Coalition Coaching for Success:
Building Your Coalition Coordinator Toolbox

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Reflection

“To lead people, walk behind them.”
– Lao Tzu
Coalition Brief Assessment Form
Workshop Objectives

- Articulate role of coalition in community and coordinator’s role in coalition
- Clarify specific tasks of staff and members
- Identify differences between types of meetings to get work done
- Gain skills of effective leadership, including
  - Project Management
  - Volunteer Management
What is the National Coalition Institute?

The branch of CADCA that is responsible for:

- Training & TA
- Evaluation & Research
- Innovation & Outreach
How Does NCI Operate?

The Institute helps coalitions “get smarter faster”

Training built around the Strategic Prevention Framework
Role of the Coalition
Community-level Change

Community-level (population-level) change initiatives seek to:

• Impact a specific, defined community (denominator)

• Engage all sectors and members of the entire community

• Address conditions and settings within the defined community

• Promote comprehensive strategies

• Achieve positive outcomes (reduce substance abuse) throughout the community
## Differences Between Coalitions and Programs

<table>
<thead>
<tr>
<th>Coalitions</th>
<th>Programs</th>
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<tbody>
<tr>
<td><strong>Scale</strong>&lt;br&gt;Coalitions measure success by examining community-level indicators. This applies to all coalition outcomes (short &amp; long-term).</td>
<td>Programs measure change in individuals who have been directly affected by the intervention(s).</td>
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<tr>
<td><strong>Addresses multiple causes</strong>&lt;br&gt;Coalitions seek to ensure that all causes of identified problems are addressed</td>
<td>Programs are more focused on single strategies, e.g., parenting classes or peer mentoring.</td>
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<td><strong>Actors</strong>&lt;br&gt;Coalition activities are diffused and taken by all members with staff playing a coordinating or supporting role.</td>
<td>Program staff lead the process and are responsible for implementing interventions.</td>
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# Differences Between Coalitions and Non-Profit Agency Boards

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<th><strong>Coalitions</strong></th>
<th><strong>Non-Profit Agency Boards</strong></th>
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<tr>
<td><strong>Target Audience</strong></td>
<td>Based on the mission and expertise of the agency</td>
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<tr>
<td>Multiple and fluid based on ongoing community assessment</td>
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<tr>
<td><strong>Scope</strong></td>
<td>Plan for programs and services provided by single agency to serve clients</td>
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<tr>
<td>Plan for dynamic interaction between organizations to provide multi-tiered strategies to address multiple community conditions</td>
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<tr>
<td><strong>Membership</strong></td>
<td>Members represent individuals and organizations committed to acting on behalf of the agency</td>
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<tr>
<td>Members represent 12 (or more) community sectors committed to acting on behalf of the community</td>
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<tr>
<td><strong>Fiscal Allocation</strong></td>
<td>Assigns cost to support specific programs and services</td>
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<tr>
<td>Assigns costs to strategies based on priority and need identified through the community assessment</td>
<td></td>
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<tr>
<td><strong>Implementation</strong></td>
<td>Board and staff driven – programs and strategies implemented by the staff</td>
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<tr>
<td>Community driven – programs and strategies implemented by the membership</td>
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Coalition Quick Facts

- Most coalitions have 1-3 staff members (59%)
- Most coalitions have 11-25 volunteers (37%)
- Law enforcement is the most commonly represented sector on a coalition (97%)
- 25% of coalitions primarily serve an economically disadvantaged community
- Geographic Target Areas
  - 52% of coalitions are in rural areas
  - 18% of coalitions are in urban areas
- Coalition Budgets
  - Most coalitions have budgets between $100,000-$199,999 (33%)
  - 11% of coalitions do not have a budget
  - 65% of coalitions receive federal funding
- Level of maturity (self-described)
  - 14% novice
  - 61% intermediate
  - 26% advanced
Coalitions Build Collective Power

The reason to build a coalition is to amass the power necessary to accomplish something that can only be done by working together.
The Strategic Prevention Framework
Effective coalitions may encompass 3 roles:

1. Service
2. Coordination
3. Community Mobilization
Coalition volunteers ensure that...

1. there are enough feet on the ground to make a difference.

2. services are being provided and coordinated.

3. the community has a voice in addressing community issues.
Services aim to provide...

1. new information to individuals or groups.

2. skills or tools to individuals or groups.

3. products to individuals or groups that affect the desired behavior.
Coordination is aimed at...

1. ensuring effective use of limited resources.

2. providing a consistent message across multiple organizations and systems.

3. providing complementary services to the broader population.
Community Mobilization

also known as coalition development/building is designed to...

1. provide enough feet on the ground to make a difference.

2. ensure community voice and perspective on community issues are included.

3. Facilitate community problem analysis and action.
Prevention Strategies Attempt To Alter Two Kinds of Environments:

- **Individualized Environments**
  The environments in which individual children grow, learn, and mature.

- **Shared Environment**
  The environment in which all children encounter threats to their health including illicit drugs, alcohol, and tobacco.
Principles of Success in Coalition Building

- Mission and Goals
- Inclusive Membership
- Organizational Competence
- Action and Advocacy
- Hope and Celebration
- Time and Persistence
- Monitoring and Assessment

From Coalition Building Tip Sheets by AHEC/Community Partners - [http://www.tomwolff.com/resources/cb_principles.pdf](http://www.tomwolff.com/resources/cb_principles.pdf)
"Form Follows Function"
“Function” means having clear

- Vision / Mission
- Goals & Objectives
- “End in Mind”
- Shared Commitment
“Form” includes

- Organizational Structure & Governance
- Membership Roles and Responsibilities
- Process for Communication
- Decision-making Process
- Leadership Roles and Responsibilities
Three Simple Elements of Structure

1. Some kind of governance

2. Rules by which the organization operates

3. A clear distribution of work
Organizational Essentials for Effective Alliances*

- Governance Structure
- Clear Roles and Responsibilities for Leadership, Members, Staff and Volunteers
- Clear Process for Making Decisions and Resolving Conflict
- Effective Meetings
- Effective Communication
- Written Guidelines for all of the Above

* At a minimum
Organizational structure helps to define:

- **Roles** for leaders and members
- **Relationships** among members and staff
- **Responsibilities** and duration of work groups
- **Reporting** channels
- **Meeting** content and frequency
- **Legal and Fiscal** lines of authority
Community Work is...

• larger than any one person or organization.

• adaptive.

• focused on working together on things that matter.

• about problems that are interrelated.

• changes policies, practice and programs.
Group Activity: Organization Structure
Organizational Structure Activity

- Make a picture of how the coalition is structured, including
  - Components
  - Lines of Authority

- Post on Wall
Organizing For Success

- Executive Committee
  - Coalition Director
    - Program Committee
      - Coalition Membership
    - Finance/Development Committee
    - Communications/Nominating Committee
      - Work Group
      - Work Group
      - Work Group
      - Work Group
Organizing for Success

Clear roles and organizational structure:

- Create an organizational chart
- Identify roles and responsibilities
- Create written “job descriptions”
- Get members’ agreement on the expectations for active membership
- Establish the objectives and authority of each committee/workgroup
- Create By-laws to formalize the structure
Organizing for Success

Key components for building a solid organizational infrastructure:

• Clear roles and structure

• Good meeting & communication habits

• Community updates and dialogue

• Appropriate legal/fiscal organization
Executive Committee

• Provides strong, vocal, visionary leadership

• Understands its role as change agents and leaders of the movement

• Must be made up of committed community residents and professionals who are passionate about the issue

• Works closely with members and sectors throughout the community on behalf of the coalition mission
Sample Executive Committee

- President /Chairperson
- Vice-President/Chair
- Secretary
- Treasurer – Finance
- At large – Development
- At large – Communications
- At large - Membership Recruitment
- Committee / Work Group Chairs
What does the Coalition Coordinator Do?

**Coordinate (v)**
- to organize or integrate (diverse elements) in a harmonious operation
- To harmonize in a common action or effort

**Coordinator (n)**
- a person whose occupation involves organizing certain activities of others.
Role Delineation
Staff...

• seek change within own sphere of influence.

• facilitate the process.

• serve as community organizer.

• remove barriers to action.

• coordinate, delegate follow-up.
Coalition Members...

- seek change within their own sphere of influence.
- manage the business.
- champion the cause publicly.
- lead as visionary
- motivate others to action.
Group Activity: Role Delineation
Make Room For Multiple Leaders

• Distributing your coalition’s core leadership functions fosters the stability of your coalition in the face of change

• Coalitions cannot risk becoming too dependent on a single (or couple) personalities

*More about leadership in a few moments*
Workgroup Structure

• Enables members to invest in specific strategies or issues of greatest concern to them. Allows for governance to be handled by the Executive Committee

• Define what workgroups make sense for your coalition to implement the plan based on the logic model

• Establish the authority of each committee/workgroup
  • Issue a charge
  • Define what resources they have at their disposal
  • Define what decision making authority they have
Work Group Members

Focus on recruiting members based on work group goals

• Who are our allies?
• Who else in the community is working on this issue?
• How do we engage the community or target audience?
• What key relationships do we need to facilitate?
• What systems will need to be involved?
Meeting, Meetings, Meetings!

“The purpose of a meeting is to make decisions: all else is secondary.”

- Organizing for Social Change: Midwest Academy Manual for Activists

What is your reaction to this statement? Agree? Disagree?
Meeting, Meetings, Meetings!

Differences between

- Staff meetings
- Board meetings
- Coalition meetings
- Work group meetings
Running Effective Meetings

Before the Meeting

- Purpose & Goals
- Facilitator, Timekeeper, Recorder
- Agenda
- Supporting Information
- Process for decision-making

- Room arrangements (including refreshments)
- Supplies such as flip chart, markers, etc.
- Other?
Running Effective Meetings

During the Meeting

- Start & end on time
- Review agenda
- Keep discussion focused
- Encourage full participation
- Facilitate decision-making
- Summarize decisions
- Action plan
- Schedule next meeting(s)
- Evaluate meeting
- Other?
Running Effective Meetings

After the Meeting

- Distribute minutes
- Archive agenda, minutes and supporting documents
- Check that action is taking place as agreed
Running Effective Meetings

Before, During and After- Who Does What?

ACTIVITY

With a partner, quickly review the information on the previous 3 slides and identify which are tasks of the coalition coordinator.
Establishing An Effective Agenda

• **HOW LONG**
  – The amount of time allocated on the agenda for that item

• **WHAT**
  – Brief title of the agenda item

• **WHO**
  – The person who will be presenting or presiding over the discussion of the issue

• **ACTION**
  – Clear benchmark of what the meeting plans to accomplish and how members should prepare
Delegation And Getting To Action

• Ensure action plan outlines each step needed to implement the strategy

• Work action plans at the coalition meetings

• Delegate the work

• Ensure accountability
More Thoughts About Leadership

*Select one that inspires you. Discuss.*

- The greatest leaders mobilize others by coalescing people around a shared vision. —Kenneth Blanchard

- My responsibility is getting all my players playing for the name on the front of the jersey, not the one on the back. –Unknown

- I start with the premise that the function of leadership is to produce more leaders, not more followers. —Ralph Nader

- (A) great leader inspires people to have confidence in themselves –Eleanor Roosevelt
Transformational Leadership

Collaborative or Transformational Leadership

Effective coalition leadership requires a collection of personal qualities and skills that are typically not found in one individual, but rather in a group of committed leaders who have grassroots community support.

Source: Coalitions and Partnerships in Community Health.
Strong Leadership

Tackling Community Problems!

This is a job for Superman!

Leave it to me!

I can take care of that for you!

Oh wait... Maybe it’s Super WOMAN!

No worries - I’m a professional!

Please stand back, folks!
Strong Transformational Leadership

Tackling Community Problems – Together!

Serve as Role Models

Have a Clear Vision

Build Trust

Promote Peer Problem Solving

Build Involvement & Inclusion

Give Meaning to the Coalition
Transformational leadership is defined by:

- Charisma or idealized influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Use the Transformational Leader Self Assessment
Transformational Coalition Leadership

- Coaching
- Sharing
- Valuing
- Letting Go
- Encouraging Initiative
- Reinforcing
- Supporting
- Delegating
- Role Modeling
- Goal Setting
Which are your strengths?

Coaching
Sharing
Valuing
Letting Go
Encouraging Initiative
Reinforcing
Supporting
Delegating
Role Modeling
Goal Setting

Which need strengthening?

Transformational Coalition Leadership
How do these abilities translate to our everyday work as coalition coordinators?
Building Transformational Leadership into the Strategic Prevention Framework
How do these abilities translate to our everyday work as coalition coordinators?

Two examples:

• Project Management – coordinating the work

• Volunteer Management – coordinating the people
Project Management
Project Management

Use a **Timeline (Gantt Chart)** to clarify:

- Scheduling and timing of efforts
- Distribution of the work
- Allocation of resources
- Prioritization of efforts
- Accountability
Volunteer Management

*Key Principles & Tasks*

- Recruitment
- Realistic
- Relationships
- Role

- Responsibility
- Respect
- Review
- Recognize

Volunteer Management Principles/Tasks
Next Steps

Identify and Write Down

• Names of 1-2 people you will share this information with as soon as possible.

• 1 adjustment you might make in how you approach your role with the coalition.

• 1-2 immediate next steps you will take when you return to your community.
A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.

—Lao Tzu
Resources

CADCA – Community Anti-Drug Coalitions of America

www.cadca.org

Help & Technical Assistance – Contact:
800-54CADCA x240
training@cadca.org