



# MAXimize Your Local Coalition: Build and Position for Strength, Influence and Impact

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# Healthy People 2010

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*"...Partnerships, particularly when they reach out to non-traditional partners, can be among the most effective tools for improving health in communities."*

- U.S. Department of Health and Human Services, 2000



# What IS a Coalition?

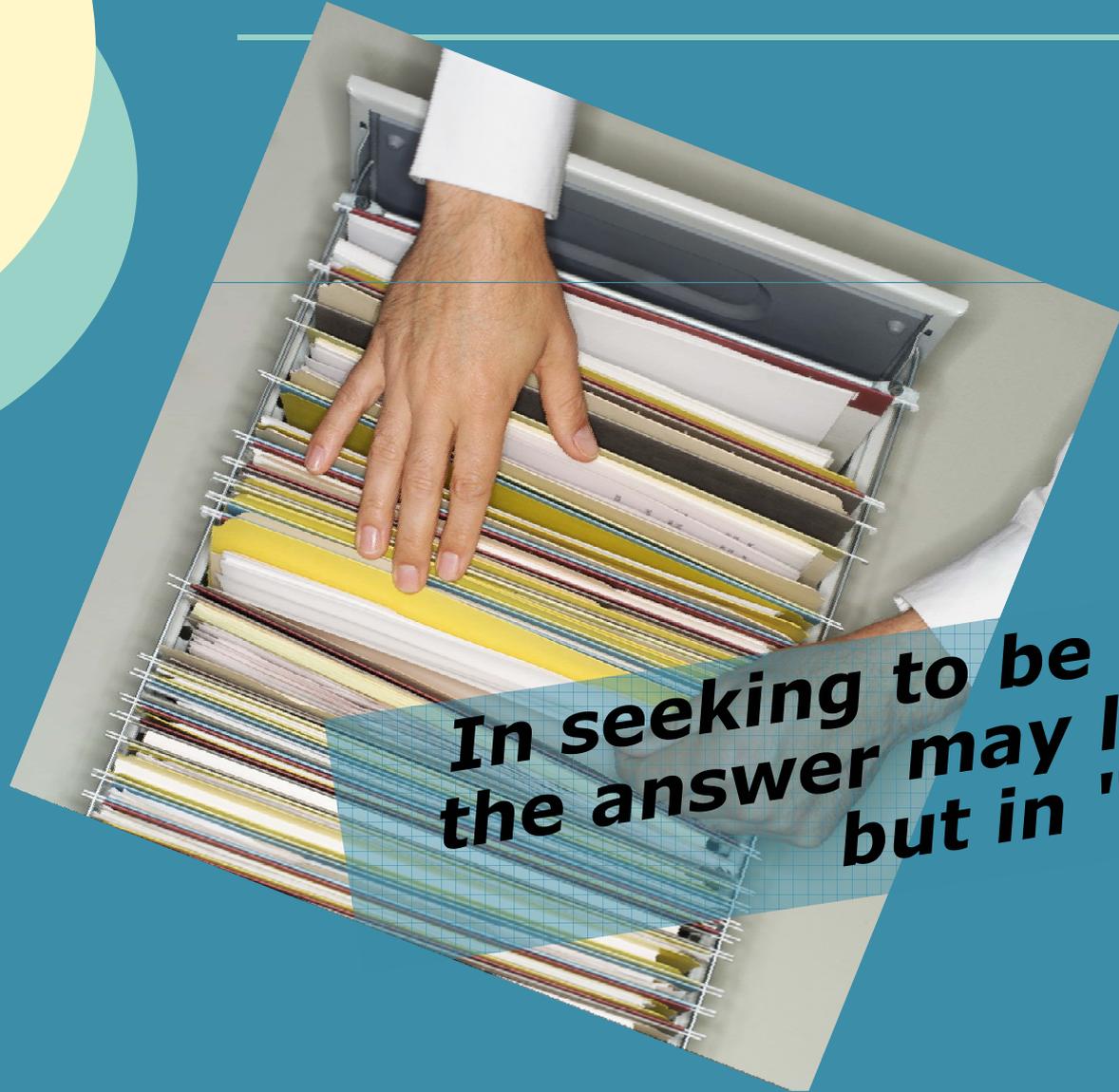
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Coalitions are about building power.

The *only* reason to spend time building a coalition is to amass the power necessary to accomplish something that can only be done by organizations working together.

# Who is in Your Cabinet?

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**In seeking to be more effective,  
the answer may lie not in "how,"  
but in "who."**



# The Who

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- Visionaries – raise the view of the possible
- Strategists – chart the vision and achieve what's attainable
- Statespersons – elevate the cause in the minds of both the public and decision-makers
- Experts – wield knowledge to back up the movement's positions
- Outside Sparkplugs – goad and energize, fiercely holding those in power to account
- Inside Advocates – understand how to turn power structures and established rules and procedures to advantage

*Advocacy Institute, Leadership Roles Within an Advocacy Movement*

# The Who

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- Strategic Communicators – deploy the rhetoric to intensify and direct public passion toward the movement's objectives
- Movement builders – generate optimism and good will, infecting others with dedication to the common good
- Generalists – anchor a movement, grounded in years of experience
- Historians – uphold a movement's memory, collecting and conveying its stories
- Cultural Activists – pair movements with powerful cultural forces

Advocacy Institute – *Leadership Roles Within an Advocacy Movement*



# Being a Catalyst for Leadership

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- Match role to strengths
- Diverse perspectives
- All contributions are valuable

# Assessment Tool

Though some individuals may fill several roles, no one person can fill them all.

- Assess your coalition.
- Identify which roles aren't filled so you can be strategic in bringing in new leaders or developing existing ones.

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**Advocacy Leadership Team Assessment Form**

Leadership Type	Who do you know of? (incl. yourself)	Where are the leadership gaps in your effort?	What are the action steps you can take to develop or recruit more diverse leadership?
<b>Visionaries</b> <ul style="list-style-type: none"> <li>• Lift the horizons of others, setting goals that have never before been imagined or seen as realistic</li> <li>• Challenge the conventional view of the possible</li> <li>• Aim high, take risks, and rethink priorities</li> </ul>			
<b>Strategists</b> <ul style="list-style-type: none"> <li>• Sort out that part of the vision that is realistically attainable and develop a road map to get there</li> <li>• Anticipate obstacles</li> <li>• Provide guidance to insure that the movement remains headed in the right direction</li> <li>• Choose tactics strategically, plan for contingencies, and seize new opportunities</li> </ul>			
<b>Statespersons</b> <ul style="list-style-type: none"> <li>• Carry the movement flag</li> <li>• Act as "larger than life" public figures that embody authority and trust</li> <li>• Radiate credibility for the movement far beyond its core supporters</li> </ul>			
<b>Experts</b> <ul style="list-style-type: none"> <li>• Ensure that all new discoveries and public policy positions are well reasoned and grounded in facts</li> <li>• Have special skills and knowledge that lend credibility to and back up the positions</li> </ul>			
<b>Outside Sparkplugs</b> <ul style="list-style-type: none"> <li>• Agitate and unabashedly tell the truth to power</li> <li>• Operate outside of conventional establishments, free of the ties that bind "inside" players</li> <li>• Hold governments and established organizations up to their own rhetoric of mission and commitment</li> <li>• Kick-start a movement and keep energy flowing through it</li> <li>• Though often irritating and difficult, churn up collective conscience and annoy into action</li> </ul>			



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***“WHEN SPIDER WEBS UNITE,  
THEY CAN TIE UP A LION.”***

*Ethiopian Proverb*



# Coalition Member Recruitment and Engagement

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*"If you are in a coalition and you are comfortable, then maybe it's not a broad enough coalition."*

Bernice Johnson Reagon



# Benefits of Reassessment and Engaging New Partners

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- Build new and maintain existing partnerships
- Extend community outreach beyond your current scope
- Increase your ability to identify and tackle difficult or controversial issues
- Strengthen your communication range, framing issues in a variety of ways
- Expand your access to valuable skills and resources
- Connect tobacco issues with diabetes, and other identified community priorities



# Developing a Collaborative Plan

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- What is it you want to do?
- Who is already at the table?
- What skills and resources are missing?
- Who do you want to bring to the table?
- How will you make your issue(s) stand out as a worthwhile endeavor?
- Highlight potential contribution and benefits of partnerships



# Challenges for Creating a New Partnership or Expanding a Coalition

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- Identifying one set of guiding principles
- Having a clearly defined mission and goals
- Having a broad and diverse membership
- Establishment of organizational competence
  - Effective leadership
  - Clear decision making process
  - Effective communication
  - Clearly defined recruitment plan

# Barriers to Expanding or Sustaining a Coalition

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- Turf issues
- Any bad history or issues not resolved
- Domination by individuals or some other elite
- Poor links to the community
- Minimal organizational capacity
- Funding
- Failure to provide and create leadership within the coalition
- The costs of working together outweigh the benefits for many coalition members

# Barriers to Expanding or Sustaining a Coalition

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- o Same messaging and “storytelling”  
*\* It is key that ALL are on the same message!*

We likely don't need more information.

We need to know what ‘it’ means, and need to develop the same messaging .

We need a concise story that explains ‘it’ and tells what the coalition stands for...



# Suggested Coalition “Diagnosis” Tool

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- Handout –  
Diagnosing the Health of Your Coalition



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“If you want to move people, it has to be toward a vision that’s positive for them, that taps important values, that gets them something they desire, and it has to be presented in a compelling way that they feel inspired to follow.”

- Maya Angelou



# Thank you!

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