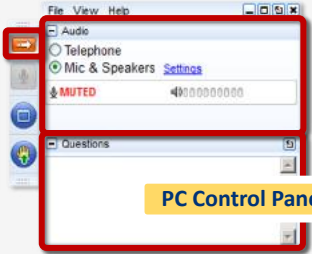




GoToWebinar Housekeeping



PC Control Panel



Mac Control Panel

Attendee Participation

Using your control panel...

Join audio:

- Choose “Mic & Speakers” or “Computer Audio” to use VoIP
- OR choose “Telephone” or “Phone Call” and dial-in using the information provided

Submit questions and comments via the Questions panel.

Note: Attendees are muted and your webcams are disabled (listen-only mode).



1



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Training Resources for the Environmental Community
Presents:

Working in Coalitions



Presented by: Don Elder

TREC Senior Associate

March 9, 2021

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Working in Coalitions

- Whether
- Why
- When
- How





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What is a coalition?

- A collaborative with
 - Specific, shared goals
 - Commitments of time and resources
 - Agreed-upon roles and plans



5

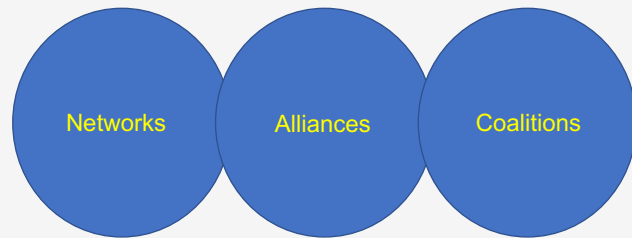
Three types of collaboratives to explore today

- Networks facilitate information exchange
- Alliances encourage alignment of independent actions
- Coalitions facilitate planning and implementation of joint initiatives



6

Three* types of collaboratives



Less formal, less structure

More formal, more structure

* of many!



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Network

A loose association of organizations that agree to share information and that may periodically agree to work together toward shared goal(s)



8

Alliance

A close association of organizations working cooperatively toward shared goals



9

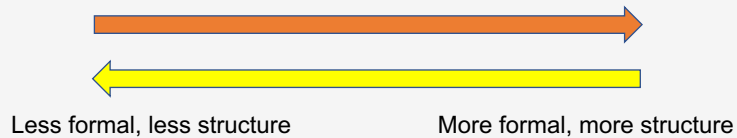
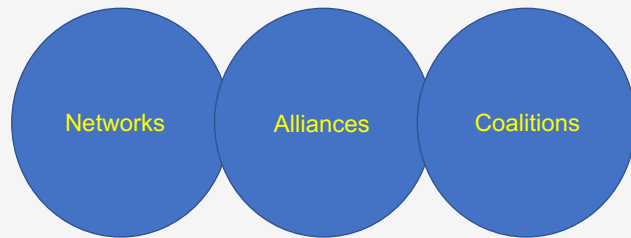
Coalition

A group of organizations that work collaboratively to achieve specific shared goal(s) sharing common resources and specific plans



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Three types of collaboratives



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Networks, Alliances, Coalitions

- No one type is “best”
- Choice of model depends on context
 - Type of problems/issues being addressed
 - Group types, sizes, relationships, location, strength, constituencies, etc.
 - Degree of trust
 - Degree of structure needed to get the job done
 - Etc.



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Categories and Names can be tricky!

- In the real world, “neat” categories get fuzzy, and real collaboratives (of all kinds) evolve
- Case study: *River Network*



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**Healthy freshwater
ecosystems**

*For all people
For all species
For all time*



14

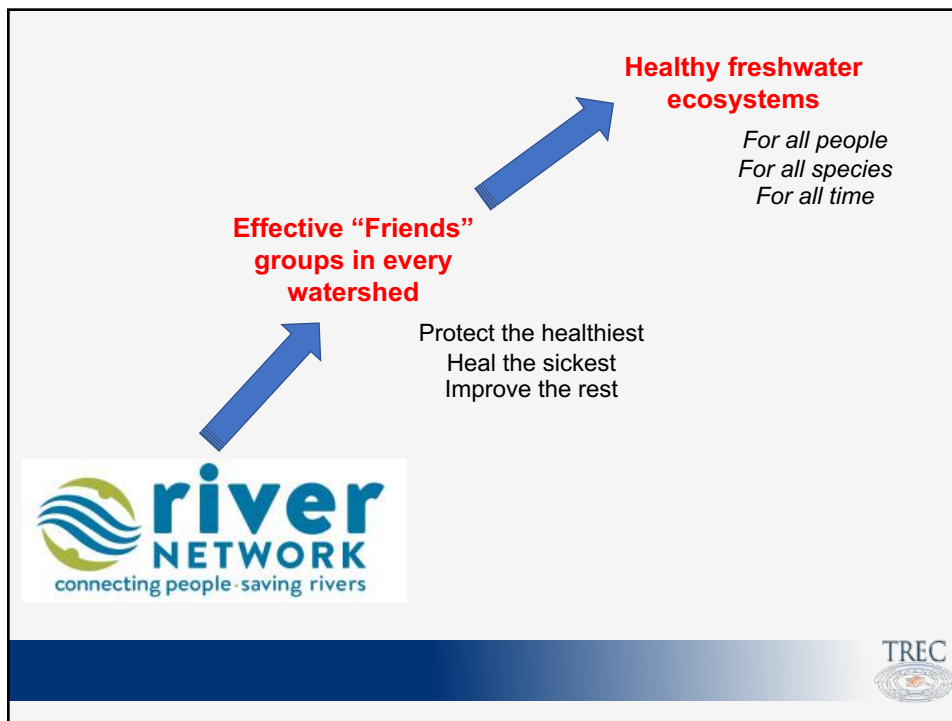
Rogue River Rendezvous



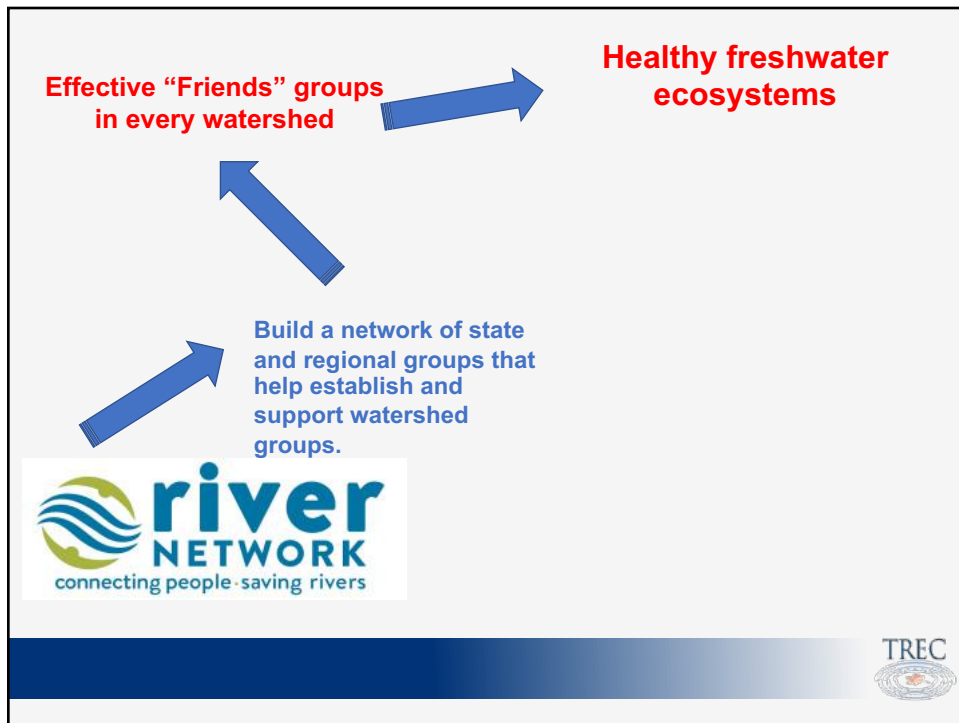
- Informal gathering convened by River Network
- Visioning, needs assessment
- Led to “Watershed 2000” strategic plan



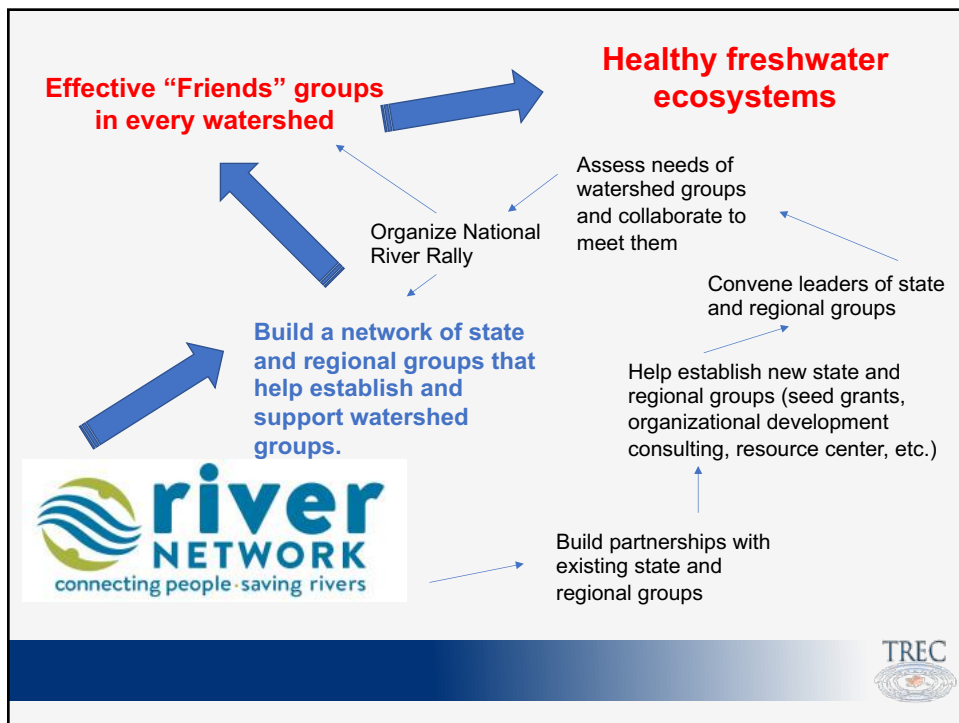
15



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“Distance Assistance”

- Hot line
- Resource library
- Online networking
- Referrals to experts
- Seed grants



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In-person work

- Regional circuit riders
- Listening, learning, and idea transfer
- Organizational development support
- Technical training assistance
- Start-up support for new state and regional groups



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Projects, Publications, and Programs

- “River Voices” newsletter
- Fundraising training and resources
- “Watershed Innovators” project
- Clean Water Training program
- Technical support for volunteer monitors
- Water efficiency program resources
- Etc...



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Partnerships

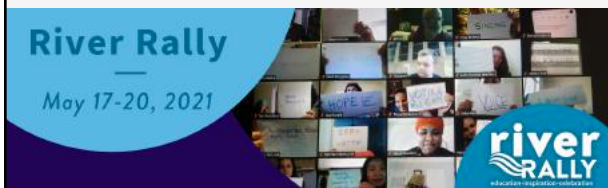
- State and regional groups
- Other national environmental groups
- Federal and state agencies
- Tribal groups, agencies, and programs
- Businesses and corporations
- State and regional law centers for environment and justice
- Etc.



22

Gatherings

- Statewide convenings
- Regional rallies
- Training events
- National River Rally
- Rally “satellite” events
- Spinoff events and networks



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“River Network”

- Is it an organization, a network, an alliance or a coalition?
- Many organizations, networks, alliances and coalitions – adapting and evolving constantly



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TREC Collaboration Resource



Reference Material on Collaborations

Definitions: Coalitions, Networks and Alliances

Parameter	Network	Alliance	Coalition
Primary function	Facilitating information exchange	Encouraging alignment in the independent actions of its members	Facilitating the planning and implementation of a specific joint initiative
Formality of structures and membership	Limited, 'loose affiliation'	Moderate, 'loyal but independent allies'	Considerable, 'partners in a specific joint initiative'
Scope of common interests	Broad	Broad	More focused
Scope of joint action	None	Limited, with individual workplans coordinated where possible	Considerable, with workplans for shared activities developed jointly
Common plan of action	No	Possible, but limited	Yes
Profile and platform	May be public or not	May be informal, sometimes without a public profile	Public profile, sometimes including a 'branded platform' and common messaging
Direct funding	Possible, to support limited information-related functions	Not usually, but possible	Possible At minimum, participating organizations contribute resources to the coalition
Levels of trust	Limited May increase if strategic information is shared	Moderate, increasing as strategic information is shared	Considerable
Coordination	Required	Limited or none	Required
Duration	Variable	Longer term	May be short or long term depending on the scope of specific activities



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Three examples of characteristics of networks, alliances, and coalitions

- *Formality of structures and membership*
- *Common plan of action*
- *Levels of trust*



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Formality of structures and membership

- Network: *Little if any*. Loose affiliation.
- Alliance: *Moderate*. Loyal but independent allies.
- Coalition: *Considerable*. Partners in a specific joint initiative.



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Common plan of action

- Network: *None*
- Alliance: *Possible (but usually quite simple)*
- Coalition: *Necessary*



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Levels of mutual understanding and trust required

- Network: *Little or none*
- Alliance: *Moderate*
- Coalition: *Considerable*



29

Remember...

- Networks and Alliances can get a *lot* done in a great many cases with less structure. *So...*
- Don't assume that a formal arrangement is always better.



30

No Dam. Good!



31

Coalbed methane



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Remember...

- Alliances or networks can accomplish great things! So, practice “good enough” organizing.
But...
- In some cases coalitions can accomplish great things that would be difficult or impossible with a network or alliance alone.



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Why be a part of a coalition?

To gain more diversity, perspective, skills, influence, and power than participating organizations have on their own...

...by working closely together, developing and sharing resources, work and credit, and being accountable to each other.



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Poll Question

How many coalitions have you* participated in?

1. None
2. One or two
3. Three or more

* You *personally*, with one or more organizations



35

Poll Question

Overall, has your participation in coalitions been worth it?

1. No
2. Maybe
3. Definitely



36

Starting ingredients for a successful coalition

- Strong incentives for working together
- One or more more shared, clearly defined goals
- General agreement on how to work together
- Different interests, perspectives, skills, resources, etc.
- Respect for different methods of pursuing goals
- Commitment to sharing credit for success



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Questions to consider when forming or joining a coalition



- What are the members' minimum expectations of my group and of me?
- What group agreements already exist?
- How will general agreements for working together be turned into more specific ground rules? How will we make sure we stick to them?
- Will we have staff support? If so, how will it be provided and paid for?
- How will we respect and navigate power differences?



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More questions to consider when forming or joining a coalition



- What happens when we can't reach consensus?
- What happens if we reach impasse?
- What agreements are there about external communications?
- How will we share credit for success?
- Will we be fundraising jointly? If so, how?
- Will new members be admitted to the coalition? If so, why, when and how?



39

OK, I'm in. Now what? *Things to think about, look for or help create*

- Crystal-clear shared goals
- Diversity of participation (Who's here? Who's missing?)
- Incentives for participants to come to the table and work together in good faith



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OK, I'm in. Now what?

Things to think about, look for or help create

- Clear expectations of members
 - Participation
 - Contribution
 - Adherence to ground rules
 - Accountability
- Solid shared action plan, adhered to by all, regularly followed and updated
- Plan for raising and spending the money needed to implement the action plan



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OK, I'm in. Now what?

Things to think about, look for or help create

- Authority of participants
 - To make commitments on behalf of their organization
 - Degree to which they must check in with their organization before making commitments
- Habits and procedures
 - Meeting goals and agenda
 - Meeting facilitation
 - Meeting notes, including decisions and assignments
 - Communication between meetings
 - Agreements about external communications
 - Agreements about fundraising and expenses



42

Stuck?

- Remember that many successful campaigns took years or decades, and that they were stuck multiple times along the way.



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Stuck?

- Assess the strength of your coalition, the validity of your assumptions, and the efficacy of your strategies.



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Stuck?

- Consider “pilot light mode” until conditions for success are better.



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Stuck?

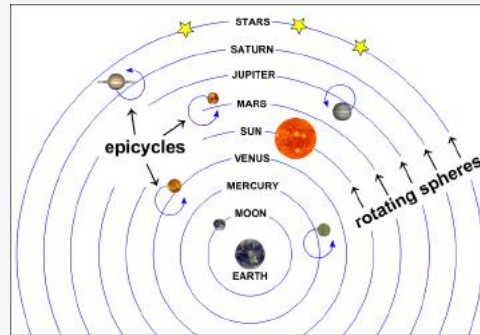
- Think hard about what the *preconditions for success are* and how your coalition might help create them over time.



46

Beware!

- **“Group-centric” thinking**



47

Beware!

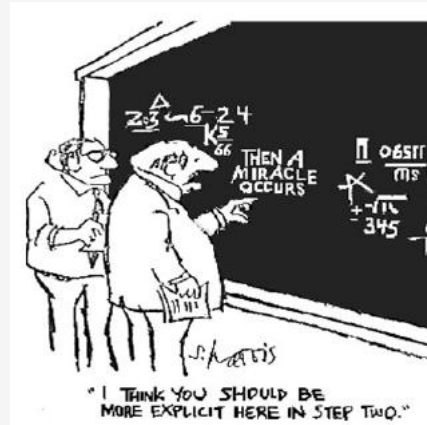
- “Group-centric” thinking
- **Linear thinking**



48

Beware!

- “Group-centric” thinking
- Linear thinking
- ***Magical thinking
(surface and test
those assumptions!)***



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Success!



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Evaluation of this webinar

As you exit the webinar...



Please fill out our brief survey!



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Questions?



How to Participate

Using your control panel...

- **RAISE YOUR HAND** if you would like to be unmuted to speak your question
- OR continue to submit questions and comments via the **Questions** panel.

Thank you for attending today's webinar! We will stay after to answer your questions, but feel free to exit the webinar if you need to go.



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