The SIGNAL Framework *for Communicators*

HOW COMMUNICATION BUILDS TRUST, CULTURE & CONNECTION

EVERY COMMUNICATION SENDS A SIGNAL

S — SIGNALS YOU SEND

What you say, do and communicate on behalf of your cooperative.

EXAMPLES

Newsletters, social posts, website, emails, responses, meetings. tone of voice, visuals.

I — IMPACT ON TRUST

How your message affects confidence, credibility and connection.

EXAMPLES

Builds trust or creates doubt. Inspires confidence or raises questions.

G — GAPS BETWEEN INTENTION & PERCEPTION

Where what you intend doesn't match what people perceive.

EXAMPLES

Message missed, tone misread, silence fills the space, experience doesn't match words.

N — NORMS YOU REINFORCE

The behaviors and beliefs your communication normalizes and reinforces.

EXAMPLES

What gets praised, repeated, celebrated and ignored becomes the norm.

A — ALIGNMENT WITH VALUES

How well your communication reflects your cooperative's values and mission.

EXAMPLES

Words match actions. Values are visible in the way you communicate.

L — LEADERSHIP CONSISTENCY

The steady, predictable, consistent communication that earns long-term trust.

EXAMPLES

Consistent messages, visible leaders, follow-through, reliability over time.

Why it matters.

When communication is clear and consistent, trust grows, culture strengthens, and cooperatives thrive.

FOR EVERY AUDIENCE

EMPLOYEES	MEMBERS / OWNERS	BOARD	MEDIA	COMMUNITY
Inside our cooperative	Our reason for being	Our governance partners	Shapers of public perception	Our neighbors and stakeholders

Clear signals. Stronger trust. Greater impact.

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