

Developing Transformational Coalition Leaders

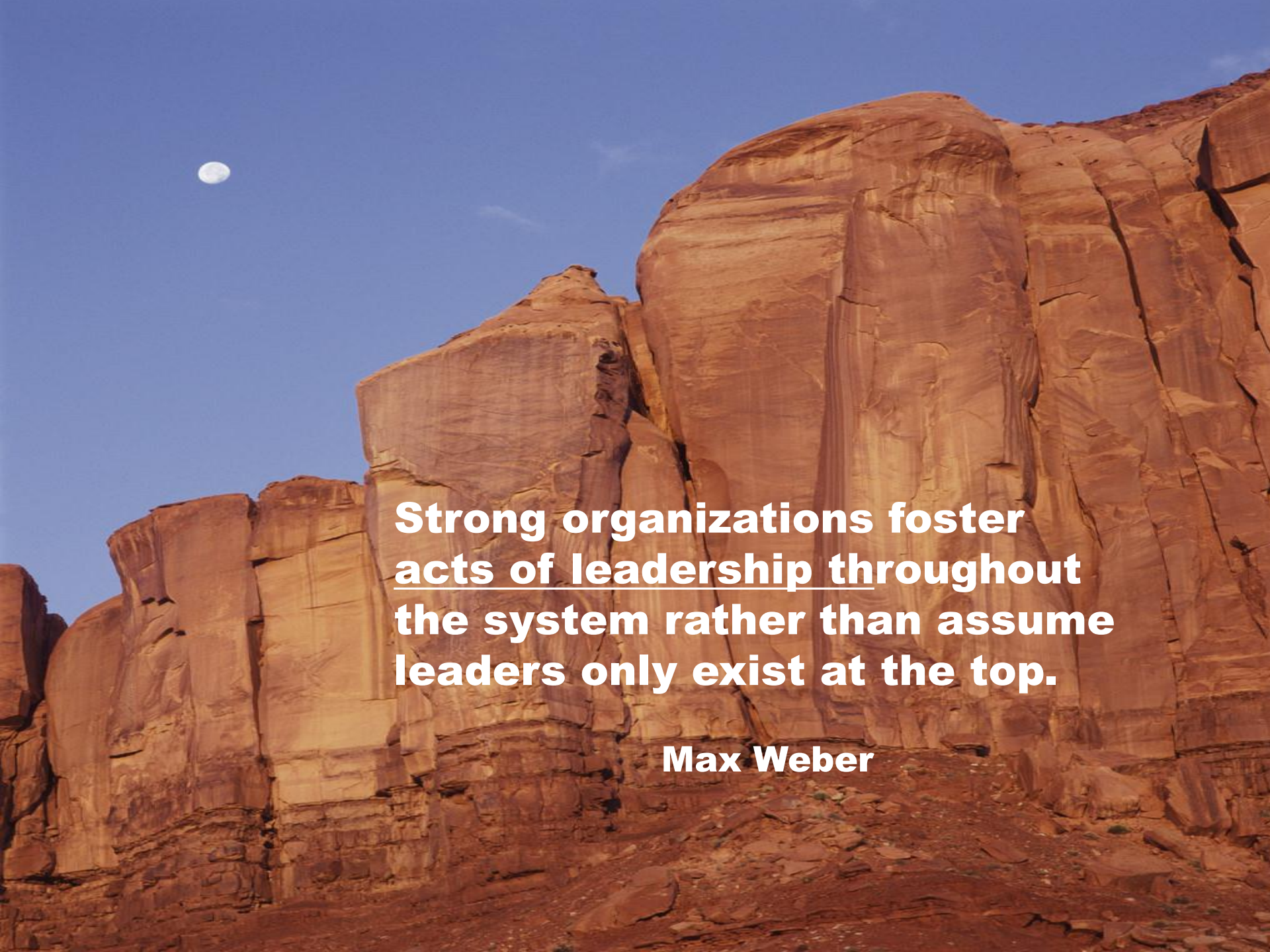
**10th National Conference on
Immunization & Health Coalitions
New Orleans, LA
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Coalitions Work**

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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**

A photograph of a massive, layered rock formation, likely a butte or mesa, under a clear blue sky. A full moon is visible in the upper left portion of the sky. The rock face shows distinct horizontal strata and vertical fissures. The foreground consists of reddish-brown soil and loose rock fragments.

**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



YOU?

NATALIE



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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

Traditional

Top down

Few make decisions

Unilateral action

Win or shift power

Linear thinking

Programs & products

Charisma

Persuasive

Group falls apart if leader leaves



Collaborative

Self-governing

Broad participation

Guide & coordinate process

Build relationships

Systems thinking

Process

Vision

Empathetic

Group continues if leader leaves

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

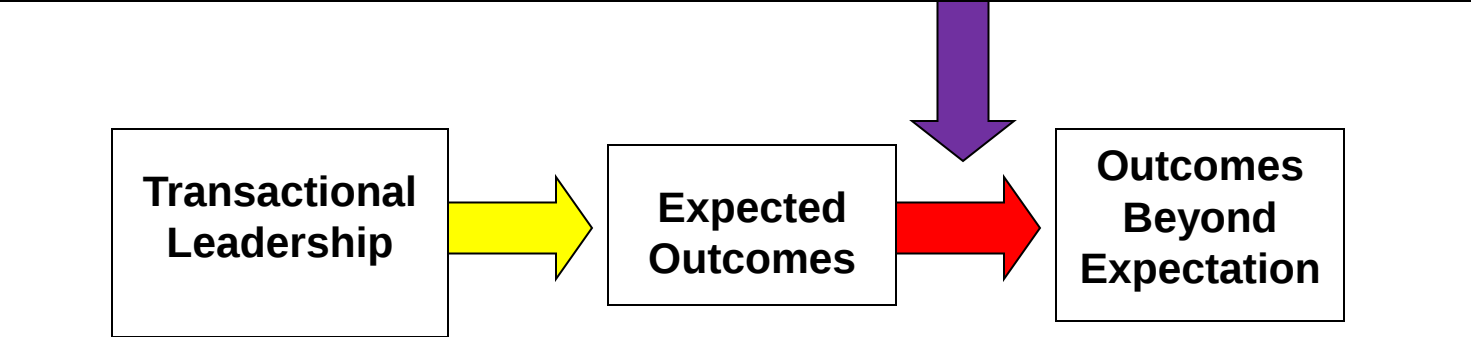
Transformational Leadership Factors

- 1. Charisma, or idealized influence** – role models w/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
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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**

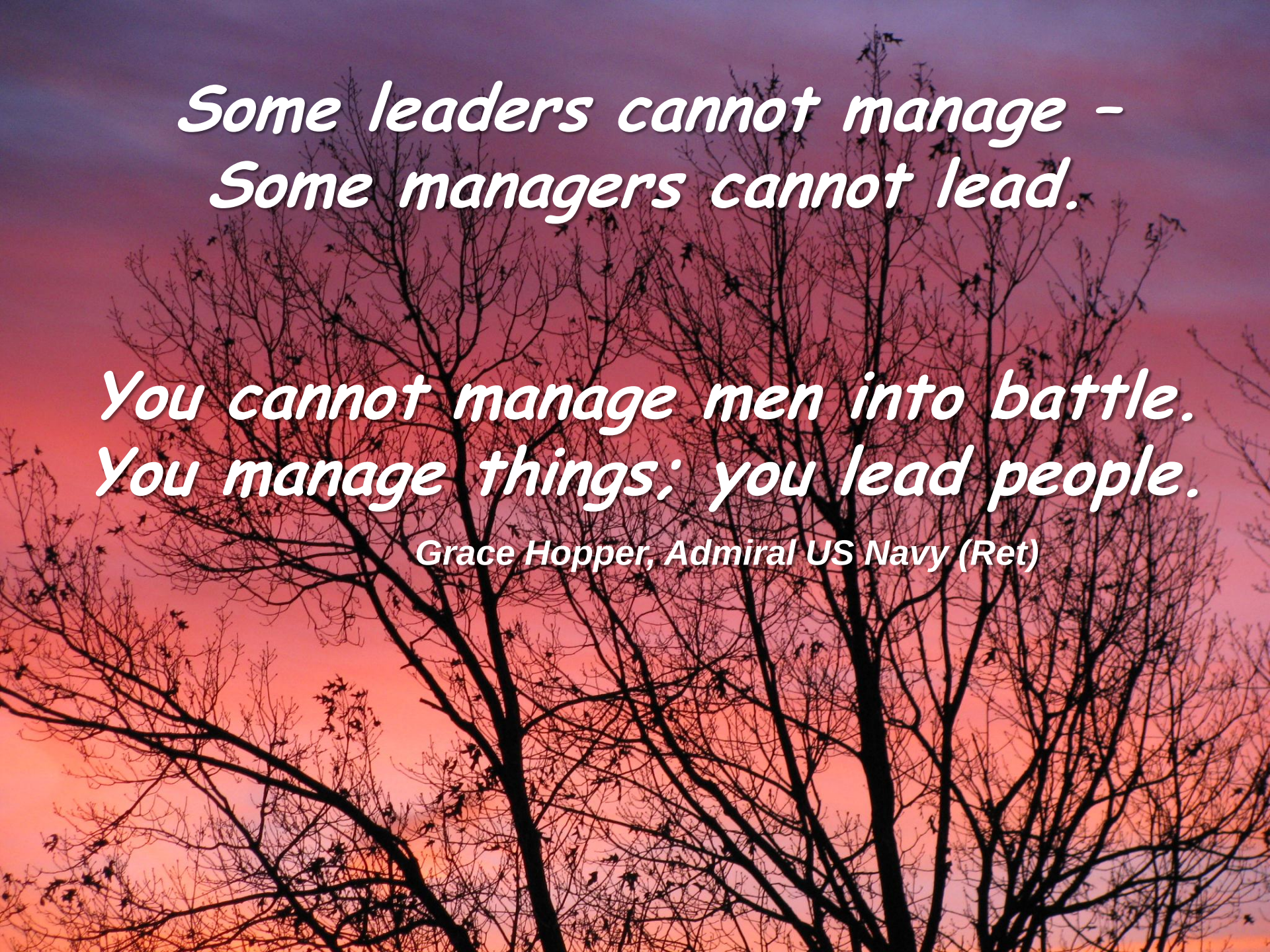
Chair Responsibilities

- ✓ **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**

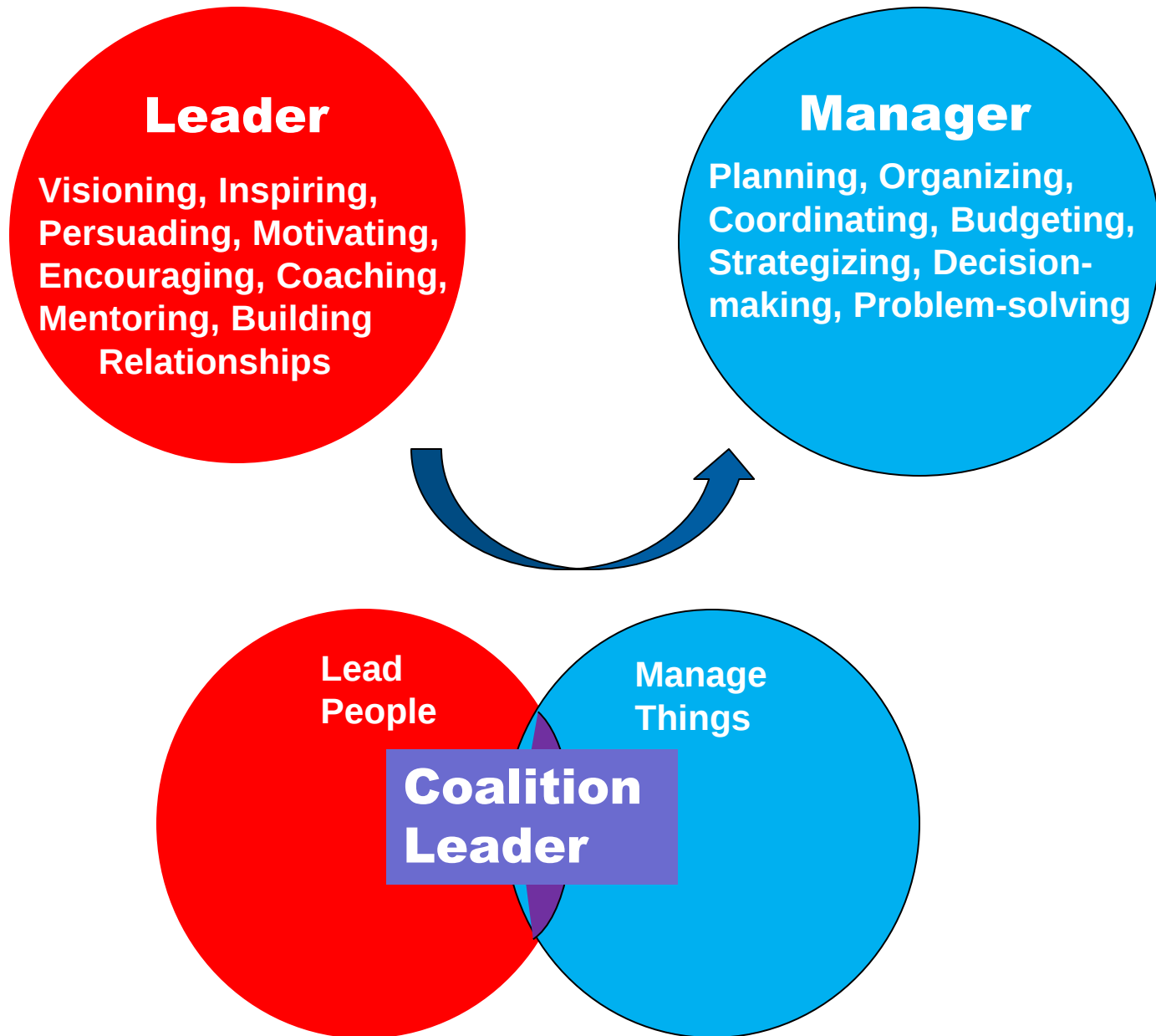
✓



*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)



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!



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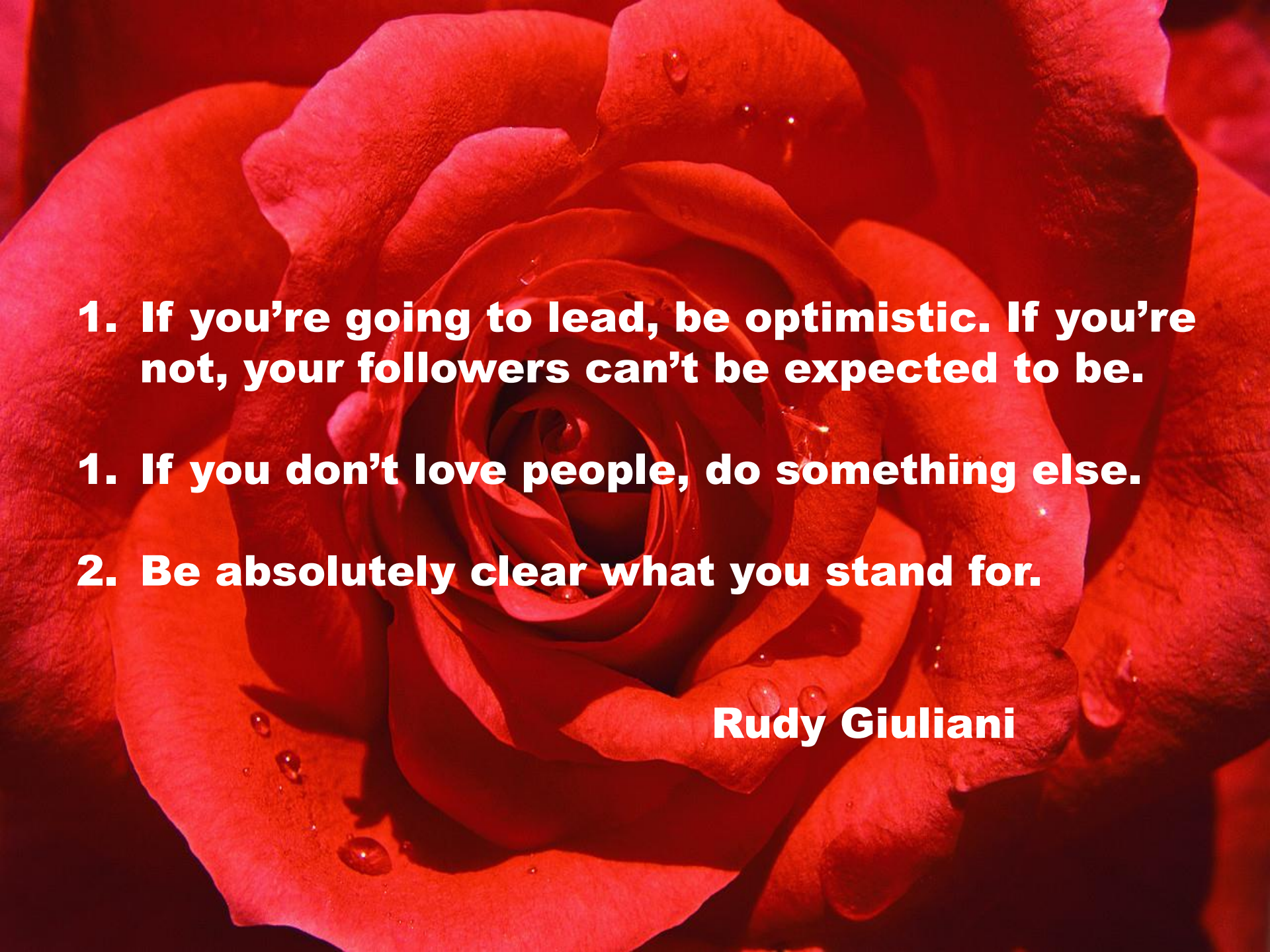


Check it Out!



**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

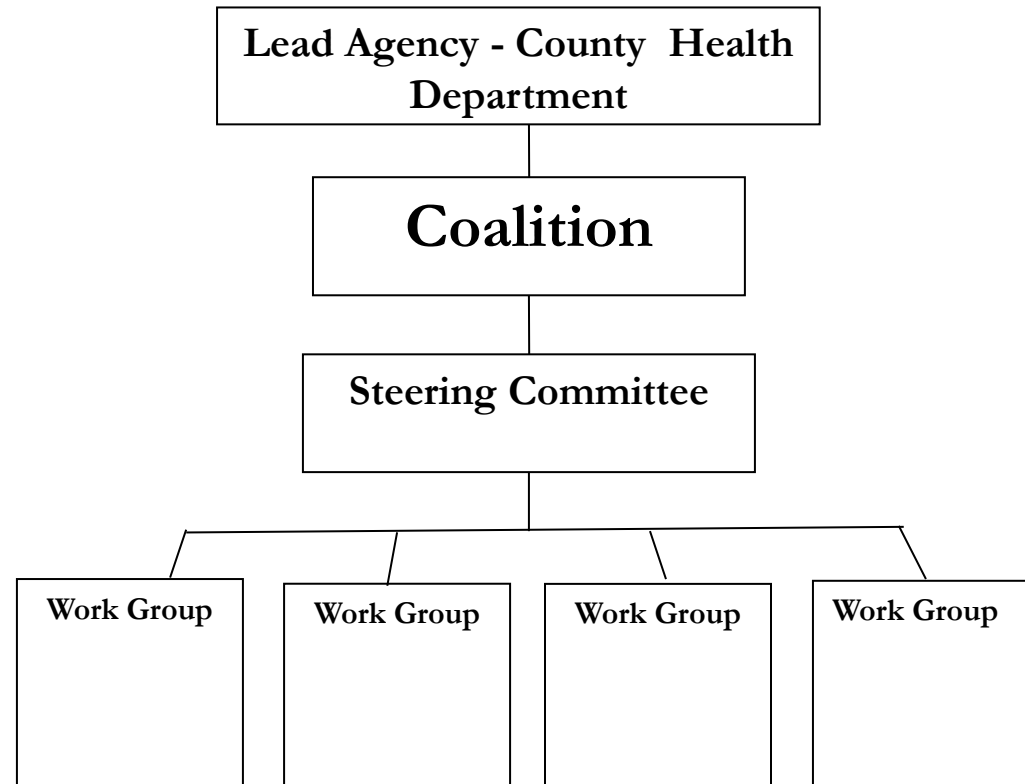
Models of Coalition Leadership & Structure



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



THE FORWARD Structure

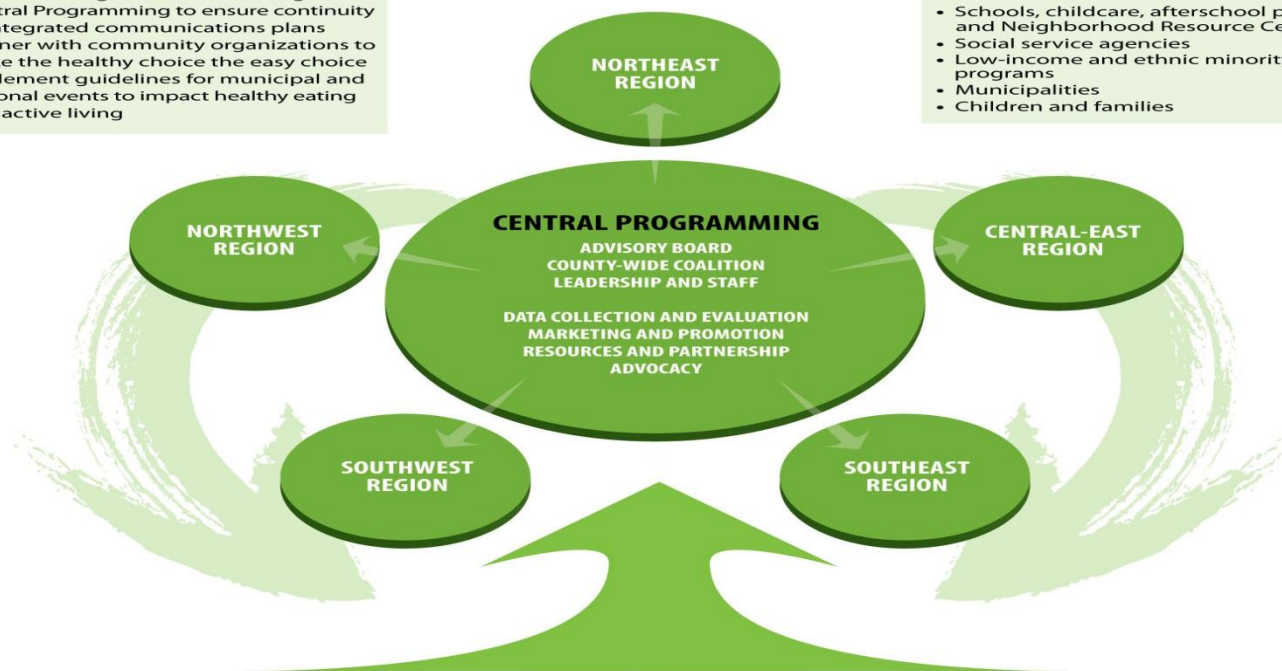
REGIONAL RESPONSIBILITIES

- Build community-wide coalitions
- Assess barriers and assets
- Develop and implement systems, policy and environmental change
- Focus on high-risk populations
- Coordinate regional efforts through Central Programming to ensure continuity of integrated communications plans
- Partner with community organizations to make the healthy choice the easy choice
- Implement guidelines for municipal and regional events to impact healthy eating and active living



REGIONAL AUDIENCES

- Healthcare partners
- Faith-based organizations
- Fitness industry
- Parks and Recreation
- Business/employers
- Government officials
- Schools, childcare, afterschool programs and Neighborhood Resource Centers
- Social service agencies
- Low-income and ethnic minority programs
- Municipalities
- Children and families



CENTER FOR COMMUNITY NUTRITION

Impacting environment, systems, and policy change through the Nutrition Task Force, such as:

- Healthy foods for school lunch and breakfast programs
- Healthy vending machines throughout the community
- Nutritionally dense foods at school events
- Advertising and coupons for healthy foods
- Community gardening efforts
- Healthy cooking demonstrations
- Food label training

CENTER FOR ACTIVE LIVING

Impacting environment, systems, and policy change through the Active Transportation Task Force, such as:

- Bike to Work
- Bike to Worship
- Complete Streets
- Safe Routes to School
- Bike Ambassadors
- Increase bike parking
- Increase bike lanes
- Trail promotion

Impacting environment, systems, and policy Physical Activity change, such as:

- Equipment sharing
- Open gyms
- Learning Readiness PE
- County-wide school walking events
- Reducing PE waivers

CENTER FOR INNOVATIVE STRATEGIES

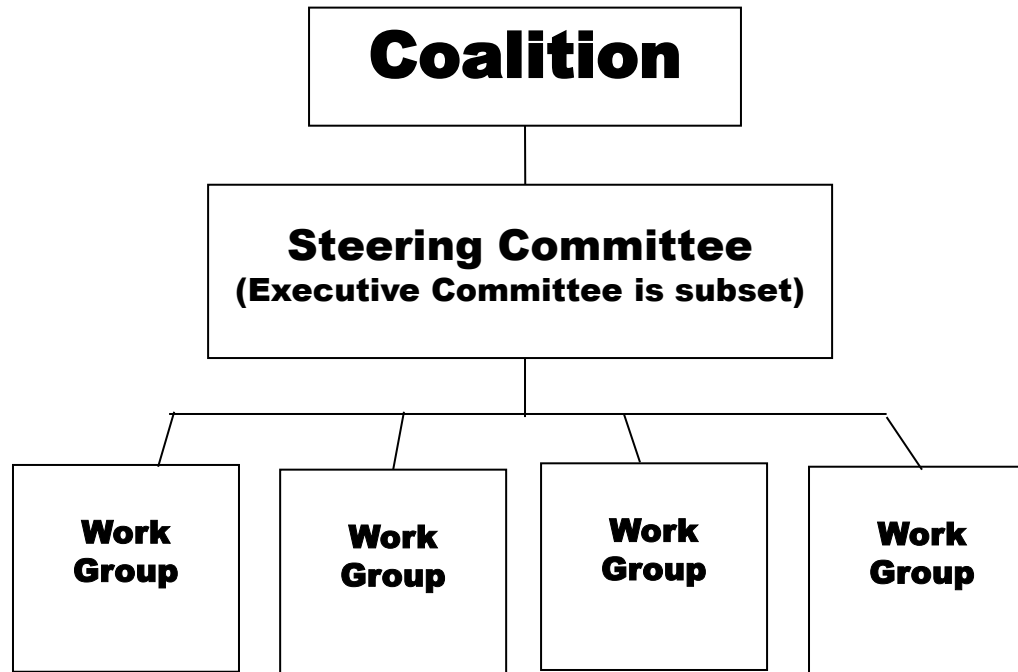
Impacting innovative community-based strategies to accelerate policy and system change through:

- Action Network for healthcare providers
- Mini-grants
- Student Health Champions
- Employee Wellness Programs
- Helping communities and organizations achieve health and wellness designations

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**

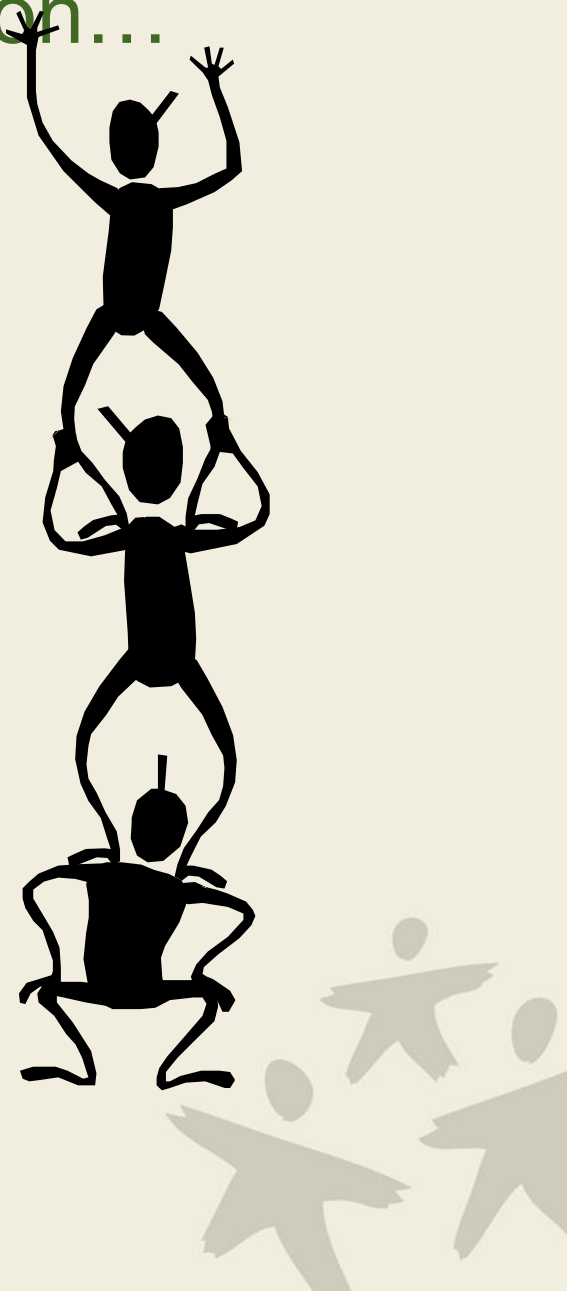
501 c 3 Model



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!



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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



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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**

A high-angle photograph of a person diving headfirst into a pool of clear, turquoise water. The person is wearing a black swimsuit with purple accents and is in a streamlined position with arms and legs extended. The water's surface is rippled, and the bottom of the pool is visible through the clear water.

Just dive in.

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

Harry Mintzberg

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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

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