



Coalition Building Toolkit

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What is coalition building?

A coalition is a temporary alliance or partnering of groups in order to achieve a common purpose or to engage in joint activity. Coalition building is the process by which parties (individuals, organizations, or nations) come together to form a coalition. Forming coalitions with other groups of similar values, interests, and goals allows members to combine their resources and become more powerful than when they each acted alone.

<http://www.beyondintractability.org/essay/coalition-building>



<http://www.referenceforbusiness.com/photos/coalition-building-707.jpg>

Why start a coalition?

- **To address an urgent situation.**
- **To obtain or provide services.** It may take a coalition – either initially or over the long term – to design, obtain funding for, and/or run a needed intervention in the industry.
- **To bring about more effective and efficient delivery of programs and eliminate any unnecessary duplication of effort.** Gathering all the players involved in a particular issue can result in a more cohesive and comprehensive intervention. Rather than duplicating their efforts, organizations can split up or coordinate responsibilities in ways that afford more participants access to programs and allow for a greater variety of services.
- **To pool resources.** A number of organizations and individuals together may have the resources to accomplish a task that would have otherwise been difficult to do alone.
- **To increase communication among groups and break down stereotypes.** Bringing together groups and individuals from many sectors of business can create alliances where there was little contact before. Working together toward common goals can help people break down barriers and preconceptions, and learn to trust one another.
- **To plan and launch business-wide initiatives on a variety of issues.** In addition to addressing immediately pressing issues or promoting or providing services, coalitions can serve to unify efforts around long-term campaigns.
- **To create long-term, permanent social change.** Real change usually takes place over a period of time through people gaining trust, sharing ideas, and getting beyond their preconceptions to the real issues underlying business needs. A coalition, with its structure of cooperation among diverse groups and individuals and its problem-solving focus, can ease and sometimes accelerate the process of change in a business.

<http://calcontrk.org/calt/start-coalition/>

Steps to building a successful advocacy coalition

1. Define Objectives and Environment

- Define the issue and the coalition's objectives. What is the issue from your organization's point of view? What is the coalition trying to accomplish by coming together?
- Define the environment in which the issue resides. What is the political climate? Where is public opinion?

2. Identify Stakeholders and Possible Allies

- What other organizations or stakeholders will benefit from this legislation?
- Look beyond "the usual suspects" – think outside of the box in looking for allies.
- Find the right mix – coalitions of organizations that are frequent political opponents can be powerful.

3. Recruit Coalition Partners

- Strategize how to maintain, balance and control diverse/disparate groups.
- Be clear and straightforward in recruiting coalition partners. Tell them what's in it for your organization and show them how their organization can benefit.

4. Create a Coalition Structure

- Identify roles needed for the coalition to function then assign those responsibilities across the membership.
- Assign a coordinating function to one organization – someone needs to hold the group together and manage communications.

5. Create a Communication Network

- Identify a person who can be depended upon to perform all internal coalition communication.
- Identify a single spokesperson for all public communication.
- Communicate often, openly and with all coalition partners.

6. Develop a Message

- Keep it simple.
- Keep it local and make use of your coalition members' locations by crafting the coalition's message to fit local audiences.
- Keep it relevant. The message should reflect the concerns of the audience.
- Repeat your message over and over (and over again)

http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/getting_started

Who should be a part of your coalition?

In general, the broader the membership of any coalition, the better, but there are certain people and groups whose representation in a coalition is absolutely essential, first and foremost – **Stakeholders**.

These are the people who have a stake in the success of the coalition's efforts.

They can include:

- **Those most affected by the issue.** These may comprise the current or potential participants in an industry, people many times who lack the ability to individually change government or public opinion. It makes no sense, and is patently unfair, to make decisions that affect people's lives without including them in the process, such as the elimination of the use of certain aged diesel trucks or retroactive regulatory authority.
- **Formal and informal helpers, those charged with carrying out business functions related to the issue, and others affected by what the coalition might do.** The staff members of trade associations or other organizations, business and government agencies, other local employers, health department employees, school nurses, pediatricians, dental hygienists, dentists, insurance reps, etc – some or all of these and/or many others may be directly or indirectly involved in the results of coalition initiatives.

Adapted from <http://transportistaslatinos.org/en/calt/part-coalition/>

Best practices and lessons learned along the way

- **Build Coalitions (if possible) in good times.** Don't wait until there's a critical issue facing your library. If your partners are already in place, it's easier to mobilize in challenging times.
- **Be there when your partners need you.** Coalitions require members to be there for each other even when the issue may not affect your library.
- **Choose unifying issues.** The most effective coalitions come together in response to a common issue. Make sure the development of group goals is a joint process, done early in the formation of the coalition.
- **Understand and respect each group's self interest.** There must be a balance between the goals and needs of the coalition and those of the individual organizations.
- **Respect each group's internal process.** Understand and respect the differences among the groups.
- **Acknowledge and use the diversity of each group.** Not everyone will always agree with the coalition's actions, and sometimes the minority will be right. Make sure to take everyone's opinion into account and to use diversity to energize discussion, rather than be a source of division.
- **Communicate openly and freely with everyone.** Make sure that all lines of communication – within and among the coalition members, with the media, and with the community – are wide open. Open communication ensures that no one feels left out.
- **Focus on a single message as much as possible.** Multiple messages are confusing and dilute your intent. Create a message that is succinct and easy for coalition members, legislators and stakeholders to remember.
- **Structure decision-making carefully.** Finding consensus is very important when making decisions as a coalition. Every group must listen to each other, debate and discuss until they can find common ground.
- **Distribute credit fairly.** Recognize the variability of contributions. Each of the member organizations has something to offer – volunteers, meeting space, funding, copying, publicity, etc. Each is important; be sure to acknowledge them.
- **Formalize your coalition.** It is best to make explicit agreements. Make sure that everyone understands what their responsibilities and rights are. Being clear can help to prevent conflicts.
- **Create an emergency response committee.** This committee is prepared to respond to political climate changes, media requests and the need to

make decisions any time of the day or night. Keep issues from becoming emergencies.

- **Advocacy is a year-round effort.** Your elected officials should not hear from you only at budget time.

<http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/bestpractices>

Potential challenges

- **Turf issues.** Sensitivity about sharing work between individuals and organizations can be sensitive. Convince member organizations and individuals that working together will benefit them all.
- **Domination by one organization or group.** Coalitions are diverse by definition, and this diversity is part of what makes them strong. Create a participatory atmosphere and encourage everyone to give their ideas and time so no one group dominates.
- **Losing focus.** Coalitions must always keep in mind the community they are working to improve, and keep community concerns and needs at the forefront of their work.
- **Leadership issues.** Coalitions demand a very special kind of collaborative leadership which can harness the strength of everyone involved. Cultivation of this leadership is important to success.

<http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/bestpractices>

Doing things we shouldn't— and other pitfalls to avoid

- **Claiming the glory.** Despite your level of involvement, never assume you know all the details. So much can happen because of an impromptu conversation or a personal relationship of which you are unaware. Share the accolades. Make sure partners and co-workers are recognized for their participation. Even if a partner didn't participate as you would have liked on this project, it is the partnership that is important today and, possibly, in the future.
- **Expecting immediate results.** Building partnerships takes time and trust. Coalitions develop over time. Even when everyone can agree that the cause is worthy (and certainly libraries fall into that category) there can be competing demands for money or space or time. Don't assume that one conversation or meeting will be sufficient to accomplish the goal. It may take months or even years to bring the right combination of people and resources together to make the dream reality.
- **Expecting that what you start with is what you'll get.** Advocacy is organic. Well planned approaches and informed partners will help move an initiative in a single direction but the final outcome may be tempered by many factors beyond the control of coalition members.
- **Hating the process.** Advocacy is not speed dating. While there is a danger that so much effort is spent on introspective development that the goal gets lost, successful coalitions acknowledge a portion of time and effort will be needed on the "who, what, when, where and how" details.
- **Wanting only the glamorous jobs.** Regardless of the collaborative project, there will be some tasks that are easier, more fun or more rewarding, and the opposite will also be true. As a coalition member, stay focused on the shared goal and help with whatever it takes to get the job done.
- **Making assumptions.** Assuming anything about your coalition partners can be detrimental whether assuming the goals are clear, the facts are known or everyone has all the information. Coalitions take work to succeed and your success will depend on exploring different perspectives, identifying talents, and sharing information.
- **Believing you're too diverse to succeed.** No one is saying that coalition building is necessarily easy. Each member may be asked to work outside his or her comfort zone, but the act of engaging in meaningful discussion for a shared goal may be the key to convincing a decision maker of the merits of a project.

http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/bad_coalitions

Becoming a Money Magnet

Communication strategies, systems and processes can enable you to present yourself in a way that is clear and attractive to donors, grantors, and other possible funding sources. Following some very basic communication guidelines can help enhance your coalition's "fund-ability."

Identify potential donors, grantors, funders, and other possible "gift givers."

- Learn about their areas of interest/focus and their motivators.

Inform them about who you are. Clearly communicate your:

- Identity
- Mission
- Message
- Credibility
- Contacts – who do they call or write?

Invite them to give you money. Yes, you have to ask for it. Make sure to communicate:

- What do you want?
- Why do you need it?
- How is the coalition supported and why do you need *their* support?
- Tell them what you will do with their money: Develop systems to document what have you done with money you have spent or plan to spend.
- Know how much an initiative/project costs. (\$__ funds one care team training, Advance Care Planning materials package, etc).

Involve them in what you are doing.

- Tell them how their money will make a difference: What specific changes have occurred or *will* occur because of what you do?
- Requires that you develop systems to clearly document and summarize outcomes
- Maintain relationships – send thank you's to donors and supporters, and follow-up with any funders about the project.

www.caringinfo.org

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Running an effective meeting— establishing an objective and sticking to it

There are good meetings and there are bad meetings. Bad meetings drone on forever, you never seem to get to the point, and you leave wondering why you were even present. Effective ones leave you energized and feeling that you've really accomplished something.

So what makes a meeting effective? This really boils down to three things:

1. They achieve the meeting's objective.
2. They take up a minimum amount of time.
3. They leave participants feeling that a sensible process has been followed.

If you structure your meeting planning, preparation, execution, and follow up around these three basic criteria, the result will be an effective meeting.

1. The Meeting's Objective

An effective meeting serves a useful purpose. This means that in it, you achieve a desired outcome. For a meeting to meet this outcome, or objective, you have to be clear about what it is.

Too often, people call a meeting to discuss something without really considering what a good outcome would be.

- Do you want a decision?
- Do you want to generate ideas?
- Are you getting status reports?
- Are you communicating something?
- Are you making plans?

Any of these, and a myriad of others, is an example of a meeting objective. Before you do any meeting planning, you need to focus your objective.

To help you determine what your meeting objective is, complete this sentence:

At the close of the meeting, I want the group to...

With the end result clearly defined, you can then plan the contents of the meeting, and determine who needs to be present.

2. Use Time Wisely

Time is a precious resource, and no one wants their time wasted. With the amount of time we all spend in meetings, you owe it to yourself and your team to streamline the meeting as much as possible. What's more, time wasted in a

meeting is time wasted for everybody attending. For example, if a critical person is 15 minutes late in an eight person meeting, that person has cost the organization two hours of lost activity.

Starting with your meeting objective, everything that happens in the meeting itself should further that objective. If it doesn't, it's superfluous and should not be included.

To ensure you cover only what needs to be covered and you stick to relevant activities, you need to create an agenda. The agenda is what you will refer to in order to keep the meeting running on target and on time.

To prepare an agenda, consider the following factors:

- Priorities – what absolutely must be covered?
- Results – what do need to accomplish at the meeting?
- Participants – who needs to attend the meeting for it to be successful?
- Sequence – in what order will you cover the topics?
- Timing – how much time will spend on each topic?
- Date and Time – when will the meeting take place?
- Place – where will the meeting take place?

With an idea of what needs to be covered and for how long, you can then look at the information that should be prepared beforehand. What do the participants need to know in order to make the most of the meeting time? And, what roles are they expected to perform in the meeting, so that they can do the right preparation?

If it's a meeting to solve a problem, ask the participants to come prepared with a viable solution. If you are discussing an ongoing project, have each participant summarize his or her progress to date and circulate the reports amongst members.

Assigning a particular topic of discussion to various people is another great way to increase involvement and interest. On the agenda, indicate who will lead the discussion or presentation of each item.

Use your agenda as your time guide. When you notice that time is running out for a particular item, consider hurrying the discussion, pushing to a decision, deferring discussion until another time, or assigning it for discussion by a subcommittee.

3. Satisfying Participants that a Sensible Process Has Been Followed

Once you have an agenda prepared, you need to circulate it to the participants and get their feedback and input. Running a meeting is not a dictatorial role: You have to be participative right from the start.

Perhaps there is something important that a team member has to add. Maybe you have allotted too much, or too little, time for a particular item. There may even be

some points you've included that have been settled already and can be taken off the list for discussion.

Whatever the reason, it is important you get feedback from the meeting participants about your proposed agenda.

Once in the meeting, to ensure maximum satisfaction for everyone, there are several things you should keep in mind:

- If certain people are dominating the conversation, make a point of asking others for their ideas.
- At the end of each agenda item, quickly summarize what was said, and ask people to confirm that that's a fair summary. Then make notes regarding follow-up.
- Note items that require further discussion.
- Watch body language and make adjustments as necessary. Maybe you need a break, or you need to stop someone from speaking too much.
- Ensure the meeting stays on topic.
- List all tasks that are generated at the meeting. Make a note of who is assigned to do what, and by when.
- At the close of the meeting, quickly summarize next steps and inform everyone that you will be sending out a meeting summary.

After the meeting is over, take some time to debrief, and determine what went well and what could have been done better. Evaluate the meeting's effectiveness based on how well you met the objective. This will help you continue to improve your process of running effective meetings.

Finally, prepare the meeting summary. This will be forwarded to all participants and other stakeholders. It is a record of what was accomplished and who is responsible for what as the team moves forward. This is a very crucial part of effective meetings that often gets overlooked. You need a written record of what transpired, along with a list of actions that named individuals have agreed to perform. Make sure someone is assigned to take notes during the meeting if you think you will be too busy to do so yourself.

<http://www.mindtools.com/CommSkill/RunningMeetings.htm>

How to make an agenda

Instructions

- Send an email to all stakeholders of the meeting. The goals of the meeting as well as any administrative details (such as time and place) should be announced in this email.
- Request an accept or decline notice from all meeting participants. Make it clear that once meeting participants have accepted the invitation, they will be expected to attend.
- Solicit agenda items from meeting attendees. Place a deadline on this request: All requested additions to the agenda should be submitted no later than three days before the meeting. The request should include the amount of time that should be reserved for the presentation and the format for the presentation.
- Organize and summarize all agenda requests and make sure they're directly related to the goal of the meeting. Use a heading to describe each agenda item, and include a presenter name and time. It is okay to recommend that an item be discussed at another meeting.
- Send the agenda to all meeting participants one day before the meeting date. This should include a recap of the email sent in Step 1. It should remind participants about meeting goals, location, duration and time. Offer a final opportunity for presenters to change the order of the presentation or the time allotment.

Follow the agenda. This may seem obvious, but as the coordinator it is your job to be the timekeeper or to assign this role to one of the meeting participants not presenting.

http://www.ehow.com/how_5154492_make-agendas.html

Agenda templates

TEAM MEETING			[Date]
			[Time]
			[Location]
Meeting called by:		Type of meeting:	
Facilitator:		Note taker:	
Timekeeper:			
Attendees:			
Please read:			
Please bring:			
AGENDA ITEMS			
Topic	Presenter	Time allotted	
✓			
✓			
✓			
✓			
✓			
✓			
✓			
✓			
✓			
✓			
✓			
OTHER INFORMATION			
Observers:			
Resources:			
Special notes:			
<i>Meeting Agenda Template</i>			

MEETING AGENDA BetterWorkplaceNow.com TomTerez.com

DATE & TIME: _____ LOCATION: _____ FACILITATOR: _____

PURPOSE OF THE MEETING: _____ NOTE-TAKER: _____ TIMEKEEPER: _____

OTHER PARTICIPANTS: _____

BEFORE THE MEETING, complete these sections:	TIME & LEAD	DURING THE MEETING, use the section below to record decisions, next steps, agenda items for the next meeting, etc.
AGENDA ITEMS: 1. Ensure that key roles are filled: facilitator, note-taker, timekeeper Review the purpose of this meeting Review the agenda and make any necessary updates Revisit the improvement ideas from the previous meeting	5 minutes Led by the facilitator	
2.		
3.		
4.		
5.		
6.		
7.		

Last agenda item: <ul style="list-style-type: none"> ▶ Evaluate this meeting using the quick assessment below ▶ Decide on one improvement for the next meeting ▶ Plan the next meeting 		

<p>EVALUATE THIS MEETING:</p> <p>We stayed on track with our agenda: <input type="checkbox"/> NO <input type="checkbox"/> YES</p> <p>Everyone participated: <input type="checkbox"/> NO <input type="checkbox"/> YES</p> <p>We achieved the meeting purpose: <input type="checkbox"/> NO <input type="checkbox"/> YES</p> <p>We clarified our next steps: <input type="checkbox"/> NO <input type="checkbox"/> YES</p> <p>This meeting was time well spent: <input type="checkbox"/> NO <input type="checkbox"/> YES</p>	<p>How can the NEXT MEETING be better than this meeting? Decide on one action and write it here:</p> <div style="border: 1px solid black; width: 150px; height: 50px; margin: 0 auto;"></div>	<p>PLAN THE NEXT MEETING:</p> <p>Purpose: _____</p> <p>Date and time: _____</p> <p>Facilitator: _____ Note-taker: _____ Timekeeper: _____</p>
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 You can copy this agenda template and circulate the electronic file. To download the template in PDF format, go to BetterWorkplaceNow.com/meetings

<https://a1designer.wordpress.com>

Meeting minutes guide

These days, many of us find ourselves in the position of taking minutes without a clue of how to go about it. The following is a guide for making this task easier:

- Ensure that all of the essential elements are noted, such as type of meeting, name of the organization, date and time, venue, name of the chair or facilitator, main topics and the time of adjournment. For formal and corporate meetings include approval of previous minutes, and all resolutions.
- Prepare an outline based on the agenda ahead of time, and leave plenty of white space for notes. By having the topics already written down, you can jump right on to a new topic without pause.
- Prepare a list of expected attendees and check off the names as people enter the room. Or, you can pass around an attendance sheet for everyone to sign as the meeting starts.
- To be sure about who said what, make a map of the seating arrangement, and make sure to ask for introductions of unfamiliar people.
- Don't make the mistake of recording every single comment. Concentrate on getting the gist of the discussion and taking enough notes to summarize it later. Think in terms of issues discussed, major points raised and decisions taken.
- Use whatever recording method is comfortable for you, a notepad, a laptop computer, a tape recorder, a steno pad, or shorthand. It might be a good idea to make sound recordings of important meetings as a backup to your notes.
- If you are an active participant in the meeting, be prepared! Study the issues to be discussed and have your questions ready ahead of time. If you have to concentrate on grasping the issues while you are making your notes, they won't make any sense to you later.
- Don't wait too long to type up the minutes, especially while your memory is fresh. Be sure to have the minutes approved by the chair or facilitator before distributing them to the attendees.
- Don't be intimidated by the prospect of taking minutes. Concise and coherent minutes are the mark of a professional. The very process of recording minutes can give you a deeper understanding of the issues faced by your organization along with ability to focus on what's important.

<http://meetingwizard.org/meetings/taking-minutes.cfm?re=7>

Meeting minutes template

Meeting Title

MINUTES

[MEETING DATE]

[MEETING TIME]

[MEETING LOCATION]

MEETING CALLED BY	
TYPE OF MEETING	
FACILITATOR	
NOTE TAKER	
TIMEKEEPER	
ATTENDEES	

Agenda topics

[TIME ALLOTTED]

[AGENDA TOPIC]

[PRESENTER]

DISCUSSION		
CONCLUSIONS		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

[TIME ALLOTTED]

[AGENDA TOPIC]

[PRESENTER]

DISCUSSION		

<http://www.meeting-minutes-template.com/wp-content/uploads/2011/11/Project-Meeting-Minutes-Template.png>

Meeting Minutes

(Company Name)

(Company Logo)

Meeting Name	
Meeting Date	
Meeting Time	
Venue	
Attendees	

Meeting Notes
1
2
3
4
5

Action Items			
No	Description	Responsible	Due by
1			
2			
3			

New or Updated Issues			
Issue/Action	Raised By	Type	Owner

<http://www.sampletemplate.net/wp-content/uploads/image-template/committee-meeting-minutes-template.jpg>

Maintaining a strong coalition

Sustainability self-assessment

For each statement, circle the number that represents your view of the **current status** of the coalition.

Vision/Mission/Goals	← Strongly Agree Strongly Disagree →				
The coalition's vision/mission/goals include increasing consumer access to resources for oral health care	4	3	2	1	0
The coalition re-visits the mission and vision and adjusts goals at least yearly	4	3	2	1	0
Partners can articulate the purpose and goals of the coalition to the community	4	3	2	1	0
Coalition decisions relate back to the vision/mission	4	3	2	1	0
Add scores for Vision/Mission/Goals= _____ x2.5					
= _____ Total					

Leadership	← Strongly Agree Strongly Disagree →				
All coalition partners participate in selecting the leader or leaders	4	3	2	1	0
Coalition roles and responsibilities are clearly delineated	4	3	2	1	0
Coalition tasks are delegated with clear accountability for their completion	4	3	2	1	0
The coalition has a leadership succession plan	4	3	2	1	0
Add scores for Leadership= _____ x2.5					
= _____ Total					

Partner Recruitment/Retention/Recognition	← Strongly Agree Strongly Disagree →				
Coalition partners/members represent the diverse interests and expertise within the community	4	3	2	1	0
New members are recruited every year	4	3	2	1	0
Partners/members feel that their work is valued	4	3	2	1	0
Partners/members feel pride in what is being accomplished	4	3	2	1	0
Add scores for Partner Recruitment/Retention/Recognition= _____ x2.5					
= _____ Total					

Coalition Building/Teamwork	Strongly Agree		Strongly Disagree		
	←			→	
All members/partner agencies participate in the decision making and planning process	4	3	2	1	0
A representative majority of members (or steering committee members) participate in coalition activities	4	3	2	1	0
There is periodic, ongoing communication between meetings	4	3	2	1	0
Coalition goals focus on non-competitive issues so that all members/partner agencies can support them	4	3	2	1	0
Add scores for Coalition Building/Teamwork=_____ x2.5 =_____Total					

Consumer/Community Involvement	Strongly Agree		Strongly Disagree		
	←			→	
The coalition has ongoing mechanisms to learn from consumers and healthcare professionals about their concerns, preferences, needs and wishes for end-of-life issues	4	3	2	1	0
Healthcare consumers participate in coalition planning and programs	4	3	2	1	0
Add scores for Community Involvement=_____x5 =_____Total					

Evaluation	Strongly Agree		Strongly Disagree		
	←			→	
Coalition activities and goals are evaluated regularly based on member/partner definitions of "success"	4	3	2	1	0
Evaluation information is used to inform future planning and implementation	4	3	2	1	0
Add scores for Evaluation=_____x5 =_____Total					

Funding	Strongly Agree		Strongly Disagree		
	←			→	
Ongoing fundraising includes a variety of strategies (grants, donations, member/partners)	4	3	2	1	0
The coalition maintains a budget for ongoing and future activities	4	3	2	1	0
Add scores for Funding=_____x5 =_____Total					

Add the total scores in each category of coalition sustainability.
(The maximum total score in each category is 40.):

Vision/Mission/Goals score	= _____
Leadership score	= _____
Membership Recruitment/Retention/Recognition score	= _____
Coalition Building/Teamwork score	= _____
Community Involvement score	= _____
Evaluation score	= _____
Funding score	= _____

Total Coalition Sustainability Score=_____

Score	Sustainability Assessment
210-280	Coalition is very strong! Be sure that all areas receive ongoing attention to ensure ongoing coalition sustainability
175-210	Coalition is moving in the right direction. However, more could be done to strengthen operations and ensure sustainability. What strengths can you build upon? What weak areas need immediate attention?
141-175	Coalition needs to dedicate time and resources to infrastructure and operations. Develop action plans related to each area of emphasis listed below.
71-140	Coalition urgently needs to develop infrastructure and operations. If you don't have a strategic plan, create one. If you have one, review it to see where you need to revise goals, strategies and tasks, particularly as they relate to coalition operations and sustainability.
0-70	Coalition may not be "alive" much longer. A strategic planning session is a must!

Next Steps

Review the assessment and compare coalition strengths and weaknesses to your strategic plan. Be sure your plan includes the following areas of emphasis:

- Vision/Mission/Goals
- Leadership
- Membership Recruitment/Retention/Recognition
- Coalition Building/Teamwork
- Community Involvement
- Evaluation
- Funding

Develop action plans specific to items that are rated lower on the list. Repeat this assessment every six months.

<http://www.caringinfo.org/i4a/pages/index.cfm?pageid=338>

Modified from the Sustainability Questionnaire from Hospice of the Florida Suncoast.

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For fun– team building activities

Communication activities

Two Truths and a Lie

Time Required: 15-30 minutes

Start out by having every team member secretly write down two truths about themselves and one lie on a small piece of paper – Do not reveal to anyone what you wrote down! Once each person has completed this step, allow 10-15 minutes for open conversation – much like a cocktail party – where everyone quizzes each other on their three questions. The idea is to convince others that your lie is actually a truth; while on the other hand, you try to guess other people’s truths/lies by asking them questions. Don’t reveal your truths or lie to anyone – even if the majority of the office already has it figured out! After the conversational period, gather in a circle and one by one repeat each one of your three statements and have the group vote on which one they think is the lie. You can play this game competitively and award points for each lie you guess or for stumping other players on your own lie. This game helps to encourage better communication in the office, as well as it lets you get to know your coworkers better.

Life Highlights Game

Time Required: 30 minutes

This is an excellent icebreaker activity that’s perfect for small and large groups alike. Begin by asking each participant to close their eyes for one minute and consider the best moments of their lives. This can include moments they’ve had alone, they’ve shared with family or friends; these moments can pertain to professional successes, personal revelations, or exciting life adventures. After the participants have had a moment to run through highlights of their lives, inform them that their search for highlights is about to be narrowed. Keeping their eyes closed, ask each participant to take a moment to decide what 30 seconds of their life they would want to relive if they only had thirty seconds left in their life. The first part of the activity enables participants to reflect back on their lives, while the second part (which we’ll discuss in a moment) enables them to get to know their coworkers on a more intimate level. The second portion of the game is the “review” section. The leader of the activity will ask each and every participant what their 30 seconds entailed and why they chose it, which will allow participants to get a feel for each other’s passions, loves, and personalities.

Coin Logo

Time Required: 5-10 minutes

Begin by asking all participants to empty their pockets, purses, and wallets of any coins they may have and place them on the table in front of them. If someone doesn’t have any coins or only has very few, others in the room can share their coins with them. Instruct each person to create their own personal logo using the coins in front of them in just one minute. Other materials they may have on them,

such as pens, notebooks, wallets, etc. can also be used in creation of the logo. If there is a particularly large group, people can be broken up into teams of 3-6 people and instructed to create a logo that represents them as a team or the whole room can gather to use the coins to create a logo for the organization/group/department/etc. Each solitary participant can explain their logo to the group or if the room was split into groups, the leader can have each group discuss what led to the team logo and what it says about them. Not only does this activity promote self and mutual awareness, but it also enables participants to get to know each other on a more personal level.

The One Question Ice Breaker Activity

Time Required: 15-20 minutes

This icebreaker not only gets coworkers talking to each other, but it also gets them working with one another. It's quite simple: the leader gets to decide the situation the question will pertain to. Example situations include babysitting, leading the company, or being married. After pairing participants into teams, the leader will pose this question: If you could ask just one question to discover a person's suitability for (insert topic here), what would your question be? Say the leader chose to go with a marriage situation. That means each person in a two-person team would come up with one question that would help them discover whether or not their partner was suitable to be married to them. If the topic was babysitting, each team member would have to come up with just one question whose answer would help them determine whether or not the person was suitable to babysit their child. This icebreaking activity can also get mixed up by issuing one situation for the entire group or allocating a different situation to each team member or pair to work on. Depending on the situation chosen, the activity can be very fun, but it can also demonstrate that crucial questions should be developed properly.

Classification Game

Time Required: 10-15 minutes

The classification game can be a quick icebreaker or a more complex activity. For the purposes of this example, we will treat this activity as a quick icebreaker. Before splitting the room into teams of four, explain the concept of "pigeon-holing someone," which means classifying someone as something or stereotyping someone. It should be made clear that this type of classification is subjective and unhelpfully judgmental. Instruct the participants to introduce themselves to those in their team and quickly discuss some of their likes, dislikes, etc. After the introductions, reveal to the teams that it will be their job to discover how they should classify themselves- as a team- into two or three subgroups by using criteria that contains no negative, prejudicial, or discriminatory judgments. Examples of these subgroups can include night owls and morning people, pineapple pizza lovers and sushi lovers, etc. This activity encourages coworkers to get to know each other better and enables them to collectively consider the nature of all individuals within the team.

Problem solving activities

Picture Pieces Game

Time Required: 30 minutes

This problem solving activity requires that the leader choose a well known picture or cartoon that is full of detail. The picture needs to be cut into as many equal squares as there are participants in the activity. Each participant should be given a piece of the "puzzle" and instructed to create an exact copy of their piece of the puzzle five times bigger than its original size. They are posed with the problem of not knowing why or how their own work affects the larger picture. The leader can pass out pencils, markers, paper, and rulers in order to make the process simpler and run more smoothly. When all the participants have completed their enlargements, ask them to assemble their pieces into a giant copy of the original picture on a table. This problem solving activity will teach participants how to work in a team and it demonstrates divisionalized 'departmental' working, which is the understanding that each person working on their own part contributes to an overall group result.

Sneak a Peek Game

Time Required: 10 minutes

This problem solving activity requires little more than a couple of sets of children's building blocks. The instructor will build a small sculpture with some of the building blocks and hide it from the group. The participants should then be divided into small teams of four. Each team should be given enough building material so that they can duplicate the structure you've already created. The instructor should then place their sculpture in an area that is an equal distance from all the groups. One member from each team can come up at the same time to look at the sculpture for ten seconds and try to memorize it before returning to their team. After they return to their teams, they have twenty-five seconds to instruct their teams about how to build an exact replica of the instructor's sculpture. After one minute of trying to recreate the sculpture, another member from each team can come up for a "sneak a peek" before returning to their team and trying to recreate the sculpture. The game should be continued in this pattern until one of the team's successfully duplicates the original sculpture. This game will teach participants how to problem solve in a group and communicate effectively.

Zoom

Time Required: 30 minutes

This problem solving activity requires the wordless, picture book entitled, "Zoom" by Istvan Banyai. This book features 30 sequential pictures that work together to form a narrative. The book should be fairly easy to find, as it's been published in over 18 countries. The pictures can even be laminated to prolong their usage. Hand out one picture to each participant, making sure a continuous sequence is being used. Explain to the participants that they can only look at their own pictures and must keep their picture hidden from other participants. Time should be given for the participants to study their pictures because each picture will contain important

information that will help the participants solve the problem of putting them into order. The ultimate goal is for the group to place the pictures in sequential order without looking at one another's pictures. The participants can talk to each other and discuss what is featured in their picture. This activity brings coworkers together and gets them communicating with the common goal of solving a problem, but it also allows for leaders to emerge and take control of the task.

The Great Egg Drop

Time Required: 2 hours

This messy, yet classic and engaging problem solving activity requires splitting the room into two large groups with the task of building an egg package that can sustain an eight foot drop. A variety of tools and other materials should be provided to the teams. After the packages have been built, each team must also present a 30-second advert for their package, highlighting why it's unique and how it works. At the conclusion of the presentations, each group will have to drop their egg using their package to see if it really works. Aside from teaching the groups to work together and communicate, it also brings them together with the common goal of both winning the egg drop and successfully creating an egg package.

Create your Own Team Building Activities

Time Required: 1 hour

The group leader should present participants with this fake problem: The hour was going to be spent doing a problem solving activity, but as the group leader- you don't know any and you don't want to do one that the participants have already heard or tried previously. The goal- or problem- then, is to have each group of participants come up with a new problem solving activity that they've invented themselves. Groups should be no larger than four or five people and at the end of the hour; each group must come up and present their new problem solving activity. Aside from being a problem solving activity in and of itself, this activity also promotes creativity, communication, trust, and time management, among other things.

<http://www.huddle.com/blog/team-building-activities/>

References

This document is compiled from existing resources:

- What is coalition building?
 - <http://www.beyondintractability.org/essay/coalition-building>
- Why start a coalition?
 - <http://calcontrk.org/calt/start-coalition/>
- Steps to building a successful advocacy coalition
 - http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/getting_started
- Who should be a part of a coalition?
 - Adapted from <http://transportistaslatinos.org/en/calt/part-coalition/>
- Best practices and lessons learned along the way
 - <http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/bestpractices>
- Potential challenges
 - <http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/bestpractices>
- Doing things we shouldn't—and other pitfalls to avoid
 - http://www.ala.org/advocacy/advleg/advocacyuniversity/coalitionbuilding/bad_coalitions
- Becoming a money magnet
 - www.caringinfo.org
The Hospice of the Florida Suncoast Copyright Fall 2004 Updated March 2005 Copying by permission of The Hospice of the Florida Suncoast
- Running an effective meeting—establishing an objective and sticking to it
 - <http://www.mindtools.com/CommSkill/RunningMeetings.htm>
- How to make an agenda
 - http://www.ehow.com/how_5154492_make-agendas.html
- Agenda template
 - www.templatesmob.com
 - <https://a1designer.wordpress.com>
- Meeting minutes guide
 - <http://meetingwizard.org/meetings/taking-minutes.cfm?re=7>
- Meeting minutes template
 - <http://www.meeting-minutes-template.com/wp-content/uploads/2011/11/Project-Meeting-Minutes-Template.png>
 - <http://www.sampletemplate.net/wp-content/uploads/image-template/committee-meeting-minutes-template.jpg>
- Maintaining a strong coalition
 - <http://www.caringinfo.org/i4a/pages/index.cfm?pageid=338>
Modified from the Sustainability Questionnaire from Hospice of the Florida Suncoast. Copyright, 2008, Caring Connections, National Hospice and Palliative Care Organization
- For fun—team building activities
 - <http://www.huddle.com/blog/team-building-activities/>