

About Leadership of Coalitions

- Purpose
- Practice
- Learning to “read” tacit theory of change

Coalesce

To grow together
To unite into a whole

Coalition

Groups
growing
together for a
specific reason

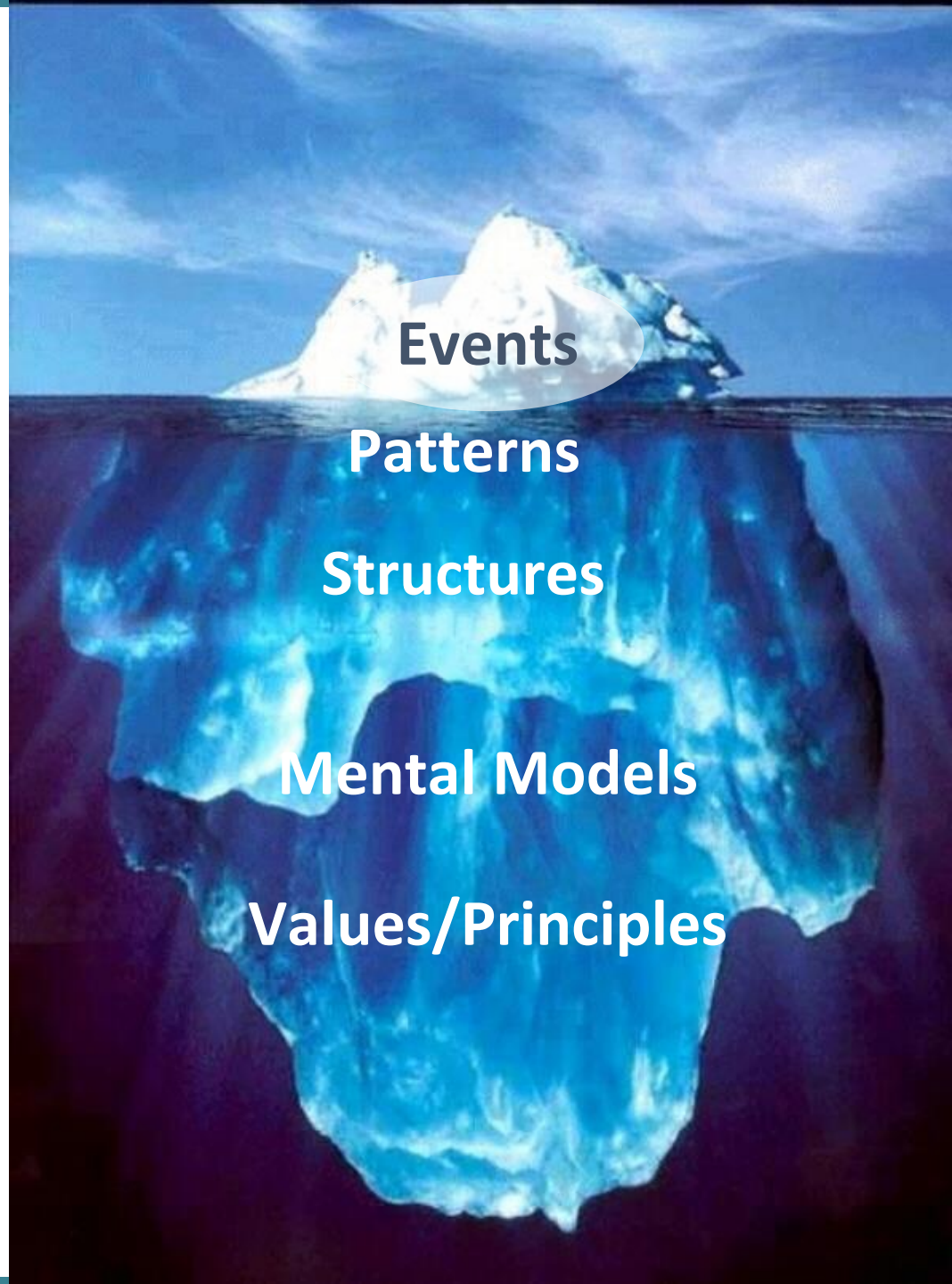
Learning
together how
to make lasting
change



Growing Together

- **Capacity to solve problems** - including civic skills, healthy relationships that will endure disagreement, and ability to identify and activate “right-fit” solutions and honestly evaluate success.
- **Processes that are trustworthy and powerful in generating change** that is important to people most affected by negative impacts of the status quo.
- **Ability to co-create innovations** with potential for population-level results.
- **Ability to lead a learning system** of learning organizations and people - including ability to define problems in ways that invite everyone who wants to help to become a leader/learner.

Increase the probability of lasting change by working “below the waterline”



Fuel for Change

Anger
Ambition
Story
Identity



The Power of Story



Coalition Leadership

Balance

- Humility and ambition
- Stories and data
- Transparency and behind-the-scenes orchestration
- Thoughtful thorough work and just-in-time action

Collective (Tacit) Theory of Change

- What is the series of actions that people affected by change believe would bring about desired change?
- Is it clear that a collaborative approach is necessary for this sequence?
- Would a coalition serve a practical strategic purpose – orchestrating the sequence of action? (The purpose shouldn't be sustaining the coalition, gaining a large membership, etc.)
- Who are the stakeholders for each step in the sequence? Is a coalition a credible way to organize people interested in this cause?

Resident Participation & Empowerment



Transformation-focused empowerment – people build skills, knowledge, experience to shift policy, organizations

Socio-political empowerment – both the community and the individuals within are transforming to achieve results

Partnership – participants exercise choice with support (Expert knowledge is shared with Individual or community, so they can use it for decision making and action)

Skill-focused empowerment – prepare/support individuals to be effective in the context of organizations, communities, systems

Prepare/support individuals to fit into a pre-determined role or process

Ladder of Citizen Participation



- Citizen Control
- Delegated Power
- Partnership
- Placation
- Consultation
- Informing

From Sherry Arnstein, 1969

Continuously Improve Stakeholder Map

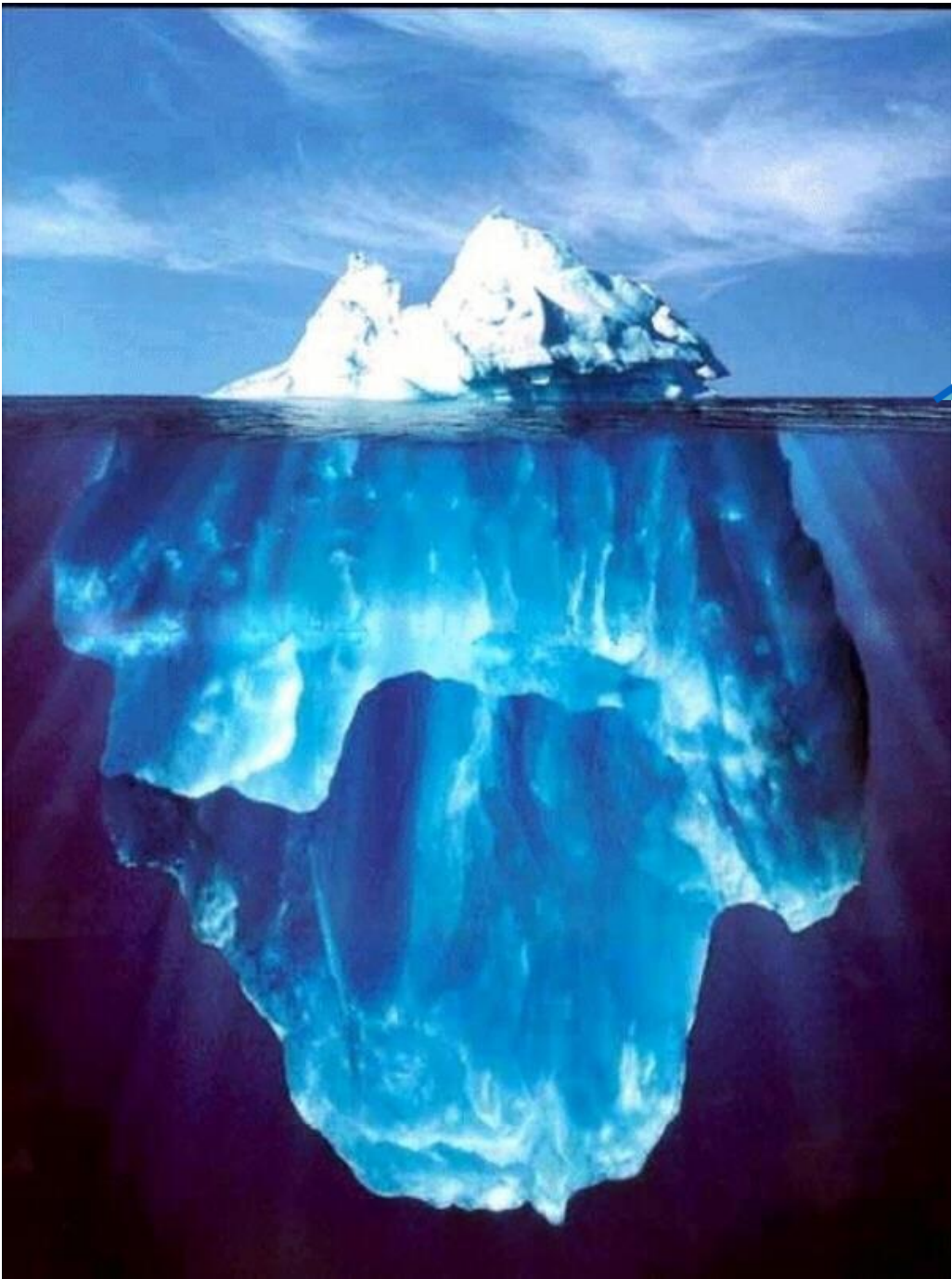
- Consult relevant partners
- Analyze input
- Identify an optimal course of action
- Provide clear vision, bring people in according to their specific interests and expertise
- Uses opportunity to feed information into the stakeholder system
- Can orchestrate a pivot when advantageous

What Would You LIKE To Give?





Resource Mining



Recruitment is Personal

Positional Authority

Skills and Abilities

Reach into Community

Thinking, Creativity, Aspirations

Dreams, Legacy, Identity

Lasting Change- Below the Waterline

Thank You

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