

The Six Elements of Effective Coalitions Resource Toolkit



Network Coordinating Office

PTTC

Prevention Technology Transfer Center Network
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The opinions expressed herein are the view of PTTC Network and do not reflect the official position of the U.S. Department of Health and Human Services (DHHS), SAMHSA. No official support or endorsement of DHHS, SAMHSA, for the opinions described in this document is intended or should be inferred.

SAMHSA's Prevention Technology Transfer Center Network Community Coalitions and Collaborations Workgroup created this document. Contributing Network Workgroup members represented the Northwest, Central East, Southeast, Northeast and Caribbean, New England, and the National American Indian & Alaska Native Prevention Technology Transfer Centers. This document was adapted from the Northwest PTTC Resource Guide on the Six Elements of Effective Coalitions distributed to 2020 Northwest PTTC Leadership Academy participants.

Acknowledgment

A special thanks to the coalition leaders that collaborated with the National PTTC Network to deliver the Six Elements of Effective Coalitions webinar series. Mobilizing community partners to build and maintain a thriving coalition requires dedication to a collaborative process that is sometimes painstakingly slow but always rewarding. We thank the community prevention practitioners and coalition members who continue to contribute to the story of how we prevent substance misuse and promote the conditions for healthy individuals, families, and communities to thrive.



The Six Elements of Effective Coalitions Resource Toolkit

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Introduction

The Prevention Technology Transfer Center Network developed *The Six Elements of Effective Coalitions Resource Toolkit (Resource Toolkit)* as part of its overall mission to strengthen prevention practitioners' capacities to organize, facilitate, and sustain effective prevention coalitions and collaborations that prevent substance misuse and its related consequences. This *Resource Toolkit* includes various resources related to six key elements, or coalition characteristics, shown through research to promote the adoption of science-based prevention practices that generate improved community conditions and behavioral health outcomes for youth. The *Resource Toolkit* is a **companion piece** to The Six Elements of Effective Coalitions Research Overview, which introduces and defines each of the *Six Elements of Effective Coalitions* [downloadable PDF](#).

How to Use This Resource Toolkit

Prevention practitioners are encouraged to share this resource with coalition members to build a collective understanding of what research says about effective coalitions. Additionally, the Resource Toolkit can provide guidance to coalitions as they assess their own functioning and make plans for activities to enhance their work. This resource is divided into two parts.

In the first part, the *Resource Toolkit* is divided into sections covering each of the *Six Elements of Effective Coalitions*. The first section provides an overview of the six elements, including 1) an infographic to visually communicate the role of the six elements in promoting prevention-oriented systems change; 2) the recording of a national webinar that provides an overview of the six elements; and 3) a downloadable slide deck to accompany the national webinar.

The second part of this resource takes a deeper dive into each individual element by providing the following: 1) definition of the element; 2) a checklist to promote coalition self-assessment of the element; 3) a link to a recorded national webinar covering the element; 4) national PTTC Network-developed resources focused on the element; and 5) additional resources. At the start of this second section, you'll find [Table 1](#) which provides a definition of each element and a corresponding icon to link you to that element's checklist and resources. You may also find it beneficial to use *The Northwest PTTC Coalition Annual Report Template* and video tutorial, designed to assist coalitions in organizing their efforts, based upon the Six Elements of Effective Coalitions. It is located under resources for *Efficiency* in this document.

In [Table 1](#) users can click on a specific icon to move directly to the corresponding information for that element. Each section includes the definition of the element highlighted, a checklist to encourage self-reflection and group dialogue, links to national PTTC webinars on the element, PTTC resources directly or indirectly related to the element, as well as additional resources that may be of interest to users.

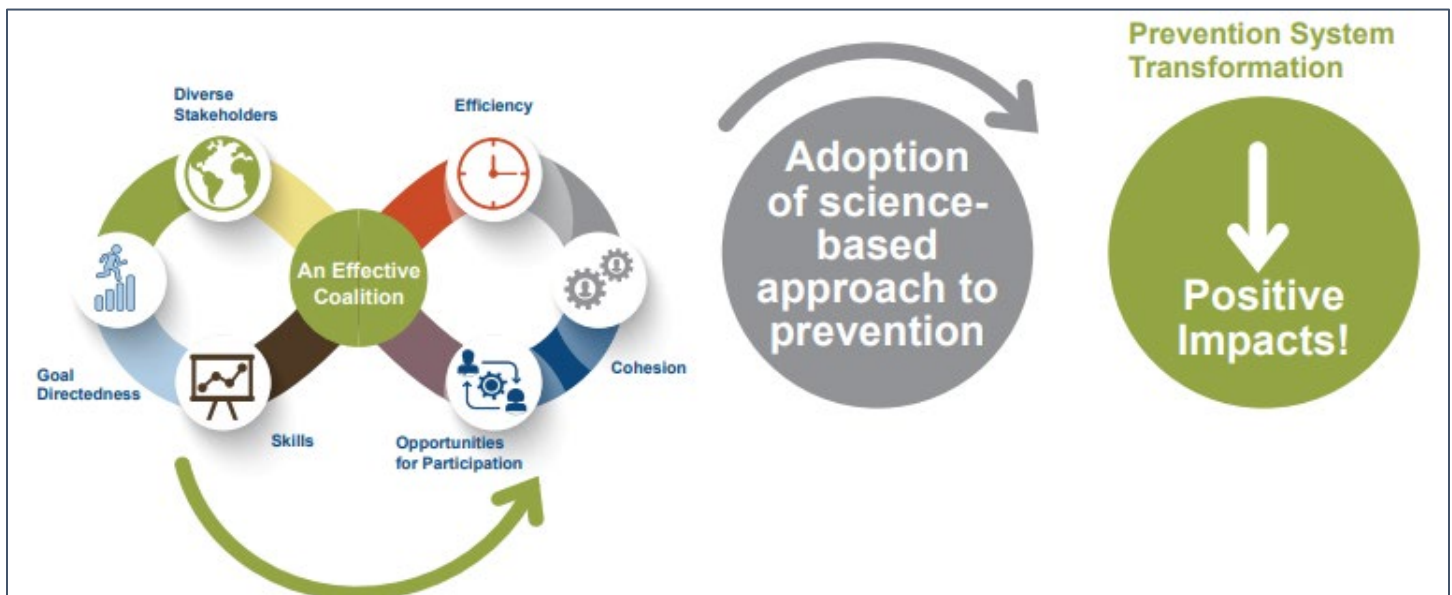


An Overview of the Six Elements

For decades now, coalitions have been tackling comprehensive community problems and making significant systems change towards healthier communities. We know from studies focused on the models of coalitions that internal and external coalition functioning are important predictors of coalition success. Based on a large and growing body of rigorous research, there are six elements that are characteristic of effective coalitions. While this list of elements is not exhaustive, those included in this model are meant to serve as a *starting place* for community coalitions to assess their functioning and success in reaching their goals. When you look at this model in the figure below:

- The first section contains the six elements: diverse stakeholders, opportunities for participation, cohesion within the group, efficiency, skills among all members, and goal directedness.
- The middle section contains the actions or implementation activities – the implementation of evidence-based and promising prevention programs to create healthier communities.
- Finally, the right side of the model contains the results - ultimately, coalitions will see positive impacts in their communities.

The six elements work together to support a coalition's capacity to achieve desired outcomes in a community, including changes in community members' attitudes, knowledge, and skills; community policies and practices; allocation of resources; inter-organizational relationships; community norms and values. Collectively, these outcomes may be characterized as **systems transformation**. Outcomes might include decreased behaviors that lead to substance misuse, positive change in community norms, positive changes in attitudes or knowledge, or policy and practice change.



Overview of the Six Elements of Effective Coalitions Webinar (recorded and available to view)

[Six Elements of Effective Coalitions Series: Overview of the Six Elements](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: June 30, 2020

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)







[Six Elements of Effective Coalitions: Fact Sheet & Overview](#)



Definitions of the Six Elements of Effective Coalitions

This section provides a deeper dive into each of the six elements listed in the table below. Select the icon you wish to learn more about to move directly to that part of the toolkit. You can come back to this page at any time by selecting the bar at the bottom of the page.

Table 1: Definitions of the Six Elements of Effective Coalitions

 <p>Diverse Stakeholders</p> <p>For more impactful planning and implementation of prevention strategies, engage diverse community sectors that represent a broad group of stakeholders. Inclusion of diverse sectors promotes collaboration, builds stronger bridges to the target populations, pools resources and builds strategic influence.</p>	 <p>Opportunities for Active Participation</p> <p>To create an empowering environment and increase the program's success, the coalition must provide opportunities for members to take on significant roles. Encouraging members to take on a variety of formal coalition positions or roles builds capacity, expertise and promotes retention.</p>
 <p>Developing New Skills</p> <p>To increase the coalition's effectiveness in achieving outcomes, offer a variety of opportunities for trainings and technical assistance to build upon and refresh the skills and knowledge of members.</p>	 <p>Efficiency</p> <p>To overcome struggles with limited resources and to improve nimbleness to respond quickly to timelines, coalitions must have strong work ethic and strategic focus to deliver services in a well-organized and effective manner.</p>
 <p>Goal Directedness</p> <p>To be the vehicle that achieves a common goal and delivers high-quality program implementation, coalitions must be task-focused and not get side-tracked by smaller issues or pet projects that surround the central goals</p>	 <p>Cohesion</p> <p>To promote member satisfaction, commitment, retention and ultimately the implementation of effective programs, there must be feelings of unity, group spirit, trust, and belonging among coalition members.</p>





Diverse Stakeholders



Diverse Stakeholders Definition

For more impactful planning and implementation of prevention strategies, engage diverse community sectors that represent a broad group of stakeholders. Inclusion of diverse sectors promotes collaboration, builds stronger bridges to the target populations, pools resources and builds strategic influence.



Diverse Stakeholders Checklist

- Our Coalition reviews organizational procedures, policies, and values to ensure inclusive practices
- Our Coalition regularly examines membership representation and gaps
- Our Coalition has developed a recruitment plan based on membership gaps
- Our Coalition seeks guidance on how to create a climate of cultural humility within our group
- Our Coalition sets aside time to learn about specific populations in our community that we are interested in engaging
- Our Coalition has discussions with current and new community stakeholders about their communities' interests and concerns



Diverse Stakeholders National Webinar

[Six Elements of Effective Coalitions Series: Diverse Stakeholders & Opportunities for Participation](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: September 17, 2020

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)



Diverse Stakeholders PTTC Resources

[Diversity and Cultural Inclusion in Prevention: Guide & Group-Assessment Tool](#)

- Publication Date: April 28, 2021
- Developed By: New England PTTC
- [Access Product](#)

[Capacity Building and Planning 5.21 & 5.28](#)

- Publication Date: December 21, 2020
- Developed By: Northeast & Caribbean PTTC
- Capacity building and planning are important steps in the Strategic Prevention Framework (SPF). This two-part webinar covers each step in detail and provides information on how to successfully implement these steps.
- [Access Product](#)

[Coalition Leadership In the Community](#)

- Publication Date: November 11, 2020
- Developed By: Great Lakes PTTC
- [Access Product](#)

[Podcast Episode 35: Community Partnership of the Ozarks](#)

- Publication Date: November 10, 2020
- Developed By: Mid-America PTTC
- In today's episode, Alicia chats with Rikki Barton, the Director of Prevention for the [Community Partnership of the Ozarks](#). They serve 25 coalitions spanning 21 counties. This episode is packed with great info how COVID-19 has impacted their coalition work, Mental Health Moments on Facebook and YouTube, and how their coalitions are engaging diverse community stakeholders during the pandemic.
- [Access Product](#)

[Webinar: Community Engagement Strategies - Best Practices for Preventing Substance Misuse at the Grassroots Level](#)

- Publication Date: April 15, 2020
- Collaborating TTC: Southeast PTTC
- Many agencies and organizations struggle to engage members of affected communities with opioid prevention, recovery and treatment messaging, due to stigma related to addiction, ineffective outreach and engagement strategies, low levels of trust in government institutions and other challenges. MEE shares how Coalitions or Collaborations in any size community can enhance their outreach, engagement and prevention efforts, focusing on hard-to-reach audiences. These strategies and tactics will help grow presence in digital (online) and grassroots (off-line) spheres to educate communities and to mobilize partners and stakeholders, increasing both impact and effectiveness of their opioid prevention and reduction efforts.
- [Access Product](#)

[Webinar: Innovative Strategies for Engaging Underserved Populations](#)

- Publication Date: January 22, 2020
- Collaborating TTC: Southeast PTTC
- Reaching underserved populations is often a dilemma for coalitions, agencies, and organizations. This presentation helps participants explore the causes of community disengagement and provide



tips and strategies for facilitating meaningful participation of underserved populations in community change efforts.

- [Access Product](#)

Implementing Evidence-Based Prevention Approaches (Webinar Series) Part 4 of 4: Engaging in Collaborative Prevention Efforts

- Collaborating TTC: Central East PTTC
- Publication Date: September 19, 2019
- This final session in a four-part webinar series hosted by the Central East PTTC focuses on implementing evidence-based prevention approaches.
- Implementing successful substance use prevention programming is often a time-intensive, and resource-consuming process that can be too large a task for any single organization. This webinar focuses on strategies and tips for engaging in collaborative practices to leverage the resources and abilities of numerous prevention stakeholders. It discusses identifying opportunities for collaboration, reaching out to potential partners, improving processes for establishing and maintaining collaborative efforts, and evaluating those efforts, among other topics
- [Access Product](#)

Towards More Equity: Ways to Enhance Your Prevention Programming Resources

- Developed By: Northeast & Caribbean PTTC
- Publication Date: April 23, 2021
- The following resources were developed for prevention practitioners and community coalition members by the Northeast and Caribbean Prevention Technology Transfer center to accompany the webinar series Addressing Emerging Prevention Priorities with a Health Equity lens.
- [Access Product](#)
- Access Tools
 - [Worksheet: Analyzing Existing Partnerships through a Health Equity Lens](#)
 - [Worksheet: Taking a Health Equity Approach to Identifying New Partners](#)
 - [Are Members Satisfied?](#)



Diverse Stakeholders Additional Resources

[Evidence2Success Annie E. Casey Stakeholder Analysis](#)

[The Community Toolbox](#)

- [Including Youth in your Coalition](#)
- [Increasing Diversity on your Coalition](#)

[The Racial Equity Toolkit: An Opportunity to Operationalize Equity](#)

From the Local and Regional Government Alliance on Race & Equity

This toolkit is published by the Government Alliance on Race and Equity, a national network of government working to achieve racial equity and advance opportunities for all. Website: Racialequityalliance.org

[Prevention Collaboration in Action Stories of Success and Tools to Help You Get There](#)

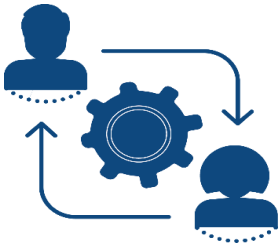
From Michigan DHHS State Innovation Model 2021

[Engaged Diverse Partners Tools](#) Will Help You: identify and recruit diverse partners; create opportunities for active engagement; develop a clear action plan; coordinate multiple efforts; support initiative members in taking leadership roles; support community leadership development; and provide change agent opportunities.





Opportunities for Participation



Opportunities for Participation Definition

To create an empowering environment and increase the program's success, the coalition must provide opportunities for members to take on significant roles. Encouraging members to take on various formal coalition positions or roles builds capacity, expertise and promotes retention.



Opportunities for Participation Checklist

- Leadership in our Coalition asks members to assist with specific tasks
- Leadership in our Coalition intentionally seeks out all members' views
- Our Coalition takes steps to make sure everyone is involved in discussions



Opportunities for Participation National Webinar

[Six Elements of Effective Coalitions Series: Diverse Stakeholders & Opportunities for Participation](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: September 17, 2020

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)

Opportunities for Participation PTTC Resources

[Community Engagement Resources](#)

- Publication Date: March 12, 2021
- Developed By: The PTTC Network
- [Access Product](#)

[Effective Leadership in your Community](#)

- Publication Date: November 11, 2020
- Developed By: Great Lakes PTTC
- [Access Product](#)

[Northwest PTTC's Learning Lab: Using Liberating Structures to Navigate the "In Between" Time](#)

- Publication Date: August 16, 2021
- Developed By: Northwest PTTC
- [Access Product](#)



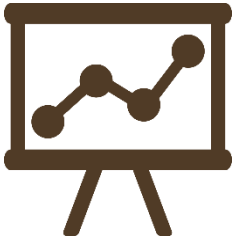
Opportunities for Participation Additional Resources

[Liberating Structures to promote opportunities for participation in the meetings and decisions](#)

Liberating Structures (LS) can be referred to as a menu, repertoire, or curated collection of facilitation methods that are designed to be versatile and adaptable in many different situations and local contexts.



Developing New Skills



Developing New Skills Definition

To increase the coalition's effectiveness in achieving outcomes, offer a variety of opportunities for trainings and technical assistance to build upon and refresh the skills and knowledge of members.



Developing New Skills Checklist

- Leadership in our Coalition openly communicates opportunities for trainings across partners
- Leadership in our Coalition provides a variety of opportunities for trainings and technical assistance to build upon and refresh staff and coalition members' skills in areas such as
 - Skills for organization and communication
 - Skills for changing local policy
 - Skills for designing and carrying out prevention programs
 - Skills for implementation (implementation fidelity, evaluation, monitoring, observations)



Developing New Skills National Webinar

[Six Elements of Effective Coalitions Series: Goal Directedness & New Skills](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: November 23, 2020

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)

Developing New Skills PTTC Resources

[Policy Analysis Worksheet](#)

- Publication Date: May 10, 2021
- Developed By: Northwest PTTC
- [Access Product](#)
- The purpose of this worksheet is to help entities to identify where current and proposed regulations and policies are strong and where more specific prevention-informed approaches may be needed

[The Risk and Protective Factor Framework: 3 Part Webinar Series](#)

Publication Date: May 25, 2021

- Developed By: Northwest PTTC
- [Access Products](#)
 - [Session 1: Risk Factors](#)
 - [Session 2: Protective Factors](#)



- [Session 3: Measuring Risk and Protective factors for Your Community](#)

- The risk and protective factor framework is foundational to Prevention Science. This 3-part webinar series defines risk and protective factors for healthy youth development, discusses how the research on risk and protective factors is evolving, and explains how youth survey measures were developed and tested for risk and protective factors.

[Ripple Effects Mapping](#)

- Publication Date: May 24, 2021
- Developed By: Northwest PTTC
- Identifying the impacts of complex community work is often challenging due to the time lag between the work and the ultimate effects for the clients. This webinar describes *Ripple Effects Mapping*, which gives coalition and prevention partners the ability to capture the direct and indirect impacts of prevention efforts.

[Selecting Evidence-based Interventions: Finding the Best Fit](#)

- Publication Date: August 4, 2021
- Developed by the Pacific Southwest PTTC
- Prevention leaders are dedicated to improving the health of their communities through effective strategies to reduce substance misuse and its related consequences. Perhaps the most critical decision prevention staff weigh, is what set of interventions to implement, typically with limited resources. This webinar introduces best processes and accompanying resources to use when making these critical decisions.
- [Access Product](#)
- Access Tools
 - [Selecting Best-fit Programs and Practices: Guidance for Substance Misuse Prevention Practitioners](#)
 - [Guide to Online Registries for Substance Misuse Prevention Evidence-based Programs and Practices](#)
 - [How to Conduct a Thorough Literature Search](#)
 - [A Primer on How to Read a Scientific Paper for Substance Misuse Prevention Professionals](#)



Developing New Skills Additional Resources

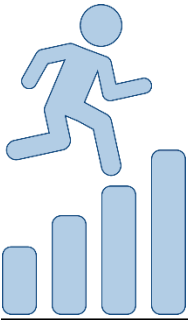
[Facilitators Guide to Participatory Decision Making](#)

PDF's to view:

- Facilitative Listening Skills (25 pages) -- Chapter 4, Facilitator's Guide to Participatory Decision-Making
 - By Sam Kaner with Lenny Lind, Catherine Toldi, Sarah Fisk and Duane Berger
- Promoting Mutual Understanding for Effective Collaboration in Cross Functional Groups
 - By Sam Kaner -- Chapter 7, The IAF Handbook of Group Facilitation, edited by Sandy Schuman
- Five Transformational Leaders Discuss What They've Learned
 - By Sam Kaner -- Chapter 1, Creating a Culture of Collaboration, edited by Sandy Schuman
- Strengthening Your Collaborative Mindset
 - By Sam Kaner -- Chapter 16, Discover Your Inner Strength, Insight Publishing
- Strengthening Your Collaborative Mindset (Spanish)
 - by Sam Kaner -- Chapter 16, Discover Your Inner Strength, Insight Publishing
- Realizing Virtue in Large Group Meetings -- Chapter 1, Virtuous Meetings
 - By Karl Danskin and Lenny Lind
- Using Interactive Meeting Technologies: Overcoming the Challenges of Time, Commitment and Geographic Dispersion
 - By Lenny Lind, Karl Danskin and Todd Erickson -- Section 8, The Handbook of Large Group Methods, by Barbara Benedict Bunker and Billie T. Alban *



Goal Directedness



Goal Directedness Definition

To be the vehicle that achieves a common goal and delivers high-quality program implementation, coalitions must be task-focused and not get sidetracked by smaller issues or pet projects that surround the central goals.



Goal Directedness Checklist

- Our Coalition has developed clear goals and SMART objectives
- Our Coalition has agreed how it will govern itself and make decisions
- Coalition Leadership has a clear vision for the coalition
- Coalition Leadership adheres to the decision-making procedures that the coalition adopts



Goal Directedness National Webinar

[Six Elements of Effective Coalitions Series: Goal Directedness & New Skills](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: November 23, 2020

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)

Goal Directedness PTTC Resources

[How to Develop an Effective Program Logic Model Part 1](#)

- Publication Date: May 10, 2021
- Developed By: South Southwest PTTC
- [Access Product](#)

[Resources to Help Create a Logic Model](#)

- Publication Date: October 26, 2021
- Developed By: National Coordinating Office PTTC
- [Access Product](#)

[The Data Dive Podcast and Assessment Prioritization Guide](#)

- Publication Date: October 1, 2019
- Developed By: National PTTC Data Informed Decisions Workgroup
- [Access Product](#)



Goal Directedness Additional Resources

Action Planning Tools

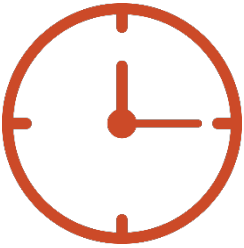
[CADCA Implementation Primer: Putting Your Plan into Action](#)

[The Athena Forum](#)





Efficiency



Efficiency Definition

To overcome struggles with limited resources and to improve nimbleness to respond quickly to timelines, coalitions must have strong work ethic and strategic focus to deliver services in a well-organized and effective manner.



Efficiency Checklist

- Our Coalition has concrete achievements to show for its efforts
- Our Coalition is organized and productive
- Our Coalition is deliberate about setting and following an agenda
- Our Coalition meetings are guided by goals and objectives
- Our Coalition ensures strong leadership by:
 - Promoting trust
 - Listening
 - Resolving conflicts
 - Setting clear directions
 - Utilizing solid verbal and nonverbal communication skills
 - Employing effective time management
- Our Coalition develops partnerships to get things done to maximize resources, build capacity, and avoid duplication via coordination and collaborations
- Our Coalition sets regular and purposeful meetings (avoids having a meeting just to have a meeting)
- Our Coalition keeps members informed (posting agendas and meeting minutes)
- Coalition Leadership promotes proactive membership engagement by engaging members in meaningful roles
- Our Coalition takes advantage of each members strengths/interest/skill level
- Our Coalition keeps in touch with membership between meetings
- Our Coalition ensures members have the skills sets needed to reach our goals and objectives
- Our Coalition creates task focused and realistic agendas
- Our Coalition has an assigned time or task keeper during a meeting
- Our Coalition rotates facilitators to avoid burnout and to build the coalition's capacity
- Our Coalition manages and focuses meetings based on the coalition's vision, goals and objectives, work plans



Efficiency National Webinar

[Six Elements of Effective Coalitions Series: Efficiency & Cohesion](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: January 27, 2021

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)



Efficiency PTTC Resources

[Northwest PTTC's Annual Coalition Report Template Workbook](#)

- Publication Date: September 21, 2021
- Developed By: Northwest PTTC
- [Access Product](#)

Efficiency Additional Resources

Source: Adapted from [Elected Official's Little Handbook](#), Len Wood & [Facilitative Leadership](#), Interaction Associates.

Seven Cardinal Rules for Exceptional Meeting Preparation

- Unnecessary meetings are not called
- Planning work is delegated to others. The agenda is prepared with or by the appropriate chairperson
- The agenda has clear, measurable, behavioral outcomes
- There are clear agenda items which feature action words, e.g. "evaluate", "discuss", "decide"
- The agenda items have realistic timeframes
- Handouts and flipcharts are clear and prepared well in advance, as needed
- A stakeholder analysis is completed prior to the meeting, when appropriate
- The degree of participation needed in decision-making has been weighed, before decision-making is placed on the agenda

Twelve Cardinal Rules of Exceptional Meeting Facilitation

- Meetings start and end on time
- The group sticks to the agenda
- No one tends to dominate the discussion
- All members participate
- The group does not attempt to engineer "how to" details at the meeting
- Members do not engage in side conversations during the meeting
- Members actively listen to each other
- Members do their homework
- "Bonding time" is provided
- CTC steps for decision making[®] are used, when broad input and consensus are needed
- Clarifying questions are asked as part of facilitation for the following:
 - To limit participation of selected individuals
 - To focus or re-focus discussion
 - To help the group move along
 - To develop opportunities for involvement
 - To broaden participation
 - To help the group reach a decision
 - To lend continuity
- At close of meeting, Action Steps are summarized with deadline and people assigned





Cohesion



Cohesion Definition

To promote member satisfaction, commitment, retention and ultimately the implementation of effective programs, there must be feelings of unity, group spirit, trust, and belonging among coalition members.



Cohesion Checklist

- Our Coalition promotes open communication and transparency
- Our Coalition is able to resolve conflict and maintain goodwill among all members
- Coalition Leadership assesses how welcome other participants feel
- Our Coalition identifies and celebrates process accomplishments as well as outcomes accomplishments
- Our Coalition members express a sense of unity and trust
- Coalition members like coming to our meetings



Cohesion National Webinar

[Six Elements of Effective Coalitions Series: Efficiency & Cohesion](#)

Developed By: PTTC Community Coalitions and Collaborators Working Group

Publication Date: January 27, 2021

[Webinar Landing Page Access](#) | [Webinar \(Recording\) Access](#) | [Webinar Slides \(PDF\) Access](#)

Cohesion PTTC Resources

[Leadership in Multi-Stakeholder, Loosely Coupled Systems](#)

- Publication Date: July 14, 2021
- Developed By: Mid-America PTTC
- [Access Product](#)

Leadership today requires a paradigm shift in order to be more effective and deliver results. This recorded webinar covers competencies necessary to lead in this new way. The presenter shares differing points of view on leadership, including levels and dimensions of leadership in loosely-coupled, multi-stakeholder systems.



Cohesion Additional Resources

[Facilitator's Guide to Participatory Decision-Making,](#)

- Facilitative Listening Skills (25 pages) -- Chapter 4
- By Sam Kaner with Lenny Lind, Catherine Toldi, Sarah Fisk and Duane Berger

[Get-to-know-you activities at the beginning of your meetings](#)

[Create a coalition newsletter: see the Community Toolbox](#)

Other Tips

- Take time for fun
- Annual board retreat to take stock
- Remind coalition members of big and small accomplishments along the way
- Relationship building/1-on-1's with your members

