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

Grand Challenge

Social Sector
- Early Childhood Education
- K-12 Schools
- Research Institutions
- Social Service & Non-Profit Orgs.
- Faith-Based Institutions
- Service Learning

Public Sector
- 2-Year Colleges
- Local Government
- Publicly Traded Companies
- Social Enterprises
- Private Schools
- 4-Year Universities

Private Sector
- Charter Schools
- Community Dev. Orgs.
- Healthcare & Wellness
- Childcare Providers

Business
- Community
- Education
THE CRITICAL ROLES TO PLAY WITHIN A COALITION

Facilitative Leadership

A few strong, facilitative leaders in the stakeholder group convene, catalyze and sustain these collaborative efforts.

Stakeholders

Selecting the right people to form a group is often the most crucial and difficult task. The number varies by community and initiative, but is tied to the question: "If this group agreed, would something happen?"

Experts

Experts provide stakeholders with the information necessary for making good decisions but do not drive collaborative processes.

Process Facilitator

This person serves as a process guide, a tool giver, neutral third-party, and process educator.
THE CRITICAL FACTORS FRAMEWORK

What things can we influence?

The key drivers: (ask three times)

What's the most direct cause of the outcomes?

What shared outcomes do we desire?

Is there a common theme?
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...

The Coalition Building Process

START HERE: Identify a key community issue

WHY
Agreement that shared concerns exist that should be addressed
Agreement to work together to address the concerns
Agreement on how to work together

WHAT
Agreement on the definition of the problem
Agreement on what the solutions to the problem are
Create a picture of the current state

HOW
Disciplined continuous improvement
Conduct a project with deliverables and metrics
Identify and prioritize catalytic projects and pilots

WHO
Identify the right people who want to address the issue
Identify and prioritize catalytic projects and pilots
Establish and build trusting relationships

Source: Adapted from The Collaborative Leadership Fieldbook by David D. Chrislip
A Coalition’s Development Over Time: “Start small, think big, aim high.”

- 1995: Catalytic Hudson Institute Report
- 2000: High School and Degree Program Development with Employers
- 2005: Columbus Learning Center Facility, Regional Learning System: Dream It. Do It.
- 2010: Economic Opportunities 2015, Project-Based Learning and Early-Childhood Education

Educational Attainment

Strategic Planning and Systems Thinking
TYPES OF COLLABORATIONS

Who should be at the table

- No Collaboration
- Same Sector Stakeholders
- Diverse Cross Sector Stakeholders

How we will achieve it

- Mutually Reinforcing Actions and Backbone Support Organizations
- Fragmented Actions
- Isolated Actions

What outcomes are measured and shared

- Measures Continuously Shared Across Groups
- Measures Shared Within a Group
- No Measures; Information Not Shared

What we want to achieve and why it’s important

- Short-Term Commitment
- Long-Term Commitment

- Associations
- Public Private Partnerships
- Groups
- Coalitions & Networks
- Companies & Organizations
- Political Action Committees

Talented Few
Powerful People

THE STRUCTURE OF COLLABORATION

Collective Impact Model

Backbone Support Organizations
Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations.

Common Agenda
All participants have a shared vision including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

Mutually Reinforcing Activities
Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

Continuous Communication
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

Shared Measurement Systems
Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

THE PROCESS IS THE STRUCTURE

Collective Impact Model

- Start Here: Identify a key community issue
- Common Agenda
  - Why: Identify the right people who want to address the issue
  - Who: Gather the information and understand the data
  - What: Develop a future state picture
  - How: Create a picture of the current state
  - Why: Develop a future state picture

- Backbone Support Organizations
  - Mutually Reinforcing Activities
    - Backbone Support Organizations
    - Disciplined continuous improvement
    - Conduct a project with deliverables and metrics
    - Identify and prioritize catalytic projects and pilots

- Shared Measurement Systems
  - Continuous Communication
    - Continuous Communication
    - Establish and build trusting relationships
    - Common Agenda
    - Shared Measurement Systems
    - Mutually Reinforcing Activities
    - Backbone Support Organizations
    - Disciplined continuous improvement
    - Conduct a project with deliverables and metrics
    - Identify and prioritize catalytic projects and pilots

THE PROCESS IS THE STRUCTURE
CREATING THE CURRENT STATE PICTURE

STUDENT-CENTERED EDUCATIONAL PATHWAY

The jobs that drive the regional economy

Start here...

Pathways that already exist...

Primary Pathways

Seamless Pathways

Degree Programs

What barriers may exist?

Enrollments

Completions

Enrollments

Completions

Enrollments

Completions

What's working well?

What's missing: gaps that exist...

Early Childhood Education

Early Childhood Education

Primary Pathways

Seamless Pathways

Degree Programs

What barriers may exist?

What's working well?

What's missing: gaps that exist...

Needed Knowledge and Skills

Job (knowledge and skills)

Projected #

Job (knowledge and skills)

Projected #

Job (knowledge and skills)

Projected #

What the data says:

Kindergarten Readiness

Free/Reduced Lunch %

Reading On Grade Level

High School Grad. Rates

2 Year Degree Grad. Rates

4 Year Degree Grad. Rates

Lumina Goal: 60% Degrees/Certifications
THE MINDSETS OF COMMUNITY COLLABORATION

Appreciative 
Non-Zero Sum

Focus on assets, on what we do want, do have, can do, what is working, and what matters

Relentless 
Resourcefulness

Development of 
Human Potential

Scarcity: 
Absence of Resources

Stagnation: 
Absence of Trust

Deficiency 
Zero-Sum

Focus on what we don’t want, don’t have, can’t do, what's not working, and what constrains us

Transactional 
Things 
Short-Term

Relational 
People 
Long-Term
THE COALITION STRATEGIC GOAL TREE

Why does our work matter? What’s the sense of urgency?

What are the common goals? What are the projects? What are the shared metrics we want to move the needle on?