

# Leadership

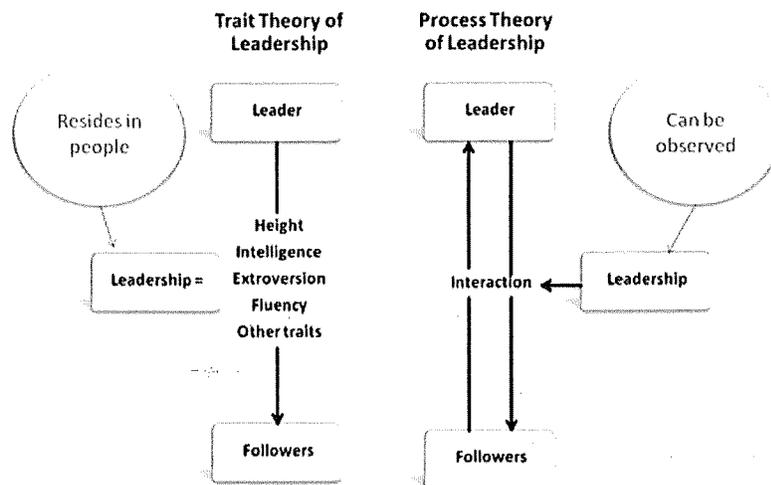
Warren Bennis, who is widely regarded as the pioneer of the contemporary field of leadership, a Distinguished Professor of Business Administration, and a Founding Chairman of The Leadership Institute at USC wrote this in regards to leadership:

*"I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don't think that's quite it; it's more like jazz. There is more improvisation."*

Given the important nature of leadership, much research and many theories exist in an attempt to analyze and explain what makes for the best leader. Some theories would suggest that leadership skill is not something you are "born" with, but rather something you learn. Others point to inherent traits that lean toward natural built-in leadership qualities. Researchers at the Harvard Medical School studied six characteristics of project directors: "status with community (insider vs. outsider); shared leadership; bridge building skills; substance abuse expertise; vision; and management style. Shared leadership, bridge building skills, and insider status were consistently related to leadership effectiveness. Less support was found for substance abuse expertise or vision. When hiring project directors, coalition leaders may consider assessing whether candidates are "insiders" within the community and demonstrate shared leadership and bridge building skills."<sup>1</sup>

While a plethora of explanations can be found in the literature, leadership consultant and trainer Donald Clark directs us to two theories of leadership in general which are compared in the models below. Process Theory has to do with applying the leader's knowledge and skill effectively to inspire others to reach a common goal. Trait Theory pertains to unique attributes that influence the leader's actions. Good leaders will use knowledge, skill, and their personal attributes to motivate others toward achieving objectives.

In essence, good leaders will possess self-awareness, expertise, decisiveness, and loyalty. They also have the ability to bring out the best in others, give clear and concise directions, create a team atmosphere, set the example for others, take responsibility, and make full use of all their resources. For more information on leadership, please visit Clark, D. (2004). *Concepts of leadership*. Retrieved from <http://nwlinc.com/~donclark/leader/leadcon.html>.



## **Motivating Volunteers**

Coalitions fluctuate depending on the motivational strength of its volunteers. Keeping those volunteers engaged and productive necessitates applying knowledge about what drives people to volunteer. It is mainly the job of the coalition coordinator, but coalition members also play an important role in modeling the motivational character of their leader. If a coalition adopts a culture that switches motivation on and keeps volunteers active, the division of labor can be distributed equitably and satisfactorily.

Tom McKee, president and owner of [www.volunteerpower.com](http://www.volunteerpower.com), a leadership development firm specializing in volunteerism, researches "what is the motivation for people to take their time, money, and talent to become involved in coalition work?" McKee reports that motivation comes from within. People do things for personal reasons. Leaders must therefore create a culture that stimulates the personal motivations of each volunteer. McKee states that most people respond to one of three basic levels of motivational drives: a personal interest drive, a social drive, or a cause drive. In coalitions we find recruits at all three levels and can use each kind of motivation to enlist volunteers.

### **Personal Interest Motivation**

People often join an organization because it meets their needs. That need may be for business, for friendship, or for belonging. Networking and belonging are both incredible benefits for people to gain from volunteering. Recruitment efforts should include these kinds of volunteers because it benefits both the volunteer and the coalition. When recruiting at the basic level, stress the personal benefits volunteers will receive when they work for your coalition.

### **Social Motivation**

People also volunteer because of friendship. When a friend personally asks someone to volunteer, it is often hard to say, "no." Many people join an organization and work as volunteers because they were recruited by a friend. Relational marketing is one of the most effective marketing tools. Investing in relationships is one of the strongest stimulators of motivation. The advantage of having a recruiting team is that the synergy of brainstorming increases the sphere of influence.

### **Cause Motivation**

The cause level is the *strongest* level of commitment. When people volunteer because of their passion for a cause, even if that cause will cost them a great deal of personal sacrifice and pain, the volunteer will stay highly motivated. Although people often join an organization at level one for a personal interest drive or at level two for a social drive, in time they become passionately committed and believe in the cause. This is our hope for each member who joins.

For more information about motivating volunteers visit: <http://www.volunteerpower.com/articles/Why.asp>

## **Simple Reminders to Sustain Motivation**

1. Remind members of the magnitude of the project but never resort to threats.
2. Provide rewards for extra hard work.
3. Be specific when giving instructions.
4. Set short and long term goals.
5. Be kind and patient, but decisive and firm.
6. Schedule mini-deadlines leading up to a major deadline.
7. Create team camaraderie.
8. Give credit and acknowledgment for accomplishments, especially to those who shine.
9. Know your volunteers personal stake in the project.
10. Do not micro-manage, instead give volunteers freedom to achieve outcomes.
11. Give volunteers trust and respect.

12. Create new challenges to keep it fresh.
13. Allow for creativity.
14. Use constructive feedback.
15. Make group functions and activities fun.
16. Keep the lines of communication open and easy.
17. Make projects stimulating by mixing things up.

Visit: <http://motivation-srisupan.blogspot.com/2012/07/how-to-get-motivated-motivation-is.html>.

### **Managing Volunteers**

Leadership skill is never more tested than while working with large numbers of volunteers. Despite the volume, it is fitting to get to know your volunteers well. Invest time to understand their motivation and what they find satisfying about volunteering. Provide a vehicle for them to air their concerns and obtain clarification about their role and about the coalition as a whole. Volunteers have different life circumstances and pressures. Managing volunteers may mean coordinating 100 of those lives at various stages. Time constraints may pose a difficult task in reaching all of them. However, you may still want to provide opportunities for giving and receiving feedback on their work. There are different ways of getting feedback from your volunteers. Traditional methods include questionnaires, interviews and focus groups. A sample satisfaction survey is included in this toolkit. Exit interviews are particularly helpful in this respect, as well.

Understanding the feedback given by your volunteers will help you to:

- Revamp roles for relevancy.
- Suggest possibilities for keeping volunteers engaged.
- Improve organizational methods.

### **Volunteer Conflict Management**

Coalitions are people-oriented organizations. People within a coalition have to collaborate to accomplish goals; therefore, interaction with others is inevitable. Conflicts arise from misunderstandings or differences of opinions on an approach used to execute tasks. If mishandled, conflicts can affect the culture of the coalition and thus, the productivity of its members. Investigating the cause of conflict and making a fair final decision without favoring parties is another very important role of the coalition coordinator. To better equip yourself for this leadership role, it may be helpful to review conflict management literature before an issue presents itself and identify your conflict management style preference. The suggestions below are only a small sample of all that has been written about conflict; however, some general guidelines may be found helpful in all instances.

#### **Skills for Conflict Management\***

*Active Listening-* A lack of listening skills leads to misinterpretation of information. Patience, respect, and the desire to come to an understanding aids in conflict resolution.

*Regulating Emotions-* Getting overly excited, behaving inappropriately, or becoming verbally combative escalates volatile emotions. Learning self-control and modeling the behavior of leaders is conducive to cooperative partnerships. Apologize quickly when an error is made and practice consistent corrective behaviors.

*Positive Mindset-* This comes from a confident “can-do” and “things usually work out for the best” attitude. Think of conflict management as an exciting opportunity that leads to positive rewards and even better

outcomes.

*Wisdom-* Wisdom is gained through various life lessons. Learning to take an objective step back, not internalizing, and improving in some way is an advanced view of conflict.

\*By Charlie S. Last Updated: 10/7/2011: <http://www.buzzle.com/articles/conflict-management-skills.html>.

### **Assertive Communication**

The skill of being assertive is an effective communication technique that usually creates a “win-win” scenario between people to resolve conflict. Assertive communication is neither aggressive nor passive. It is centered and balanced on helping all parties receive the best results possible. It requires honesty and awareness of self and others. An [article](#) on stress management and being assertive by the Mayo Clinic points out that assertiveness can help you control stress and anger, and improve coping skills. Excerpts from the article are contained below.

*“Being assertive is a core communication skill. Being assertive means that you express yourself effectively and stand up for your point of view, while also respecting the rights and beliefs of others. Being assertive can also help boost your self-esteem and earn others' respect. This can help with stress management, especially if you tend to take on too many responsibilities because you have a hard time saying no.”*

*“Of course, it's not just what you say but how you say it that's important. Assertive communication is direct and respectful. Being assertive gives you the best chance of successfully delivering your message. If you communicate in a way that's too passive or too aggressive, your message may get lost because people are too busy reacting to your delivery.”*

*“People develop different styles of communication based on their life experiences. Your style may be so ingrained that you're not even aware of what it is. People tend to stick to the same communication style over time. But if you want to change your communication style, you can learn to communicate in healthier and more effective ways.”*

*“Using “I” statements lets others know what you're thinking without sounding accusatory. For instance, say, “I disagree,” rather than, “You're wrong.”*

*“If you have a hard time turning down requests, try saying, “No, I can't do that now.” Don't beat around the bush — be direct. If an explanation is appropriate, keep it brief.”*

*“Communication isn't just verbal. Act confident even if you aren't feeling it. Keep an upright posture, but lean forward a bit. Make regular eye contact. Maintain a neutral or positive facial expression. Don't wring your hands or use dramatic gestures. Practice assertive body language in front of a mirror or with a friend or colleague.”*

*“Conflict is hard for most people. Maybe you get angry or frustrated, or maybe you feel like crying. Although these feelings are normal, they can get in the way of resolving conflict. If you feel too emotional going into a situation, wait a bit if possible. Then work on remaining calm. Breathe slowly. Keep your voice even and firm.”*

*“At first, practice your new skills in situations that are low risk. For instance, try out your assertiveness on a partner or friend before tackling a difficult situation at work. Evaluate yourself afterward and tweak your approach as necessary.”*

For more tips and help on assertiveness, visit <http://www.mayoclinic.com/health/assertive/SR00042> to read the full article.

**Preventing Burnout**

Assertive communication reduces stress, improves coping skills, and prevents burnout. However, burnout can still occur if it is not addressed properly. Early detection of fatigue can avert harm to the physical, emotional, and mental well-being of all members of your coalition, particularly those in leadership.

Burnout can be defined as a condition of physical, emotional, and mental exhaustion caused by exposure to chronic stress. Chronic stress drains your energy supplies and can produce an emotional state of helplessness, hopelessness, and resentment. Feelings of overwhelm from the constant demand of your leadership role may leave you discouraged and wanting to escape. Overtime, you may come to believe that you have no more to give.

Burnout happens over time so it is a process that can be identified and corrected. If you pay attention, you can recognize the warning signs and exercise protective measures.

**\*Physical Signs and Symptoms of Burnout**

<ul style="list-style-type: none"> <li>• Always feeling tired and drained.</li> <li>• Lowered immunity and feeling sick, a lot.</li> </ul>	<ul style="list-style-type: none"> <li>• Frequent headaches, back pain, muscle aches.</li> <li>• Change in appetite or sleep habits.</li> </ul>
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**Emotional signs and symptoms of burnout**

<ul style="list-style-type: none"> <li>• Sense of failure and self-doubt.</li> <li>• Feeling helpless, trapped, and defeated.</li> <li>• Detachment, feeling alone in the world.</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of motivation.</li> <li>• Increasingly cynical and negative outlook.</li> <li>• Decreased satisfaction and sense of accomplishment.</li> </ul>
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**Behavioral signs and symptoms of burnout**

<ul style="list-style-type: none"> <li>• Withdrawing from responsibilities.</li> <li>• Isolating yourself from others.</li> <li>• Procrastinating, taking longer to get things finished.</li> </ul>	<ul style="list-style-type: none"> <li>• Using food, drugs, or alcohol to cope.</li> <li>• Taking out your frustrations on others.</li> <li>• Skipping work or coming in late and leaving early.</li> </ul>
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**Dealing with Burnout: The "Three R" Approach**

- **Recognize** – Watch for the warning signs of burnout
- **Reverse** – Undo the damage by managing stress and seeking support
- **Resilience** – Build your resilience to stress by taking care of your physical and emotional health

\*©Helpguide.org. All rights reserved. Helpguide.org is an ad-free non-profit resource for supporting better mental health and lifestyle choices for adults and children.'

Visit: [http://www.helpguide.org/mental/burnout\\_signs\\_symptoms.html](http://www.helpguide.org/mental/burnout_signs_symptoms.html).

## **Delegating Responsibility**

Proper and effective delegation of responsibility is how the coalition's strategic plan becomes activated. Delegation is an art form. It brings all of your people and communication skills to bare on apportioning the right group for the right task at the right time. Although the task may be daunting, some initial planning and forethought can smooth the process of transitioning from the theory of your strategic plan into a reality. In effect, proper delegation means helping others succeed which ultimately means your overall plan succeeds.

Keep in mind these simple procedures for delegation. First, the big picture or successful outcome desired must be clearly described and communicated to each workgroup, while delineating each workgroup's smaller area of responsibility and how it fits into the big picture. Secondly, all workgroups should be given contact information and access to the overall project leader should questions, problems, or needs for collaboration arise. Additionally, each workgroup should have specific instructions and know exactly what to do. Each will need to know how to give you feedback along the way. Without micromanaging, leaders will still want to influence the direction in which the project is moving at each benchmark. Therefore, descriptions of key project benchmarks, what their deadlines are, and what reporting method will be used for feedback should be clearly outlined.

An understanding of the approximate amount of time each task will require should be considered in advance. An eye on the seasonal calendar for when the tasks should be completed or launched is also crucial to your success. Timing really is everything. Keeping your finger on the pulse of your community for timing signals can save you time and effort in the long run.

### **References and Additional Resources:**

1. <http://www.ncbi.nlm.nih.gov/pubmed/16479236>
2. <http://www.volunteering.org.uk>
3. <http://www.volunteermatters.com>
4. [http://www.ehow.com/how\\_6377250\\_manage-conflict-volunteers.html](http://www.ehow.com/how_6377250_manage-conflict-volunteers.html)
5. <https://www.nationalservicerresources.org/volunteer-member-staff-management/conflict-resolution>
6. <http://humanresources.about.com/bio/Susan-M-Heathfield-6016.htm>

# Structure

## What is Structure?

Structure is the foundation upon which your coalition's blueprint can be built. Your coalition must have an organized platform to start the process of building with clear, apparent, and appropriate boundaries that are solid and dependable. A robust structure will enhance the functionality of your coalition on its way to achieving its mission and goals.

Generate specific job or role descriptions for all coalition members, including, but not limited to coalition coordinator, treasurer (if necessary), and steering committee members. This saves members unnecessary mistakes, confusion, and disappointments. To a large extent, your coalition's work will occur between coalition meetings. Set up workgroup formations and select components of your overall comprehensive strategic plan that members can tackle together. Each workgroup or committee should be aware of what each is given to accomplish, what resources are available, and what authority each has to make decisions. A reasonable expectation is for each member to participate in at least one subcommittee that hopefully pertains to their expertise, work, sphere, and interest. Joining more than two subcommittees should be discouraged as progress may be slowed down when people are spread too thin.

Efficient meetings and effective communication requires that meetings are held regularly, consistently at the same time, and adjourned at a reasonable hour. Well thought-out agendas are communication tools that improve productivity. Agendas should be distributed well in advance. A sample agenda can be found in Section IV.III Templates. Effective agendas include the following items:

- (1) A brief description of the agenda item.
- (2) The person who is presenting or presiding over the discussion of that item.
- (3) The time appropriated on the agenda for that item.
- (4) The required actions desired from the information.

Like people, meetings may drift and derail from agendas. Establish early on that meetings are targeted and productive. If an emergent issue should arise, the facilitator can choose several options: schedule time for discussion at the next meeting, designate a workgroup to tackle the issue independently and bring a summary of their ideas to the next meeting, or choose to defer a scheduled agenda item for another time. Whichever occurs, it should be explicitly stated and recorded in the meeting minutes.

A coalition's meeting minutes embody the most elementary and essential form of precise communication. Chronicling and dispensing minutes **quickly** is a sound mechanism that gives all members a record of decisions that have been made and a reminder of follow-up actions. A sample minutes template is included in Section IV.III Templates.

In the age of information we now live in, many new ways to communicate can increase access to coalition activities and events. Email lists, online calendars and spreadsheets, or other electronic tools to keep information flowing can be used to your advantage. Text reminders and announcements have become a new norm for sharing information quickly. Sharing updated progress between meetings by establishing a coalition blog keeps everyone in the loop and on the same page much faster. Try engaging your teens to help with catching the latest trends in communication methods. Agendas and minutes can be posted on your website. Newsletters are great ways to highlight special events, member achievements, and network your members. Personally contact a newspaper reporter who may have a special interest in your efforts to prevent prescription drug misuse/abuse/diversion/overdose. Ask how your media friends would like to be contacted when something is newsworthy.

Relational Diagram Among All Components of the Coalition



**References and Additional Resources**

CADCA National Coalition Institute 625 Slaters Lane, Suite 300, Alexandria, VA 22314 [www.cadca.org](http://www.cadca.org);

E-mail: [training@cadca.org](mailto:training@cadca.org)

[Coalition Organizational Chart Template](#)

[Coalition Meeting Sign-In Sheet](#)

# Capacity Building

## What is Capacity Building?

“Nonprofits have an obligation to seek new and even more effective ways of making tangible progress towards their missions, and this requires building organizational capacity. All too many nonprofits, however, focus on creating new programs and keeping administrative costs low instead of building the organizational capacity necessary to achieve their aspirations effectively and efficiently...This must change: both nonprofit managers and those that fund them must recognize that excellence in programmatic innovation and implementation are insufficient for nonprofits to achieve lasting results. Great programs need great organizations behind them.”<sup>1</sup>

“Capacity building is not just about the capacity of a nonprofit today -- it's about the future. Distinct capacity building projects such as identifying a communications strategy, improving volunteer recruitment, developing a leadership succession plan, identifying more efficient uses of technology, and engaging in collaborations with community partners -- all build the capacity of a charitable nonprofit to effectively deliver its mission in the future. When capacity building is successful, **it strengthens a nonprofit's ability to fulfill its mission over time, and enhances the nonprofit's ability to have a positive impact on lives and communities.**”<sup>1</sup>

Building the aptitude, faculty, and ability required to develop and implement a comprehensive community plan to reduce prescription drug misuse/abuse/diversion/overdose requires the capability to involve community partners, key stakeholders, and residents, retain and preserve high levels of commitment and engagement, and strategically organize community interventions efficiently.

Three areas that coalitions focus on concerning capacity building are: 1.) Membership Recruitment and Retention 2.) Organizational structure and 3.) Leadership.

Capacity touches all aspects of your coalition as it governs the level of functionality that expedites the work in which you've chosen to endeavor. First, use broad-based, expansive, and comprehensive thought processes that will provide a “big picture” mentality for bringing about populace change. Then, match your leadership, organization structure, and membership to fit into the big picture for administration, containment, and maintenance of it.

## Membership

Coalitions spread their resources and activities across multiple stakeholder groups—each with its own agendas, limitations and modes of operation. The coalition represents an intersection at which all these different stakeholders converge on a particular problem. Bonds and partnerships formed at this intersection produce avenues to greater impact in your community. Coalitions exist because people and organizations contribute their knowledge and resources to joint undertakings. The coalition is the conduit that sparks joint efforts across stakeholder groups in a more synchronized way.

Coalitions need to continually draw fresh knowledge, interest, and resources locally for effective implementation of their strategies. Your membership should be considered a bridge of understanding to the needs and preferences of different groups in your community. Membership recruitment is essential in energizing and connecting stakeholder groups with your coalition.

Members can be organizations, civic groups, or individuals that have agreed to affiliate themselves with the mission of your coalition, to send delegates to coalition meetings on a regular basis, and to take part in your comprehensive action planning and evaluations.

Members serve two primary functions. One function is to provide perspective and direction on the problem you are addressing and to safeguard that the inner processes of the coalition are running smoothly. The second function of members is to serve as an external barometer and compass while carrying out the coalition mission within their sphere of work, life and influence and locating undiscovered resources.

### **Food for Thought in Selecting and Recruiting Members**

Since membership is an important part of developing your coalition's capacity, it is important to remember that quantity does not rank above quality. Here are some things to keep in mind when formulating your recruitment efforts.

Consider your coalitions place in the community overall and what has been identified as the priority needs of the community through your assessments. Find out what other organizations and groups are already collectively working on and how it fits in with what you are working on. What approaches are being used and are they effective? How do non-coalition residents think about prescription drug misuse/abuse/diversion/overdose in your community? What outlooks could identify top notch strategies? Brainstorm ideas together detailing lists of specific community sectors with which to make contact.

Ascertain the necessary resources, skills, and information needed to perform your mission. Overall, you will most likely need members with solid communication skills, collaboration know-how, problem-solving methods, and proven decision-making practices. Members who have experience with coalition work already will probably have technical expertise in intervention strategies or evaluation, grant writing and/or resource gathering techniques, useful knowledge of local policy and politics, and project management skills. Some members will offer a place to meet and additional volunteers. A variety and volume of these resources is excellent if you do not want to over-burden any one of your members. Recruit entities within premium stakeholder organizations who would be an asset toward running regular operations as part of the steering committee.

Gauge interest and engagement levels. Using a brainstorming list, match the scope and intensity of your potential partners to their interest. Some sectors of your community will be central to the mission of preventing prescription drug misuse/abuse/diversion/overdose, such as health departments, law enforcement, prescribers, pharmacists, and treatment providers. Others will assume a more peripheral place at the table like media, businesses, and faith groups, for example. The structure of your coalition should include a way for all levels of interest to have a way of contributing to your efforts.

Engage in the recruiting membership process. The best way found to recruit members is by personal invitation. The leadership of your coalition should meet separately with potential recruits. When meeting your prospects, it is important to share a concise and compelling description of your coalition's mission. Convey how you see the prospect contributing to your vision. Ask what they would like to contribute and how much time they can invest. Know your audience and tailor-fit your message to your listener.

This toolkit contains many sector factsheets that specifically touch on points geared for each sector.

You may want to have for display an array of opportunities at various commitment levels for your recruit to get involved. Mention previous work done by your coalition that has been effective and successful. Conversely, if there have been mistakes in the past which raise concerns in the present, be armed and ready

to remedy and allay those apprehensions. Match leadership to their best targeted audience where their influence could be maximized. Reiterate if necessary what your coalition wants to accomplish and why your potential partnership is important to your success. Leave your prospective member or newly committed member with a membership application to cement your efforts. Through ongoing recruitment efforts by way of newsletters, blogs, and local media, your coalition will project a sense of momentum that will help keep existing members energized and make recruitment easier.

Sustain membership engagement by identifying and reducing barriers to participation. Logistical barriers include poorly timed meetings, inconvenient locations, and difficulties with transportation or parking. Work to bring consensus on logistics that encourage the most involvement.

Develop support for participation in your coalition. When employers value the time members spend on coalition work they may be willing to balance workloads and schedules to accommodate full participation. Outline how it is a win-win partnership for employers to encourage the efforts of your coalition. Memorandums of Understanding with participating organizations can ensure more active participation and unfettered commitments.

Make sure that each participant has a clear understanding of expectations. Allow room for negotiations of what they are able and willing to give. Get agreement from members on what the general requirements should be including meeting attendance each year and volunteering for at least one committee. Support for final group decision is also expected. Provide written job descriptions and delineate the authority exercised by each subcommittee. Establish work group meetings and provide structure of resources that are available to each.

Make a big deal of small successes. When progress on goals is reported frequently, members are more likely to remain active. Setting short- and long-term goals will help members experience enjoyment and pride from achieving tangible goals.

Celebrate, honor, and respect your members' contributions to bolster morale. Most people do not look for accolades through coalition work. Coalitions, therefore, neglect to publicly acknowledge the contribution made by their members. Consider a variety of ways to highlight the work of your members. One approach is to spotlight them in your newsletters, blogs, or other outreach vehicles. Many coalitions have annual celebrations in which multiple contributions of numerous members receive attention.

Take time to discuss differences in language, communication style, attitudes, and traditions of stakeholders. Expressions sometimes hold very different meanings for members of diverse cultural groups. Health and human service professionals use jargon and acronyms that are confusing for certain groups such as youth, faith community, and grassroots leaders. Make sure each member understands why every other member is involved and what each hopes to accomplish. It is essential that your coalition members perceive each other as having a legitimate role to play. Communication gaps do not have to create opportunity for confusion.

Continually evaluate and keep the vision in front of all members to sustain focus and purpose by asking:

- What is the impact of the prescription drug epidemic on your community?
- What are the major factors leading to prescription drug abuse within community/populations you serve?
- What effective prevention strategies are needed to address those factors to diminish the misuse of prescription drugs?
- Who in the community should be educated about naloxone?

- How could the community work to expand access to naloxone?
- What are the roles, activities, and plans your agency currently takes to address prescription drug abuse?
- What are the needs of your agency when working with individuals who have difficulties with prescription drug abuse?
- What are the resources, education, and/or support your agency could use to address the problem?
- What positive outcomes could arise from the sharing of resources and expertise with other local agencies? Which agencies? What resources?
- List other agencies who need to know about your services.
- Who can possibly contribute to a local speakers' bureau within your agency?
- Who have been suggested as agencies, organizations, and individuals for coalition membership?
- Who is not at the table for your mission, but is still necessary for great impact and change?

### **Disengagement**

When you notice members of a coalition reduce their attendance or participation, a personal phone call could be what is needed to help assess the situation and reengage the member. Sometimes members stop participating because they feel that they are not useful, they don't have anything to offer, the coalition isn't working well, or maybe have just over committed themselves. The goal of the phone call is to speak with them and find out what is contributing to the decline in involvement. The person may have some constructive feedback. For example, they may state that the meetings were unorganized and nothing seemed to get accomplished. Invite their suggestions or ideas for solving the problem. It's important to hear them out and not become defensive or offer excuses. Thank them for their feedback and let them know that you'll look into the issues further.

When someone expresses that they cannot continue with the coalition, an exit interview is the best process for getting vital feedback to help develop capacity and sustainability within your coalition. This can be completed with two options depending on the member's choice. One option is to complete a written exit survey which can be mailed to the coalition leader anonymously if desired. Another option is to set an appointment to conduct a personal interview wherein the coalition leader has a set of questions to complete during the appointment. From this process, patterns will be revealed that will require leadership's attention. Examples of exit interviews are found with the links below. Ongoing evaluation processes can be a major ally in building and sustaining coalition capacity.

### **References and Additional Resources**

1. Effective Capacity Building in Nonprofit Organizations, Report for Venture Philanthropy Partners by McKinsey & Company (2001) - See more at: <http://www.councilofnonprofits.org/capacity-building/what-capacity-building#sthash.bLu6Umj8.dpuf>

CADCA National Coalition Institute 625 Slaters Lane, Suite 300, Alexandria, VA 22314 [www.cadca.org](http://www.cadca.org); E-mail: [training@cadca.org](mailto:training@cadca.org)

[CADCA Article: Study Highlights Key Factors for Improving Coalition Collaboration and Unification](#)

Links to Surveys:

[http://coalitionswork.com/wp-content/uploads/coalition\\_meeting\\_checkup.pdf](http://coalitionswork.com/wp-content/uploads/coalition_meeting_checkup.pdf)

# Strategic Planning

## What is Strategic Planning?

Strategic Planning is a process for making plans. The driving force is utilizing information and data that guides how you take action in your community. When beginning the strategic planning process, it is helpful to consider where you are along the spectrum of prevention. Knowing where you are provides the target for your strategic planning process. The spectrum includes the follow levels of intervention:

1. Strengthening the individual's knowledge and skills, i.e. curriculums in schools addressing the issue.
2. Promoting Public Awareness, i.e. community presentations, health fairs, and media campaigns.
3. Fostering coalitions and networks, i.e. Project Lazarus coalition, Prescription for Safety.
4. Environmental changes, i.e. organizational practices influencing policy and legislation
5. Educating prescribers

Regardless of the approach taken, many coalition members will come to the table with different levels of understanding of prescription drug abuse/misuse/diversion/overdose and the basic planning process. For example, many may not be familiar with the inner workings of effective logic models. It is important to conduct some learning sessions to get everyone to the same baseline in their understanding of the planning process.

In order to create an effective strategic plan, a coalition should employ one or more of the well-established planning methods:

- Outcome-based Planning and Evaluation (OBPE)
- Strengths, Weaknesses, Opportunities, Threats (SWOT)  
For a free Word template visit [www.wordtemplatesonline.com/2011/08/swot-analysis-template/](http://www.wordtemplatesonline.com/2011/08/swot-analysis-template/).
- Plan, Investigate, Execute (PIE)
- Proceed/Precede

Although an excellent strategic plan does not assure effective actions and outcomes, it has been associated with some type of positive outcome. Strategic Planning is an ongoing process that allows the coalition to know current status, where they are headed, how they will get to where they are going, and how they will know when they have arrived. A strategic planning template can be found in Section IV Appendix: IV.III Templates. An action plan example may also be found in Section IV Appendix: IV.II Resources & Samples.

In Drug Strategies, 2001, and the National Institute on Drug Abuse, 2003, a number of critical steps were found helpful in planning and are listed below.

1. Develop a clear coalition mission statement with consensus from the members.
2. Conduct an initial community needs and asset assessment which is essential for understanding the community issues and concerns (Kegler et al., 2000).
3. Conduct periodic needs and assets assessments grounding the strategic plan to the most current community needs and issues (Drug Strategies, 1996).
4. Prioritize and clearly state goals and objectives based on the needs/assets assessment.
5. Incorporate and deliver evidence-based programs and strategies logically linked to the goals and objectives.

6. Utilize comprehensive programs and strategies that target multiple levels of prescription drug misuse/abuse/diversion/overdose, along with related risk and protective factors targeting several sector domains.
7. Engage people, ideas, and resources to create a synergy of efforts (Lasker & Weiss, 2003).
8. Diversify sector representation as the higher the levels of collaboration you engage, the more comprehensive the plan will be (Hays et al., 2000).
9. Use programs with high outcome measures that are appropriate for the community setting (Florin & Chavis, 1990).
10. Have some paid staff and recruit members continually as this has been proven in studies to lead to more highly rated strategic plans (Florin et al., 2000).

### **Programming and Implementation**

The coalition's strategic plan serves as its roadmap for coalition objectives and actions. After the plan has been developed, accepted, and disseminated to the community, the coalition along with affiliated individuals and organizations become the impetus to implement the plan or to ensure that strategies are effectively implemented by other community organizations (Bracht, 1999; Butterfoss et al., 1993).

Quality implementation requires an array of intervention strategies and requires engaging key organizations, networks, and citizens in implementation (Florin et al., 2000; Hays et al., 2000). Programmatic capacity is important. If you are using programs with impact, getting others to implement them, and obtaining community support, you have demonstrated programmatic capacity (Foster-Fishman et al., 2001). Programming should fit the community context because it is driven by community needs and builds on community strengths and resources (Foster-Fishman et al., 2001). Programs must be culturally competent (Foster-Fishman et al., 2001). Greater member participation correlates with greater impact (Hays et al., 2000). Social climate, member knowledge and skills, and inter-organizational linkages lead to higher levels of prevention program implementation skills (Florin et al., 2000).

Effective implementation is associated with better outcomes (Durlak & Dupre, 2008; Greenhalgh et al., 2005; Fixsen et al., 2005; Stith et al., 2006). Access to resources, social capital, communication channels, and existing networks provide reciprocal links, supportive interactions, new associations, and cooperative decision making when implementing programs (Goodman, 1998).

### **Cultural Competency**

Cultural competence starts with cultural awareness and moves toward the principles that enable coalitions to have positive interactions in culturally diverse environments. It is essential to continually think about cultural competence on different levels, such as within your community, coalition, and host organization.

Some key principles fostering cultural competence include:

- Recognition of unique cultural needs.
- Realize that diversity exists within cultures. Cultural groups are complex and should not be viewed as a single entity.
- Acknowledge the difference between a group and a personal identity. See people as individuals, but honor their group affiliations.
- Recognize that dominant cultural norms may not be accepted by other cultural groups.
- Understand that culture shapes values, beliefs, behaviors, and institutions.

- Cultural competence should be exercised for diversity of age, gender, religion, and sexual identity; not just ethnicity.

Cultural competence cuts across all aspects of Strategic Planning and effects all phases of building the capacity of your coalition.

It is important to consider whether an intervention you would like to initiate is suited to important cultural, social, psychological, environmental, and historical factors that can influence risk and protective factors in the target population. Cultural competency also includes understanding the culture of an agency or organization and deciding if a program matches an agency's worldview and principles (Guerra & Knox, 2008). Additionally, the agency's culture must be in harmony with that of the site where the program will be implemented (Guerra & Knox, 2008).

### **Strategic Prevention Framework**

Substance Abuse and Mental Health Services Administration (SAMHSA) developed the Strategic Prevention Framework (SPF) to facilitate implementation of programming. The infrastructure needed for a comprehensive community-based public-health approach for sustainable results is described in the SPF model. The elements of the framework are:

*Assessment-* Collect data to define problems, resources, and readiness within a community to address needs.

*Capacity-* Build and mobilize a community to address needs.

*Planning-* Develop a comprehensive strategic approach which can effect policies, programs, and practices. Create a rational plan from data sets to address areas of need discovered in the assessment phase.

*Implementation-* utilize evidence-based action plans, programs, policies, and practices.

*Evaluation-* Measure to see if the actions carried out made a significant difference in reaching your objectives.

The SPF places cultural competence and sustainability at its center as these key concepts must be incorporated in every step.

Sustainability means that you have systems in place that will continually support the work you are doing.<sup>1</sup> Long-term sustainability includes a focus on funding and maintaining fiscal resources. Sustainability also requires non-financial resources.

Internal resources:

- Management and Board Member Leadership
- Technical Expertise
- Administrative and Financial Management

External resources:

- Support from Policy Makers, Key Stakeholders, and the Community
- Outside Technical Expertise
- Community Engagement

### **References and Additional Resources**

1. "Sustaining Comprehensive Community Initiatives: Key Elements for Success." *Financing Strategy Brief. The Finance Project. (Apr2002).*
2. <http://www.samhsa.gov/prevention/spf.aspx>

3. Center for Prevention Research and Development. (2009). Background Research: The Strategic Prevention Framework. Champaign, IL: Center for Prevention Research and Development, Institute of Government and Public Affairs, University of Illinois.
4. <http://ezinearticles.com/?PIE:-The-Simple-3-Step-Process-for-Creating-Your-Strategic-Business-Plan&id=7929350>
5. <http://www.enotes.com/topics/precede-proceed-model>
6. <http://www.uvu.edu/sponsoredprograms/pdfs/IMLS-3%20Plan%20the%20Project%20-%20Evaluation.pdf>
7. <http://prevention.sph.sc.edu/tools/CoalitionEvalInvent.pdf>
8. CADCA National Coalition Institute 625 Slaters Lane, Suite 300, Alexandria, VA 22314 [www.cadca.org](http://www.cadca.org);
9. E-mail: [training@cadca.org](mailto:training@cadca.org)
10. <https://protect.omni.org/sites/rpsco/Pages/CmCb.aspx>
11. <http://www.wordtemplatesonline.com/2011/08/swot-analysis-template/>

# Community Assessment, Data, and Evaluation

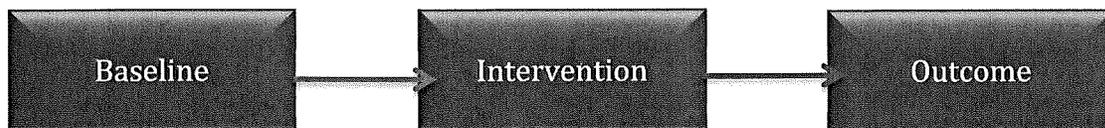
## Community Assessment and Data

Communities may have an idea that they have a problem with prescription drug overdose, but may not know where to start addressing the problem. One important step in understanding a good place to start is by looking at the data about your community. Project Lazarus will be providing regional data regarding overdose-related emergency department visits, school-based drug-related events, and substance use treatment.

Our community data profiles consist of:

- Prescription drug overdose mortality rates
- Emergency department utilization for substance use issues
- Hospitalizations due to adverse effect of substance use
- County ranking in overdose deaths
- Age distribution of overdose deaths
- NC overdose death time trends
- Percent of recipients receiving controlled substance prescriptions
- Opioid prescription medication for pain
- County ranking for prescription rates

You may also have data that is specific to your community that may guide you in a particular direction or you may decide to collect your own local data. Either of these is a great option.



In the figure above, the baseline is the recent data regarding a particular issue, the intervention is what you plan to do about the issue, and the outcome is the results of your intervention. You can then compare the outcome to the baseline to assess if your intervention was successful or if it needs some adjustments.

## Setting Goals

When thinking about setting goals for a community health problem, the SMART objectives formula is a process by which goals are made clear and simple. SMART is an acronym for Specific, Measurable, Achievable, Relevant, and Time-bound. Fundamentally filtering the goals through a series of questions will aid your goal setting experience.

Ask - Is this goal:

- Specific – Be precise about what improvement will be made. For example: “We want to reduce the number of overdose deaths in our community from 14 per 100,000 people to 10 per 100,000 people in the next 2 years.”

- **Measurable** – Can data be collected and reviewed to show if the goal was achieved?
- **Achievable** - Is the goal attainable? Thinking about improving, rather than solving or eliminating the problem, is a good place to start.
- **Relevant** – Does the goal pertain to the community given people power, time, money, and cooperation from local partners?
- **Time-bound** - Create goals that include a timeframe, such as “within the next 18 months.” If you achieve your goal prior to the 18 months, you can revisit and update the goal.

### **Reporting and Evaluation**

An important part of having a community coalition is to make sure you are conducting self-evaluations. These self-evaluations can help you find out from coalition members how they think the coalition is working together to achieve the goals. In addition to addressing current community members, it's important to identify who is not a part of the community coalition and how members might go about engaging them. Please see the links below for survey examples that you can use or adapt for your coalition evaluation. We recommend that evaluations occur every six months.

It's important to share your work so the community is aware of what you are doing, your goals, and results. When we talk about reporting, we are referring to the process of sharing your results with members of your community and other organizations. Sharing your results can happen in a number of creative ways, such as sharing outcomes on social media, a short press release to local papers, an interview with a local TV station, or a blog post about your work.

Sometimes an evaluation will show that the intervention didn't help meet the goal. That's okay! Knowing what doesn't work can certainly be a helpful piece of the puzzle to rule out ineffective activities and further identify effective interventions.

In addition to evaluating the coalition as a whole, evaluating individual events will be important as well. We have provided an example of an event feedback survey in Section IV Appendix: IV.III Templates. One survey targets attendees of an event and another focusses on volunteer involvement throughout an event.

### **Links to Survey Templates**

[http://mihealthtools.org/ccat/pdfs/CCATSurvey\\_PrintVersion.pdf](http://mihealthtools.org/ccat/pdfs/CCATSurvey_PrintVersion.pdf)

[http://coalitionswork.com/wp-content/uploads/coalition\\_member\\_survey.pdf](http://coalitionswork.com/wp-content/uploads/coalition_member_survey.pdf)

[http://coalitionswork.com/wp-content/uploads/coalition\\_meeting\\_checkup.pdf](http://coalitionswork.com/wp-content/uploads/coalition_meeting_checkup.pdf)

<http://coalitionswork.com/wp-content/uploads/Prioritizing-Your-Strategies.pdf>

<http://coalitionswork.com/> (see Tools & Resources Section)