



Coalition Leadership

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Session I: Agenda

- What do we mean when we say 'leadership'?
- What is unique about leading a coalition?
- How can you build shared leadership within your coalition?
- How can you solve challenges encountered in leading coalitions?

What Do We Mean When We Talk About Leadership?



What Words Come to Mind When You Hear the Term Leadership ?

ANSWER

What is Leadership?

- The art of motivating people to act toward achieving a common goal.
- Inspiring others to act while directing the way that they act.
- Knowing the best way to use resources at an organization's disposal.
- Directing activities of others for the good of all.

Management vs. Leadership

- **Management** consists of controlling a group or a set of entities to accomplish a goal.
- **Leadership** refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success.

Management vs. Leadership Cont.

- Counting value vs Creating value
- Circles of power vs Circles of influence
- Managing work vs. Leading people

Leadership Styles



Select the Leader Who Resonates with You the Most



Michelle Obama



Ruth Bader Ginsberg



Bill Gates



John McCain

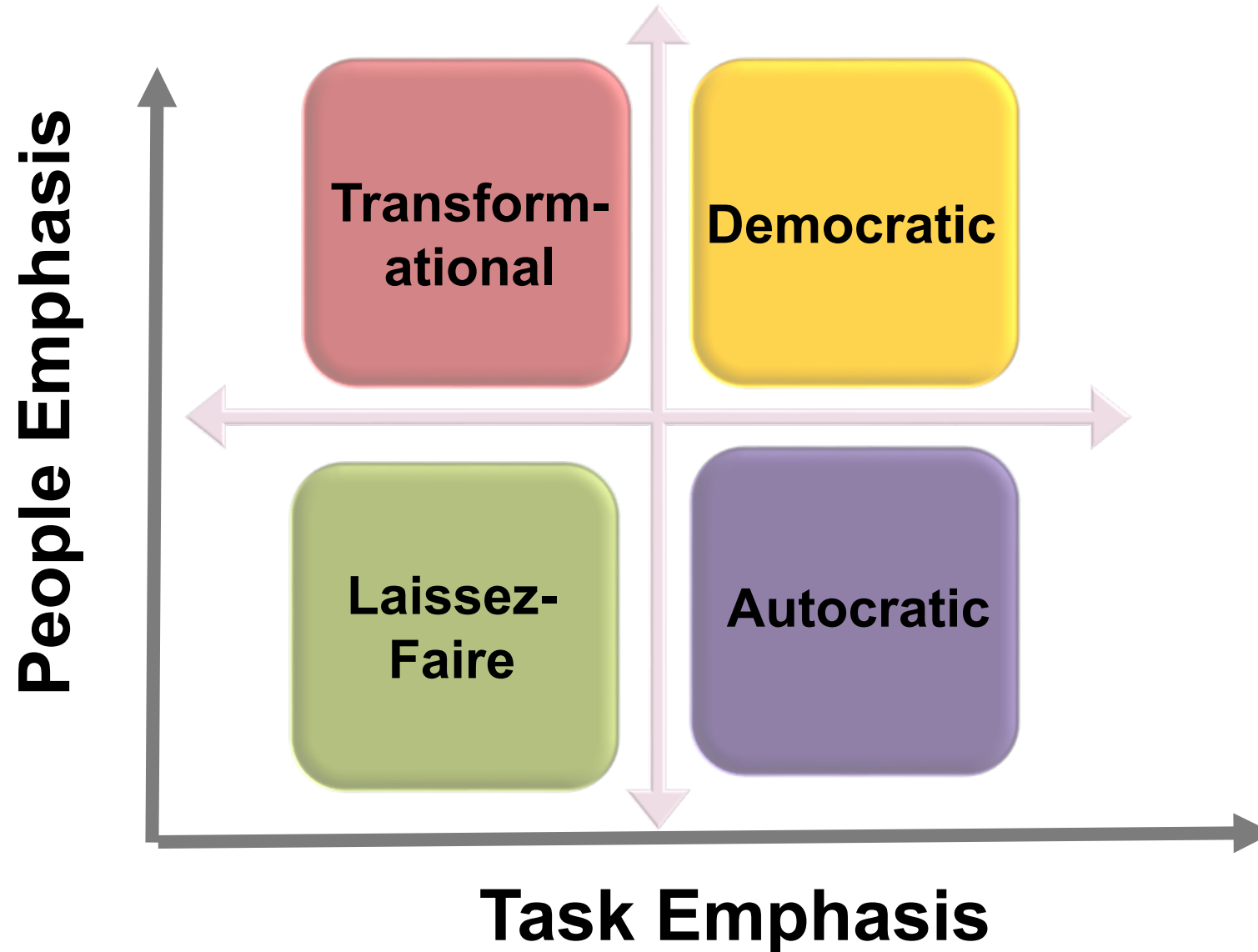


Martin Luther King

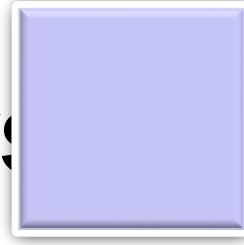


Martha Stewart

Leadership Styles



Autocratic Leaders



Centered around and focused on the leader. With this style of leadership, all of the decision-making resides with the leader, and decisions are made by the leader without consulting subordinates.

Example



Martha Stewart
President,
Martha Stewart Enterprises

Democratic Leaders



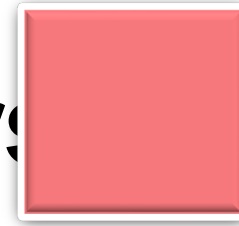
- Focused on the leader's team and is characterized by decision making being shared across the team.
- Leaders role is to guide and direct team discussions, and ultimately make a decision as to which way to proceed.

Example



Larry Page
Google Cofounder

Transformational Leaders



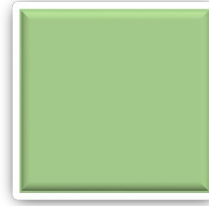
- Models the behavior they expect to see, sets clear goals, and has high expectations
- Consistent promotion of a compelling vision, along with a set of values to live and work by.

Example



Barack Obama
44th U.S. President

Laissez-Faire Leader



- The leader doesn't actually lead the team but instead allows the team to entirely self-direct. This style of leadership is also known as the “hands-off” style, and in contrast to the other leadership styles we've looked at
- The key to success is to build a really strong team and then stay out of their way.

Example



Warren Buffet
Business Tycoon



Autocratic



Democratic



Transformative



Laissez Fare

LEADERSHIP ACTIVITY

Which style of
leadership do you
prefer to work with?

Which leadership style do
you use the most?

Coalition Leadership Styles



What Makes Coalition Leadership Unique

- Consist of paid staff and member volunteers
- Motivation of membership based on collective sense of purpose and goals
- Evolving leadership roles for staff and members



Autocratic



Democratic



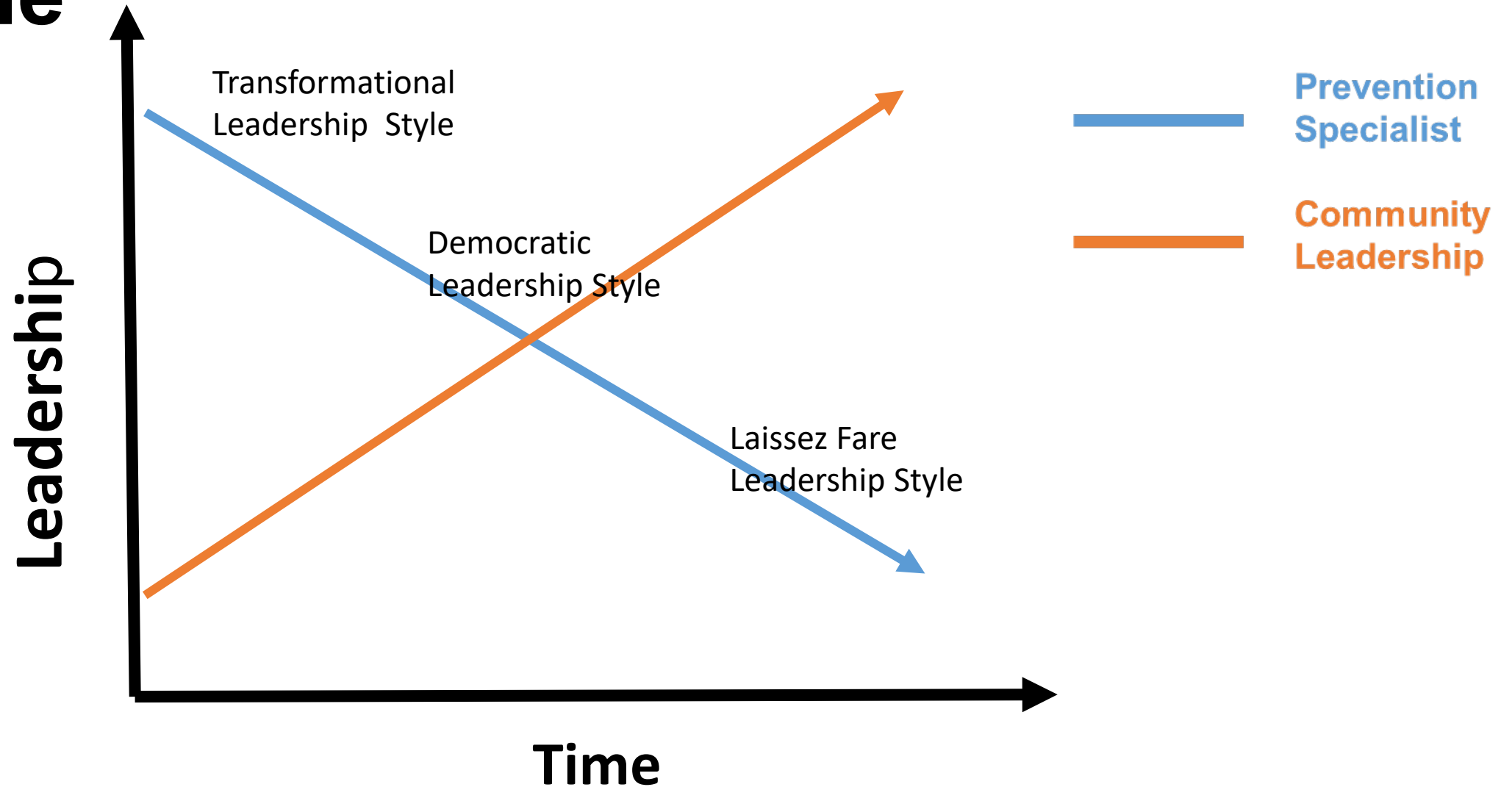
Transformative



Laissez Fare

If you were a paid coalition staff, which leadership styles would you select to use with a coalition?

Changes In Leadership Approach Over Time



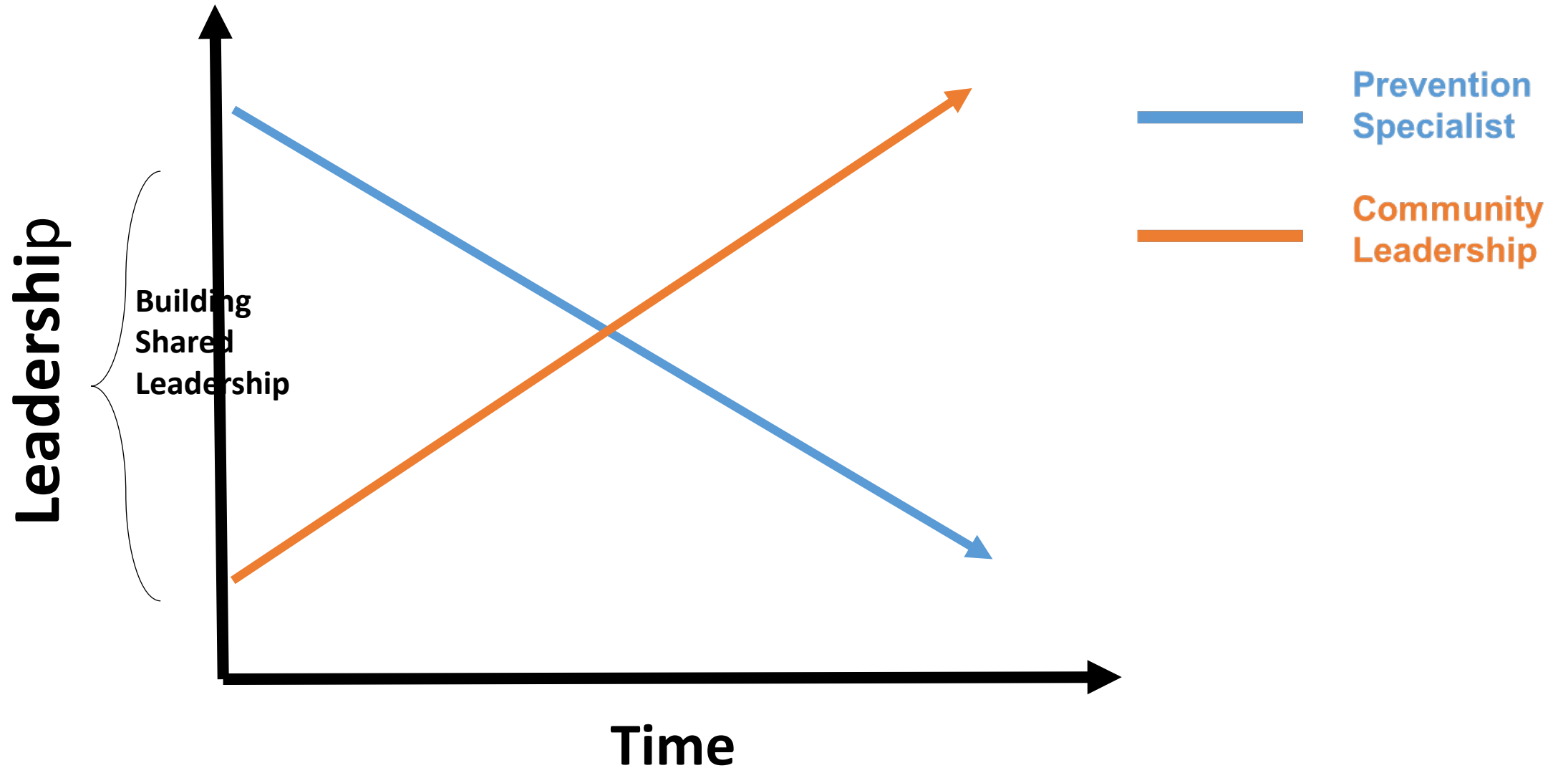
Organizational Components Change Over Time

Organizational Components	New Coalition	Early Stage Coalition	Experienced Coalition
Distribution of Work	Staff does most of the work	Work begins to be shared with coalition members	Coalition members do the work staff move to a support role
Roles and responsibilities	Staff sets meeting agendas	Informal roles are established for the membership	Leadership develops Defined roles are established.



Building Members' Leadership Capacity

Building Coalition Leadership Over Time



What is Shared Leadership?

Shared leadership occurs when two or more members engage in the leadership of the team in an effort to influence and direct fellow members to maximize team effectiveness

Bergman, Rentsch, Small, Davenport & Bergman, 2012

Traditional Leaders Vs. Shared Leaders

Traditional Leadership

**Power comes from
authority**

**Maintain ownership of the
information**

**Deliver the solution to the
team**

Shared Leadership

**Power is greatest in
collective teams**

**Openly share
information**

**Facilitate team problem
solving**

Shared Leadership: Where is Your Coalition?



**Traditional
Leadership**

**Shared
Leadership**

Keys to Shared Leadership

- Creating and communicating a vision
- Willingness to challenge the status quo
- Enabling others to act
- Encouraging each other
- Modeling desired behavior

Not the cry,
but the flight
of a wild duck,
leads the flock
to fly and follow.

CHINESE PROVERB

Fostering Shared Leadership



Fostering Shared Leadership:

Create a Safe Environment



Fostering Shared Leadership: *Develop Multiple Avenues For Participation*



Non- coalition
members
volunteering to
support
community efforts



Networking and
support from outside
stakeholders &
organizations



Attending Coalition
Meetings

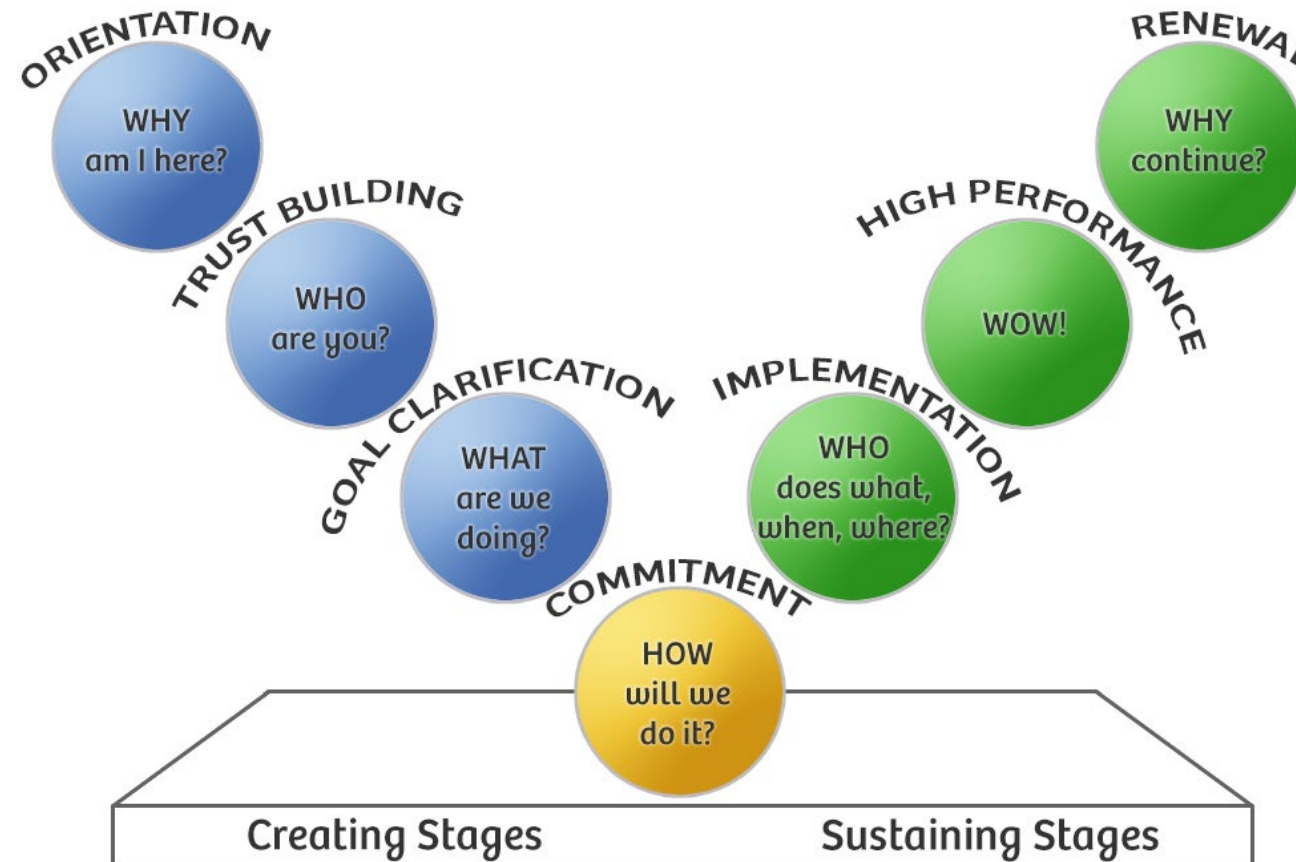
Fostering Shared Leadership:

Set Members Up For Success

- Ensure a clear understanding of roles and expectations
- Develop opportunities for building skills
- Respect peoples time limitations and other priorities
- Recognize peoples effort
- Build in opportunities for fun



The Importance of Group Dynamics



Drexel & Sibbet



Create a Safe Environment



Develop Multiple Avenues for Participants



Set Members Up For Success



Monitor Organizational Progress

Identify the strategies you are currently using ?

What Additional Strategies Due You Use to Promote Shared Leadership ?

ANSWERS

Leadership Challenges and Solutions



Challenge 1 : How Do I Build Leadership in Working Groups

ANSWERS

Challenges 2: How Do You Get the Real Decision Makers To The Table?

ANSWERS



Coalition Leadership Part II

October 28th

Agenda

- Coalitions In The Time of COVID: Taking Stock
- Virtual Techniques and Tips
- Engaging New People and Organizations in a Virtual World

Closing and Evaluations

