

Building Coalitions: Coalition Functioning¹

Elizabeth B. Bolton and Lisa Guion²

A Committee in Disguise

Starting and maintaining a coalition is no big mystery. It is similar to starting and maintaining a committee where there is a need and people interested in finding a solution. The United States started as a coalition of colonies with a need (problem) and people interested in finding a solution.

Though the functions of a committee and a coalition are very similar, the word “committee” may need to be avoided. Negative comments have often been made about committees. For example: “The camel is just a horse put together by a committee.” “The fewer committee meetings the better.” “Too much of my day is used up in useless committees.”

Elements of Success

- **Common Goals** - What is the expressed need (or “problem equals...”) the group agrees is a priority? What is the desired change? These need to be understood by all involved.
- **Communication** - Use common language that everyone can understand. Avoid professional jargon. Each member needs to know what is expected. For example, minutes of meetings should be distributed to all members.

- **Each Member is Important to the Coalition** - Each participant should be able to perceive themselves as an important part of the whole, contributing to its success.
- **Opportunity to Participate** - Each member should have input into goals, methods and decisions, as well as discussion.
- **Ownership** - Feeling a part of the coalition and responsibility for some action is an important result of participating in the decision-making process.
- **Delegation** - Delegate to each entity a part they can control. That provides an opportunity for individual accomplishments as well as contributes to the overall success of the coalition.
- **Efficient, Effective Meetings** - Keep the meetings moving toward the agreed goals. Each should show progress toward the overall target(s) and participants should recognize this progress when they leave.
- **Process and Pattern** - Establish a format for conduct of meetings and decision-making early in the development of the coalition.
- **Shared or Situational Leadership** - It is important that many persons or groups share leadership responsibilities.

1. This document is FCS9160, one of a series of the Family Youth and Community Sciences Department, Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, University of Florida. Original publication date July 2002. Revised November 2005. Reviewed September 2011. Visit the EDIS website at <http://edis.ifas.ufl.edu>.

2. Adapted for use in Florida by Elizabeth B. Bolton, Professor, Community Development and Lisa Guion, Assistant Professor, Program Planning and Evaluation; Department of Family, Youth and Community Sciences, Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, University of Florida, Gainesville, 32611-0310. Originally developed by the Ohio Center for Action on Coalition Development for Family and High Risk Youth.

While attention to group goals and objectives is essential, developing and maintaining committees and coalitions is also an interpersonal process. This requires close attention to group process and skills.

Summary

The principles that relate to effective coalition functioning coincide with the principles of effective committee functioning.

References

Benard, Bonnie. "Collaboration Fosters Creative Problem Solving." *Western Center News* (March 1991)

Lippitt, Ronald and Jon Van Till, "Can We Achieve a Collaborative Community?," *Journal of Voluntary Action Research* (July-December 1981).

Lippitt, Ronald and Jon Vall Till, "Issues, Imperatives, Potentials," *Journal of Voluntary Action Research* (July-December 1981).

Schindler-Rainman, Eva, "Toward Collaboration-Risks We Need to Take," *Journal of Volunteer Action Research* (July-December 1981)

"Treatment: Building Child Service Partnerships," *Children and Teens Today* (December 1990)

Authors

Charles H. Bell, Associate Professor, District Specialist, 4-H, Ohio Cooperative Extension Service, The Ohio State University.

Penne Smith, County Extension Agent, 4-H, Community and Natural Resource Development, Chair, Ohio Cooperative Extension Service, The Ohio State University.

©1992 The Ohio State University

This series on Coalition Building was developed by the Ohio Center for Action on Coalition Development for Family and High Risk Youth, Richard Clark, Ph.D., Director. It has been adapted for County Extension Faculty in Florida to facilitate work with local and regional organizations and groups such as non-profits, cooperatives, county extension associations, and others that might benefit from a plan for working together to achieve support for mutual goals.

This document is FCS9160, Part 3 of the 16 part series adapted for use in Florida by Elizabeth B. Bolton, Professor, Community Development and Lisa Guion, Assistant Professor, Program Planning and Evaluation; Department of Family, Youth and Community Sciences, Florida Cooperative Extension Service, Institute of Food and Agricultural Sciences, University of Florida, Gainesville, FL 32611.