



Eight Steps to Building an Effective Coalition

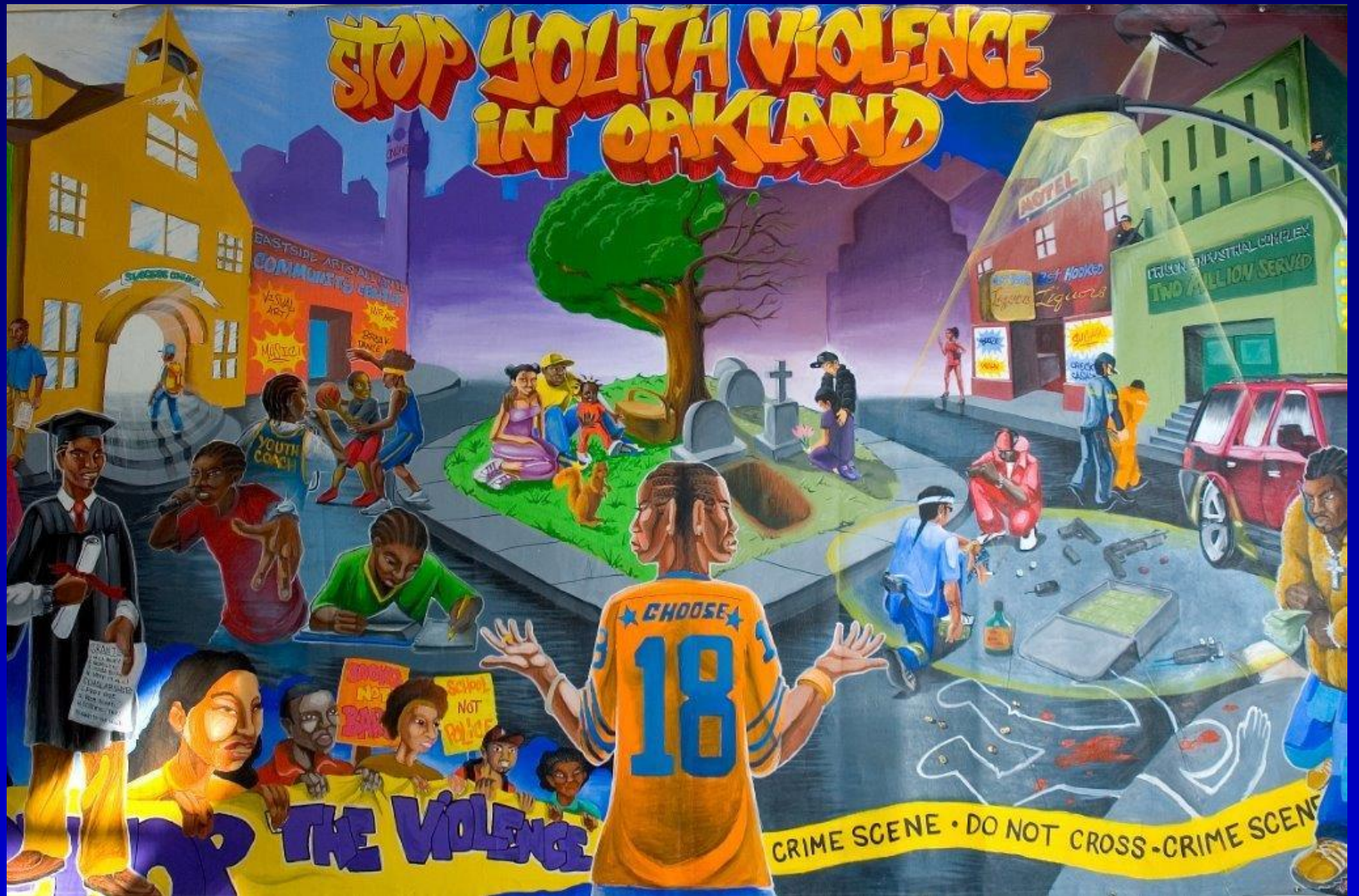
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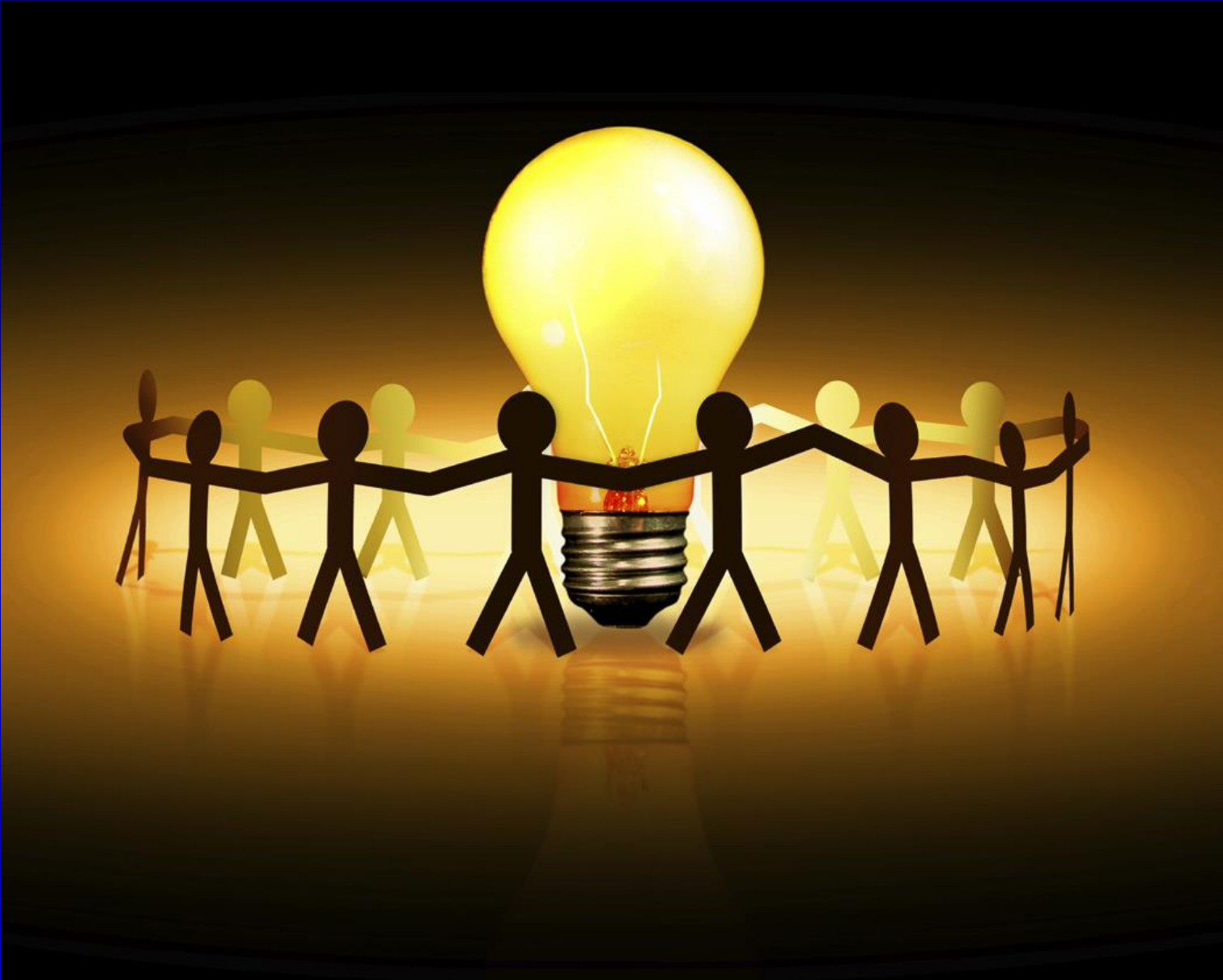
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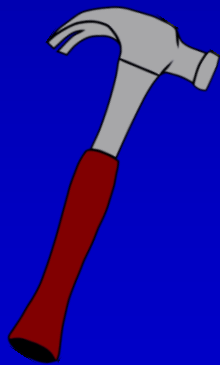




How many coalition members does it take to screw in a light bulb?

- ◆ 1-2
- ◆ 3-5
- ◆ 6-10
- ◆ 11-15

A Coalition Is A Tool To Get Things Done



DILBERT

DOGBERT, I NEED YOU
TO FACILITATE SOME
MEETINGS.

WHAT KIND
OF MEETINGS?

WE'RE CREATING A
PROCESS TO FIX OUR
PRODUCT DEVELOPMENT
PROCESS. BUT FIRST
WE'RE HAVING SOME
PREPLANNING MEET-
INGS...

...TO DECIDE ON
A PROJECT NAME.

HOW ABOUT
"DEATH SPIRAL"?

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What makes coalitions hard?



Coalitions may be...

- ◆ Time intensive
- ◆ Inefficient
- ◆ Frustrating
- ◆ Poorly utilized



*“Another meeting?
I'd like to attend but
I have real work to
do.”*

*“This coalition
used to be
worthwhile, but
now it is a waste of
time.”*





**What are the benefits
of forming a coalition?**



...a tool for achieving effectiveness and sustainability

Effective coalitions allow you to...

- ◆ Accomplish a broad range of goals
- ◆ Broaden buy-in
- ◆ Identify areas for focus
- ◆ Concentrate on *comprehensive* approaches

The Spectrum of Prevention

Influencing Policy & Legislation

Changing Organizational Practices

Fostering Coalitions & Networks

Educating Providers

Promoting Community Education

Strengthening Individual Knowledge & Skills

Developing Effective Coalitions: The 8-Step Process



Developing Effective Coalitions

Analyze your program's objectives and determine whether to form a coalition.

- ◆ Clarify current objectives
- ◆ Examine approaches which might be effective
- ◆ Assess current community strengths and needs



Photo credit: Healthy City



Reframing

the nutrition & physical activity debate

from simply a matter of individual choice...

...to corporate & government responsibility

STEP

2

Developing Effective Coalitions

Recruit the right people.





**What do you
need to consider
when identifying
partners?**

Recruit the right people.

- ◆ Identify people working on the issue
- ◆ Consider who has influence
- ◆ Determine who will be supportive
- ◆ Identify who may put obstacles in your path
- ◆ Consider how many people should be involved



Equity Matters

◆ *More than just placeholders*

- Simply inserting a person of color or a person from a low-income community into the process is not enough

◆ *Diverse and divergent perspectives*

- Engage in how perspectives differ and how those differences may influence decisions and solutions

◆ *Buy-in for change*

- Including community members can strengthen the process and support

Forming Broader Partnerships to Meet Mutual Goals



Multi-Field Collaboration is Hard Work

Diverse partners:

- ◆ View the world differently
- ◆ May lack understanding of other field's issues, values, capabilities, and goals and priorities
- ◆ Speak different languages
- ◆ Follow different mandates
- ◆ Must juggle issues between the “home” agency and the collaborative

Collaboration Multiplier

Collaborator 1

Expertise:

Desired Outcomes:

Key Strategies:

Collaborator 2

Expertise:

Desired Outcomes:

Key Strategies:

Shared Outcomes

Partner Strengths

Joint Strategies

Collaborator 3

Expertise:

Desired Outcomes:

Key Strategies:

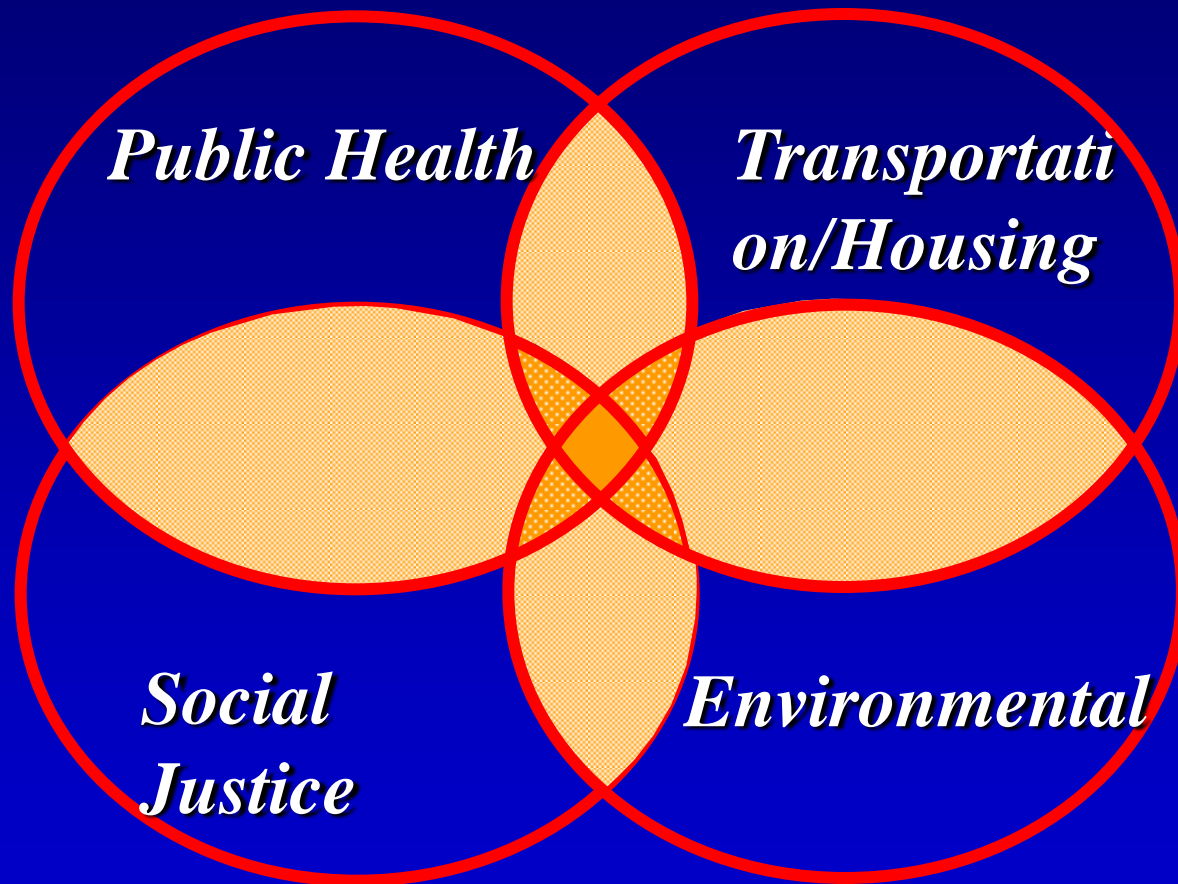
Collaborator 4

Expertise:

Desired Outcomes:

Key Strategies:

Partnerships across Sectors



6 Wins for Social Equity Network

- ◆ Alliance of Californians for Community Empowerment (ACCE)
- ◆ Asian Pacific Environmental Network (APEN)
- ◆ Breakthrough Communities
- ◆ California WALKS
- ◆ Causa Justa/Just Cause
- ◆ Center for Sustainable Neighborhoods
- ◆ Council of Community Housing Organizations
- ◆ Ditching Dirty Diesel Collaborative
- ◆ East Bay Housing Organizations (EBHO)
- ◆ Genesis
- ◆ Housing Leadership Council of San Mateo
- ◆ North Bay Organizing Project
- ◆ Rose Foundation - New Voices are Rising
- ◆ TransForm
- ◆ Urban Habitat
- ◆ Working Partnerships USA

Set preliminary objectives and activities.



- ◆ Propose a variety of activities to meet members' needs and skills
- ◆ Identify short-term successes

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Coalition Members Wear



2Hats

Photo credit: [Martin Ujlaki](#)

The Tension

of

Turf



TURF

“The conflict between organizations with seemingly common goals.”

--Peck and Hague

Why Do Turf Issues Arise?



Why Do Turf Issues Arise?

- ◆ Coalitions tend to be made up of passionate members
- ◆ Non-coalition related issues are brought into the coalition
- ◆ Conflicting agendas
- ◆ Previous bad relations
- ◆ Control over the coalition (identity, ideology, and strategy)
- ◆ Who gets recognition and resources



How to Manage Turf: Tips for Coalition Leaders

- ◆ Acknowledge potential turf issues.
- ◆ Shape collective identity.
- ◆ Secure funding.
- ◆ Remind participants of the big picture.



Photo Source: www.independent.co.uk

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Developing Effective Coalitions

Convene the coalition...

*through an
invited meeting*

*through a
training*

*through a
conference*

Convene the coalition...

✓ through an invited meeting

~~through a training~~

~~through a conference~~

STEP

5

Developing Effective Coalitions

Anticipate the necessary resources.



Anticipate the necessary resources.

- ◆ Clerical
- ◆ Meeting planning, preparation and facilitation
- ◆ Membership recruitment, orientation and encouragement
- ◆ Research and data collection
- ◆ Participation in activities and projects



Devise a successful coalition structure.

- ◆ Should coalition be ad hoc or ongoing?
- ◆ How long and frequent should meetings be?
- ◆ Should agencies officially join the coalition?
- ◆ How will decisions be made?
- ◆ How will agendas be structured?
- ◆ How much will members realistically participate between meetings?





**How long and how
frequent should
coalitions meet?**



It Depends!



7

Maintain the coalition's vitality.

◆ Difficulties generally arise due to:

- poor group dynamics
- inadequate membership participation
- ineffective coalition activities
- external changes which affect the coalition's mission





**How do you know
when a coalition
is floundering?**



Avoid Burnout...





Make improvements through evaluation.

- ◆ Ask for feedback
- ◆ Evaluate the effectiveness of specific activities
- ◆ Know when it is time to dissolve, disband, or change the structure of the coalition



The Benefits of Evaluation

- ◆ Assistance in making work more effective
- ◆ Identify and reveal best practices
- ◆ Provides evidence to warrant continuation or replication of the work of the collaboration
- ◆ Funders like to see outcomes

**How good a coalition
member are you?**

**How good a coalition are
you a part of?**

Collaborative Assessment Activity

Take about 5 minutes to complete the tool according to directions on the previous page.

Priority (H, M, L)	Less Developed		More Developed		Effective- ness (1-5)	
	1	2	3	4		5
	Clarity of mission/Strength of vision					
	Collaborative members lack a clear understanding of the collaborative's mission/vision		⇒	All collaborative members have a clear understanding of the collaborative's mission/vision		
	The collaborative takes actions that are not related to the mission		⇒	The collaborative bases its actions on a focused mission		
	The collaborative has defined the mission narrowly to carry out one activity		⇒	Our mission is comprehensive and looks at the big picture		
	Communication/Link to others					
	The collaborative works largely in isolation of the community		⇒	The collaborative's work is effectively integrated with the community, including meaningful participation by the constituency we serve		
	The collaborative's efforts do not translate into meaningful influence in the larger community		⇒	The collaborative influences key decision-makers, government agencies, and other organizations		
	The collaborative is seen largely as self-serving or irrelevant		⇒	The collaborative has successfully maintained or increased its credibility		
	The Collaborative Environment					
	Members of the collaborative are unmotivated and lack inspiration		⇒	Members of the collaborative are motivated and inspired		
	Members distrust one another and/or the collaborative leadership		⇒	The collaborative has an honest and open environment, and lines of communication are always open		
	The collaborative allows conflicts to go unresolved		⇒	The collaborative effectively addresses and resolve conflicts		
	Building Membership Capacity					
	Members are recruited haphazardly		⇒	Members are recruited based on the goals of the collaborative		
	The collaborative seems to be controlled by just a few people		⇒	The collaborative encourages inclusion and participation by all members by working to empower them		
	New members are uncertain about how to integrate themselves into the group		⇒	New members are welcomed and effectively oriented to the group		
	The collaborative does not draw on the specific abilities, capacity, and perspectives of members		⇒	The collaborative develops specific roles and responsibilities for members based on their resources and skills		
	Management					
	The administrative structure of the collaborative is not clear		⇒	The collaborative maintains clear roles, responsibilities, and procedures		
	Deadlines are rarely met and staffing is insufficient to meet goals		⇒	Activities, staffing and deadlines are effectively coordinated to meet goals		
	Meetings are perceived as unproductive		⇒	Meetings have clear objectives that meet the group's needs		

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Recognize Unintended Successes

“Coalition organizers should avoid getting so caught up in any one effort as to view it as ‘make or break.’

Every effort prepares for greater and more sustained efforts in the future. ”

-- Cherie R. Brown



Photo credit: Emily Barney

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Adverse Community Experiences and Resilience

A FRAMEWORK FOR ADDRESSING AND PREVENTING COMMUNITY TRAUMA



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The Tension

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Turf



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Desired Outcomes:

Key Strategies:

Collaborator 2

Expertise:

Desired Outcomes:

Key Strategies:

Collaborator 3

Expertise:

Desired Outcomes:

Key Strategies:

Collaborator 4

Expertise:

Desired Outcomes:

Key Strategies:

Shared Outcomes

Partner Strengths

Joint Strategies

The Spectrum of Prevention

Influencing Policy & Legislation

Changing Organizational Practices

Fostering Coalitions & Networks

Educating Providers

Promoting Community Education

Strengthening Individual Knowledge & Skills

A Decade of Advocacy



The Strategic Alliance for
Healthy Food and Activity Environments

Strategic
Alliance
Promoting healthy
food and activity environments

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strategic-alliance](http://www.preventioninstitute.org/strategic-alliance)

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equity
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The UNITY Policy Platform

What cities need to
prevent violence
before it occurs



Community-Centered Health Homes Introduction Video



Published on Oct 29, 2014

BCBSNC Foundation
along with Prevention

Institute provide an introduction to the Community-Centered Health Home concept from Prevention Institute founder Larry Cohen.

It can be viewed here:

<http://youtu.be/2zo9HGn5tW0>

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