Developing Strong Campus-Community Coalitions

Washington State College Coalition for Substance Abuse Prevention

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Western Washington University

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Principles of Collaboration

- A continuum of “working together”
- Stages of collaboration
- Elements of effective coalitions
- Benefits and challenges of collaboration
A continuum of “working together”

**Collaboration**
Exchanging information, altering activities, sharing resources, and **enhancing the capacity** of another for mutual benefit and to achieve a common purpose.

**Cooperation**
Exchanging information, altering activities, and **sharing resources** for mutual benefit and to achieve a common purpose.

**Coordinating**
Exchanging information and **altering activities** for mutual benefit and to achieve a **common purpose**.

**Networking**
Exchanging information for mutual benefit.

Adapted from *Collaboration For A Change*, AT Himmelman, 2002.
A continuum of “working together”

More involvement, personal contact
More commitment
More resources (time, money)
More visibility
Less autonomy

Collaboration

Coordination

Cooperation

Networking

Less involvement, personal contact
Less commitment
Fewer resources (time, money)
Less visibility
More autonomy

Adapted from Collaboration For A Change, AT Himmelman, 2002.
Stages of Collaboration

Stage 1
Getting Together

Stage 2
Building Trust and Ownership

Stage 3
Developing a Strategic Plan

Stage 4
Taking Action

Stage 1
Getting Together

- Decide to act
- Involve the right people
- Set initial ground rules

Stage 2
Building Trust and Ownership

- Engage partners
- Develop a base of common knowledge
- Define a shared vision
- Commit to collaborate
- Identify planning resources

Stage 3
Developing a Strategic Plan

- Develop a mission statement
- Assess the environment and the collaborative’s resources
- Establish well-formed goals
- Examine and select strategies
- Develop a plan of action

Stage 4
Taking Action

- Formalize interagency relationships
- Implement plan of action
- Deepen collaborative culture
- Adapt and expand initiative

Stages of Collaboration

Stage 1
Getting Together

Stage 2
Building Trust and Ownership

Stage 3
Developing a Strategic Plan

Stage 4
Taking Action

Collaboration Benefits

- Pool power and resources
- Increase visibility and credibility
- Accomplish goals beyond scope of individual entities
- Reduce duplication of efforts
- Encourage a comprehensive approach
- Enhance ability to address complex issues

Collaboration Challenges

- Takes time and energy
- Balancing common issues and individual interests
- “Name only” commitment
- Power dynamics/struggles, conflict among members
- Sustaining work to achieve long-term and/or complex goals

Factors Influencing Coalition Effectiveness

We don’t really know!

Factors Influencing Coalition Effectiveness

Some evidence for...

- Conducive environment
- Committed membership
- Clear purpose
- Defined structure and process
- Regular communication
- Strong leadership
- Ample resources
- Meaningful evaluation

Adapted from:
Conducive Environment

- Community history of collaboration
- Reputation of coalition
- Political and social climate
Committed Membership

- Diverse representation; members from multiple “layers” of organizations
- Collaboration is in members’ self-interest
- Mutual respect and trust; ability to compromise
- Active involvement
Clear Purpose

- Shared vision
- Mission statement
- Purpose unique to the coalition
- Specific, realistic goals
Defined Structure and Process

- Established governance procedures
- Defined roles and responsibilities
- Flexibility and adaptability
- Different stages of collaboration may require different structure/process
Regular Communication

- Open and frequent communication
- Formal and informal
- Internal and external
Strong Leadership

- Adequate time
- Continuity
- Community organizing, group facilitation, “brokering” skills
- Board or committee
Ample Resources

- Adequate and diverse funding
- Training/capacity building
Meaningful Evaluation

- Informs strategic direction and goals
- Supports continued/new funding
- Celebrating successes
Membership

- Bringing and keeping people together
- The community organizing approach
- Communications
- Challenges
Membership
The Community Organizing Approach

- Self interest
  - Basic principle of all community organizing
  - “What’s in it for me/my organization?”

- “One-on-ones” or “cup of coffee meetings”
  - First step in member involvement
  - **Ask** and **listen** (vs. tell and sell)
  - Consider how coalition can serve their interest
Communications

- Among coalition members
  - Meetings and meeting minutes
  - Individual phone calls, email, letters
  - Newsletters
  - List serve, website

- Outside the coalition
  - Press releases
  - Small media (e.g. organizational newsletters)
  - Website
Membership Challenges

- "Hard to reach" people/groups
- Keeping people involved
- Member turnover
- Working with "planners" vs. "doers"
- Identifying meaningful roles
- Conflict
Coalition Structure and Process

- Organizing people to get the work done
- Decision making
- Meeting planning and facilitation
Organizing people

- Not one “right way”
- Committees/work groups/action groups
- Diverse roles and levels of involvement
Decision making

- Who decides?
  - Staff, committees, all members

- Levels of involvement in decisions
  - Lower:
    - Voting
    - Decide and announce
  - Higher:
    - Consensus
    - Delegate with constraints
Meeting Planning and Facilitation

- Meetings are generally where people
  - Make decisions and “think together”
  - Share ideas and expertise
  - Grow to know and understand each other
  - Feel they are part of the effort

- Good meeting planning and facilitation are critical!

Adapted from Interaction Associates Facilitative Leadership Training Manual.
Meeting Planning

- Clarify the purpose of the meeting
  - Is there a need to meet?
  - What needs to get done?

- Decide who needs to be there
  - Stakeholders
  - Decision makers
  - Information sources

Adapted from Interaction Associates Facilitative Leadership Training Manual.
Meeting Planning

- Prepare agenda
  - Define desired outcomes (what the meeting will accomplish)
  - Design specific activities (process, e.g. presentation, review, brainstorm)
  - Set time frames

- Logistics
  - Sign in sheet and name tags
  - AV equipment, flip charts, handouts
  - Meeting signs, refreshments
# Meeting Activities Lead to Outcomes

<table>
<thead>
<tr>
<th>Desired outcomes</th>
<th>Activity (process)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Common understanding of alcohol policy</td>
<td>Present information</td>
</tr>
<tr>
<td>Agreement on main strategies</td>
<td>Prioritizing activity (from list)</td>
</tr>
<tr>
<td>List of ideas for student involvement</td>
<td>Brainstorming</td>
</tr>
<tr>
<td>Revisions to draft brochure</td>
<td>Review and discuss</td>
</tr>
</tbody>
</table>
Meeting Facilitation

- Introductions
- Review outcomes/purpose and agenda
- Establish ground rules and decision making process (new groups, potential conflict)
- Guide discussion to stay on topic/issue
- Follow time frame
- Summarize action items

Adapted from Interaction Associates Facilitative Leadership Training Manual.
Meeting Follow Up

- Write and send out meeting notes
- Complete action items and communicate results
(section break)
Collaborative Leadership

- What is collaborative leadership?
- Benefits and drawbacks
- Collaborative leadership practices
- Leadership challenges
What is Collaborative Leadership?

- Leadership shown by a group that is acting collaboratively to solve agreed upon issues.
  
  *Collaborative Leadership Fundamental Concepts, Turning Point Initiative.*

- Facilitating mutual enhancement among those working together for a common purpose.
  
  *Collaboration for a Change, AT Himmelman, 2002.*

- A mutually beneficial relationship between two or more parties who work toward common goals by sharing responsibility, authority, and accountability for achieving results.

### Traditional-Collaborative Leadership

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top down</td>
<td>Self-governing</td>
</tr>
<tr>
<td>Few make decisions</td>
<td>Broad participation</td>
</tr>
<tr>
<td>Unilateral action</td>
<td>Guide &amp; coordinate process</td>
</tr>
<tr>
<td>Win or shift power</td>
<td>Build relationships</td>
</tr>
<tr>
<td>Linear thinking</td>
<td>Systems thinking</td>
</tr>
<tr>
<td>Programs &amp; products</td>
<td>Process</td>
</tr>
<tr>
<td>Charisma</td>
<td>Vision</td>
</tr>
<tr>
<td>Persuasive</td>
<td>Empathetic</td>
</tr>
<tr>
<td>Group falls apart if leader leaves when leader leaves</td>
<td>Group continues</td>
</tr>
</tbody>
</table>

Adapted from *Collaborative Leadership Fundamental Concepts*. Turning Point Initiative. http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals.
Collaborative Leadership

Adapted from Interaction Associates Facilitative Leadership Training Manual.
Leadership Roles

- Convener
- Catalyst
- Facilitator
- Conduit
- Advocate
- Community organizer
- Technical assistance provider
- Capacity builder
- Partner

Adapted from *Collaboration For A Change*, AT Himmelman, 2002.
Collaborative Leadership Practices

- **Assessing the Environment**: Understanding the context for change before you act.
- **Creating Clarity**: Defining shared values and engaging people in positive action.
- **Building Trust**: Creating safe places for developing shared purpose and action.
- **Sharing Power and Influence**: Developing synergy of people, organizations, and communities to accomplish a shared vision.
- **Developing People**: Committing to people as a key asset through coaching and mentoring.
- **Self-Reflection**: Understanding your own values, attitudes, and behaviors as they relate to your leadership style and its impact on others.

Adapted from *Collaborative Leadership Fundamental Concepts*. Turning Point Initiative, [http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals](http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals)
Qualities of Collaborative Leaders

- Capacity to create a shared vision
- Respect for others’ point of view or experience
- Capacity for respectful assessment
- Ability to communicate across boundaries
- Skills to create an open, supportive environment and manage conflict

Adapted from Collaborative Leadership Fundamental Concepts. Turning Point Initiative, http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals
Qualities of Collaborative Leaders

- Creativity
- Patience
- Humility
- Tolerance for uncertainty
- Capacity for self reflection

Adapted from *Collaborative Leadership Fundamental Concepts*. Turning Point Initiative. http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals.
Leadership Styles

- Directing
  - Focuses communication on goal achievement
  - Gives instructions (what goals to achieve and how)
  - Limited time on supportive behaviors

Leadership Styles

- Coaching
  - Focuses communication on both goal achievement and people’s needs
  - Gives encouragement
  - Asks for input
  - Ultimately, leader still makes final decision

Leadership Styles

- **Supporting**
  - Does not focus just on goals
  - Focuses on tasks to be accomplished
  - Uses supportive behaviors to bring out others’ skills
    - Listening
    - Praising
    - Asking for input
    - Giving feedback

Leadership Styles

- Delegating
  - Offers less input and social support
  - Facilitates others’ confidence and motivation to do tasks
  - Leader not as involved in planning, details, or goal clarification

### Leadership Styles

<table>
<thead>
<tr>
<th>Supportive Behavior</th>
<th>Directive Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting</td>
<td>Coaching</td>
</tr>
<tr>
<td>High supportive &amp;</td>
<td>High supportive &amp;</td>
</tr>
<tr>
<td>Low directive</td>
<td>High directive</td>
</tr>
<tr>
<td>Delegating</td>
<td>Directing</td>
</tr>
<tr>
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<td>High directive</td>
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Leadership Challenges

- Mandates or pressure from “above”
- Rapid/frequent change
- Problems are complex and interdependent
- Economic realities: doing more with less
- Conflicting expectations
- No time for critical reflection

Adapted from Collaborative Leadership Fundamental Concepts. Turning Point Initiative. http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals.
Leadership Challenges

- Apathy
- Lack of trust
- Hidden agendas
- Lack of larger/common vision
- Many people have power to say “No,” yet no one person or group has power to act alone
- Others not willing to take on leadership roles

Adapted from Collaborative Leadership Fundamental Concepts. Turning Point Initiative. http://www.turningpointprogram.org/Pages/cl_download.html#fundamentals.
Building Collaborative Leadership Skills

- Training
- Mentoring
- Coaching
- Exposure to different ideas and cultures
- Critical Reflection
- Experience / Practice
- Rewards
A good leader talks little; but when his work is done, his aim filled, all others will say, “We did this ourselves.”

Lao-Tse