

Leadership Development and Membership

**First National Conference for
Caregiving Coalitions
March 5, 2007**

Roles

- Different roles found in coalitions:
 - Convener
 - Facilitator
 - Leader

Factors that Can Impact Roles

- Competition and Collaboration
- Power structures
- Resource flow
- Purpose of the coalition
 - Scope and catalyst
- Capabilities of partners

Facilitator

- Explaining each step so that those gathered understand
- Keep the process moving along
- Encourage participation from every person
- Act as a conversation traffic cop
- Make sure everyone is heard and no one monopolizes the airwaves
- Make sure all terms are defined (most important for family caregiver participants), that statements are clarified or summarized
- Intuit and gauge how the members are feeling about the process by asking questions.[\[1\]](#)

[\[1\]](#) AARP Foundation National Training Project, *Building Strategic Alliances*, 2000, 24-25

Convener

- May be neutral
- Experience in the community building partnerships
- Has resources to support coalition infrastructure or passion about issue

Leadership

- There needs to be a defined leadership of the coalition
- There needs to be a person or organization with **passion** who keeps the coalition partners interested and supports infrastructure needs

*“Nothing is so potent as the silent influence
of a good example.”*

James Kent

A Different Type of Leadership

- Power and authority
- Community building

Leadership – More Than One

“The leadership of the community coalition is usually not found in a single charismatic individual. Rather, successful coalitions disperse their leadership and develop it among the members of the coalition.”

Thomas Wolff, *A Practitioner's Guide to Successful Coalitions*

Coalition's Structure

- Rotating Chair and Co-chair positions
- Executive Committee
- Working committees as needed for projects/programs, needs assessment and fiscal affairs.

Leadership Skills

- Allowing opportunities for members to present their services without having the agendas of individual organizations overshadow the coalitions agenda
- Involving other partners in the work and formation of the coalition early on
- Clarifying expectations
- Inviting others to join
- Inspiring others, building confidence and cooperation
- Providing organization to the work of the coalition
- Serving as a good communicator

More Skills

- Developing new leaders
- Managing resources
- Building consensus
- Ability to speak for others
- Credibility
- Intuition
- Ability to read windows of opportunity
- Understand timing

National Council on Disability – Applied Leadership for Effective Coalitions
<http://www.ncd.gov/newsroom/publications/2001/appliedleadership.htm>

Servant Leader

- Listen (Be receptive to what other people say)
- Heal (Look for ways to heal emotional hurts)
- Persuade (Don't coerce)
- Conceptualize (Provide opportunities to generate concepts)
- Develop (Build opportunities for other people)
- Dream (Dream of future activities)
- Trust and build (Help build trusting relationships)

Servant Leader (con't)

- Communicate (Facilitate open, honest and direct communication)
- Evolve (Work with partners)
- Promote (Share successes)

John L. Bennett, Trainers as Leaders of Learning, *Training and Development*, March 2001, 43-44.

Collaborative Leadership

Keep the coalition focused on goal

Locate, persuade and utilize influential champions and partners within the community

Maintain and protect collaborative decision-making, planning and infrastructure building processes

Collaborative Leadership

Diversify, motivate and energize your coalition's volunteer base

Help resolve member conflicts

Communicate with the community

Cultivate leadership in coalition members

Community Anti-Drug Coalitions of America
<http://cadca.org/CoalitionsOnline/article.asp?id=459>

Collaborative Leaders

Key to success for collaborative leadership is the building and maintaining of relationships.

T. Wolff, "A Practitioner's Guide to Successful Coalitions." *American Journal of Community Psychology* 29, 2: 173-191.

How to Develop Leaders (Succession Planning)

- Empower coalition partners to lead projects or initiatives of the coalition
- Engage coalition partners through communication and ongoing contact
- Provide feedback which inform coalition partners of the results of a project but also how collaboration made it possible
- Provide programs which build leadership skills

Evaluation

Leadership of the coalition should be evaluated periodically to make sure that it is collaborative.

Inspired commitment and action and broad-based involvement by coalition partners are signs of effective leadership.

Results of Collaborative Leadership

- Common goals and sense of purpose
- Joint decision making
- Shared power and responsibility
- Trust and open communication
- Personal integrity and flexibility
- Self-evaluation
- Teamwork
- Recruitment and orientation

ARCH National Resource Center for Respite and Crisis Care Services,
2002, *Building A Statewide Respite Coalition Where Do We Begin?*, 7

Recruitment

- Open door approach
- Determine best contact
- Invitation
- Orientation
- Assign a buddy

Recruitment

- Capabilities and interest assessment
- New ideas and new connections
- Ongoing communication
- Status of coalition's health

Retention

- Are members or partners involved? Keep them engaged
- Feeding the coalition
- Leadership roles
- Communication when necessary
- Allow for surprises and the unexpected

Retention

- Reminders of value of collaboration
- Stories of success which can be told
- Listening to the verbal, observing the nonverbal
- Grounding and dreaming
- Thinking through transitions

Retention

- Express gratitude when coalition convenes, at events and perhaps in the press
- Provide partner at table with information or invitations which engage their organization's leadership

Membership

- Periodic assessment of a coalition's health
- Capabilities assessments
- Monitor discussion at meetings or during one/one check-ins

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