Alliance Building:

Why do we build alliances and coalitions? solidarity & inclusion

What is alliance and coalition building?

Alliances & coalitions are Relationships.

- ⇒ Shared values
- ⇒ Shared purpose
- ⇒ Shared growth & learning
- - → What happen without commitment? ... Slush

5 foundational Blocks to alliance building

- ⇒ Clear roles

Strategising alliance building:

strategy is turning the resources you have into the power you need, to win the change you want.

Strategy:

Spectum → Continuum: leadership, ally-ship

Messengers & connectors + convener

Ownership= commitment Not a pie → Elastic Ban

How? Campaign Coalition

New Established [accountability]

NetworkingOne-on-one'sMeetingsActions

House meetings
 Organisational meetings
 Electoral strategies
 C4 / Running candidates

- Team meetings - Strategic state, national & international partnerships

Organisational development

Alliance Building tools for advanced sessions

Theory Of Change

If...... When

Power Analysis

Action Plan

Set goals, Choose tactic, SWOT, Stakeholders analysis.

Reflection

Evaluation

SMARTIE Goals,

[Source: The Management Center: http://www.managementcenter.org/]

For goals to be effective in driving an organization's performance, they need to be:

STRATEGIC | reflects an important dimension of what your organization seeks to accomplish (programmatic or capacity-building priorities).

MEASURABLE | includes standards by which reasonable people can agree on whether the goal has been met (by numbers or defined qualities).

AMBITIOUS | challenging enough that achievement would mean significant progress; a "stretch" for the organization.

REALISTIC | not so challenging as to indicate lack of thought about resources or execution; possible to track and worth the time and energy to do so.

 $\mathsf{T}_{\mathsf{IME-BOUND}}$ | includes a clear deadline.

NCLUSIVE | It brings traditionally marginalized people—particularly those most impacted—into processes, activities, and decision/policy-making in a way that shares power.

EQUITABLE | includes an element of fairness or justice that seeks to address systemic injustice, inequity, or oppression.

From SMART to SMARTIE

Build a volunteer team of 100 door-to-door canvassers by May.....with at least 10 people of color recruited as volunteer leaders first, so that they can help shape the way we run the canvasses.

There's a fine line between inclusion and tokenism. What's the difference? Power. In most cases, it's not enough to tack on "...and x number of volunteers/new hires/spokespeople should be people of color" unless the people you're trying to include will be able to influence the work in a meaningful way. SMARTIE goals are about including marginalized communities in a way that shares power, shrinks disparities, and leads to more equitable outcomes.

By incorporating IE into your goals, you can make sure that your organization's commitment to diversity, equity, and inclusion is anchored by tangible and actionable steps.



PRACTICE: Measuring Success

Using the examples below, practice making important priorities into SMARTIE goals. Focus on making them measurable by asking, "What would success look like? How will I know it when I see it?"

1. Priority: Ensure the steering committee is $\underline{\text{highly engaged}}$ this year.

2. Priority: Build <u>strong relationships</u> with key community stakeholders. SMARTIE goal:
3. Priority for my role:
SMARTIE goal:
PRACTICE – Fill out your Success Sheet Use this template to plan and get aligned with your manager about what success looks like for you.
<u>Fime Bound:</u> My goals between (start date) and (end date) are to:
1. Strategic, Ambitious, Outcome:
Make it Measurable (how I will know success when I see it)
The main activities or tactics I'll use to make it <u>R</u> ealistic to reach the outcome include: By (date):
By (date):
By (date):
2. <u>S</u> trategic, <u>A</u> mbitious, Outcome:
Make it <u>M</u> easurable (how I will know success when I see it)
The main activities or tactics I'll use to make it <u>R</u>ealistic to reach the outcome include:
By(date):
By (date):
By (date):
Can you imagine there being any unintentional disparate impact along lines of race, gender, class, ability, access, o power?

How might you change the goals to either mitigate that disparate impact or to make equity and inclusion an intentional feature?

Power Analysis

[Source: Exercise by Sylvia Castillo/adapted Courtesy of SCOPE]

Mapping Our Assets

- ⇒ Who do we know/What do we bring that has influence inside and from outside of the field?
- ⇒ What will it take to mobilize these assets?

Power Analysis Exercise

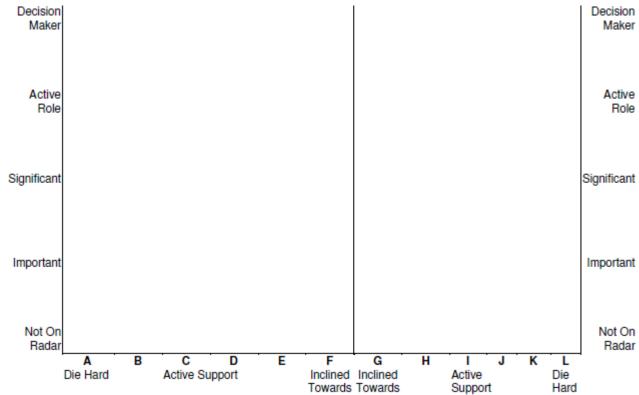
Create a power analysis chart and place the "players" (including us) on a grid based on our responses to the following:

- ⇒ Opening Game: What will it take to get on the radar screen?
- ⇒ Middle Game: What will it take to be a major influence?
- ⇒ End Game: What will it take to declare victory?

Develop a profile of the Target(s)/Decision-maker(s)

- 1. What power does the decision-maker have to meet your goal/demands? By what authority?
- 2. What is the decision-maker's background and history?
- 3. What is the decision-maker's position on your issue/goal? Why?
- 4. What is the decision-maker's self-interest?
- 5. What is the decision-maker's history on the issue?
- 6. Who is the decision-maker's boss?
- 7. What/Who is the decision-maker's base and support?
- 8. Who are the decision-maker's allies?
- 9. Who are the decision-maker's opponents/enemies?
- 10. What other social forces influence the decision-maker?

Sample Power Analysis Grid



Exercise by Sylvia Castillo/adapted Courtesy of SCOPE