

# **Building the Capacity of Coalitions that Work – Advanced Level**

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**What is a coalition and  
how does it differ from  
other organizations?**

# What is a Coalition?

- ...“An organization of diverse interest groups that combines their human and material resources to effect a specific change the members are unable to bring about individually.”

*Brown (1984)*

# Definition of a community coalition

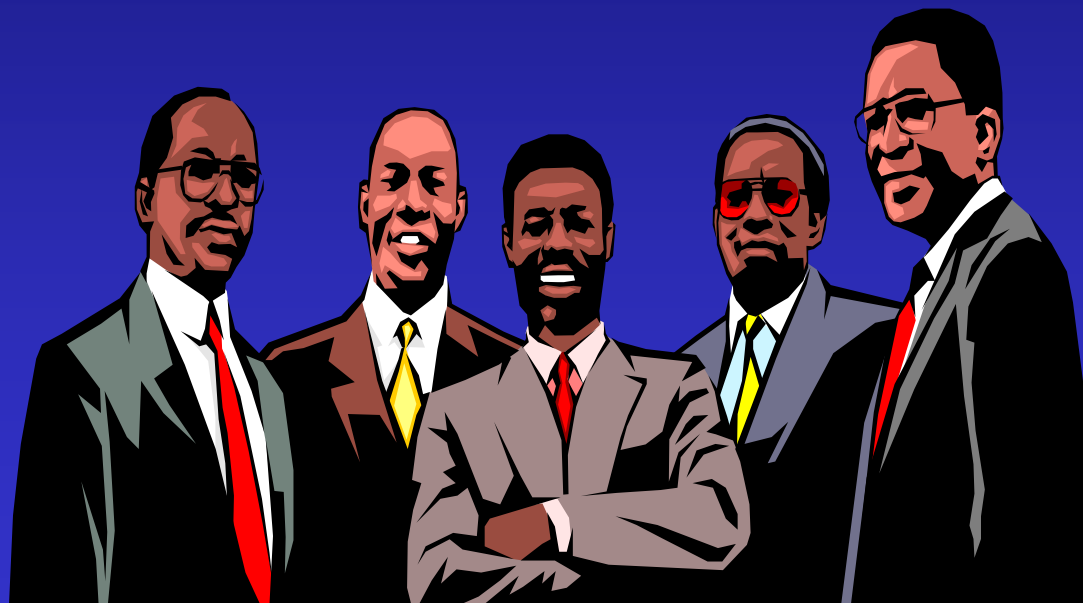
**An organization or individuals representing diverse organizations, factions or constituencies who agree to work together in order to achieve a common goal**

**(Feighery and Rogers, 1989, p.1)**

WHY IS COLLABORATION  
IMPORTANT?

# WHY IS COLLABORATION IMPORTANT

INCREASES DIVERSITY



# WHY IS COLLABORATION IMPORTANT

**FACILITATES CRITICAL MASS**



# WHY IS COLLABORATION IMPORTANT

**INCREASES RESOURCES THROUGH  
SHARING**



# WHY IS COLLABORATION IMPORTANT

FACILITATES DIVISION OF LABOR  
THROUGH SHARED RESPONSIBILITY



# WHY IS COLLABORATION IMPORTANT

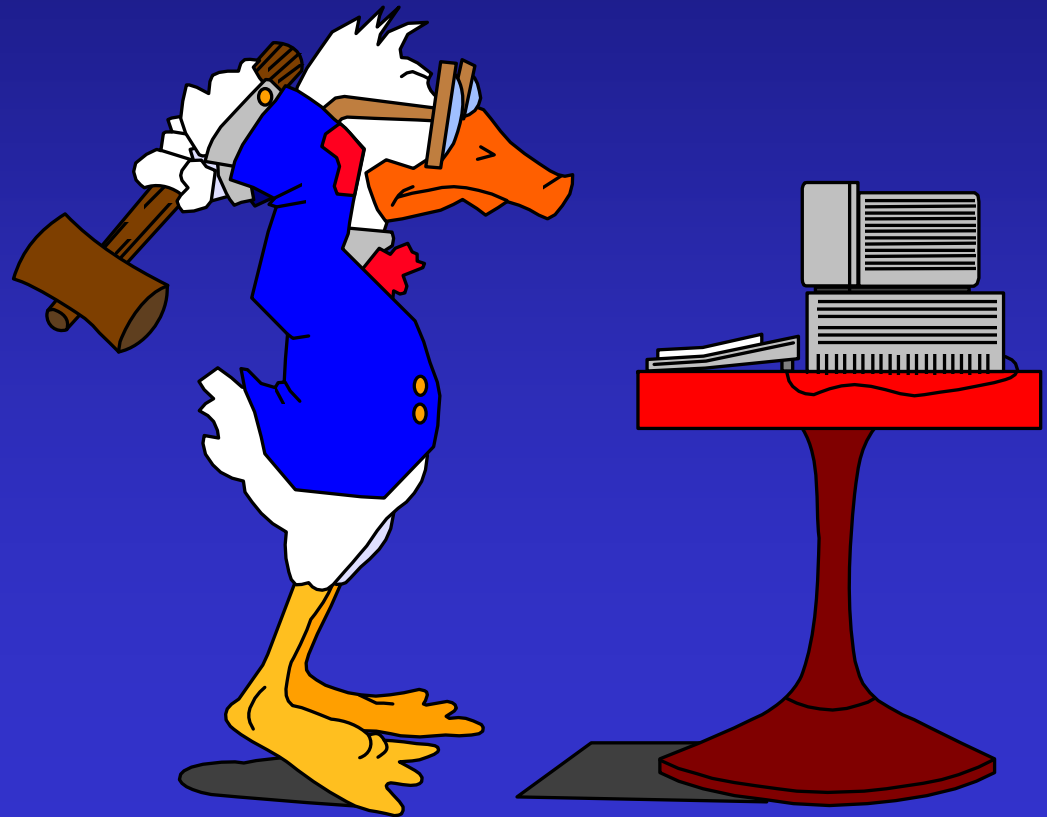
INCREASES EXPERTISE THROUGH  
SHARING





# WHY IS COLLABORATION IMPORTANT

CAN RESPOND CREATIVELY TO  
INNOVATION



# **LET'S DISCUSS COALITION CHALLENGES**



**What is Collaboration?**

The dictionary defines collaboration as:  
to work with one another; to cooperate



(obvious definition, isn't it?)

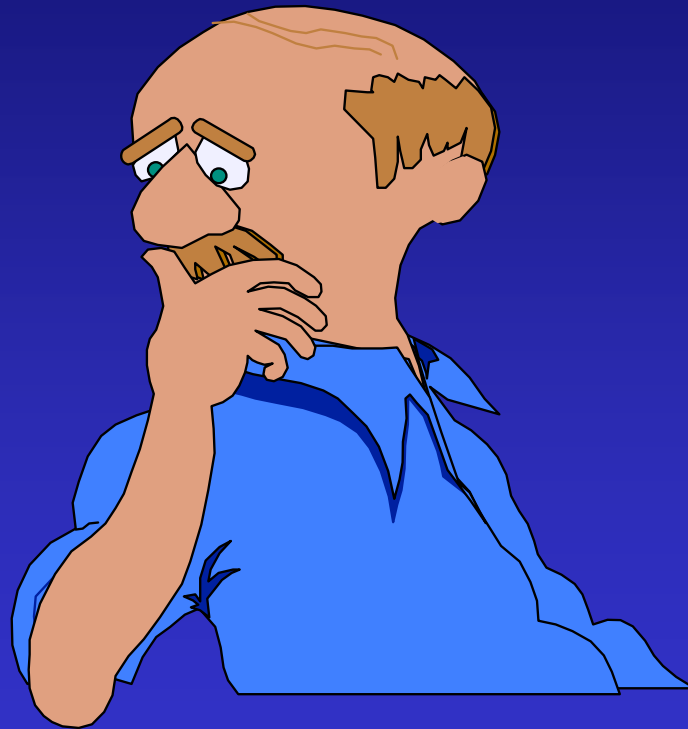
**In studying collaborative efforts, my  
colleagues and I**



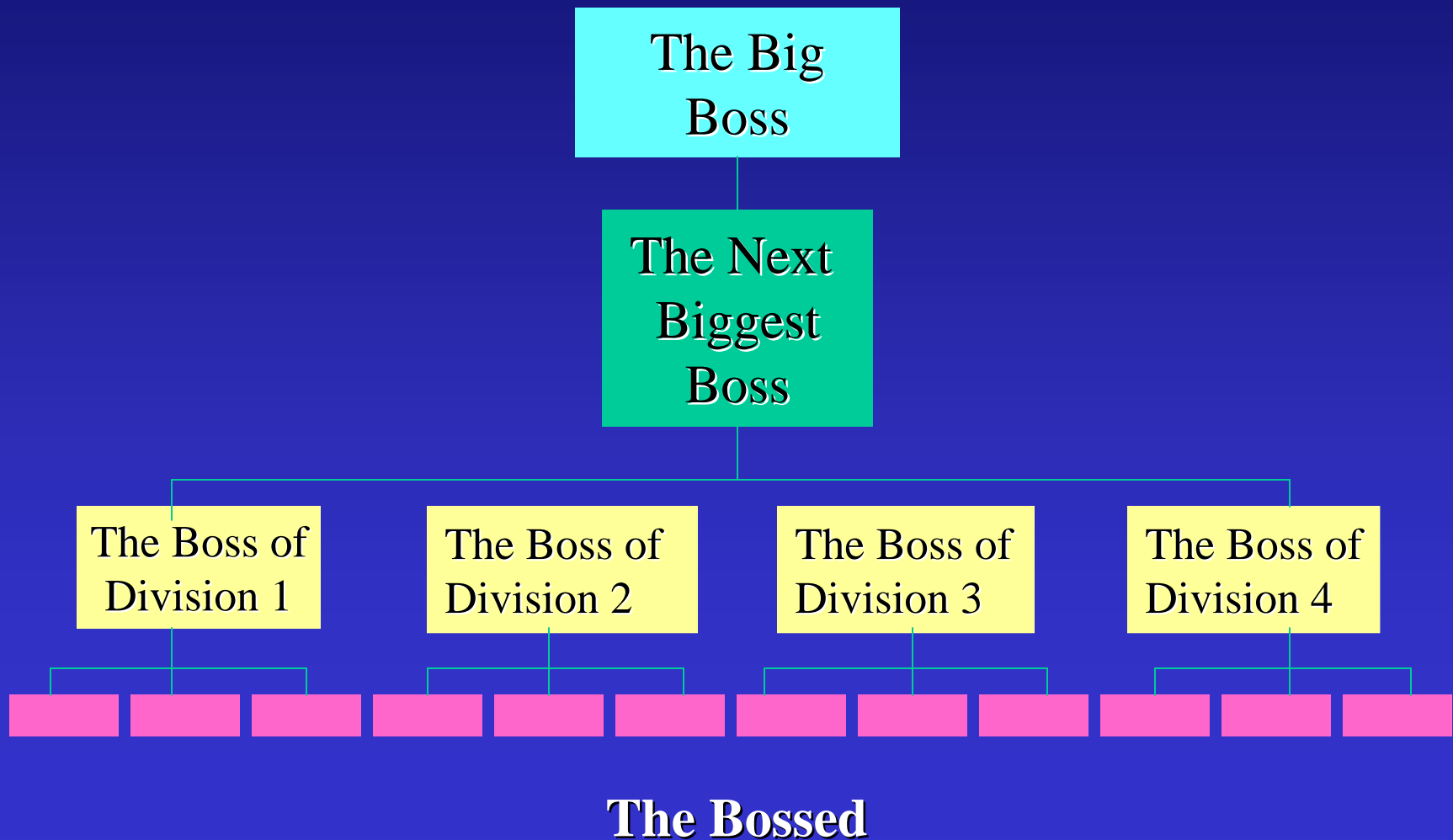
**have adopted the following definition:**

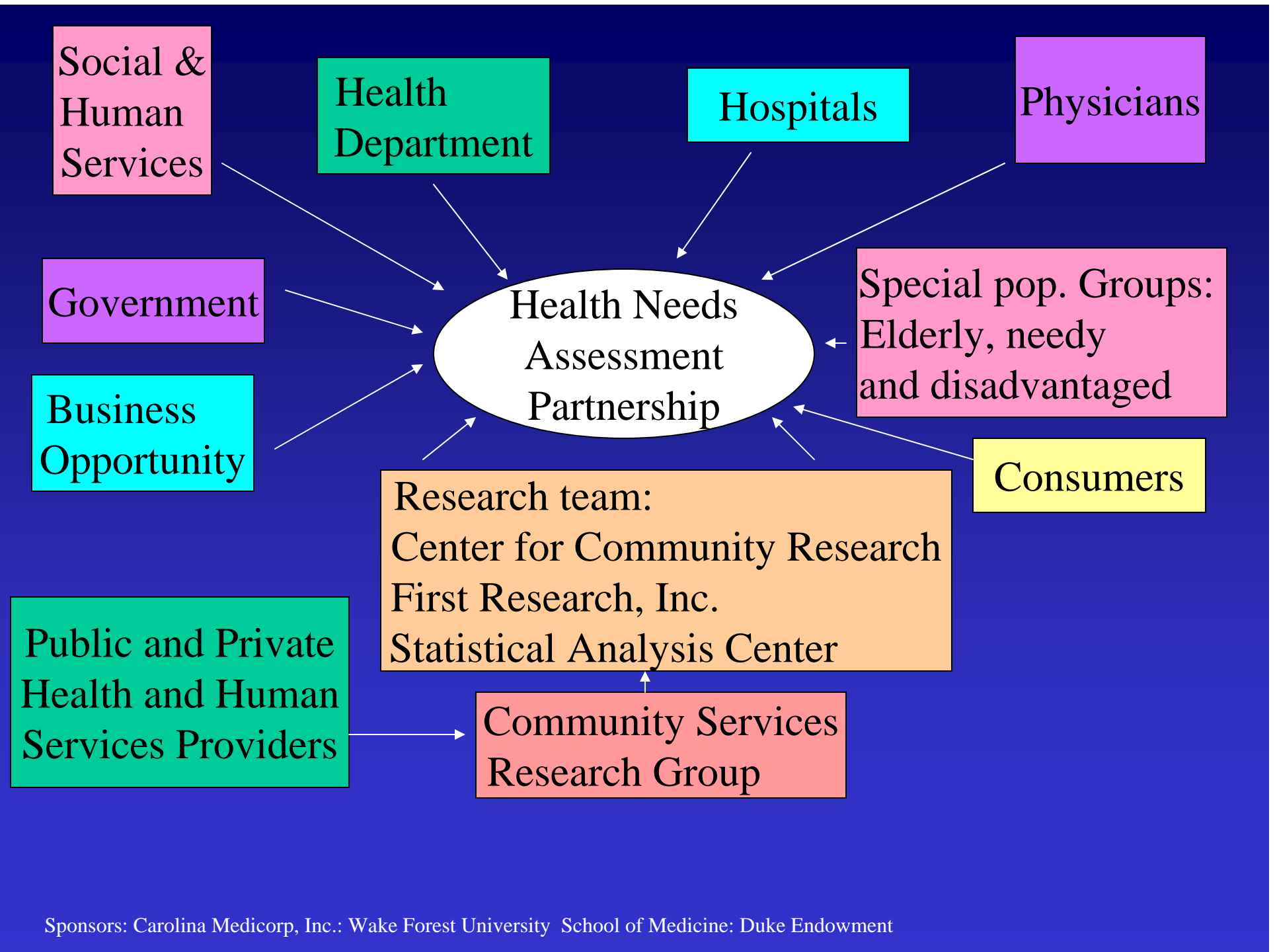
**COLLABORATION IS AN  
UNNATURAL ACT AMONG  
UNCONSENTING ADULTS**

**why is this so?**

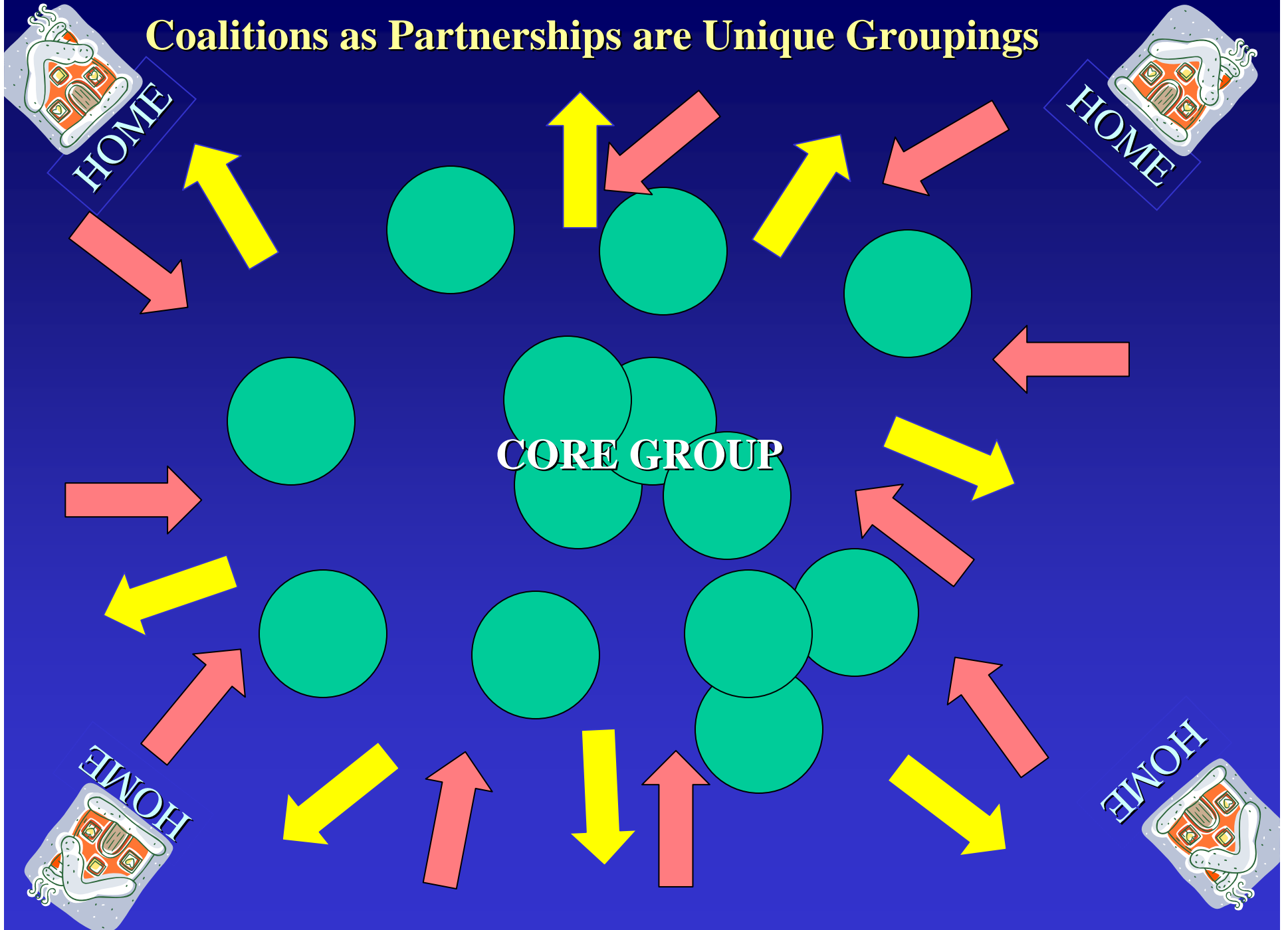


# TYPICAL ORGANIZATIONAL CHART





# Coalitions as Partnerships are Unique Groupings



# WHY PARTNERSHIPS DON'T WORK

**HARD TO  
ENGAGE PARTNERS**

**HARD TO RECONCILE  
DIFFERENT  
STAKEHOLDER  
GOALS**

**CUMBERSOME  
MECHANISM**

**NOT SET UP FOR  
PROGRAM  
IMPLEMENTATION**

**UNDER  
RESOURCED**

**NEGATIVE EVALUATION  
FINDINGS IN JOURNALS!!!**





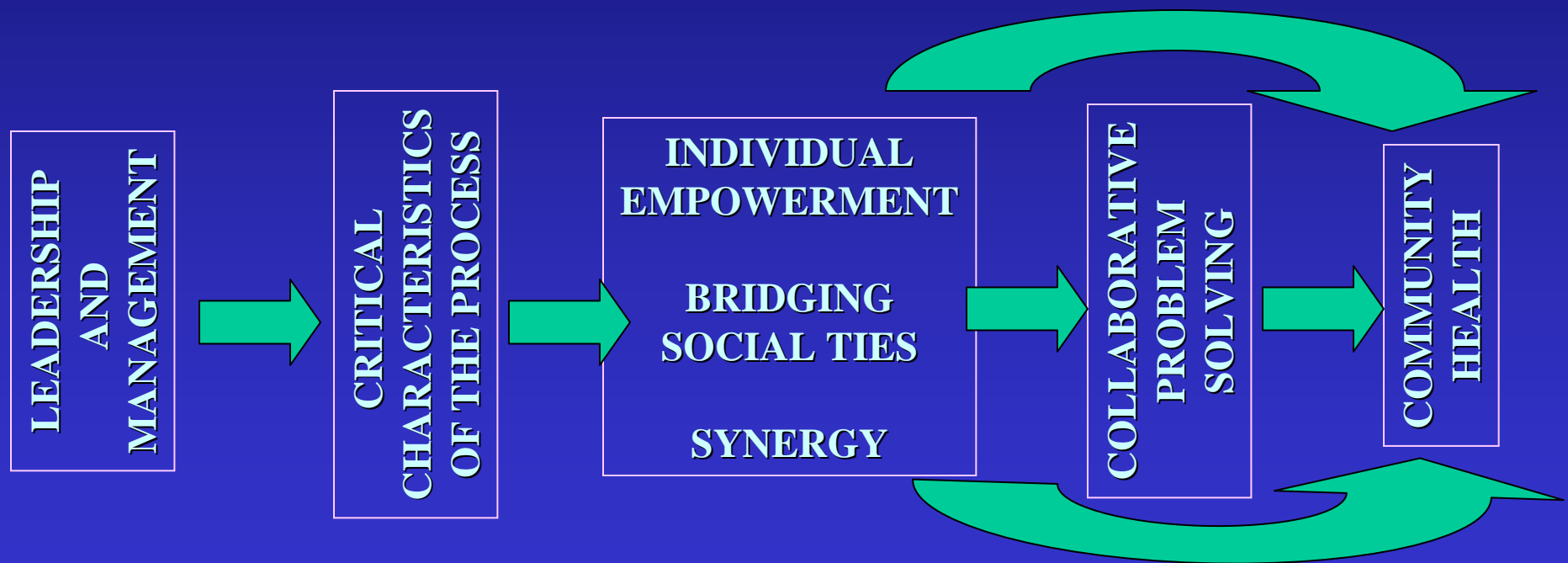
**RESEARCH AND EVALUATION OF  
PARTNERSHIPS FOCUS MORE ON  
THE ULTIMATE GOALS THAN ON  
THE IMPACT OF THE  
COLLABORATION IN ACHIEVING  
THOSE GOALS**

**– Lasker and Weiss (20003)**

**THE DYNAMICS OF  
PUBLIC/PRIVATE  
PARTNERSHIPS**

Lasker R.D., & Weiss, E.S. (2003). "Broadening participation in community problem solving: A multidisciplinary model to support collaborative practice and research." *Journal of Urban Health: Bulletin of the New York Academy of Medicine*, Vol 80(1):14-47.

Examines the collaborative processes that enable such partnerships



# STAGES OF COALITION DEVELOPMENT

- **Initial Mobilization**
- **Establishing Organizational Structure**
- **Building Capacity for Action**
- **Implementation**
- **Refinement**
- **Institutionalization**

At each stage of coalition  
development, the training and  
technical assistance needs

CHANGE

# Challenges for Coalitions

- **Guiding Mission**
- **Structure**
- **Process**
  - **Conflict Resolution**
  - **Community Inclusive**
- **Participation**
  - **Attendance**
  - **Linkage**
  - **Communication**

# Challenges for Coalitions (cont.)

- **Leadership**
  - **Diplomacy**
  - **Mutual Benefit**
- **Sustained Effort**
  - **Direct Implementation vs. Advocacy**
  - **Quick Wins**
  - **Visibility**
  - **Acceptability**

**The most valuable coalition  
members supply AT LEAST  
TWO of the following:**

- **Work**

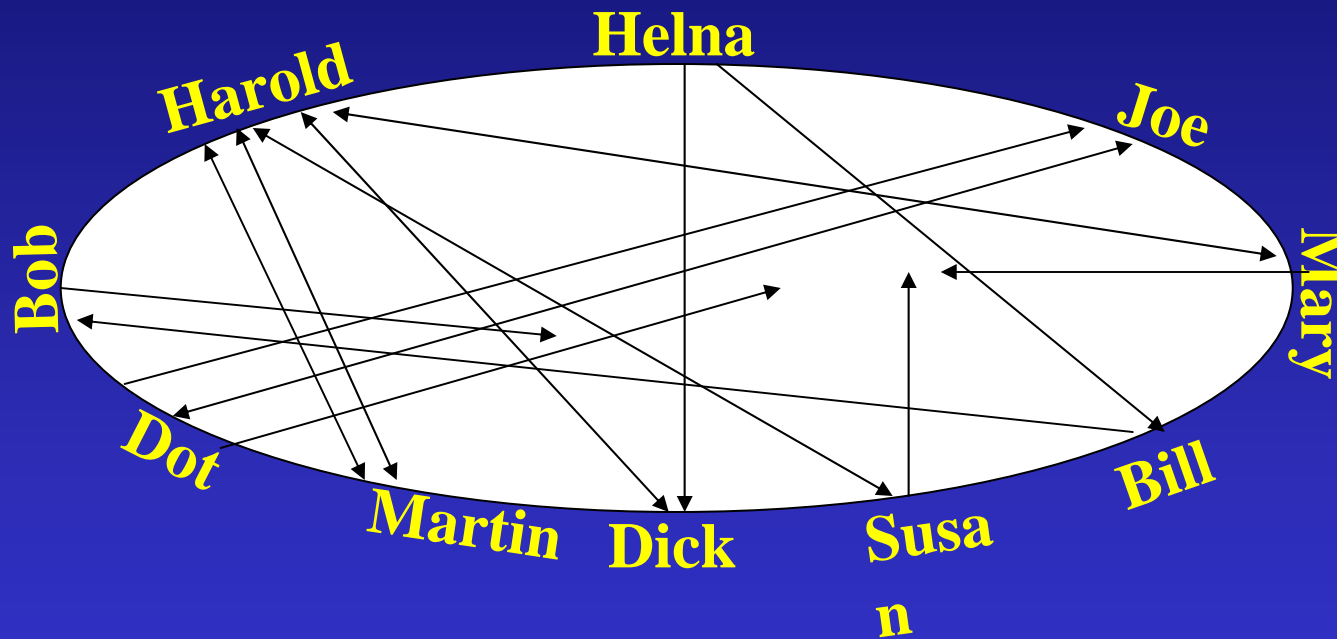
- **Wisdom**

- **Wealth**

# **HOW CAN COMMUNITY NETWORKS FACILITATE PUBLIC HEALTH INITIATIVES?**

**(NO STRINGS ATTACHED)**

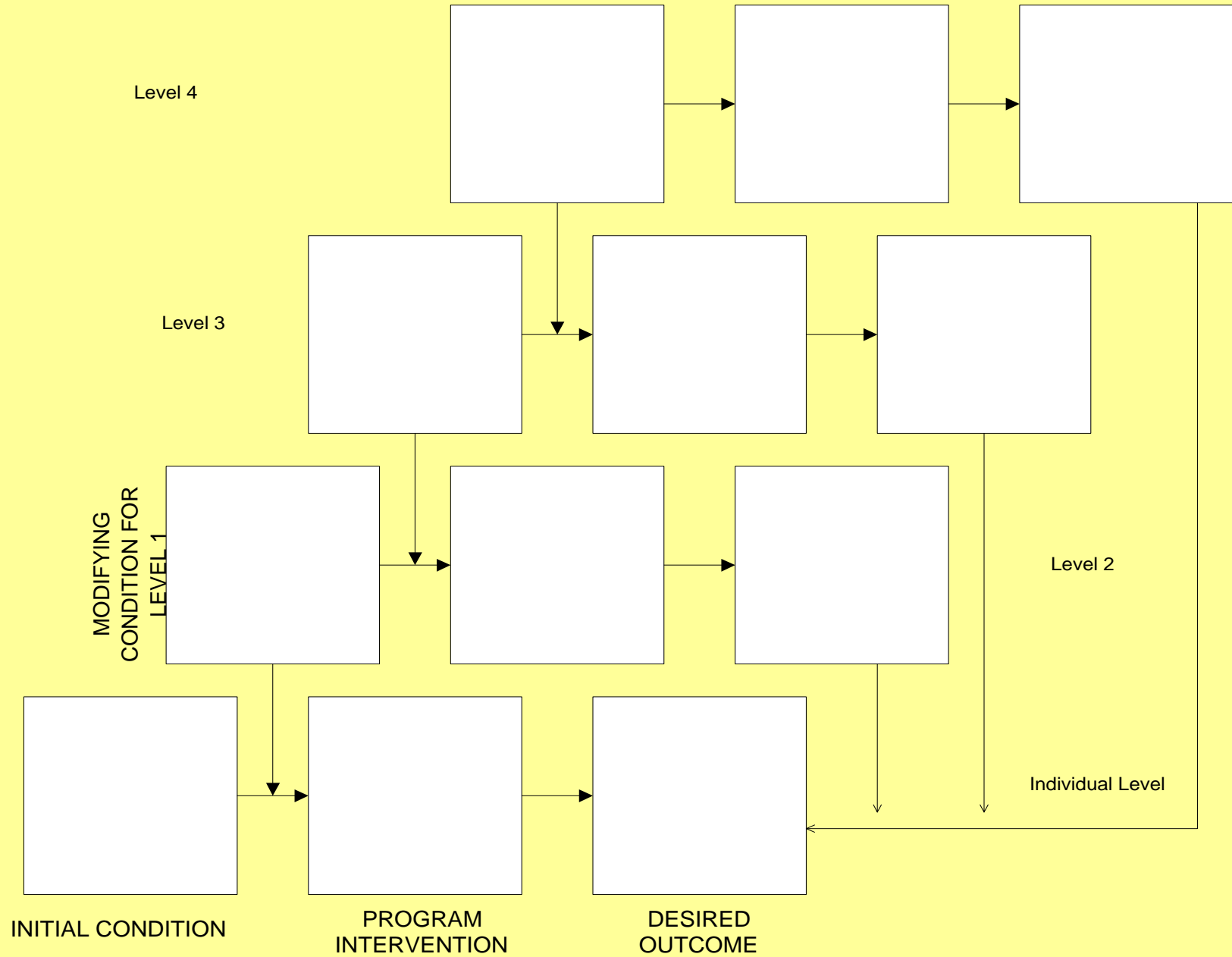
# Who Talks to Whom



How to Diagnose Group Problems by Leland P. Bradford, Dorothy Stock, and Murray Horwitz  
Reprinted by special permission of ADULT LEADERSHIP, Adult Education Association of the  
U.S.A. and the authors, December 1953

**LET'S PRACTICE**

# An Ecological Model For Designing Program Interventions



**LET'S PRACTICE**

# **FORCE-FIELD APPROACH**



*When spider webs unite,  
they can tie up a lion*

*-Ethiopian proverb*

