



INSTITUTE FOR
COALITION BUILDING

» Handout Materials and Tools

www.coalitionbuilding.org

© 2012 Institute for Coalition Building

Coalition building is the practice of bringing together a diverse collective of stakeholder organizations to solve a community's grand challenges.

Organizational Leadership

Orchestrates actions **within** a organization

Uses **top-down coordination**

Addresses **complicated** organizational problems

Oversees the efficient allocation of organizational **resources**

Examines how people process things **independently**

Seeks a **competitive** advantage

Plans hold everything together

“Sells” finished plans **to** stakeholders

Managing to close the gap between the present and a projected **idealized future** state

Fundamentally an **analytical** process

Stakeholder Leadership

Cultivates actions **among** organizations

Uses **bottom-up collaboration**

Addresses **complex** community problems

Oversees the effective tending of stakeholder **relationships**

Examines how people behave **interdependently**

Seeks a system of **cooperation**

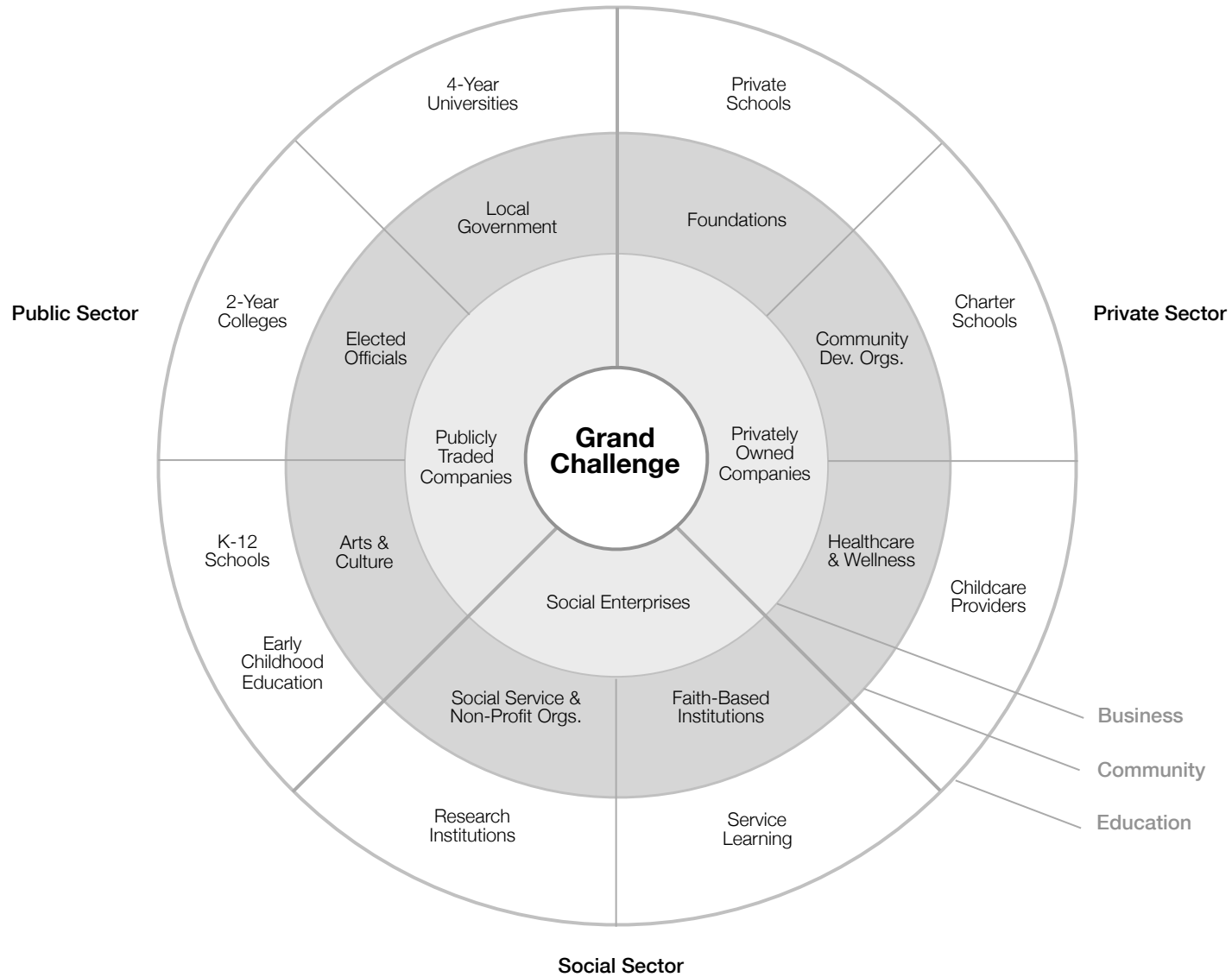
Process holds everything together

Creates solutions along **with** stakeholders

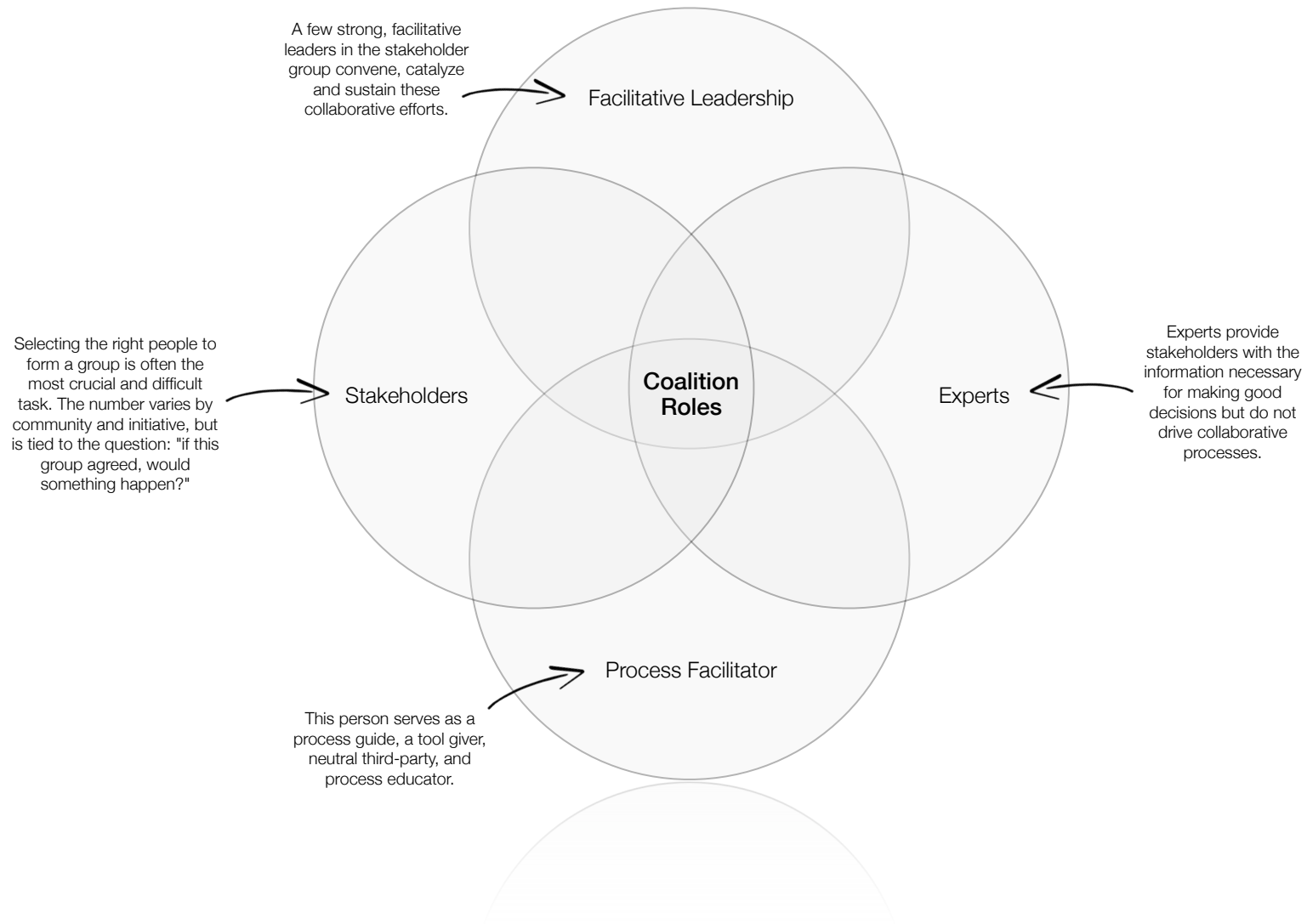
Managing the **evolutionary potential** of the present

Fundamentally a **social** process

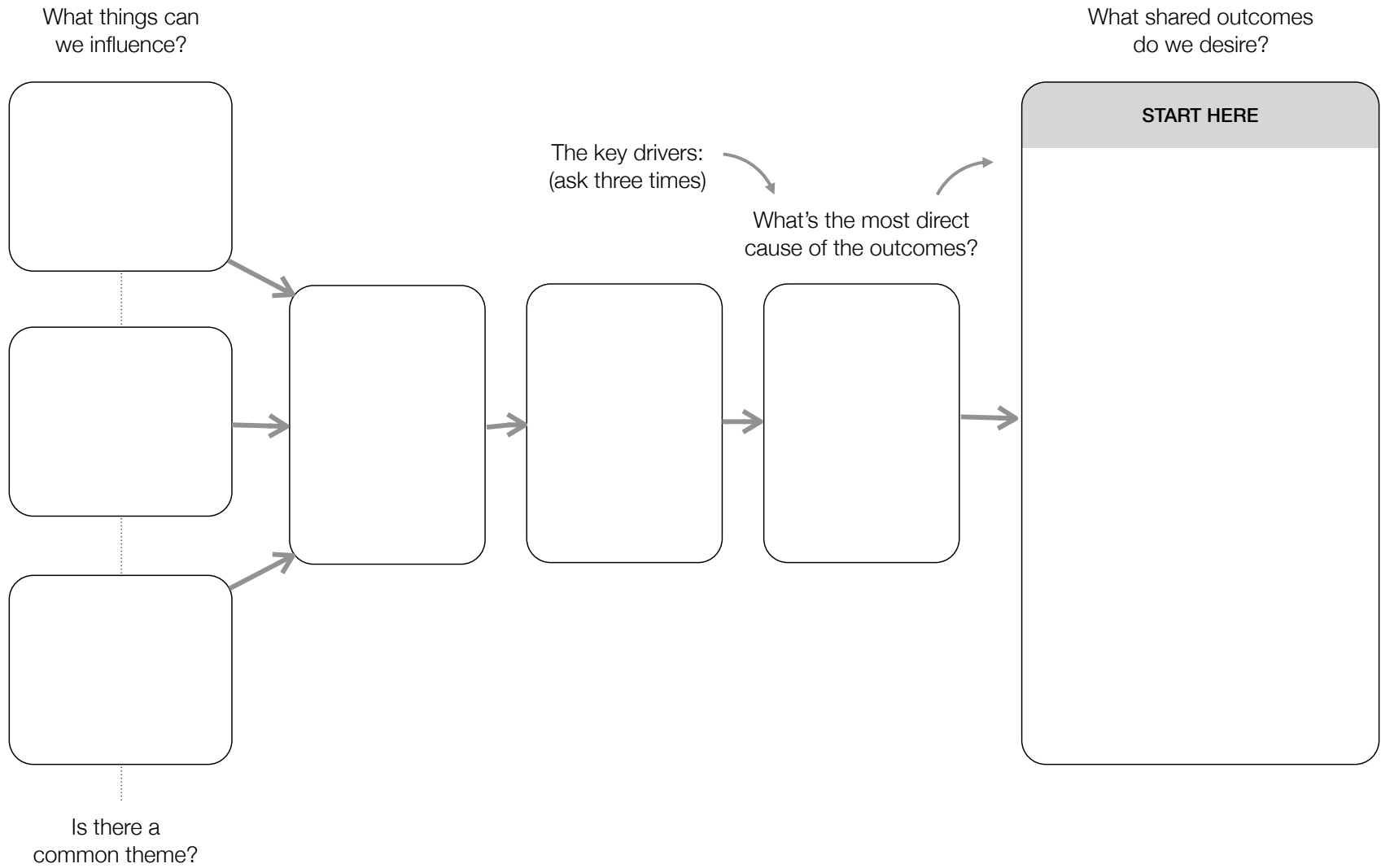
THE COMMUNITY STAKEHOLDER CONCEPT

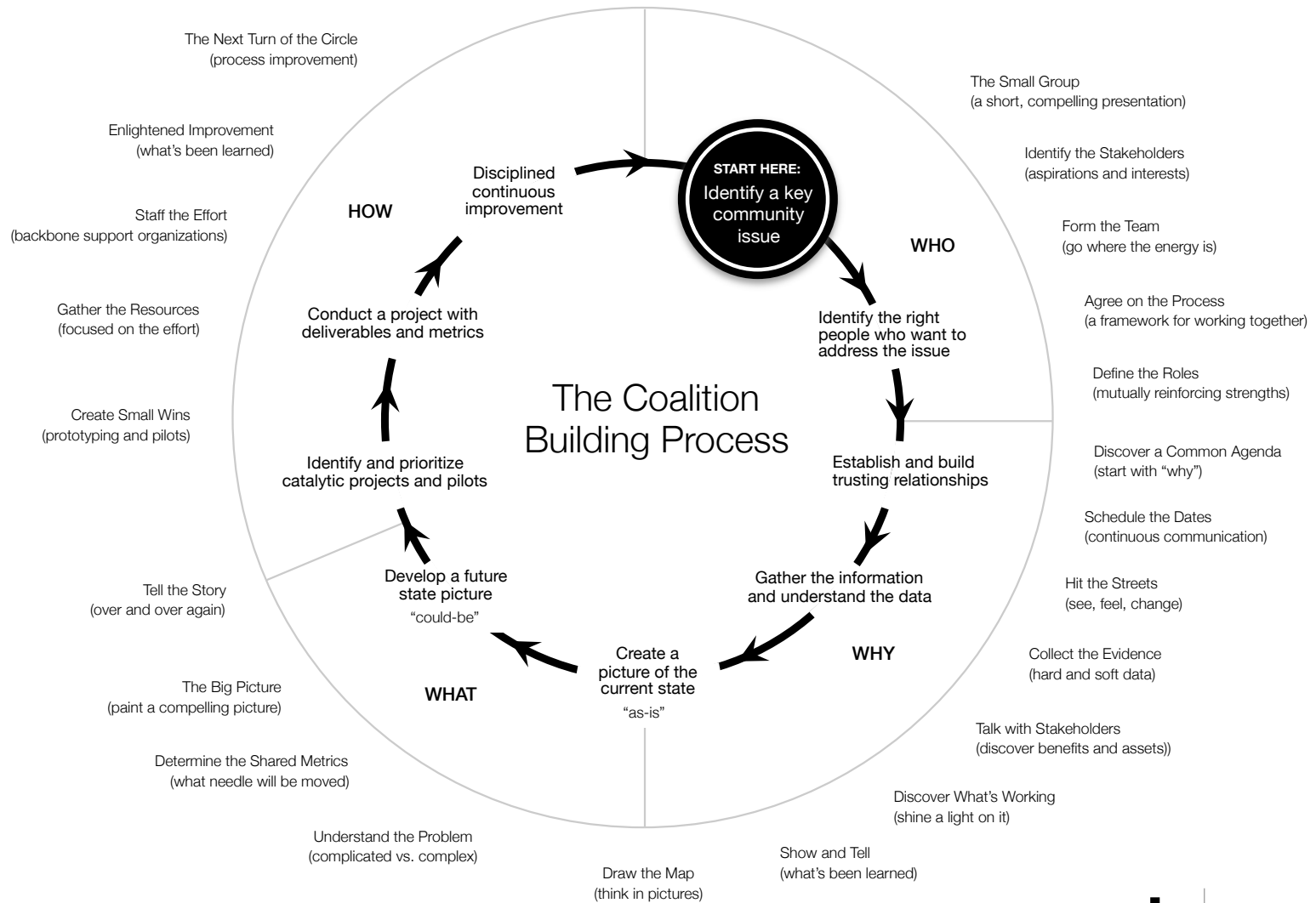


THE CRITICAL ROLES TO PLAY WITHIN A COALITION



THE CRITICAL FACTORS FRAMEWORK





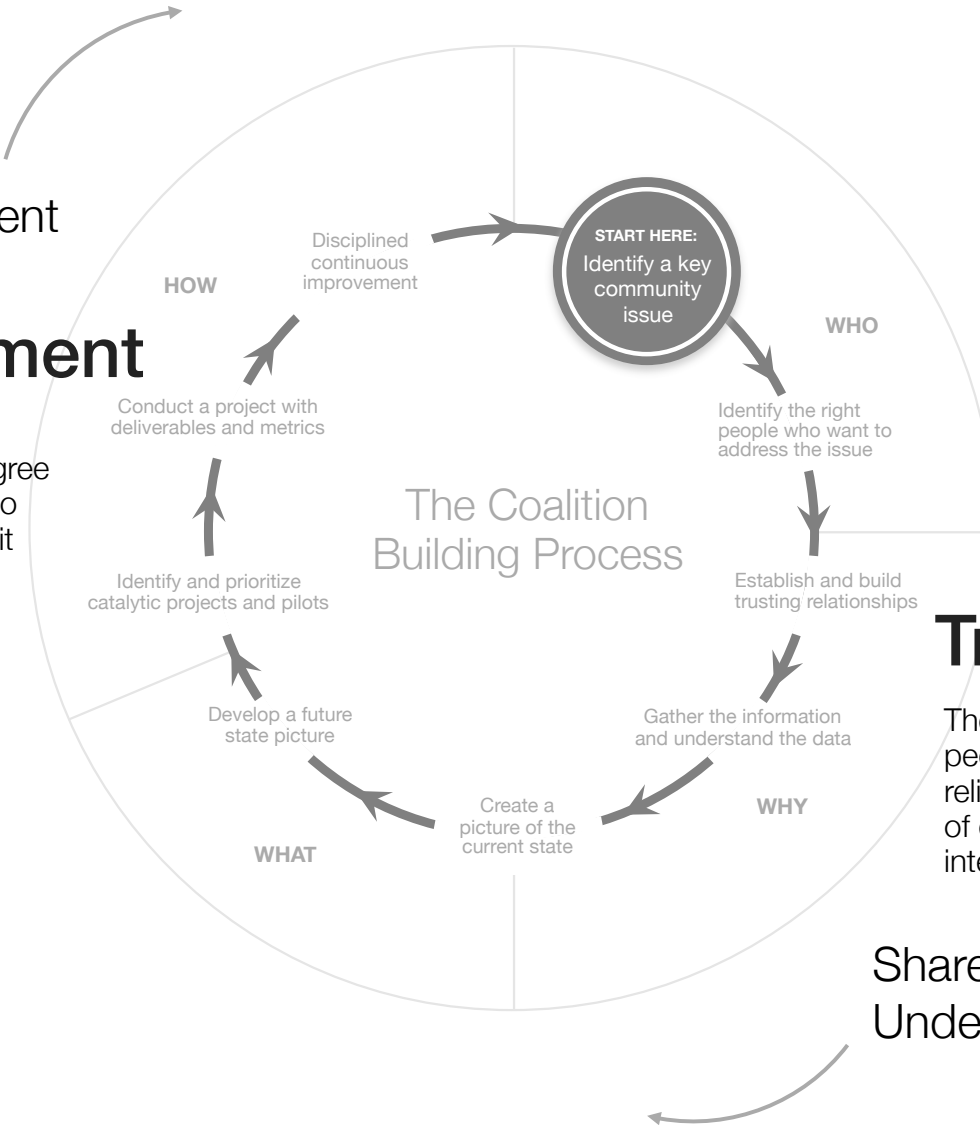
INSTITUTE FOR
COALITION BUILDING

www.coalitionbuilding.org
© 2012 Institute for Coalition Building
Process Version: 5/30/2013

Shared
Commitment

Agreement

The extent to which people agree about what to do and how to get it done.

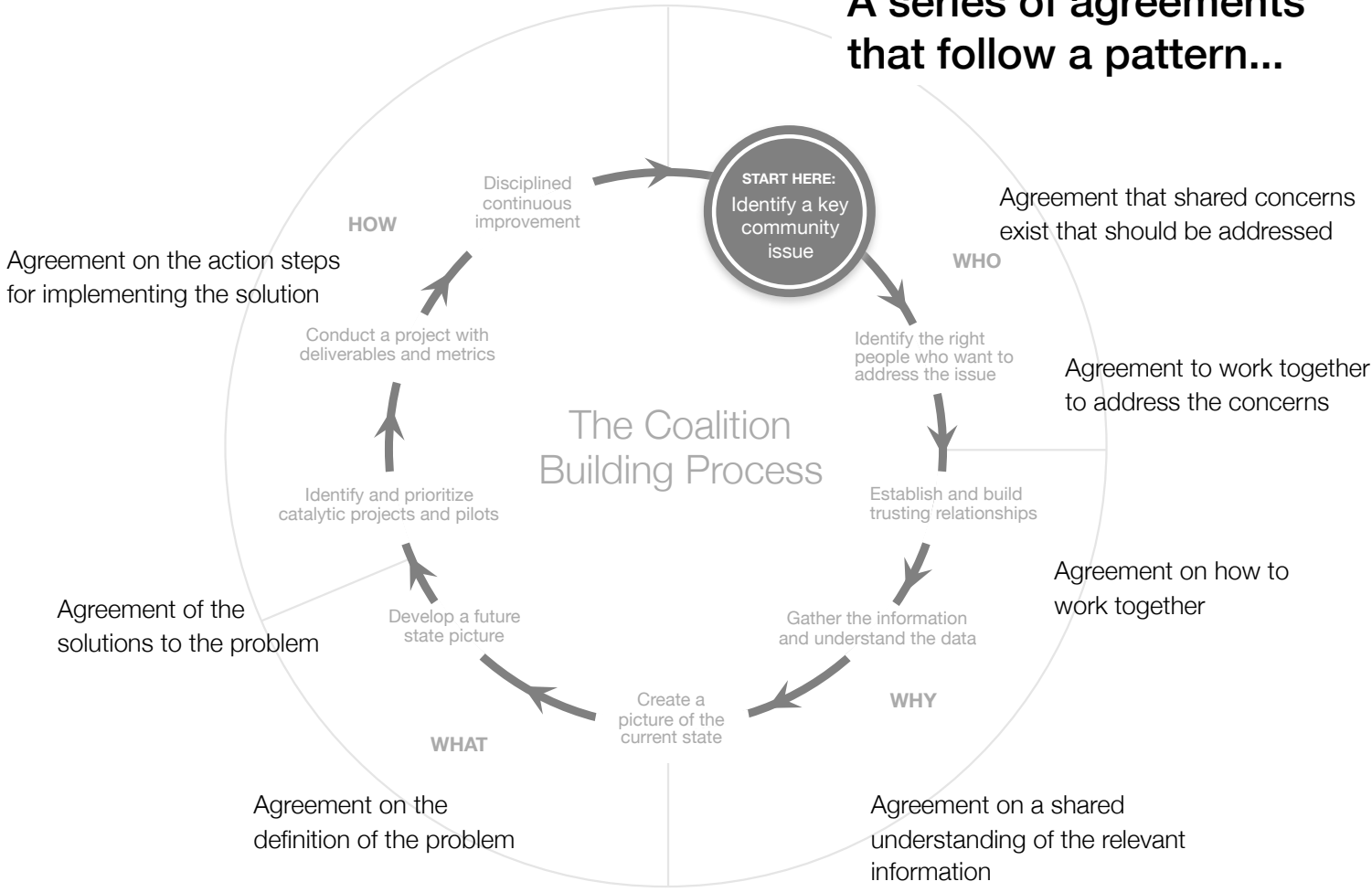


Trust

The extent to which people believe in the reliability and integrity of each stakeholder's intentions.

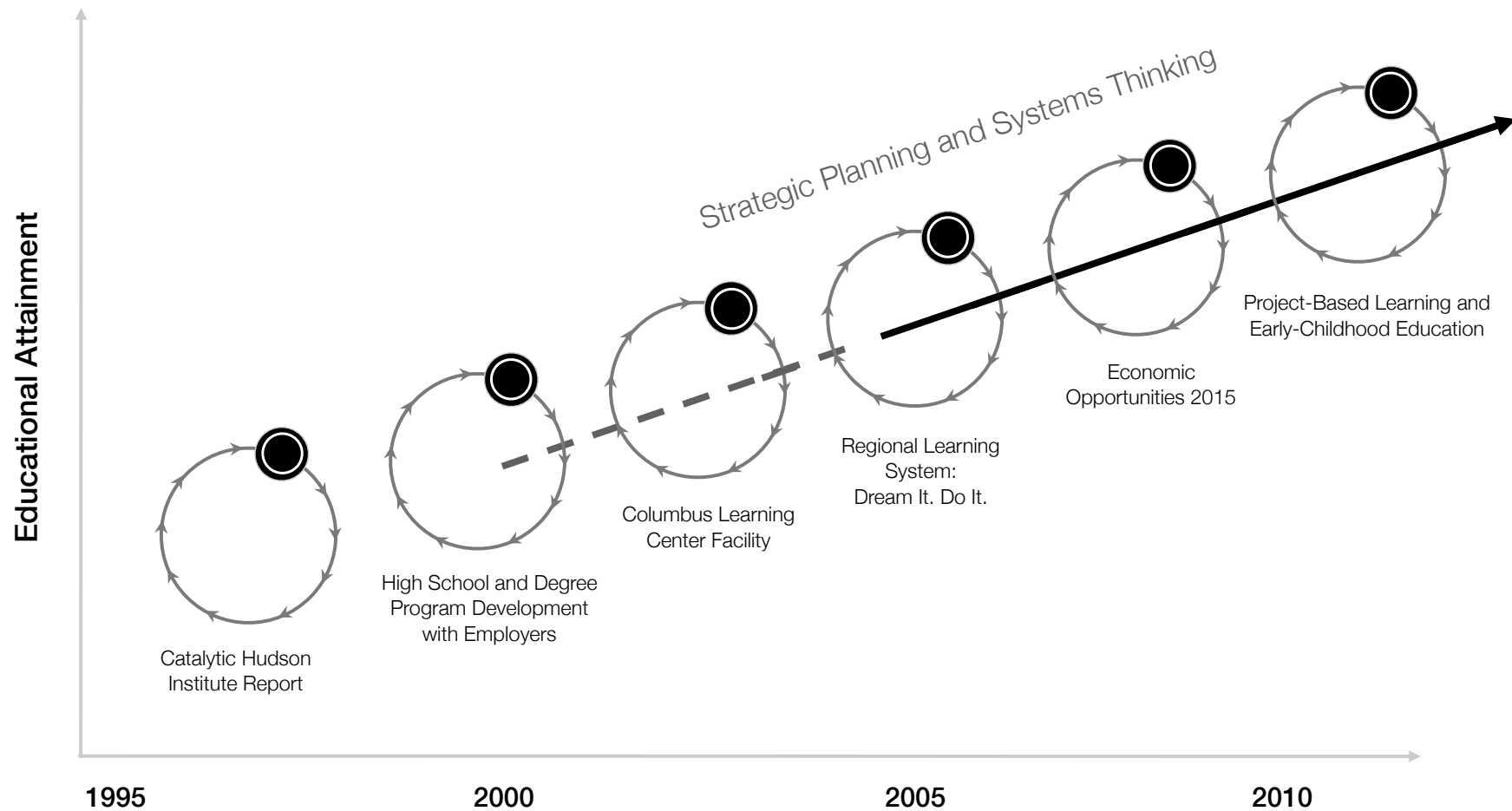
Shared
Understanding

A series of agreements that follow a pattern...




Source: Adapted from The Collaborative Leadership Fieldbook by David D. Chrislip

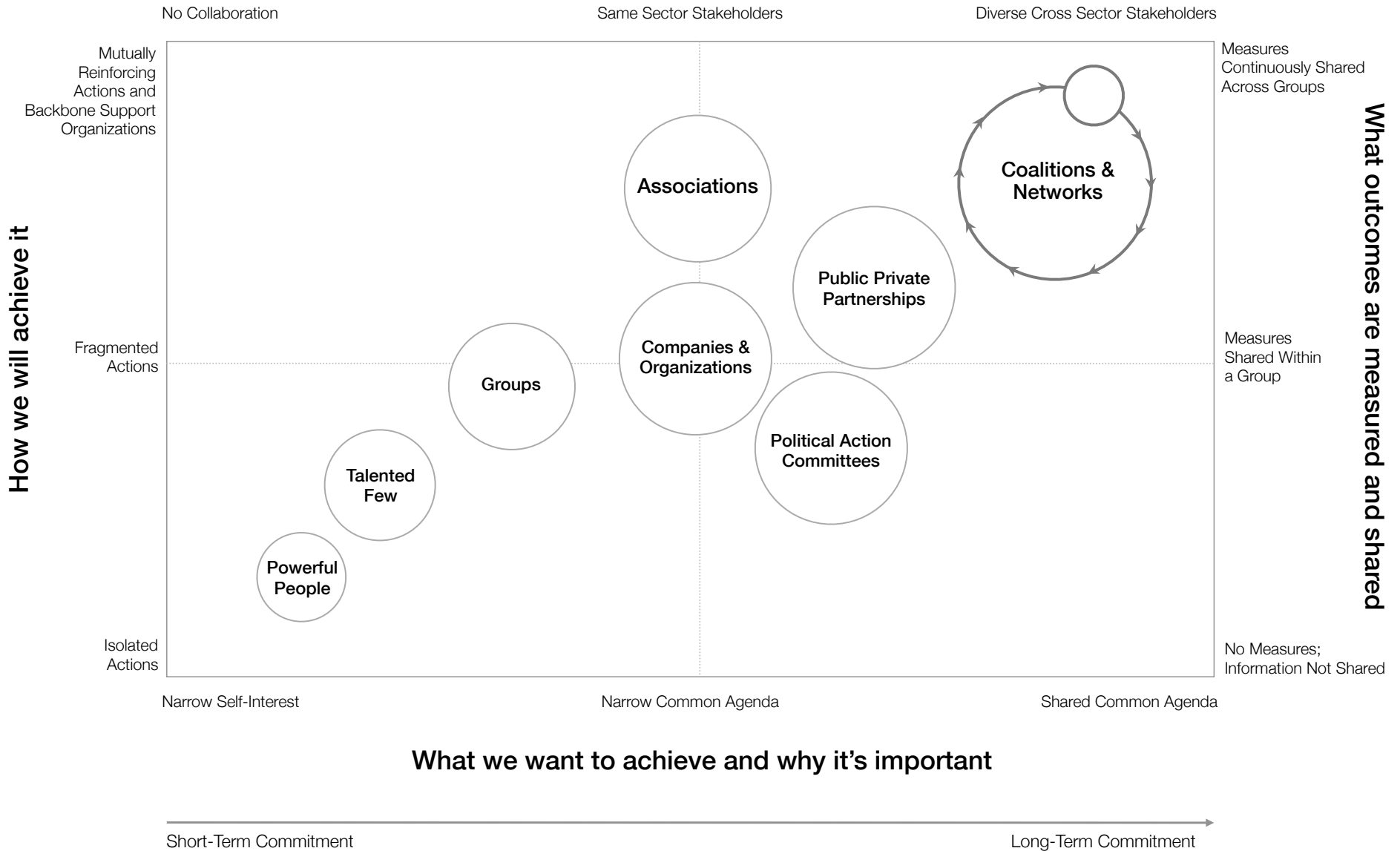
A Coalition's Development Over Time: "Start small, think big, aim high."



TYPES OF COLLABORATIONS

 = Amount of connections and influence

Who should be at the table

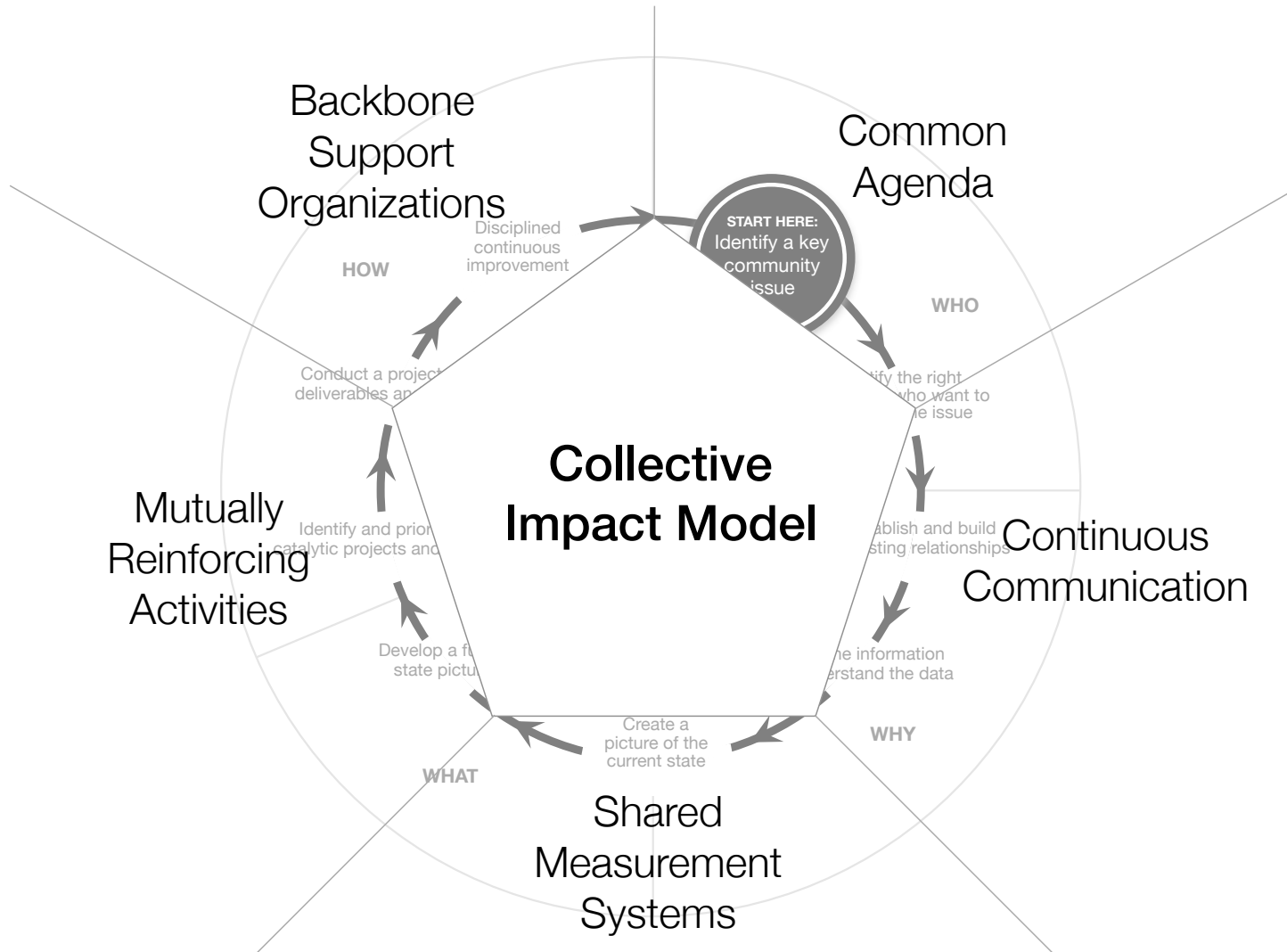


THE STRUCTURE OF COLLABORATION

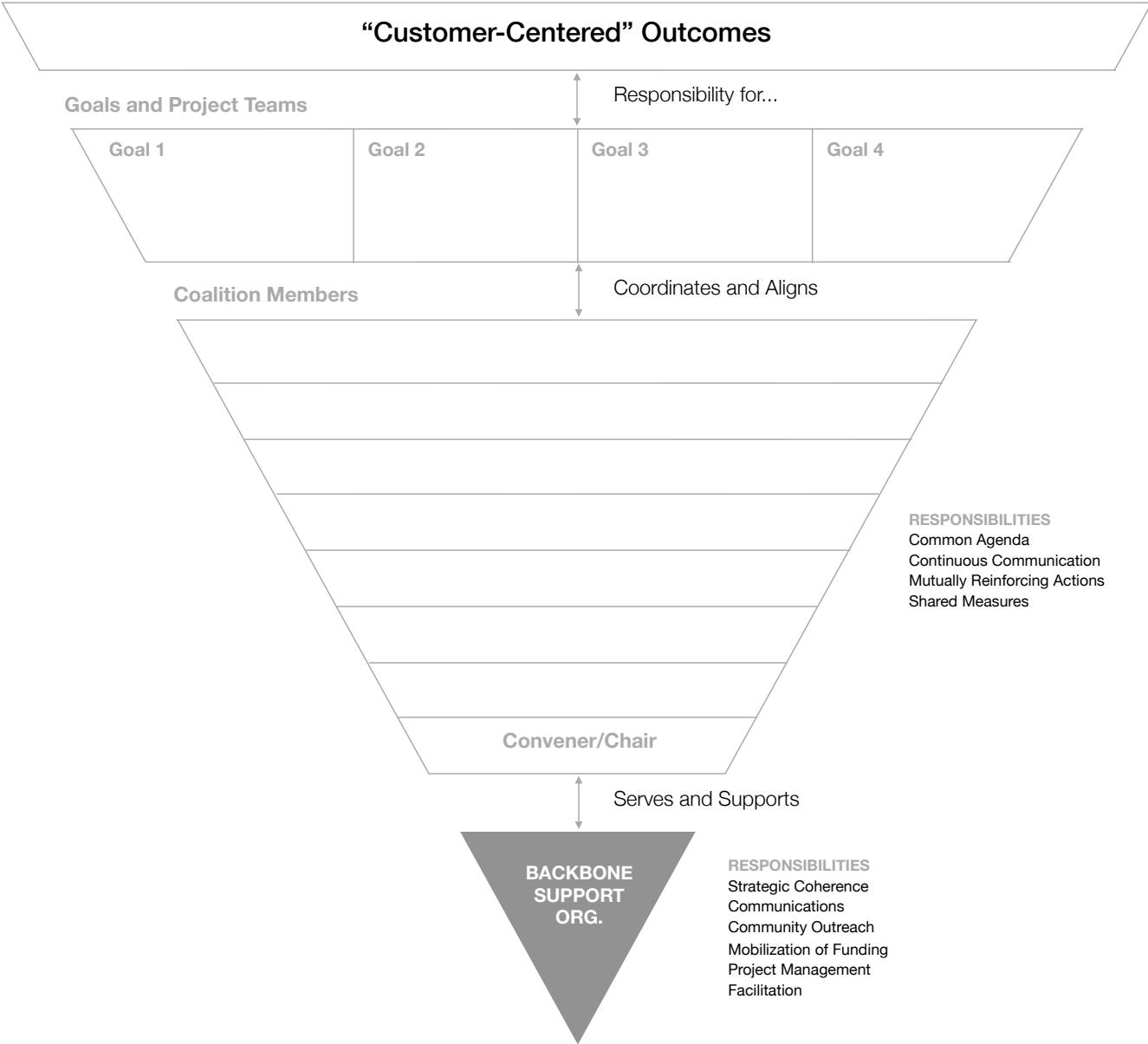


Source: Collective Impact, by John Kania & Mark Kramer, Stanford Social Innovation Review, Winter 2011

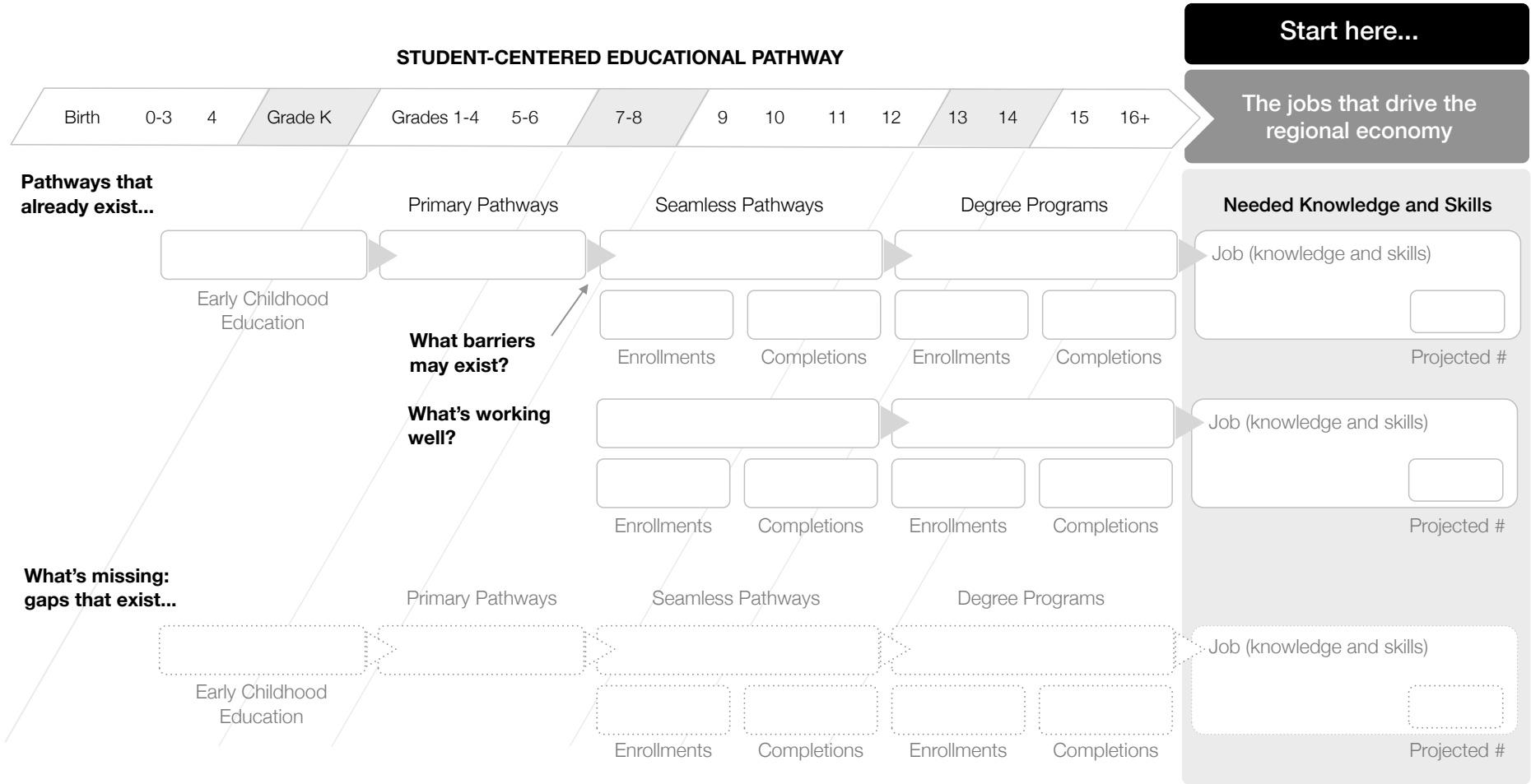
THE PROCESS IS THE STRUCTURE



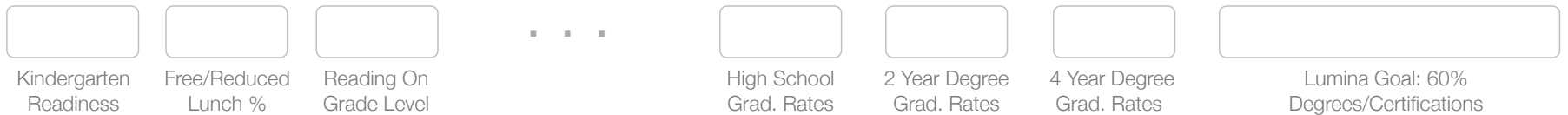
THE COALITION STRUCTURE DIAGRAM



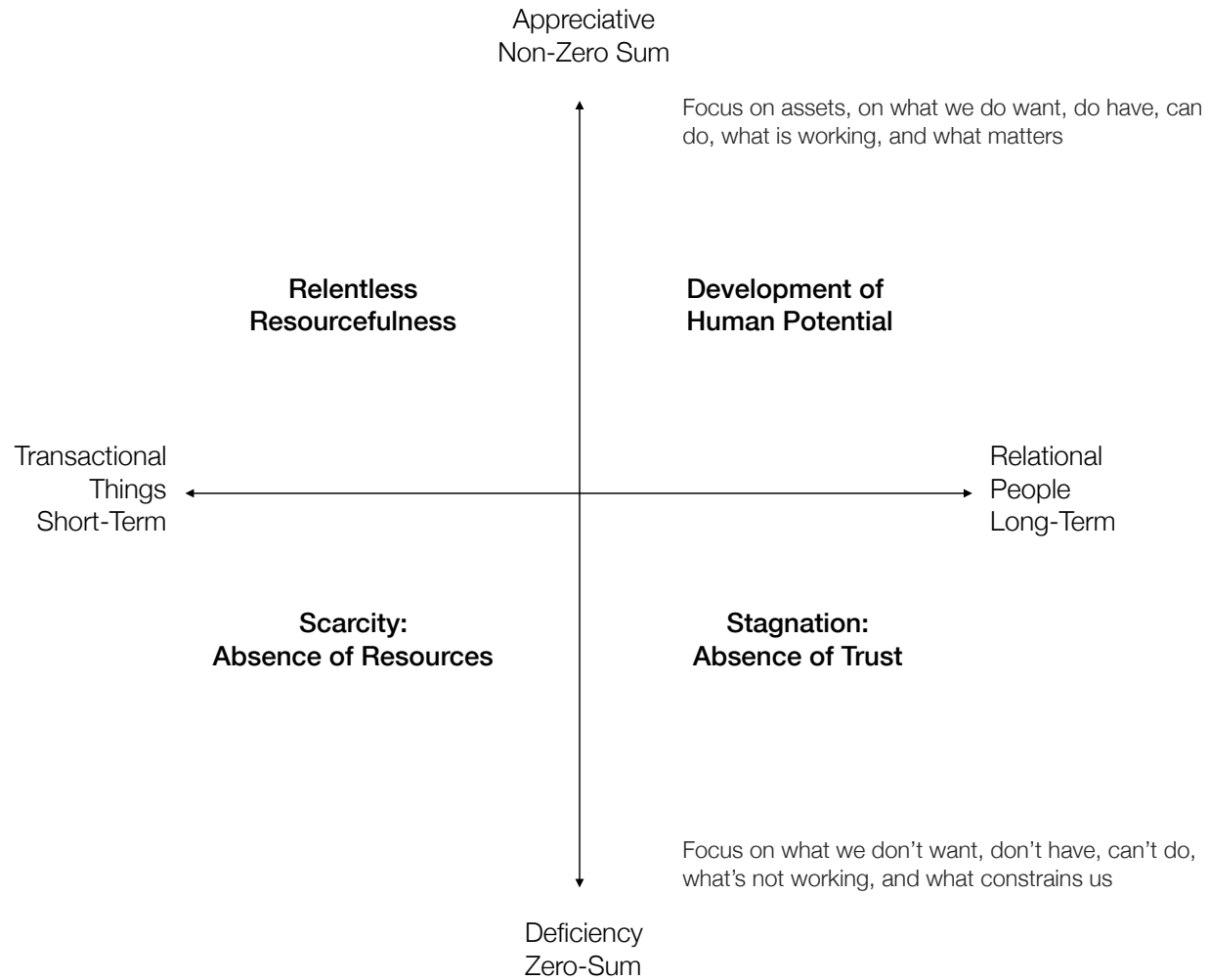
CREATING THE CURRENT STATE PICTURE



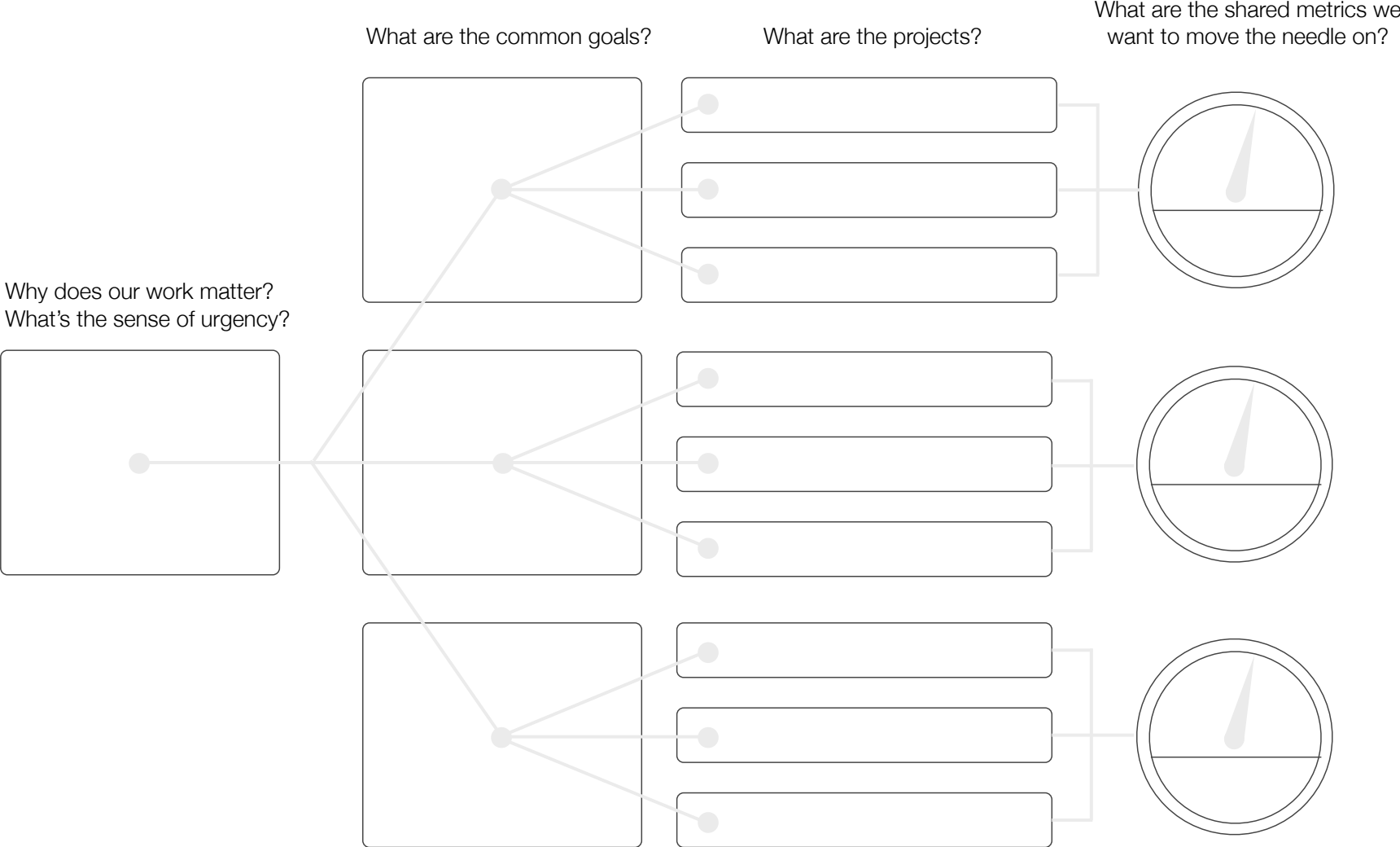
What the data says:



THE MINDSETS OF COMMUNITY COLLABORATION



THE COALITION STRATEGIC GOAL TREE





Leadership and Readiness

A Complex Problem
A Grand Challenge
Sense of Urgency
Political Dynamics

Stakeholder Leadership
Identified Champion(s)
Scope and Focus
Collaborative Mindset



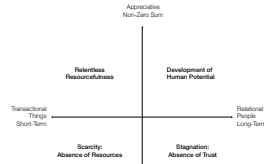
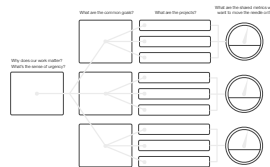
Stakeholder Roles and Relationships

Strong Facilitative Leadership
Diverse Collective of Stakeholders
Content Experts
Process Facilitators



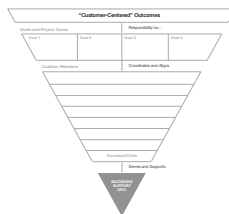
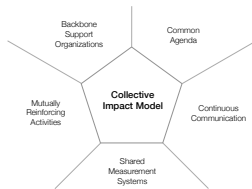
Coordinated and Aligned
A Plan for Sustainability
Communications (Report Cards)

Strategy and Sustainability



Design Ingredients

Common Agenda
Continuous Communication
Shared Measurement Systems
Mutually Reinforcing Activities
Backbone Support Organizations



Customer-Centric
Working Teams
Steering Committee
Subject-Matter Advisors
Backbone Support Organization

Structure

Process

Trust and Agreement
Shared Understanding and Shared Commitment
A Framework for Working Together
Defined Decision-Making Process

