



Alliance Building:

Why do we build alliances and coalitions?

solidarity & inclusion

What is alliance and coalition building?

Alliances & coalitions are Relationships.

- ⇒ Shared values
- ⇒ Diverse skills & resources
- ⇒ Shared purpose
- ⇒ Shared growth & learning
- ⇒ Commitment *

➔ What happen without commitment? ... **Slush**

5 foundational Blocks to alliance building

- ⇒ Diverse people
- ⇒ Common purpose
- ⇒ Clear Boundaries
- ⇒ Clear roles
- ⇒ Explicit norms

Strategising alliance building:

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

Strategy:

Spectrum → Continuum: leadership, ally-ship

Messengers & connectors + convener

Ownership= commitment

Not a pie → Elastic Ban

How? Campaign Coalition

New

- Networking
- One-on-one's
- House meetings
- Organisational meetings
- Team meetings

Established [accountability]

- Meetings
- Actions
- Electoral strategies
- C4 / Running candidates
- 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.

TIME-BOUND | includes a clear deadline.

INCLUSIVE | 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 highly engaged this year.

SMARTIE goal:

2. Priority: Build strong relationships 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.

Time Bound: My goals between _____ (start date) and _____ (end date) are to:

1. **S**trategic, **A**mbitious, **O**utcome: _____

Make it **M**easurable (how I will know success when I see it) _____

The main **activities or tactics** I'll use to make it **R**ealistic to reach the outcome include:

- By _____ (date): _____
- By _____ (date): _____
- By _____ (date): _____

2. **S**trategic, **A**mbitious, **O**utcome: _____

Make it **M**easurable (how I will know success when I see it) _____

The main **activities or tactics** I'll use to make it **R**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, or power?

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

