

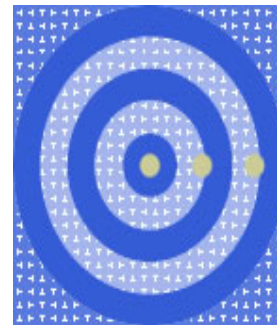
Engaging New Members and Building Effective Coalition Structures

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Creating Collaborative Solutions

Experiences in Coalitions and Partnerships

- Please describe two partnerships or coalition experiences that you have had that have been positive and two that have been negative.

Positive Experiences	Negative Experiences
Why did these work?	Why did these struggle?

Agency-Based and Community-Based Approaches

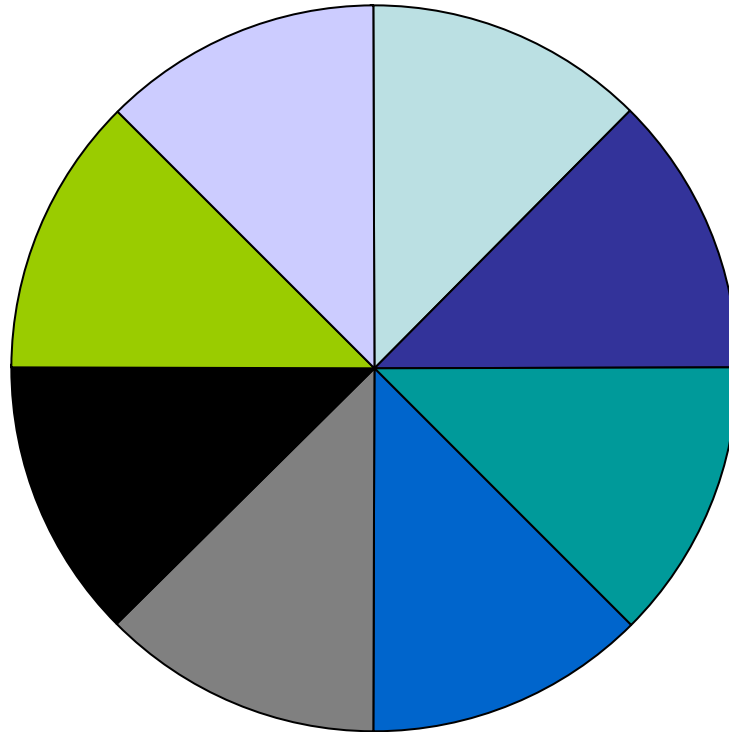
Issues	Agency-Based	Community-Based
• Approach	Weakness/Deficit	Strength/Asset
• Definition of Problem	By Agencies, Government	By Local Community
• Role of Professional	Central to Decision Making	Resource to Community Problem Solving

Agency-Based and Community-Based Approaches

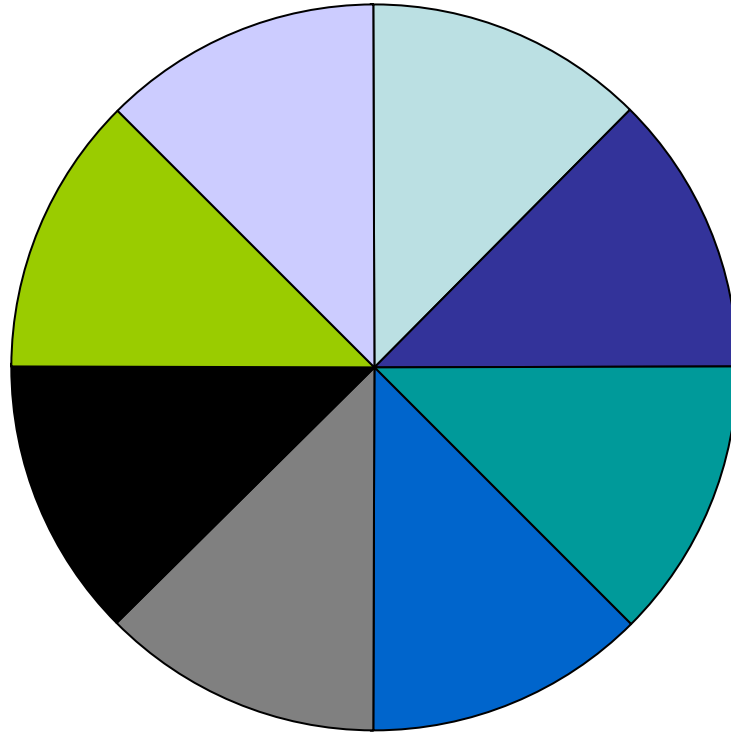
Issues	Agency-Based	Community-Based
• Primary decision makers	Agencies, Gov't	Community
• Potential for Community Ownership	Low	Hi

- Who might you engage?
- Who else cares about your issue in your community?

THE FORMAL SECTORS



THE INFORMAL SECTORS



Degrees of Involvement – Ladder of Participation

Community initiated – shared decision making with agencies

Community initiated and directed– agencies support

Agency initiated – shared decision making

Consulted and informed

Assigned roles

Tokenism

Decoration

Manipulation

- The main reason that someone volunteers is that someone they know asks them!

Stakeholder Analysis

- Capacities, skills, resources?
- Potential role?
- Self interest? Why should they join?
- How will you recruit?
- Barriers to recruiting?
- Who?
- When?

Benefits of Involving Grassroots Organizations and Leaders

- 1. Can reach “high risk” and “yet to be reached” populations**
- 2 Work with “formal” and informal” leaders**
- 3 Know what works in their communities**
- 4. Community organizations are community archivists**

(continued....)

Benefits of Involving Grassroots Organizations and Leaders (continued)

- 5. Promote ownership and participation**
- 6. They are the best architects of solutions**
- 7. Build local leadership**
- 8. Create positive “norms” in the community**
- 9. Promote community ownership**

Retention _ The 6 R's of Participation

- **Recognition**
- **Respect**
- **Role**
- **Relationship**
- **Reward**
- **Results**

Goals of structure:

Clear:

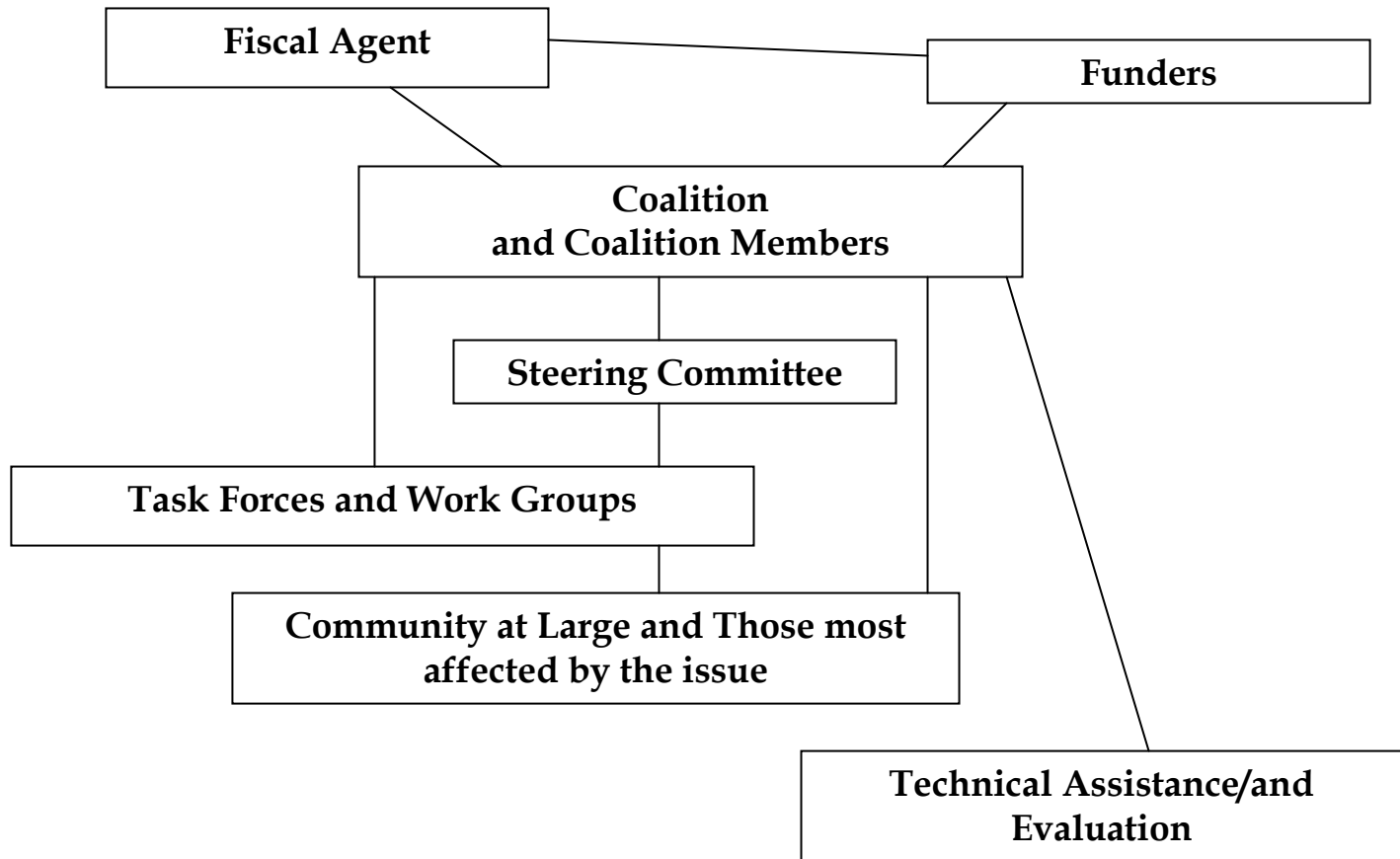
Communication

Decision Making

Roles and responsibilities

Capacity to move to action

Coalition Organizational Chart



Concrete components:

Monthly meetings

Task Forces

Task Force Process

Newsletter

Annual meeting

Annual report

Quality facilitation

Coalition Task Force Process

- **Identify stakeholders**
- **Define the problem/issue**
- **Investigate options**
- **Design a response**
- **Secure resources**
- **Implement the plan**
- **Evaluate and adapt**
- **Spin off**
- **Source: B.L.Hathaway**

**Leaders are made not born.
With enough training anyone
can be a leader.**

- **Strongly agree**
- **Agree**
- **Neutral**
- **Disagree**
- **Strongly disagree**

Leaders must make the “hard” decisions alone. That is why they are leaders.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Coalition leaders should not try to control the members when they think members have become unrealistic or unreasonable. Rather, leaders should always support members.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Skills for Collaborative Leadership

- **Be inclusive, promote diversity**
- **Practice shared decision making**
- **Resolve conflicts constructively**
- **Communicate clearly, openly, and honestly**
- **Facilitate group interaction**
- **Nurture leadership in others and encourage top-level commitment**

Attributes of Successful Collaborative Leaders

- **Ability to share power**
- **Flexibility**
- **Ability to see the big picture**
- **Trustworthiness**
- **Patience**
- **Abundant energy and hope**

Do's and Don'ts of Collaborative Leadership

- **DO** remember to delegate
- **DON'T** try to juggle too many balls
- **DON'T** take it personally
- **DO** maintain an action orientation
- **DON'T** hog the spotlight
- **DON'T** avoid conflict
- **DON'T** forget to celebrate the small victories

Barriers – What are your biggest concerns?

- **Turf and Competition**
- **Bad history**
- **Failure to Act**
- **Lack of a Common Vision**
- **Failure to provide and create collaborative**
- **Leadership**
- **Minimal organizational structure**
- **Costs outweigh the benefits**
- **Not engaging self-interest**