

Transformational Leadership: Strategies for Coalitions

Dorothy Chaney, M.Ed.
CADCA Trainer

GLOBAL | COLLABORATIVE | INNOVATIVE | PASSIONATE | LEADER

CADCA
Building Drug-Free Communities
cadca.org

1

CADCA Member Benefits

- Advocacy on Capitol Hill including emailed legislative alerts and updates regarding CADCA's public policy efforts and time-sensitive legislative issues
- Discounted registration rates up to \$200 for CADCA's National Leadership Forum and Mid-Year Training Institute
- Electronic newsletters and 2 printed newsletters per year
- Unlimited postings to the CADCA's Prevention Job Board
- Volunteer request referrals
- Unlimited Roster
- CADCA Community

cadca.org 2

2

Wednesday Webinars Member Perk

Webinar presenters will be on the members-only CADCA Community for 1 hour after each webinar. Members can ask questions, interact, and engage for a more in- depth experience on what you have just learned.

This is a members-only benefit. You can [learn more and join](#).

Questions? Contact Lauren Blackwell at lblackwell@cadca.org or 703-706-0560 x261

cadca.org 3

3

LiveStream Training

- Goal is to keep everybody engaged
- CADCA staff will monitor the chat box
- Encourage you to participate!



cadca.org 4

4

Objectives

- o Discuss the principles of transformational leadership
- o Explore how to infuse transformational leadership practices into the Strategic Prevention Framework
- o Assess our own leadership strengths and present improvement strategies
- o Will allow for discussion and Q&A toward end of session

cadca.org 5

5

Why I want to do this session...



- Some coalitions struggle with cultivating leadership, but yet it is a cornerstone of our work
- Coalitions will not be sustained without effective leadership
- Many of you already use transformational leadership practices – so we want to hear from you!
- Developing leadership (ownership) takes strategy & intention

cadca.org 6

6

What is Leadership?



cadca.org 7

7

True or False?

Leadership is the same as **Authority**

Enter your response in the chat box

cadca.org 8

8

True or False?

Leadership is the same as **Authority**

FALSE!

cadca.org 9

9

Leadership vs Authority

Authority depends upon an established power hierarchy

Leadership is an activity that may or may not have authority

cadca.org 10

10



11

*Why is **Leadership** vs **Authority** an important distinction when we consider coalition work?*

12



13

Leadership Continuum

←—————→

Autocratic — Managerial — Democratic — Collaborative


Autocratic — totally in control, making all decisions oneself

Managerial — concerned with the smooth operation, rather than the goals and effectiveness, of the organization

Democratic — consulting with others, encouraging equality within the organization, but making final decisions oneself

Collaborative — sharing leadership, involving others in all major decisions, spreading ownership of the organization.

14



Potential Coalition Leadership Pitfall:

All About Me style of leadership

cadca.org 15

15



16



17



18

Transformational Leadership

Collaborative or Transformational Leadership

Effective organization leadership requires a collection of personal qualities and skills that are typically not found in one individual, but rather in a group of committed leaders who have grassroots community support

**Network Leadership*
**Adaptative Leadership*

Source: Conditions and Partnerships in Community Health cadca.org 19

19

Transformational Leaders



"Transformational leaders ensure that the power of others grows, while their own power fades, thereby developing capacity and a culture of distributed leadership that increases the collaboration's efficiency, effectiveness and sustainability"

https://ssir.org/articles/entry/the_most_impactful_leaders_youve_never_heard_of cadca.org 20

20

Transformational Leaders



"Transformational leaders create authentic relationships and build trust from the bottom up, not the top down"

https://ssir.org/articles/entry/the_most_impactful_leaders_youve_never_heard_of cadca.org 21

21

Transformational Leaders



- Create Trust – not control: Develop long term trust-based relationships
- Cede their leadership to the collective leadership of the coalition
- Develop a culture where no individual or organization seeks to be the brightest star – everyone works together to achieve the **shared vision**
- Support “all boats to rise” – work to support all partners – not simply maximize their own resources

https://sai.org/articles/entry/the_most_impactful_leaders_youve_never_heard_of cadca.org 22

22

Self Assessment: What Kind of Leader are you?



23

Am I A Transformative Leader?

1. I let go of things others can do	YES	NO
2. I encourage new ideas, problem solving and risk taking	YES	NO
3. I ensure that people have goals and know how they are doing	YES	NO
4. I delegate to challenge, develop and empower others	YES	NO
5. I coach others to ensure success	YES	NO
6. I reinforce good work, and attempts	YES	NO
7. I share information, knowledge and skills	YES	NO
8. I value, trust and respect each individual	YES	NO
9. I provide support without taking over	YES	NO
10. I practice what I preach	YES	NO

http://coalitionswork.com/wp-content/uploads/am_i_a_transformational_coalition_leader.pdf

24

Poll: How Many Did You Answer "YES" to?

- 1. Less than 3
- 2. 3-5
- 3. 5-7
- 4. 7-9
- 5. 9-10

cadca.org 25

25

Transforming Your Coalition



26

Transforming Your Coalition

Two Key Elements of a Transformational Organization

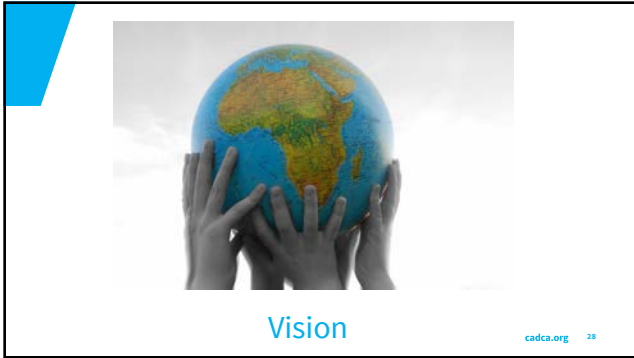
- Vision
- Leadership roles

Transformational Leadership Examples for SPF



cadca.org 27

27



28



29



30

Do YOU Have A Powerful Vision?

Vision Worksheet
CDOCA
Member Worksheet
October 2020

Current Vision:

- Will make your community stronger
- Brief
- Will attract people to your coalition
- Broad appeal
- Concise
- Easy to remember
- Easy to understand
- Memorable
- Owned by your members
- Supported by all members
- All your members know it
- Includes and integrates coalition partners
- Used in your communications

Vision Development: That's such a shame. You have achieved what you have set out to accomplish. Your coalition gets the best single headline in your last paper. What does the headline say?

cadca.org 31

31

Powerful Visions

“A world where everyone has a decent place to live”
-Habitat for Humanity


“A hunger-free America”
-Feeding America

cadca.org 32

32

Checking In....

- Do you have a compelling vision statement that unites your coalition?
- We would love to hear it!



33



34



35



36

Why is it important to engage youth as transformational leaders in community change efforts?



cadca.org 37

37

Engaging Youth As Transformational Leaders

- Leadership opportunities must be real and meaningful
- Identify, enhance and utilize the gifts and talents of youth
- Create opportunities for youth to be heard.
- Engage in active listening.
- Be prepared to act on the youth input
- Provide appropriate recognition



38

Checking In....

- How do you cultivate leadership in youth?



39



40

Assessment

Engage coalition and community members in data collection

- 100 cups of coffee
- Draw community maps

cadca.org 41

41

Capacity

Recognize that coalition members are experts

<p>Coalition members provide trainings through:</p> <ul style="list-style-type: none"> • New member orientation • Membership retreats • Regular meetings • Newsletters, social media 	<p>Coalition members receive new information and skills through:</p> <ul style="list-style-type: none"> • CADCA attendance • Selected local trainings • On-line courses
---	---

cadca.org 42

42

Planning Actively engage coalition members in decision making



cadca.org 43

43

Decision Making

- Authority without group discussion
- Expert
- Averaging individual's opinions
- Authority after group discussion
- Minority
- **Majority vote**
- **Consensus**

TRANSPARENCY!



44


Shift in Decision Making From "Heroic" to Transformational

Heroic Leadership Trap	Transformational Leader
I know the right answer	I have important information and perspective, but I may not see or understand everything
Staff and/or coalition partners have their own agenda	Staff and/or coalition partners may see things that I do not, and they may have valuable insight that can contribute to my understanding
My task is to get staff and coalition members to see things my way	My task is to access and engage the collective wisdom of the staff and coalition members so that we make the best possible choices and decisions

45

Checking In....

- How do you engage the coalition in decision making?



46

Cultural Competence

Engage coalition members

- Identify new partners
- *Respect cultural wisdom*
- Provide training to increase cultural understanding



cadca.org 47

47

Self Assessment
Transformational Leaders

48

Self Assessment

1.....2.....3.....4.....5.....6.....7.....8.....9.....10
 Never..... Rarely..... Periodically..... Routinely..... Always

At the start of your meetings how often do you take time for all attendees to generate together a common purpose for their participation.

Source: The Surprising Power of Liberating Structures cadca.org 49

49

Self Assessment

1.....2.....3.....4.....5.....6.....7.....8.....9.....10
 Never..... Rarely..... Periodically..... Routinely..... Always

In your meetings how frequently do you create opportunities for everyone to share their ideas?

Source: The Surprising Power of Liberating Structures cadca.org 50

50

Self Assessment

1.....2.....3.....4.....5.....6.....7.....8.....9.....10
 Never..... Rarely..... Periodically..... Routinely..... Always

In your meetings or work sessions how often is someone other than staff acting as facilitator?

Source: The Surprising Power of Liberating Structures cadca.org 51

51

Self Assessment

1.....2.....3.....4.....5.....6.....7.....8.....9.....10
 Never..... Rarely..... Periodically..... Routinely..... Always

In your meetings or work sessions how often do you change the configuration of the group (e.g., presentation to all, breakout groups, pairs)?

Source: The Surprising Power of Liberating Structures cadca.org 52

52

Self Assessment

1.....2.....3.....4.....5.....6.....7.....8.....9.....10
 Never..... Rarely..... Periodically..... Routinely..... Always

At the end of your meetings or projects how often do you assess specifically the level of engagement among participants?

Source: The Surprising Power of Liberating Structures cadca.org 53

53

Checking In...

- How did you do on the self assessment?
- Did you identify ways that you currently employ transformational leadership practices in your work?
- Did you identify any opportunities during this session?



54

When the best leader's work is done the people say, 'We did it ourselves.'

-Lao Tzu



55


Questions and Answers



cadca.org 56

56

Q&A on CADCA Community



Join me on the CADCA Community right now for 1 hour of Q&A!

Go to community.cadca.org.

This is a members-only benefit. [Learn more and join here.](#)

Questions? Contact Lauren Blackwell at lblackwell@cadca.org or 703-706-0560 x261

cadca.org 57

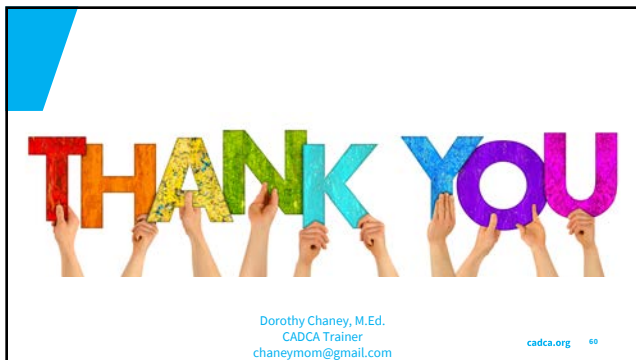
57



58



59



60
