

Leading for Change



Facilitating Effective Coalitions & Engaging Conflict

Kamala Bremer, MPA
kambremer@aol.com
Portland, Oregon

Liz Waetzig, JD
ewaetzig@changematrix.org
Indiana

Facilitating Effective Coalitions



Understand how to:

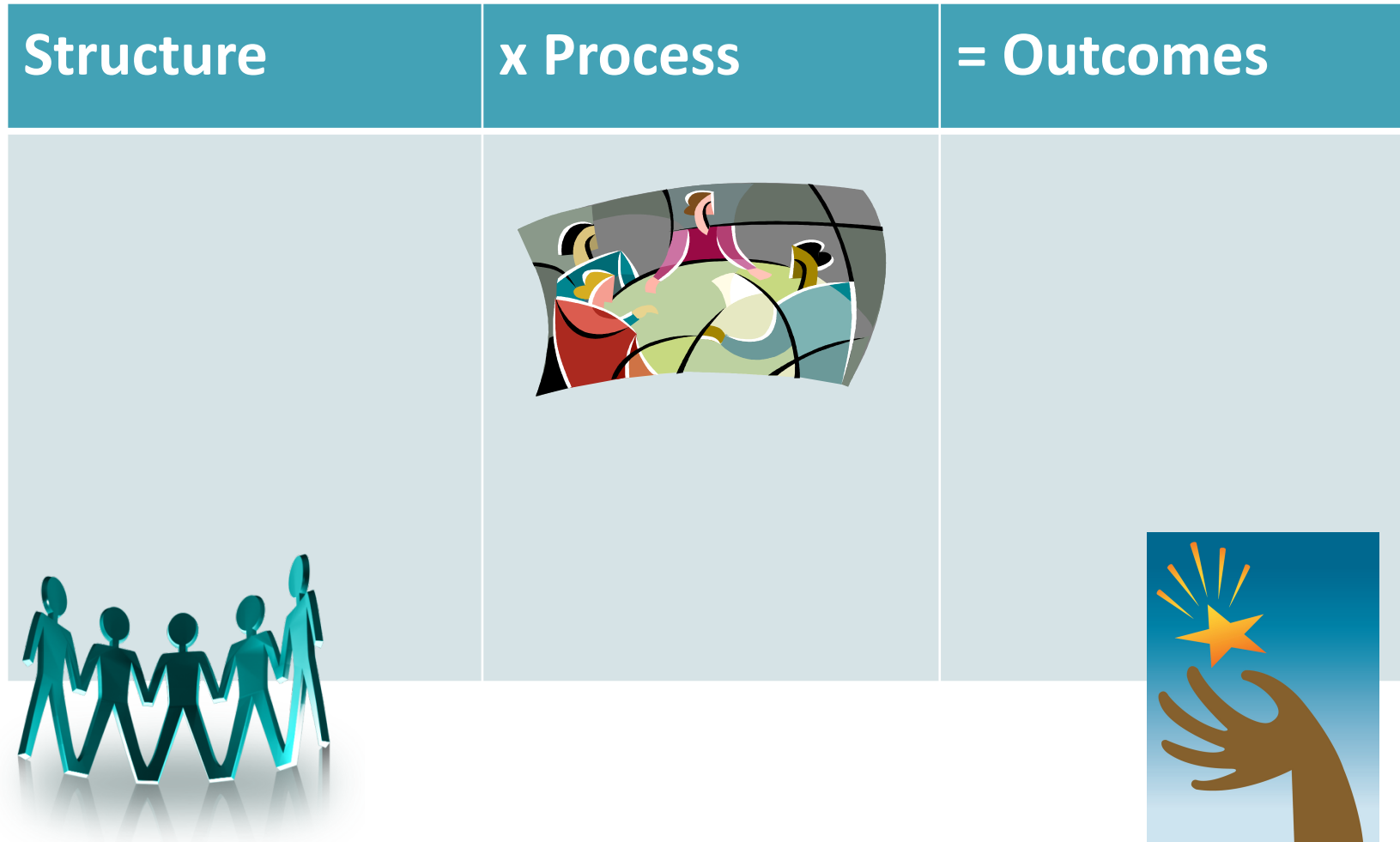
- Structure an effective coalition
- Use process tools to facilitate meeting effectiveness

SAMHSA Requirement




Each LAUNCH project will form a Council on Young Child Wellness that is responsible for:

“providing guidance and oversight to the project, and leading the strategic planning.”

Facilitating an Effective Coalition



OUTCOMES for an Effective Coalition

Structure	x Process	= Outcomes
		<p>Quality + Responsiveness + Sustainability</p> 

Quality Outcomes

- Clear Project goals and strategies
- Clear Council goals and strategies
- Excellent program delivery
- Seamless interface with community
- Seamless interface with other early childhood services in community
- Members fully engaged in Council

Responsiveness Outcomes

- Respond to diverse needs
- Test new ideas
- Detect early warning indicators
- Implement course correction when needed
- Council expands to new types of members

Sustainability Outcomes




- Buy-in from diverse constituencies
- Support for sustainability from decision makers and funders
- Sustainable delivery after project ends
- Members use new knowledge and skills in community settings

Group Charter




A brief document that lays out a framework for the Council:

- Vision, mission and values of sponsor
- LAUNCH project goals
- Desired Council outcomes
- Authority of the Council
- Expectations of members

DISCUSSION: Outcomes

Structure	x Process	= Outcomes
		Quality + Responsiveness + Sustainability
		

STRUCTURE for an Effective Coalition

Structure	x Process	= Outcomes
<p>Leadership + Membership + Purpose</p> 		<p>Quality + Responsiveness + Sustainability</p> 

“Purpose” is our answer to...

- Why are we here?
- Where are we going?

Our sense of purpose comes from our **Vision**:

Where are we going? How will the world be different because of what we do?

and our **Mission**:

What is our role in the world right now?



Coalition Membership

**“Successful coalitions take
advantage
of the full range of experience
and skills of members”**

- Sam Kaner, Facilitator’s Guide to
Participatory Decision Making

Facilitating Effective Coalitions, 2012

Considerations for Membership

- Proportion of members: community partners, consumers, policy experts, decision makers
- Balancing workable size with representativeness
- How to select/ who decides on members
- Role of sponsor/ project staff on Council
- Role of project contractors on Council
- Involvement of target populations , e.g. parents/ family members, cultural/ ethnic groups

Tools for Family Member Engagement

- Set substantial family membership goals
- Provide orientation and continued training
- Actively encourage involvement of everyone
- Involve families in Council leadership
- Equalize standing with professionals
 - Roles, recognition, reimbursement, compensation
- Seek input from families and ethnic groups:
 - Go to them (existing meetings, interviews, focus groups)
 - Bring them to Council (panels, “my story,” joint meetings)

Tools for Maintaining Membership

- Invite personally to build relationships
- Inform members of their roles and responsibilities when invited (e.g. charter)
- Orient to project and Council
- Individual check-ins: how is it going for you?
- Addresses participation: Who has stopped attending? Who should we coax back? Who else do we need?


Components of Operating Agreements

- Roles & responsibilities: members, leaders, staff
- Member needs & expectations
- Communications among members: how, when
- Meetings: when, where, how
- Timelines: due dates, missed deadlines
- Decision making: method, ground rules
- Problem solving: how to resolve differences

Leadership Committee




- Made up of: Chair/Co-Chairs, Project Coordinator, 1-2 member representatives, facilitator (if have)
- Typical roles:
 - solicit membership
 - set agendas, coordinate strategic planning
 - coordinate and monitor annual workplan
 - coordinate subcommittee work
- Family members in leadership roles may want leadership training or mentorship

DISCUSSION: Coalition Structure

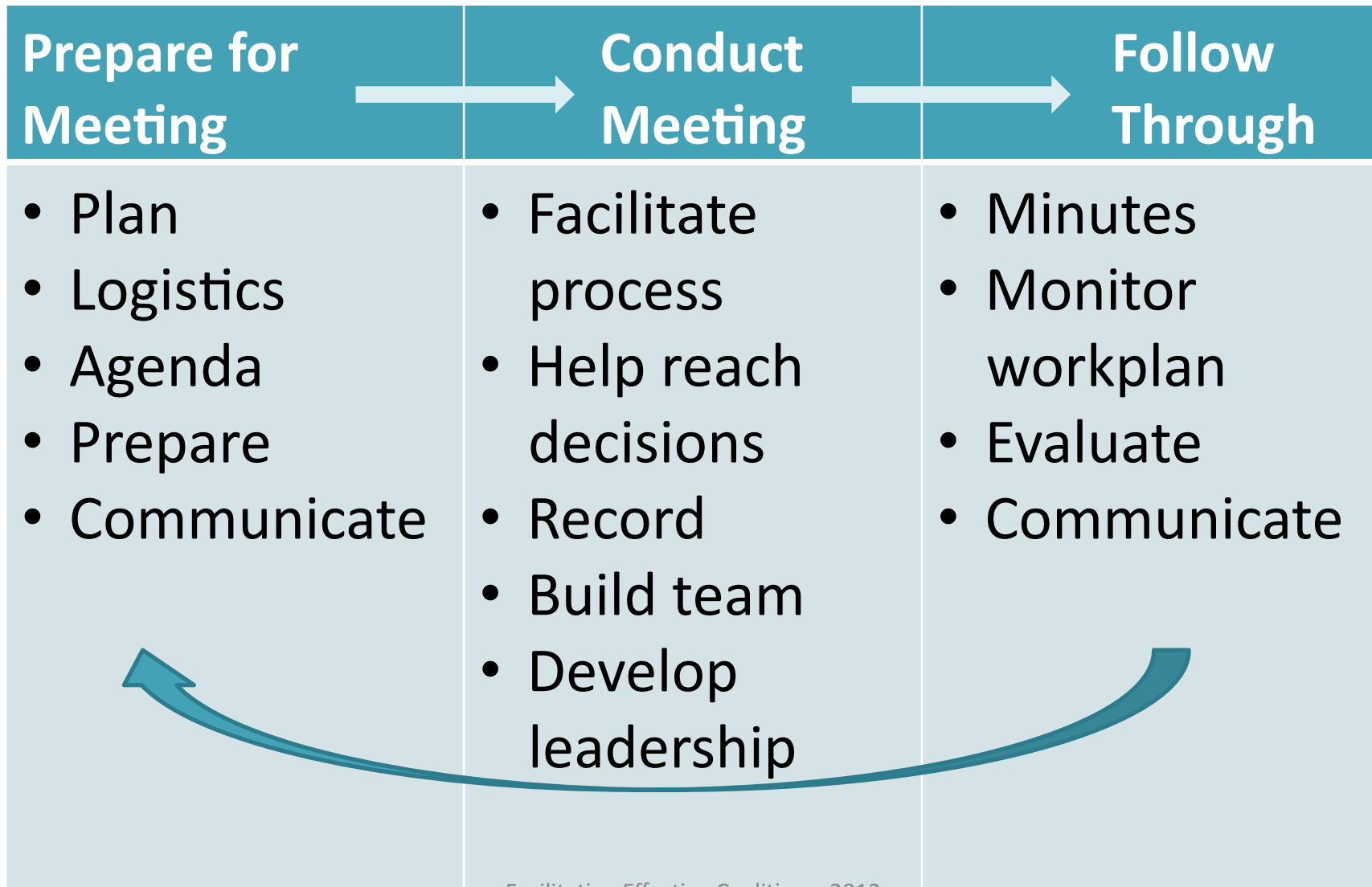
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PROCESS for an Effective Coalition

Structure	x Process	= Outcomes
Leadership + Membership + Purpose 	 <i>Engaging members in important work</i>	Quality + Responsiveness + Sustainability 

PROCESS: Setting up for Success



Effective Meetings

“Something is different at the end of meeting”

An effective meeting is:

- Active work toward committee’s workplan or an emergent issue
- Specific question to answer or task to perform
- Flexible to take advantage of unforeseen opportunities

Facilitator Roles

“Advocates for a fair, open and inclusive process”

- Helps plan & prepare for meetings
- Helps group work through agenda items and complete their work
- Actively engages all members
- Guides dialogue and discussion
- Helps members stay on topic, stay on time and get to outcomes

Meeting Logistics

- Room choice/set up: comfort & function
- Parking lot: “off topic” ideas
- Agenda identifies:
 - goal & process for each topic
 - realistic timelines
- Minutes remind members of:
 - decisions reached
 - follow-up they agreed to do

Goals at Meetings

- Share Information
 - Advance the Thinking
 - Obtain Input
 - Make Decisions
- content goals*
- Improve Communication
 - Build Community
 - Build Capacity
- process goals*

*Adapted from Sam Kaner, *Facilitator's Guide to Participatory Decision Making*

Levels of Involvement

Ownership & Commitment
reach group agreement

Convergence & Alignment
develop shared understanding

Analysis & Discussion
active participation to explore or analyze

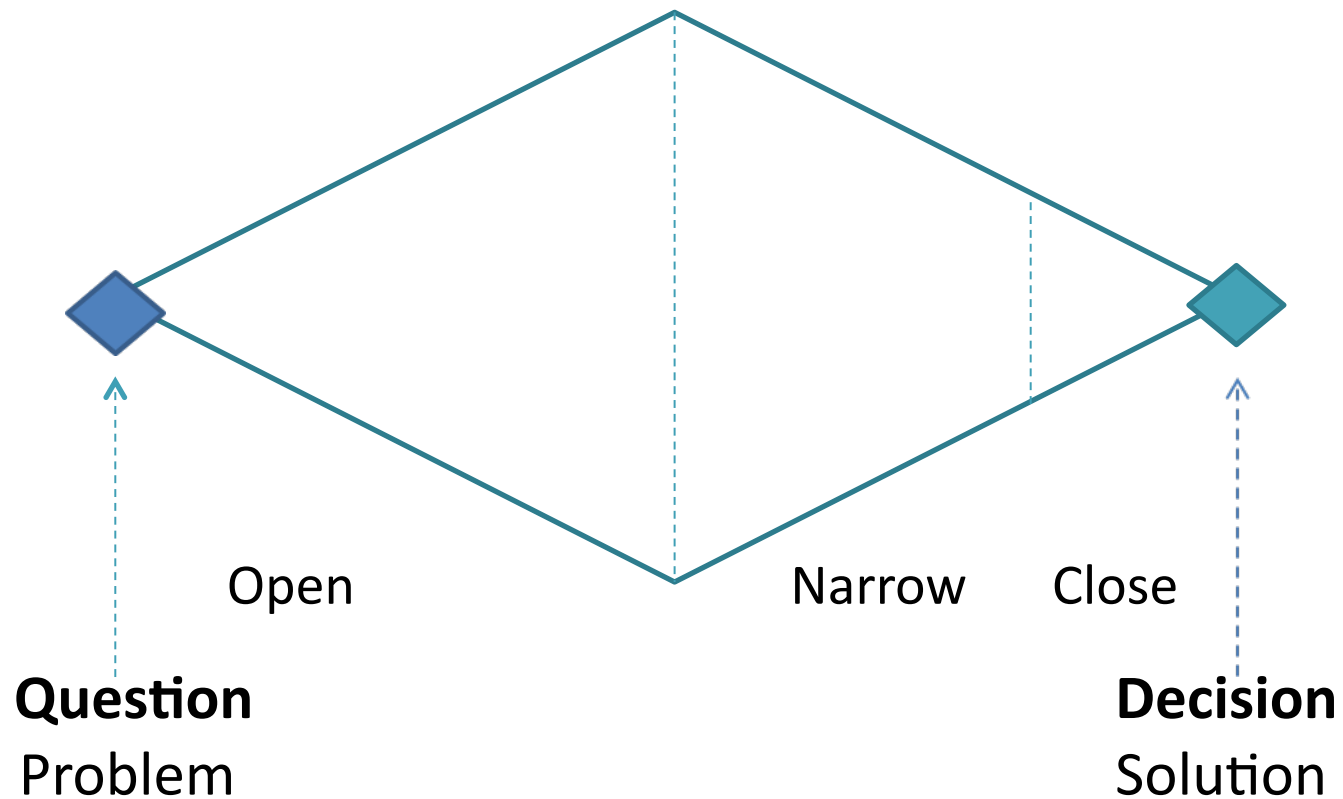
Questions & Comments
limited participation to understand material

Presentations & Reports
passive participation to receive material

**Adapted from Sam Kaner, Facilitator's Guide to Participatory Decision Making*

Facilitating Effective Coalitions, 2012

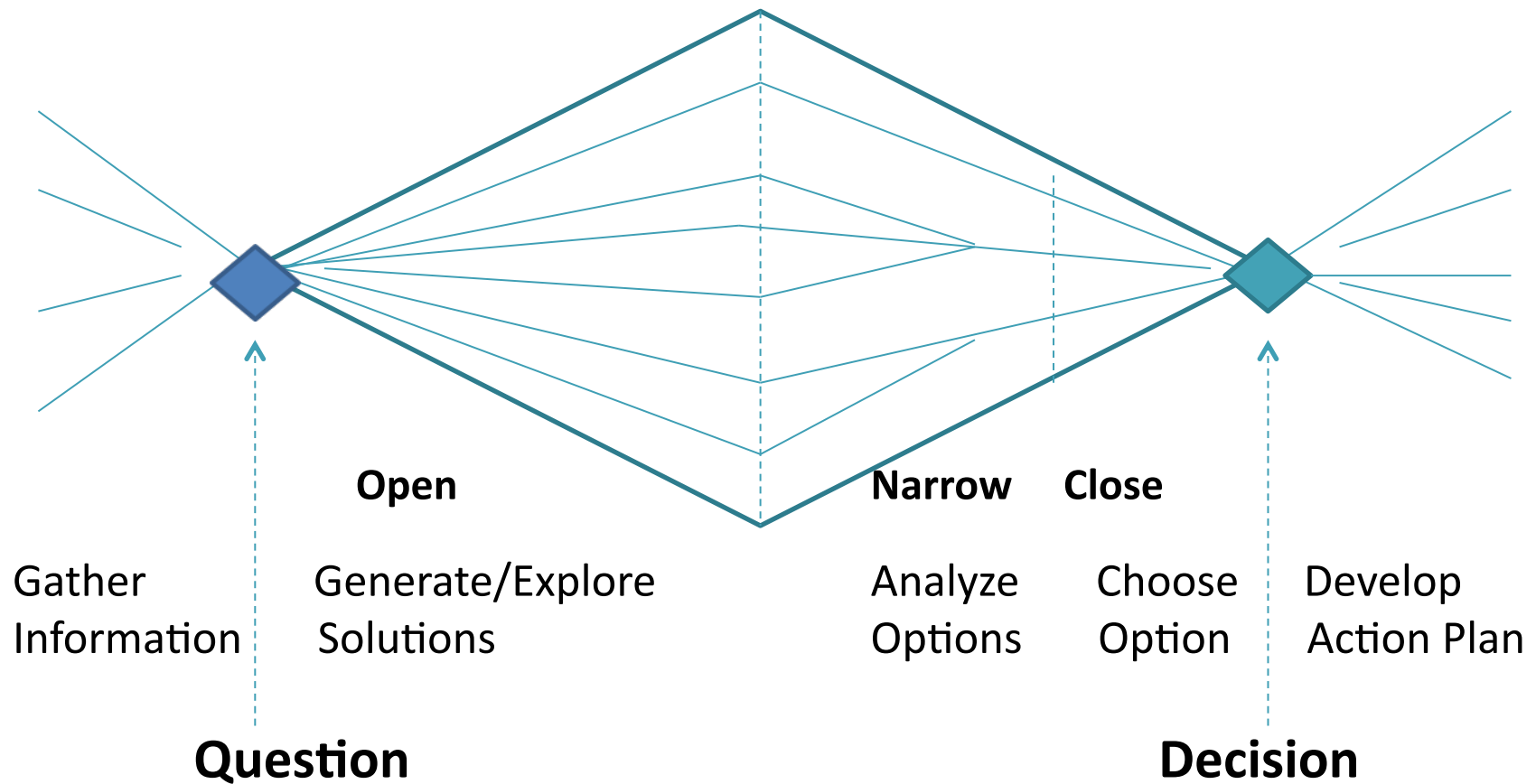
Group Discussion & Decision Process



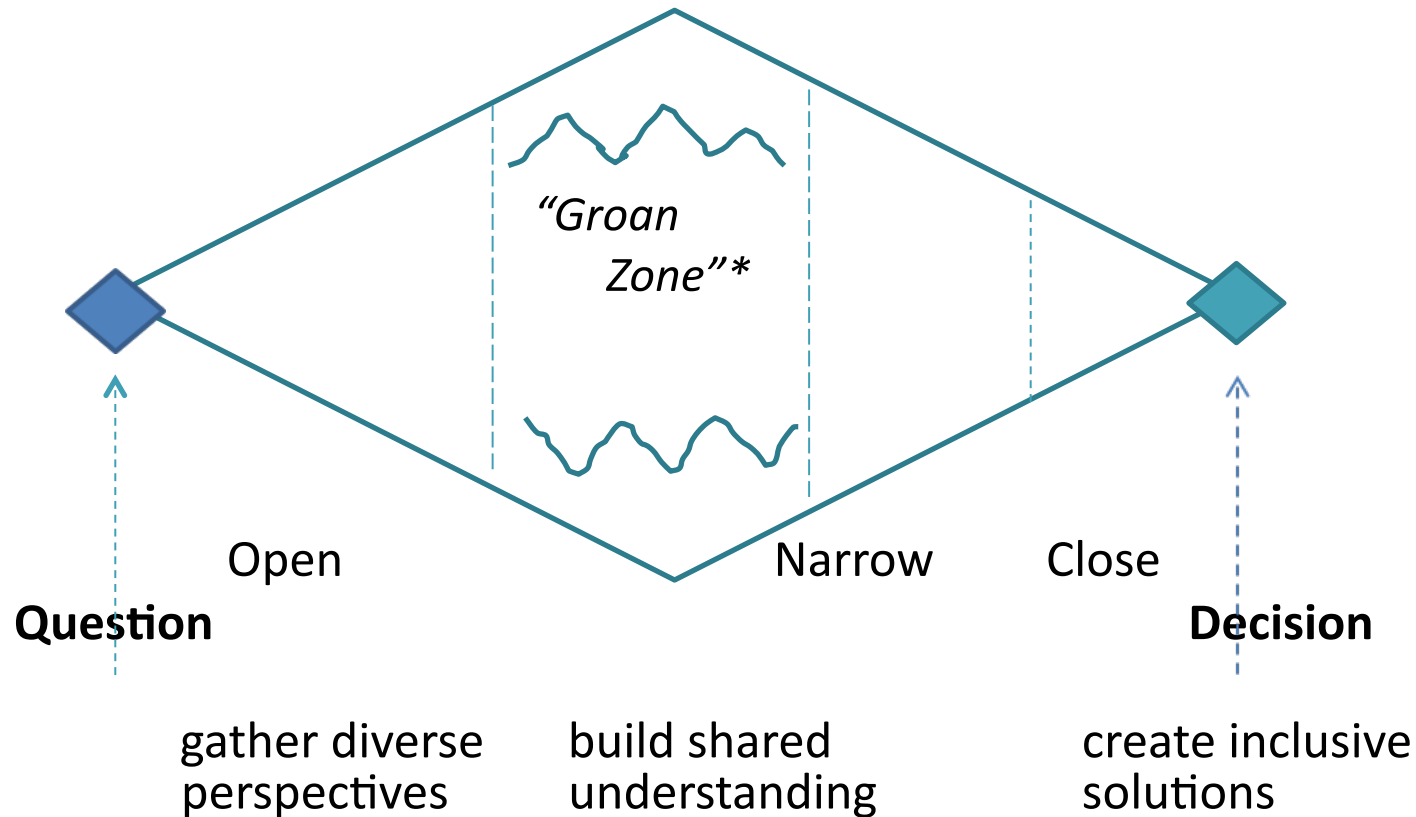
*Adapted from Interaction Associates, Essential Facilitation training

Facilitating Effective Coalitions, 2012

Group Discussion & Decision Process



Stages of Building Agreements



Adapted from Sam Kaner, *Facilitator's Guide to Participatory Decision Making
Facilitating Effective Coalitions, 2012

Opening Tools

- Framing a clear question
- Popcorn brainstorming
- Round-robin brainstorming
- Individual writing - formulate own ideas first
- Sticky notes – one idea per page; can be posted on newsprint and clustered
- Creativity tools for finding new ideas (e.g. BrainWriting)

Group Memory

- Flip chart pages – by recorder or facilitator
- Each person records own ideas – cards or sticky notes
- Graphic facilitation – engages non-linear side of the brain
- Computer record – real time meeting minutes on screen

Discussion Tools

- Large group discussion
- Facilitated discussion
- Small groups
- Small groups with facilitator
- Complex discussion tools, e.g. World Café

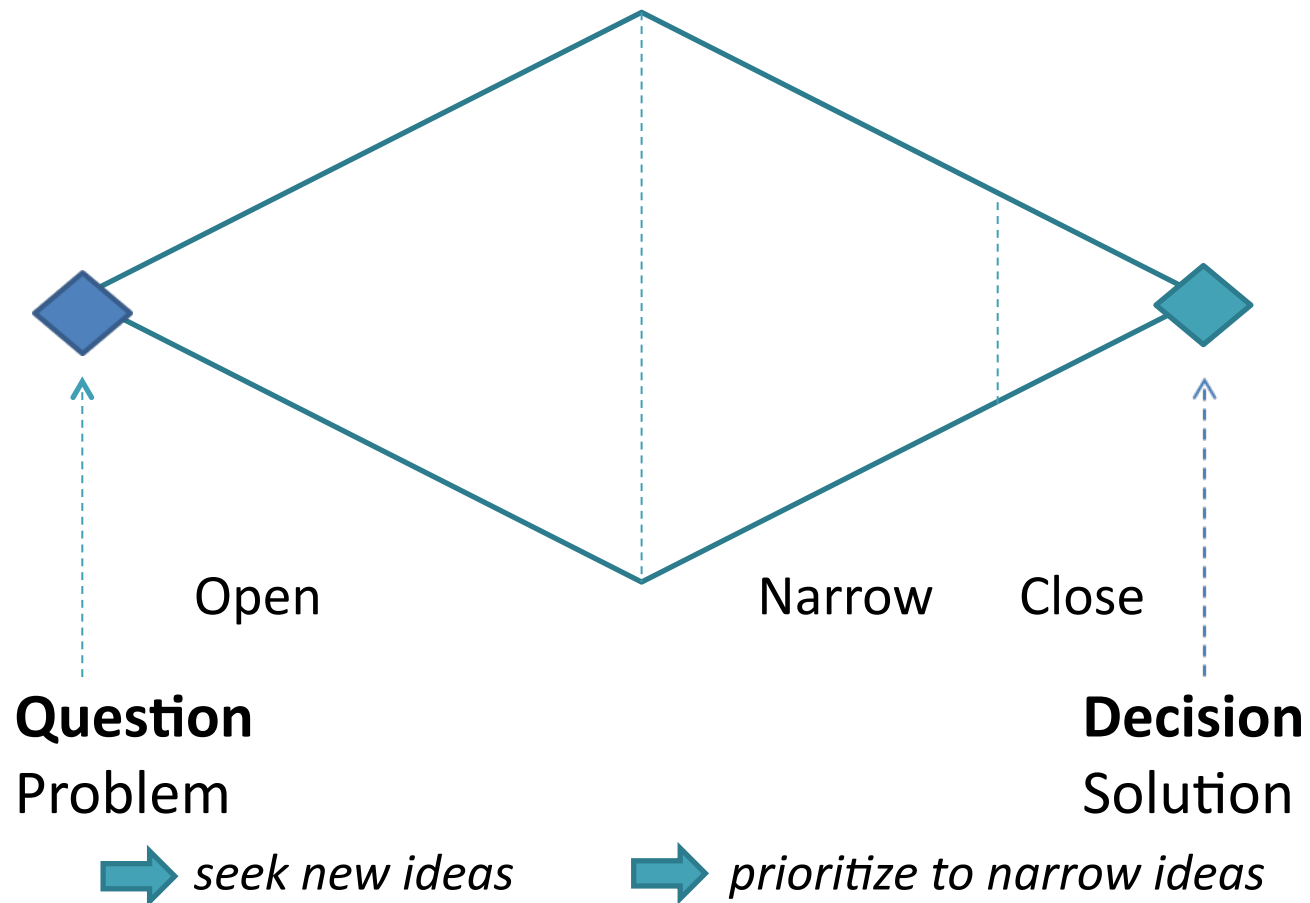
World Café

- World Café is a simple innovative methodology for hosting conversations about questions that matter.
- Design principles:
 - **Set The Context**
 - **Create Hospitable Space**
 - **Explore Questions That Matter**
 - **Encourage Everyone's Contribution**
 - **Connect Diverse Perspectives**
 - **Listen Together and Notice Patterns**
 - **Share Collective Discoveries**

Narrowing and Closing Tools

- Analyzing options
- Straw poll
- Prioritization with dots
- Voting – show of hands
- Voting – aye, nay, abstain
- Voting – thumbs up, sideways, down
- Voting – Stoplight cards
- Consensus and its variations

Group Discussion & Decision Process



Small Group Exercise

Using the discussion & decision diamond, reach a group agreement on an answer to this question:

Drawing from your own experience or from the presentation today, what **one recommendation** would you make to other LAUNCH projects on **how to successfully engage parent/family representatives as Council members?**

Steps in Strategic Planning

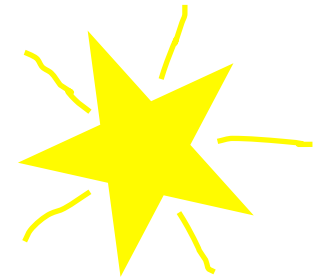
- Engage facilitator & form planning committee:
 - Review progress on existing plan
 - Decide on strategic questions
 - Set goals and approve agenda
- At retreat, Council engages in structured processes to make decisions on:
 - Strategic questions
 - Next year's priorities and goals

Mission, Vision and Values Statements

- MISSION:
- our role in the community
 - our purpose in the world
 - our reason for existing as an organization
- VISION:
- where we are going
 - how we see our future
 - how the world will be different because of us
- VALUES:
- how we make our decisions
 - how we treat our constituents and each other
 - what is important to us

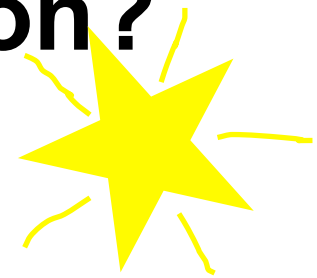
What is our Northstar Vision?

What vision of the future guides us?



* Adapted from PATH, A Workbook for Planning Positive Possible Futures
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What is our Northstar Vision?



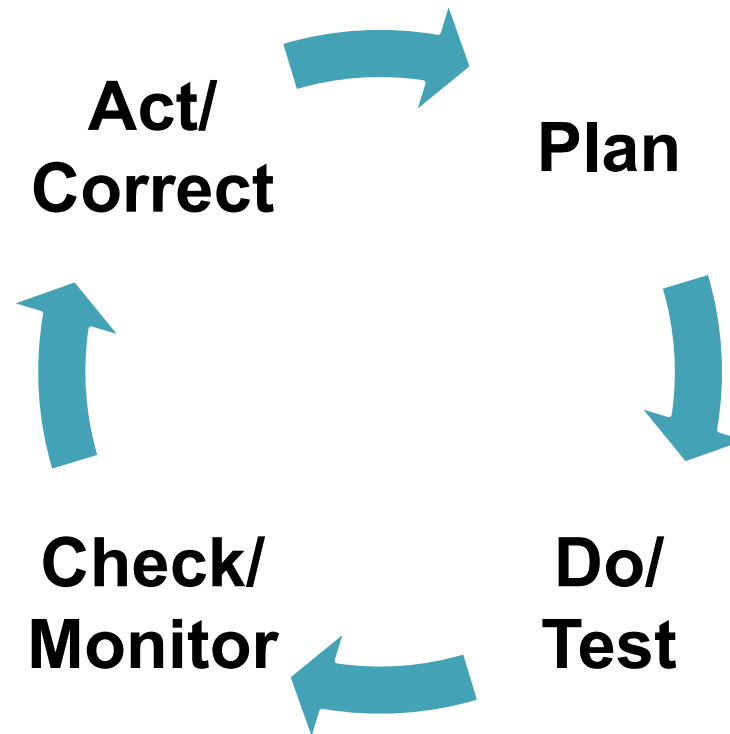
What vision of the future guides us?

3. Assess where we are	4. Decide how to move forward	5. Create 1 year Action Plan		2. Create 5 year vision	1. Locate the Northstar
What else do we need to reach our goal?	What bold concrete steps will we take?	Agree on specific next steps for the next year.		What is our best possible 5 year future?	What vision of the far future guides us?

DISCUSSION: Process

Structure LMP	x Process x P	= Outcomes = QRS
<p>Leadership + Membership + Purpose</p> 	 <p><i>Engaging members in important work</i></p>	<p>Quality + Responsiveness + Sustainability</p> 

Complete Planning Cycle






Tools for Evaluating Results



- Project reports:
 - Service delivery reports & case studies
 - Results from evaluation team
- Progress on Council workplan
- Satisfaction surveys
 - Council members, providers, community
- Meeting evaluations
- SAMHSA evaluations

DISCUSSION:

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