization. The table below shows the percentage of replies from each sub-group.

Sample group	Percent
Elected representatives	38%
Staff employees	34%
Younger elected representatives	9%
Young active members	20%



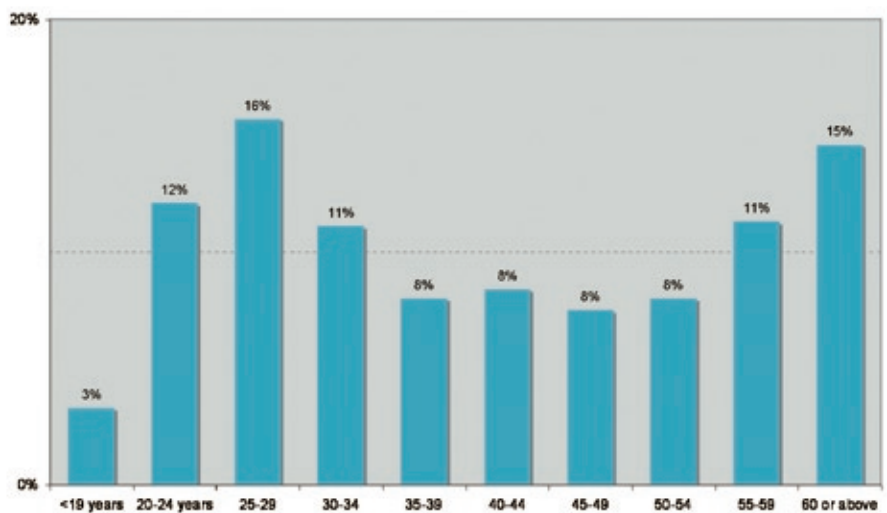
"} "Older"  
"} "Younger"

As can be seen, the largest two groups participating in the survey were the elected representatives and staff employees. Together they make up some 70% of the total number of replies whereas the groups consisting of people below 30 years of age, make up some 30% of replies.

In some instances in this report we have used a combination of the four main subgroups in order to give a clearer picture of the results. These additional groups are simply called “Younger”, containing the two groups consisting of people under 30 years of age, and “Older” consisting of the general sample of elected representatives and staff employees who are on average older than 30 years old.

### **About the participants in the survey**

Among those who chose to complete the survey 58% were women and 42% were men, which illustrates the general tendency in Swedish organizations of more women than men being active participants in the civil society. An exceptionally large share of respondents, 74 %, has a college or university education, showing the over representation of highly educated amongst those involved in idea-based civil society. The age-distribution of the participants is shown in the graph below:



As can be seen in the graph the two largest groups were those aged 25 to 29 years together with those 60 years or older. The age-distribution does, to some extent, reflect the real situation in organizations in Sweden, but is also an effect of the somewhat disproportionate number of younger people asked to participate in the survey. This was done in order to make sure that comparisons between younger and older people’s views could be made.

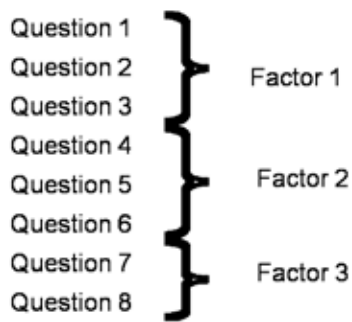
### **Different perspectives on leadership within organizations**

Since nearly all of the larger Swedish organizations have employed staff and employed managers there are also those whose relation to leadership resembles that of the public and private sector managers and employees. As previously mentioned some 34% of the participants in this survey are employed by their organization. Of the total number of participants some 13% work as non-elected leaders and managers within their organization.

Since people's views regarding leadership roles can differ depending on whether they are referring to elected versus non-elected leaders, all participants were asked which group they were mainly thinking of when replying to the survey. On the whole 58% of the participants were mainly referring to elected leaders, however there were some clear differences between the different sub-groups concerning this issue. A vast majority of younger people referred to elected leaders whereas the majority of those employed by their organization referred to non-elected leaders.

### Comments about the statistical analysis

Factor analysis is a statistical tool for finding patterns in the way people have responded to a set of questions. Basically factor analysis attempts to explain as much as possible of the information contained in a set of data using as few terms as possible. This method is useful for identifying groups of questions that share a common underlying theme. A given set of data can contain one or more of these themes or rather factors. The picture below illustrates this process:



One of the main advantages of factor analysis is that it makes it easier to detect overall patterns in the data that give clues to how the participants themselves relate to the issues on a conceptual level, making it easier to create a “map” of how they see the world around them. Often such conceptual maps would be impossible to create by asking questions directly, due to their complexity, but through the use of factor analysis they can still be constructed. Another advantage is that it makes it easier to present very complex information to readers by reducing the number of variables that needs to be taken into account at the same time.

# Sources

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# Appendice 1:

# Participating organisations

- Forum Syd
- LO-TCO Secretariat of International Trade Union Development  
Co-operation
- Olof Palme International Center
- PMU Interlife
- SHIA – Swedish Organisations' of Disabled Persons International  
Aid Association
- Swedish Mission Council
- Africa Groups of Sweden
- Diakonia
- Swedish Cooperative Center
- The Swedish Society for Nature Conservation
- Save the Children Sweden
- The Church of Sweden
- UBV – Utbildning för Biståndsverksamhet
- The Swedish Red Cross
- Plan Sverige



# Appendice 2: Statistics

Disbursements to 'frame' organisations for development cooperation, 2005. SEK th.

Information grants.  
SEK th

<b>Organisation</b>	<b>South</b>	<b>East</b>	
Forum Syd	175 124	17 500	17 050
Swedish Mission Council	124 426	1 000	4 790
Save the Children, Sweden	120 000	1 000	1 200
Swedish Cooperative Centre	107 490	4 500	5 300
LO-TCO Secretariat of International Trade Union Development Co-operation	100 030	9 000	15 100
Diakonia	95 500	–	5 600
PMU InterLife	95 000	1 000	4 500
Church of Sweden	73 854	432	2 100
Olof Palme International Center	64 000	12 000	4 200
SHIA	37 219	2 500	3 000
Africa Groups of Sweden	35 000	–	4 500
Swedish Society for Nature Conservation	21 500	3 500	3 650
UBV	17 000	–	–
<b>Total</b>	<b>1 066 143</b>	<b>52 432</b>	<b>70 990</b>
Swedish Red Cross (framework grant for humanitarian assistance)		15 000	3 860

Source: Sida. For a more detailed statistical analysis, see [www.sida.se/ngo](http://www.sida.se/ngo)

# About Kairos Future

Kairos Future AB is a Scandinavian research and consulting company, focusing on giving our customers a lead in thought and action. Kairos Future has helped numerous companies and organizations to prepare and plan for the future by developing robust strategies and concepts. Kairos Future's experienced consultants have made analyses and recommendations for strategic development for most of the top 100 companies and organizations in Sweden, as well as global and international organizations.

Kairos Future also continuously explores future development in different areas, such as the values of future generations. In that area, Kairos Future has conducted surveys for about 15 years. A number of books have been published based on previous studies of youth values, such as *70-talister* (The youth born in the 1970s), *80-talister* (The Youth born in the 1980s), *Morgondagens kvinna* (The Woman of Tomorrow), *Morgondagens marknadsföring* (Tomorrow's Marketing), *Beyond Mobile* and *The MeWe Generation*.

Kairos Future has carried out a number of different multi-client studies and has extensive experience of leading processes where organizations share a common interest, focused on strategic and business development. Examples of previous multi-client projects are *The Record Generation 2000* and *2005* – studies of values of people born in 1945–54, *The Mobile Marketplace of Tomorrow 2000*, *The Employees of Tomorrow 2001* – a study of youth as tomorrow's employees, *Nordic Youth 2004* – a study of Nordic youth values and *The Leaders of Tomorrow*, an extensive study of 5000 managers, experts and people born in the 1970's. Present studies are *Tomorrow's European – European Youth*, *Tomorrow's TV* and *Tomorrow's School*.

The employees of Kairos Future have different educational and professional backgrounds, which provides for an innovative and creative atmosphere inspired by different perspectives.

Kairos Future has an international network of Research Associates with the aim of exchanging information and collaborating on specific projects. Within our Real World Network we also have access to a network of anthropologist that helps us to analyze contemporary trends and issues. Finally, the network Futuretrackers provides expertise in a number of areas and is our informed informants in areas from gaming to global economy.

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*Halving poverty by 2015 is one of the greatest challenges of our time, requiring cooperation and sustainability. The partner countries are responsible for their own development. Sida provides resources and develops knowledge and expertise, making the world a richer place.*



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