

2020 Virtual LULAC Federal Training  
Institute Partnership  
"A Month of Development"

Webinar: Building Coalitions

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U.S. Department of State





# Agenda



COALITIONS VS.  
PARTNERSHIPS VS.  
ALLIANCE



COALITION  
EXERCISE



COALITION  
BUILDING (WHEN,  
WHY, HOW)



BARRIERS TO  
COALITION  
BUILDING



DEFINING YOUR  
BLIND SPOTS



DEVELOPING YOUR  
ECOSYSTEM



LESSONS ON  
EFFECTIVE  
COALITIONS



QUIZ

## What is the Difference?



Alliance – A relationship in which people agree to work together



Partnership – A relationship resembling a legal partnership and usually involving close cooperation between parties having specified and joint rights and responsibilities



Coalition – The action or process of joining together with another or others for a common purpose/goal



# What is a Coalition?

- ▶ A coalition is an organization of **diverse** interest groups that join their human and material resources to produce a specific change that they are unable to deliver as independent individuals or separate organizations.

# ECQ 5- Building Coalitions



Defined-Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or internal organizations to achieve common goals.



Why it's Important? -Strength in numbers!  
Building Coalitions make things that may be impossible from a resources standpoint possible for individuals or organizations if they were to go it alone.

# Building Coalitions Competencies



Partnering – Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals



Influencing/Negotiating –Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals



Political Savvy – Identifies the internal and external politics that impact the work of the organization. Perceives organizational and political reality and acts accordingly

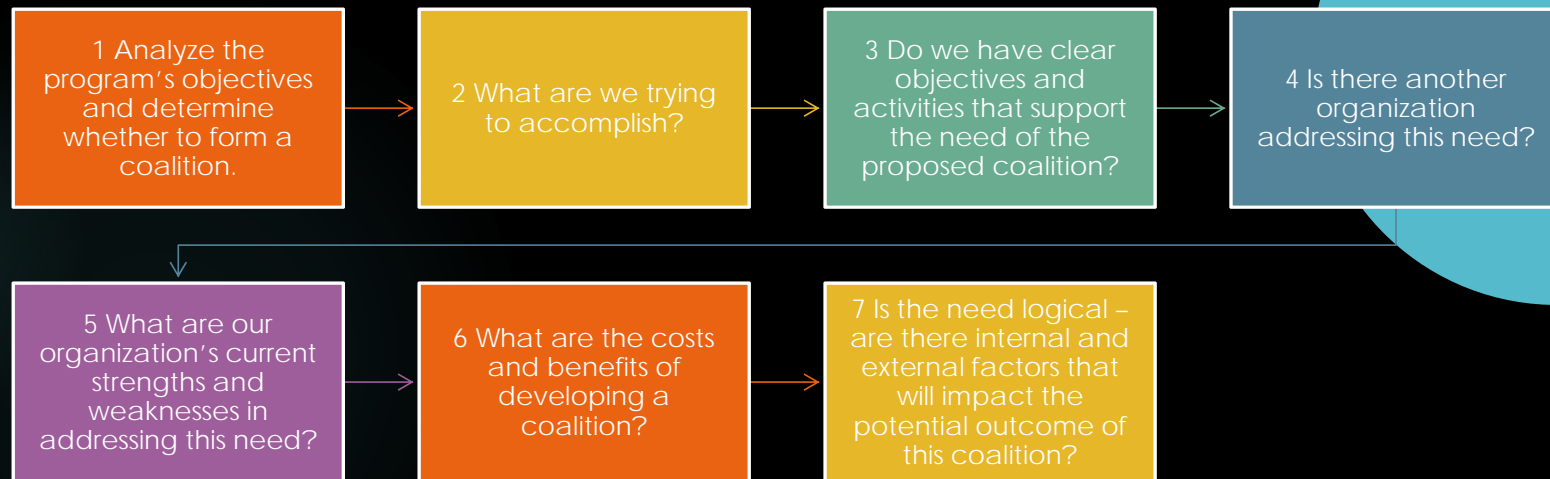
# Who Is On Your Team?

Exercise





# When To Form a Coalition



# Why Should I Join Your Coalition?

- ▶ What is your purpose?
- ▶ What are your short/longterm goals?
- ▶ WIFM, why should I care?
- ▶ Is the goal sustainable?



# How Do You Build a Successful Coalition



- ▶ One must demonstrate that:
  - ▶ Goals are similar and compatible.
  - ▶ Working together will enhance the potential groups' abilities to reach their goals more efficiently.
  - ▶ Benefits of coalescing will be greater than the costs.

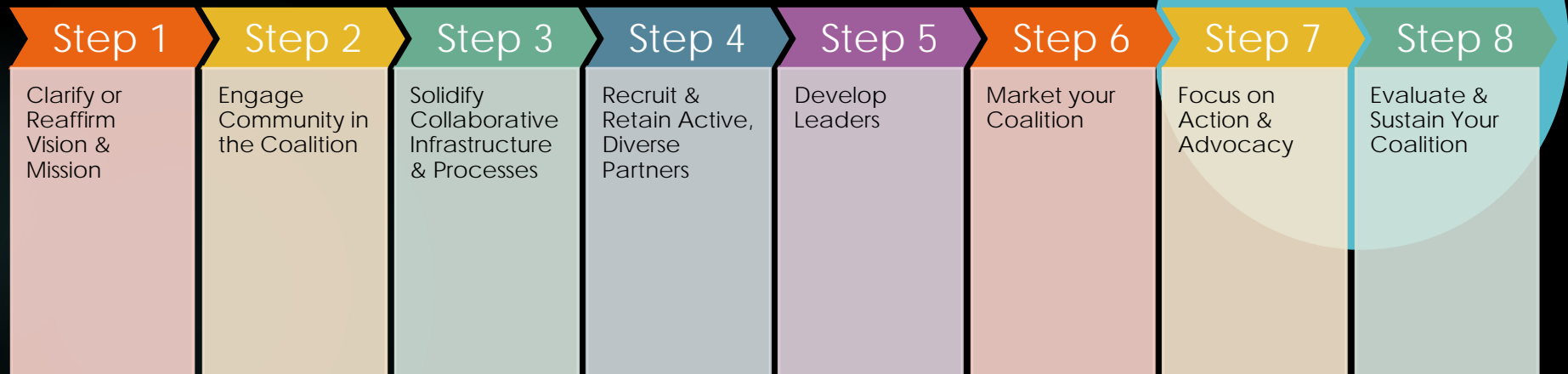
# Key to Successful Coalitions

The key to Successful Coalitions:

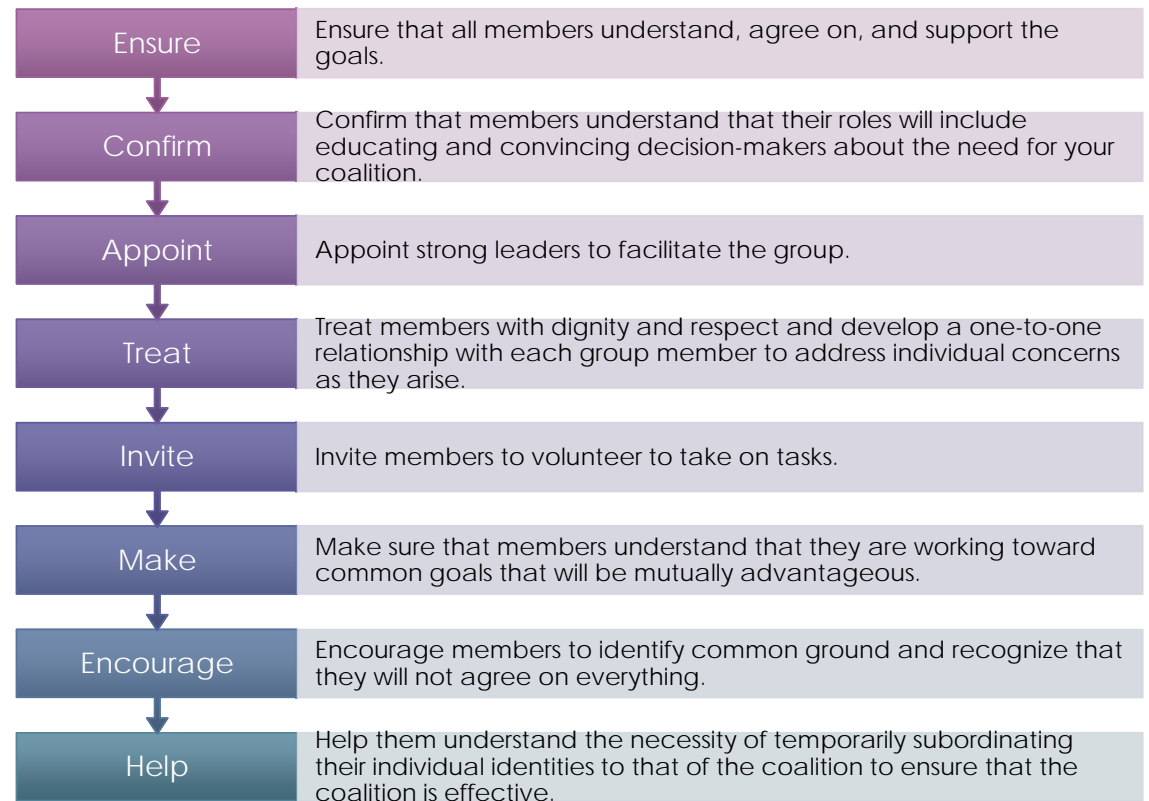
Coalition building is an art. More than anything else, it requires individuals and groups to be willing to rise above their feelings of separateness and to actively collaborate in a spirit of mutual understanding, patience, and flexibility. When members share responsibility, goals, decisions, and leadership and energetically and enthusiastically work toward a common goal, the coalition has the potential for great success.



# Eight Steps to Building and Sustaining Effective Coalitions



# How to Ensure That the Coalition is Effective



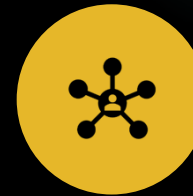
# How to Ensure That the Coalition is Effective Continued



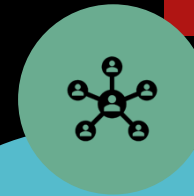
# Advantages to Coalitions



CREATE STRUCTURES FOR ORGANIZATIONS AND INDIVIDUALS TO SHARE OWNERSHIP OF COMMON GOALS



ENLARGES YOUR BASE OF SUPPORT/NETWORKS/ CONNECTIONS



STRONGER TOGETHER (RESOURCES AND RELATIONSHIPS)



REDUCES DUPLICATION OF EFFORT AND RESOURCES



BRINGS TOGETHER A DIVERSE RANGE OF PEOPLE AND ORGANIZATIONS



# The Power of Coalitions

Here's what a coalition can do:

- ▶ Strengthen the core program power base, enhancing your potential to gain attention and affect change.
- ▶ Provide talents, skills, and resources that can be shared to achieve program goals.
- ▶ Propel a strategic and concerted resolution of the problem.
- ▶ Allow coalition members to own, embrace, and commit to the program goals and enroll others in their particular organizations to personally commit to them.
- ▶ Ensure that community approaches and materials are culturally sensitive for targeted audiences (because the coalition members themselves represent the community).
- ▶ Provide a forum for open discussion and mutual support of a common goal, with a ripple effect for the organizations that the coalition members represent. This broadens your base of support and trust.
- ▶ Reduce the chance of duplicating efforts, eliminate competition for resources, and improve communication within the community.
- ▶ Advocate for community environment and policies that support the coalition's cause.



# Examples of Coalition Building

- ▶ Black Lives Matter
- ▶ Trade Union
- ▶ U.S. Presidential Campaign
- ▶ Coalition to Stop Gun Violence
- ▶ The Latino Coalition



# What's the Value

<https://www.youtube.com/watch?v=Clun3f0Kscc>



## What's the Value



# Barriers to Coalition Building



Perceived knowledge is not necessarily power

# Acknowledge Your “Blind Spots”

- ▶ The Greatest Lever for Change is Awareness

~Michael E. Angier



# Perspectives



# Challenges to Coalitions



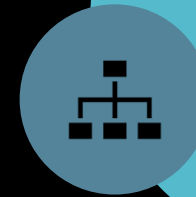
MAY BE DIFFICULT TO  
AGREE ON COMMON  
OBJECTIVES



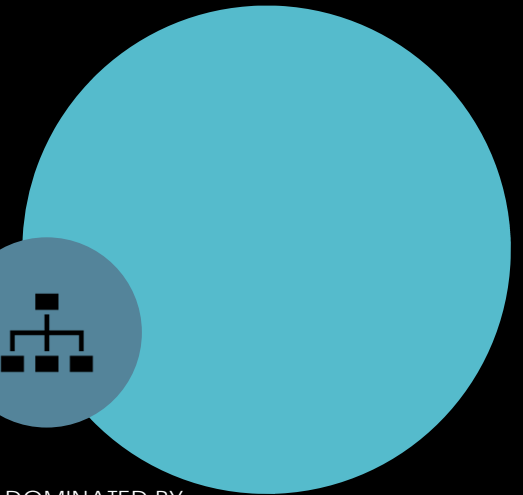
MAY REQUIRE YOU TO  
COMPROMISE YOUR  
POSITION ON ISSUES OR  
TACTICS



CAN OFTEN BE  
CONSTRAINED BY A LACK  
OF  
RESOURCES/KNOWLEDGE/  
SKILLS



MAY BE DOMINATED BY  
ONE POWERFUL  
ORGANIZATION





# Who is in your Ecosystem?

Exercise

- ▶ Define your connections





# Successful Coalitions

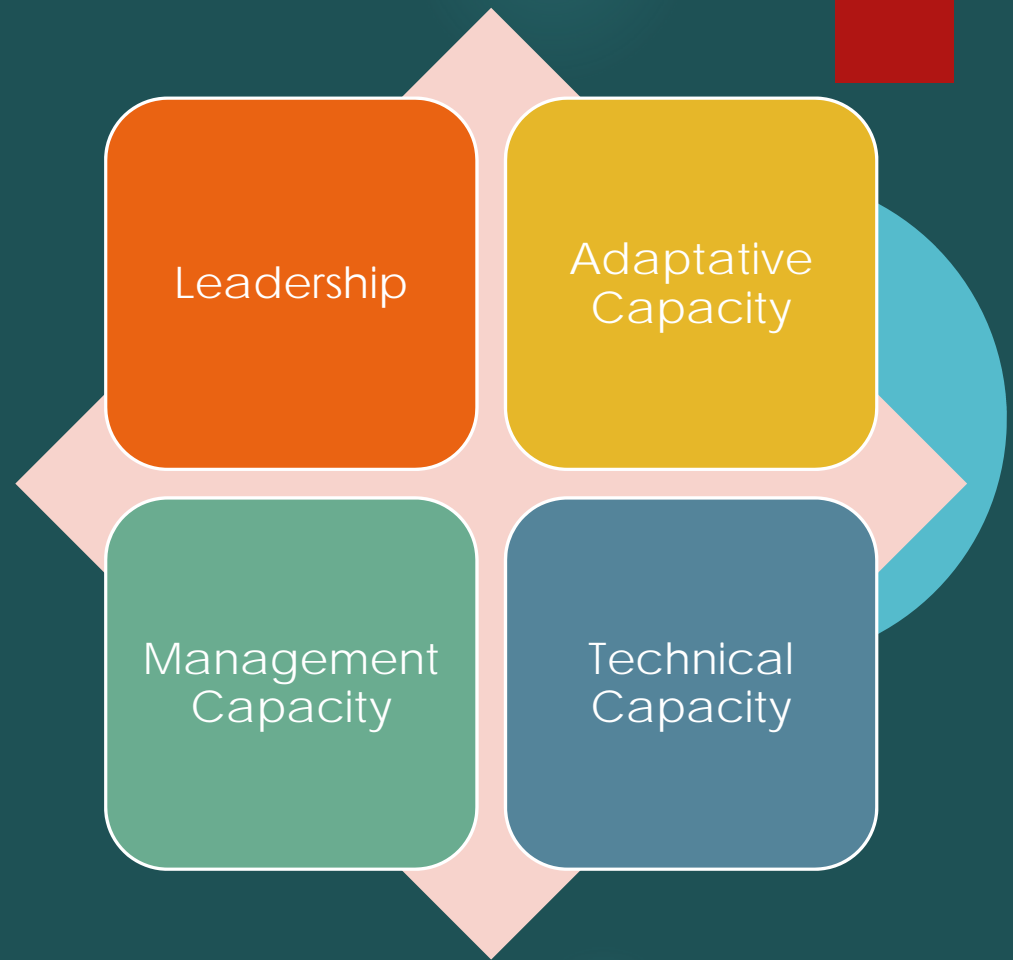
- ▶ Involve All KEY PLAYERS
- ▶ Chose a REALISTIC Strategy
- ▶ Establish a SHARED VISION
- ▶ Agree to Disagree in the PROCESS
- ▶ Make PROMISES that can be Kept
- ▶ Build OWNERSHIP at ALL Levels
- ▶ PUBLICIZE their Success

# What Makes an Effective Coalition?

- ▶ Research from the TCC Group
  - ▶ Coalitions are “networks in action” where members:
    - ▶ Agree upon purpose
    - ▶ Share decision-making
    - ▶ Aim to influence an external audience
    - ▶ Maintain autonomy

A Coalition is a means to an end, not an end in itself!

# Coalition Capacities



# Leadership Capacity

Goal Destination (What is the coalition trying to achieve?)

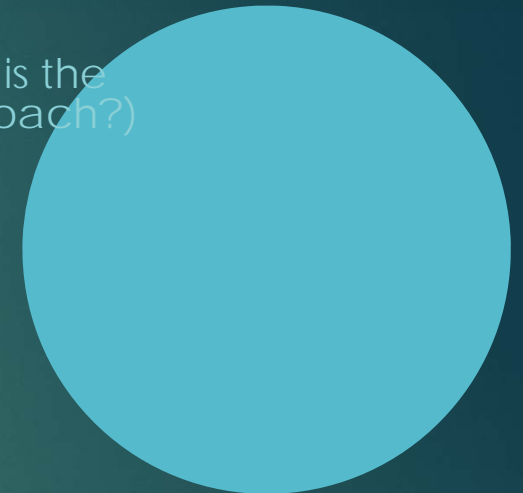


Value Proposition (Why is the coalition the right approach?)

- ▶ Rules, procedures and decision making that fit the situation
- ▶ Bridge gaps and provide cohesive direction
- ▶ Action-oriented rather than only purpose oriented
- ▶ Strategic membership that's context driven.



**Common Funder Error:** Inattention to power dynamics within coalitions



# Adaptative Capacity

- ▶ Systematic environmental monitoring
- ▶ Shared political analysis
- ▶ Effective planning grounded in action
- ▶ Ability to reconfigure approach rapidly
- ▶ Evaluating success & members
- ▶ Flexible resourcing
- ▶ Promote inter-member Collaboration



**Common Funder Error:** Restricting use of funds or requiring detailed plans

# Management Capacity

- ▶ Communication that's frequent and productive
- ▶ Cultivating membership engagement
  - ▶ Deliver on reciprocity
  - ▶ Task/goal focused
  - ▶ Clarity of member/staff roles
  - ▶ Conflict management
  - ▶ Careful record-keeping



**Common Funder Error:** Confusing bureaucratic process with competence.

# Technical Capacity

- ▶ Membership Diversity
- ▶ Coalition Staffing
- ▶ Policy/Advocacy Expertise
- ▶ Tangible Non-Human Resources
- ▶ Resource Development Skills



**Common Funder Error:** Pushing coalition to hire staff who are “doers”



# What Leadership Looks Like

- ▶ <https://www.youtube.com/watch?v=CEyT8uh8xT8>



# What Leadership Looks Like



# The Impact of Doing Nothing!!!

Life is inherently  
risky. There is  
only one big risk  
you should avoid at  
all costs, and that  
is the risk of doing  
nothing.

Denis Waitley

[QuotePixel.com](http://QuotePixel.com)

# Knowledge Check

- ▶ What is a coalition?
- ▶ Describe your barriers to coalitions.
- ▶ What are the impacts of blind spots?
- ▶ What are the components of your ecosystem?
- ▶ What are two advantages and two disadvantages to coalitions?





# Questions

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