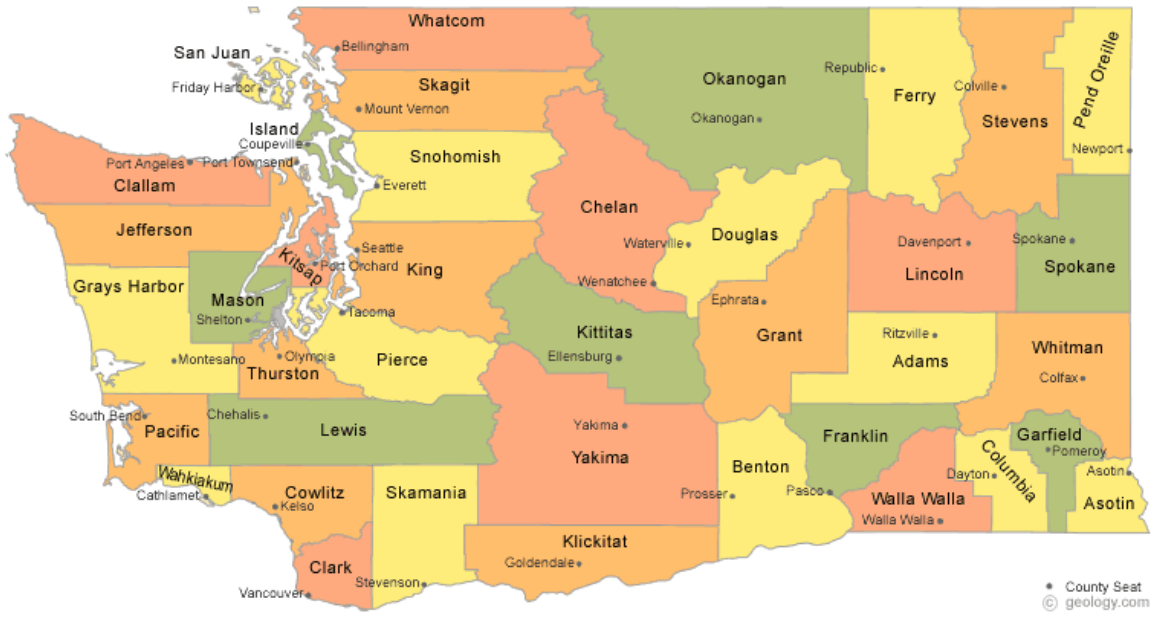




# Coalition Coaching for Success: Building Your Coalition Coordinator Toolbox



**Lacey & Tumwater, WA  
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## Your CADCA Instructor

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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:**





## 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

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

# Differences Between Coalitions and Boards

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



## 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 budgets
  - **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





# “Form Follows Function”





## ***“Function”* means having clear**

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





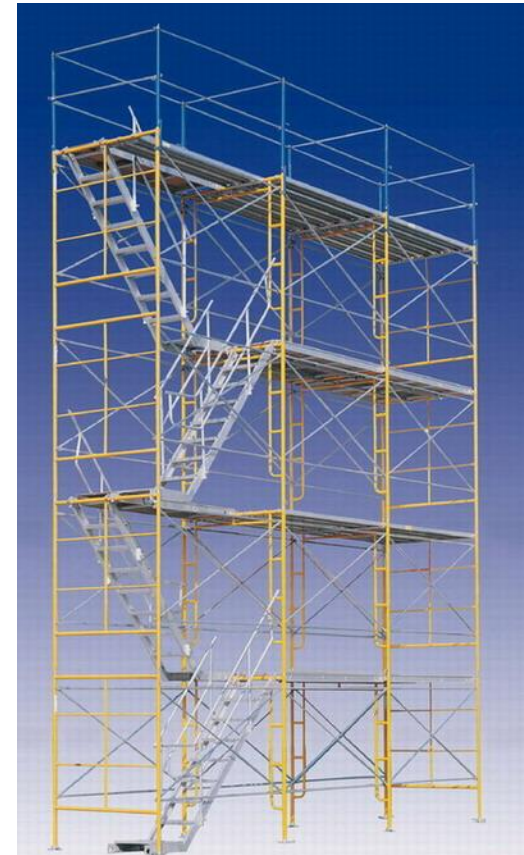
## **“Form” includes**

- **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

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**

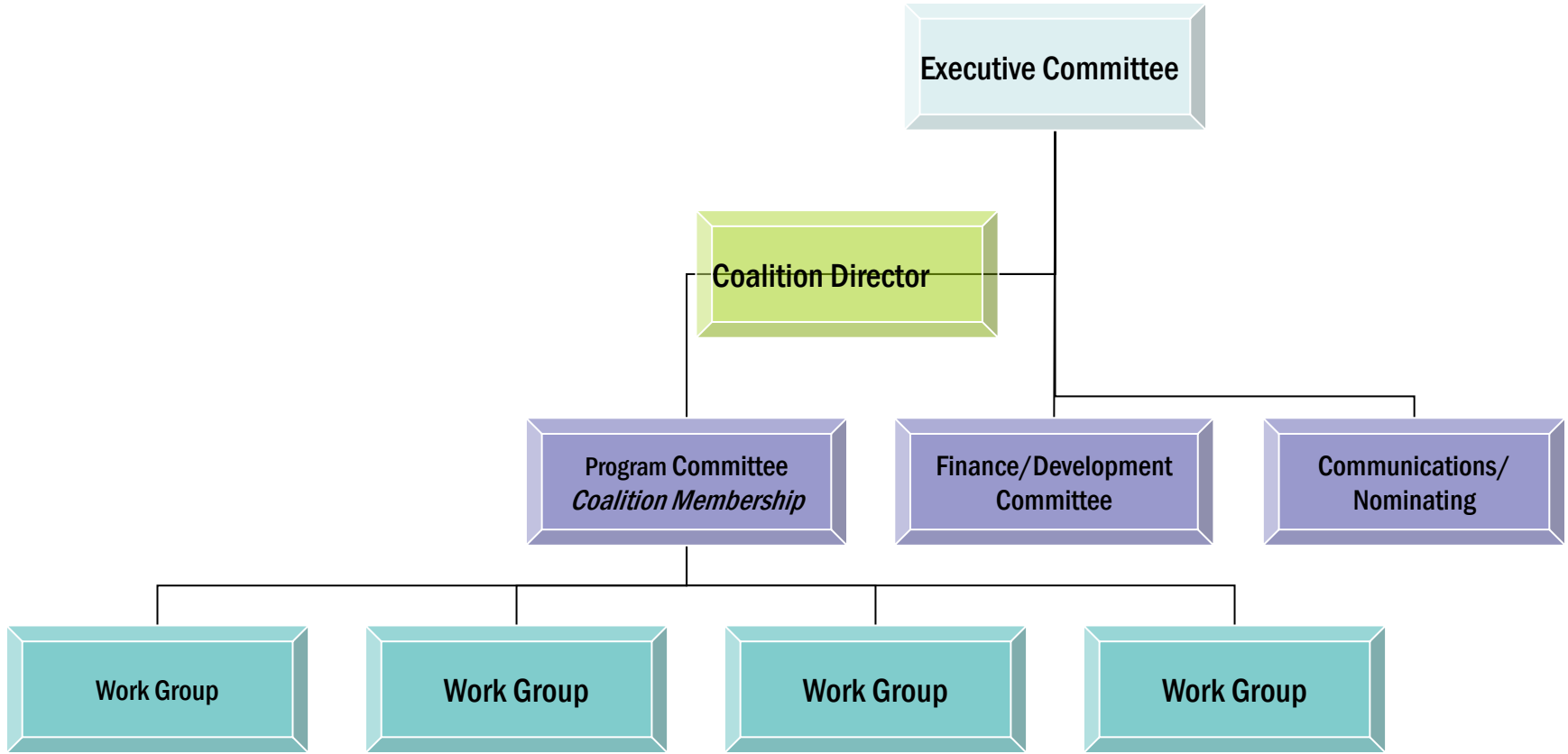
- Components
- Lines of Authority



- **Post on Wall**



# Organizing For Success







# 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**



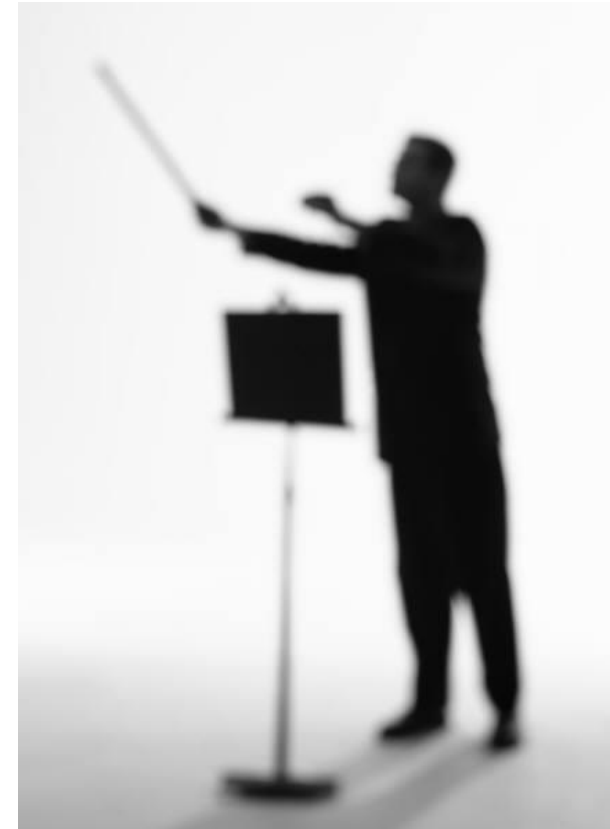
# What does the Coalition Coordinator Do?

## 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!*

Leave it  
to me!

This is a job  
for  
Superman!

I can take  
care of that  
for you!

Oh wait...  
Maybe it's Super  
WOMAN!

Please  
stand back,  
folks!



No worries -  
I'm a  
professional!

# Strong Transformational Leadership

## *Tackling Community Problems – Together!*

**Build  
Trust**

**Promote  
Peer  
Problem  
Solving**

**Build  
Involvement  
& Inclusion**

**Serve  
as Role  
Models**

**Give  
Meaning  
to the  
Coalition**

**Have a  
Clear  
Vision**







## Transformational leadership is defined by:

**Charisma or idealized influence**

**Inspirational Motivation**

**Intellectual Stimulation**

**Individualized Consideration**

**Use the Transformational Leader Self Assessment**



**Which are your strengths?**

**Which need strengthening?**





**How do these abilities translate to our everyday work as coalition coordinators?**



# Building Transformational Leadership into the Strategic Prevention Framework





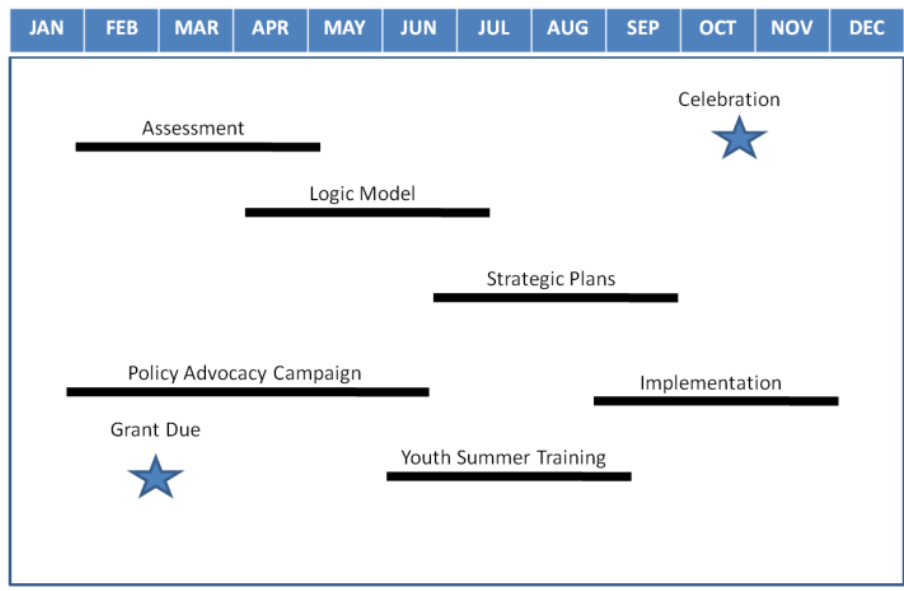
# How do these abilities translate to our everyday work as coalition coordinators?

## Two examples:

- **Project Management** – coordinating the work
- **Volunteer Management** – coordinating the people



# Project Management









# 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](http://www.cadca.org)**

**Help & Technical Assistance – Contact:**

**800-54CADCA x240**

**[training@cadca.org](mailto:training@cadca.org)**