Overview

- What makes a good coalition leader?
- Collaborative & transformational leadership
- Roles & responsibilities of leaders
- Models of coalition leadership
- Negotiating difficult coalition issues & tasks
- Planning for succession
Strong organizations foster acts of leadership throughout the system rather than assume leaders only exist at the top.

Max Weber
Great Leaders

- take interest in others

- build relationships & bridges

- create more leaders

- become leaders to do something, not to be someone

- help others learn from mistakes & share that learning

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What Makes a Great Leader?
What People Really Want from You as a Leader

Openness & honesty, to be stretched and feel valued, and to take risks by making decisions.

Rene Carayol

To know who you are and what you stand for before they agree to be led by you. Leadership is an agreement; you lead by permission.

Phil Douardo
Pictures of a Great Leaders

ROLAND

MAUREEN

ANN

NATALIE

YOU?
Check it Out!

Describe the best leader you know.

Are leaders born or made?
Collaborative, Broad-based Leadership

• Multiple leaders share power to set priorities, share resources & evaluate performance

• Leaders use supportive & inclusive methods to ensure that those they represent are part of change process

• Former leaders mentor future ones to prevent burnout

• Requires new notion of power:
  The more power is shared, the more there is to use
## Traditional vs. Collaborative Leadership

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Collaborative</th>
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<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>
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<tr>
<td>Win or shift power</td>
<td>Build relationships</td>
</tr>
<tr>
<td>Linear thinking</td>
<td>Systems thinking</td>
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<tr>
<td>Programs &amp; products</td>
<td>Process</td>
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<tr>
<td>Charisma</td>
<td>Vision</td>
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<tr>
<td>Persuasive</td>
<td>Empathetic</td>
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<tr>
<td>Group falls apart if leader leaves</td>
<td>Group continues if leader leaves</td>
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6 Practices of Collaborative Leaders

1. **Assess Environment**: Understand context for change

2. **Create Clarity**: Identify shared values, respect people’s experience & engage them in positive action

3. **Build Trust**: Create safe places to develop shared purpose & action

4. **Share Power & Influence**: Develop synergy of individuals & organizations across communities to achieve shared vision

5. **Develop People**: Commit to people as key assets by coaching & mentoring

6. **Self-Reflect**: Understand how values, attitudes & behaviors relate to leadership style & its impact on others
Transformational Leadership Factors

1. **Charisma, or idealized influence** – role models with high standards of moral & ethical conduct

2. **Inspirational motivation** – communicate high expectations; inspire followers to be committed to shared vision

3. **Intellectual stimulation** – stimulate followers to innovate & challenge beliefs of self, leader & organization

4. **Individualized consideration** – support/listen to followers & coach them to be actualized or empowered

*Bass, 1985*
Transformational Leadership

- Idealized Influence
- Individualized Consideration
- Inspirational Motivation
- Intellectual Stimulation

Transactional Leadership → Expected Outcomes → Outcomes Beyond Expectation
Transformational Leaders

Mahatma Gandhi

Martin Luther King

Mother Theresa

Michelle Charters
Transformative Coalition Leaders

1. Let go of things others can do
2. Encourage ideas & risk-taking
3. Ensure that people have goals & know how they’re doing
4. Delegate to challenge, develop & empower
5. Coach to ensure success
6. Reinforce good work & attempts
7. Share information, knowledge & skills
8. Value, trust & respect each individual
9. Provide support without taking over
10. Practice what they preach
Great Leaders Tell Stories

1) Stories about themselves: Who they are, where they came from, what they stand for & what they expect

2) Stories about the organization: its mission, why it’s great to invest in & work for

1) Stories about others: Knowing their part in the organization’s story, engages people & gives them a sense of purpose

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Roles & Responsibilities of Coalition Leaders
Coalition Leadership

- Convener (Lead) Agency
- Staff
- Elected Leaders:
  - Chair & Vice Chair (or Co-Chairs)
  - Steering Committee (Work Group Chairs, Members-At-Large)
Lead Agency/Convener

- Provides facility/space for coalition operation
- Provides staff to manage coalition
- Hosts meetings
- Acts as fiscal agent – manage payroll & benefits
- Provides administrative & communication services
- Offers professional development
- Helps recruit prospective partners
Staff

- Facilitates decision-making & supports members’ priorities
- Recruits/engages members & links them with influential leaders, policy makers & media
- Ensures that tasks are shared
- Accountable to lead agency, funders, members & leaders
Leadership Team Responsibilities

- Create clear & shared vision
- Build cohesion & community participation
- Increase members’ satisfaction & engagement
- Increase meeting efficiency & task orientation
- Plan/implement effective strategies
- Focus on policy, system & environmental change
Chair Responsibilities

- Shares vision for the coalition/work group direction
- Reports partnership progress to own organization & share it’s ideas, concerns & data with coalition
- Helps conduct community needs/asset assessment
- Takes lead in planning/prioritizing goals/objectives into action plan
- Serves as an ambassador - promotes coalition’s mission everywhere
- Prepares for & facilitate meetings
- Help sdevelop resources to sustain coalition
Work Group Chair Responsibilities

- Shares vision for WG direction
- Works with Coordinator to maintain/expand WG membership
- Serves as WG liaison to Steering Committee
- Develops WG agenda & moderates/evaluates WG meetings
- Designates recorder for each WG meeting; reviews minutes
- Encourages members to volunteer & fulfill WG responsibilities
- Represents Coalition in community (with staff assistance)
- Consults with Coalition Coordinator as needed
- Deals with members & staff fairly, sensitively and confidentially
- Promotes collaboration, conflict resolution & decision-making
- Is open to diverse opinions & points of view
Some leaders cannot manage -
Some managers cannot lead.

You cannot manage men into battle.
You manage things; you lead people.

Grace Hopper, Admiral US Navy (Ret)
Leader
Visioning, Inspiring, Persuading, Motivating, Encouraging, Coaching, Mentoring, Building Relationships

Manager
Planning, Organizing, Coordinating, Budgeting, Strategizing, Decision-making, Problem-solving

Coalition Leader
Lead People
Manage Things
Check it Out!

When do you feel most uncomfortable as a leader?

In what areas could you improve as a coalition leader?
Negotiating Difficult Leadership Issues
Common Issues in Collaborative Leadership

- Power Struggles
- Sharing Information & Expertise
- Managing Conflict
- Creating a Supportive Environment
- Valuing & Incorporating Diversity

Turning Point Expert Panel Stories video series
Common Issues in Coalition Leadership

- Delegating/juggling responsibilities, roles & time
- Hidden agendas & lack of trust
- Apathy or unwillingness of team to take on tasks
- Working effectively with staff
- Developing leaders & planning for succession
- Dealing w/complexity & interdependence of coalition issues
Community Coalition Crossroad Issues:

1. Succession and Trust
2. To Join or Not to Join
3. Know When to Hold 'em and …or… When to Fold 'em!
Check it Out!

What leadership issues have you faced in your coalition?
1. If you’re going to lead, be optimistic. If you’re not, your followers can’t be expected to be.

1. If you don’t love people, do something else.

2. Be absolutely clear what you stand for.

Rudy Giuliani
Models of Coalition Leadership & Structure
Lead Agency Models

• Lead Agency is Convener; another agency/partner is fiscal agent

• Lead Agency is Fiscal Agent; another agency/partner is convener

• Lead Agency is full service provider for Coalition – convenes the coalition, provides office and/or meeting space, staff, communications support & fiscal oversight (Health dept. academic institution or other non-profit agency can assume this role)
Lead Agency Model

Lead Agency - County Health Department

Coalition

Steering Committee

Work Group

Work Group

Work Group

Work Group
Coalition is own Agent

• Coalition has non-profit 501 (c) 3 status
• Self manages/contracts for budget, grants & staff assistance
• To qualify, Coalition must have:
  – Written mission statement, goals & bylaws
  – Executive Board
  – Record-keeping system for minutes, financial & other reports
  – Budget, accounting system & annual audits by CPA
  – IRS determined federal tax exempt status (via articles of incorporation)
  – State & local tax exemptions filed for income, sales & property
  – Met requirements of state, county & municipal charitable solicitation laws (especially regarding advocacy & lobbying)
  – Employer identification number from IRS
  – State unemployment insurance bureau registry
  – Nonprofit mailing permit from U.S. Postal Service
  – Directors' or officers' liability insurance
501 c 3 Model

Coalition

Steering Committee
(Executive Committee is subset)

Work Group

Work Group

Work Group

Work Group
Structure Supports Mission…

Other Key Points to Keep in Mind:

1. Start small and grow

2. Coalitions are Living Organizations

3. Don’t forget the reasons people join your coalition!
Planning for Succession
Build Leadership Succession into your Coalition

- Elect Chair & Vice Chair for whole Coalition & each Work Group; have 1-yr. terms of office renewable for 1 yr
- Hold leadership retreat after annual election of leaders
- Staff should 1) communicate w/chair 1 week prior to meeting to create agenda, 2) meet w/chair 15 minutes prior to meeting to review agenda & other issues, & 3) meet w/chair after meeting to evaluate it
- Train leaders to develop leadership skills in others: encourage members to co-lead a task, then lead a small task, then gradually assume responsibility for larger tasks
Start Early… and GROW your Leaders!

1. Recognize/Identify potential in coalition;
2. Make sure to allow for time to mentor!
3. Provide opportunities to succeed
4. Look outside the usual cast of characters
5. Have a clear vision for the coalition and determine qualities that the new leader must possess
Check it Out!

How do you build leadership succession in your coalition?
Sustainable Coalitions Have ...

- Well defined, winnable issues
- Commitment to vision, goals & strategies
- Diverse, multi-year funding portfolio
- **Strong leadership**
- Measurable Results
5 Steps To Developing Quality Volunteer Leaders

Step 1: Be clear about what you want

Step 2: Make cultivation everyone’s job

Step 3: Position the job right – from the start

Step 4: Create an environment that grows leaders

Step 5: Take the long view
Leadership Incentives

- Network w/other leaders, movers & shakers in community
- Develop transferable leadership skills
- Represent coalition via media & in other community forums
- Travel to national/grantee meetings to represent coalition
- Increase visibility & prominence for own organization
- Add experience to resumes that value community service
- Get letters of reference/recommendation
- Make a contribution to worthwhile effort
Summing it Up

- Collaborative, transformational leadership makes sense for coalitions
- Lead agency & staff must support members’ priorities & link w/community
- Leaders increase members’ engagement & increase efficiency
- Leaders & members must share responsibility for work groups & tasks
- Leadership must be sustainable if a coalition is to survive for over the long haul
Just dive in.

Leadership, like swimming, can’t be learned by reading about it!

Harry Mintzberg
References

• Coalitions Work  [http://www.coalitionswork.com/tools](http://www.coalitionswork.com/tools)
• *The Community Toolbox* -  [http://www.ctb.edu](http://www.ctb.edu)
Resources

• Center for Creative Leadership (CCL)  www.ccl.org
• Greenleaf Center for Servant Leadership.  www.greenleaf.org
• International Leadership Association  www.academy.umd.edu/ila
• Kellogg Foundation Leadership Online  www.leadershiponlinewkkf.org
• Leadership Learning Community (LLC)  www.leadershiplearning.org
Contact Info

Frances D. Butterfoss, PhD, MSEd (Fran)
President, CoalitionsWork
1109 Moore House Road
Yorktown, Virginia 23690
757-898-7454 work (phone & FAX)
757-206-5520 cell
fran.butterfoss@coalitionswork.com Email
http://www.coalitionswork.com/ Website

Karen Ayala, BASW, MPH
Director, Community Health Services
DuPage County Health Department
111 N. County Farm Road
Wheaton, IL 60187
630.221.7401
kayala@dupagehealth.org