

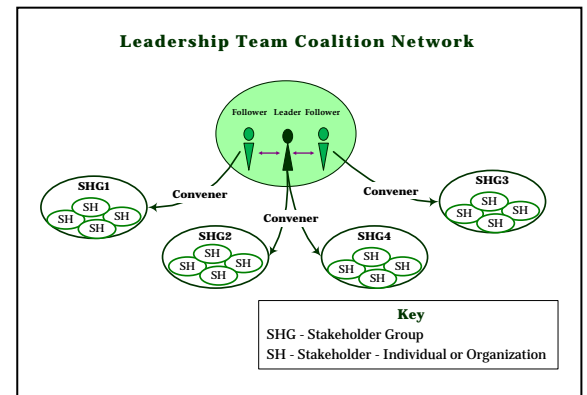
CONVENING COALITIONS TOOL

LEADERSHIP COALITION NETWORK

The Convening Coalitions Tool assists a Leadership Team to develop and facilitate a network of people and organizations, i.e., stakeholders, outside the leadership team to assist with implementing the leadership solution. This network, once developed, becomes the Leadership Team Coalition Network (see illustration).

These relationships with the external context connect the Leadership Team to people and organizations with whom they may otherwise not interact, exposing them to diversity, expanding their access to new and different resources and increasing their leverage and capacity to lead strategy implementation (Granovetter, 1973, 1985; Woolcock, 2001).

The Leadership Team is at the center of the network. The Leadership Team is comprised of the Leader and Followers working together to implement a leadership project. Extending out from each person in the Leadership Team are branches to stakeholder groups. These branches are established once those in the Leadership Team determine who among them has the strongest relationship with the stakeholders, and hence who will convene the stakeholder group.



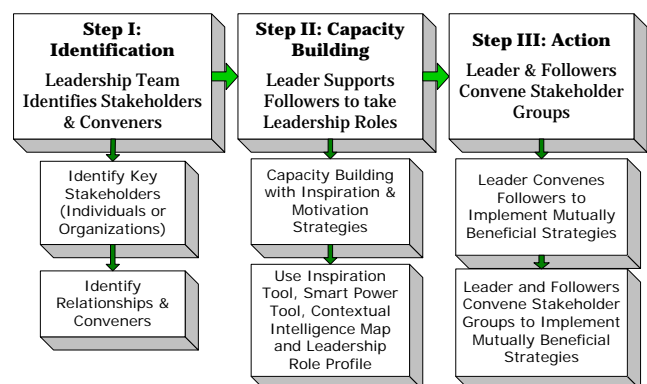
CONVENING COALITIONS

EMERGE utilizes three steps to convene coalitions for the Leadership Team: 1) Leadership Team identifies stakeholders and conveners; 2) Leader supports followers to take leadership roles as stakeholder group conveners; and 3) Leader and followers convene stakeholder groups. The *Convening Coalitions Tool: Steps* illustration describes the process in more detail.

In Step I, the Leadership Team meets to identify key stakeholders. Stakeholders can be individuals, organizations or groups. Key stakeholders are those who have the greatest legitimacy, power and interest in the solution. Because of their centrality to the success of the leadership solution, the Leadership Team focuses on key stakeholders. Then, the team determines who among them has the strongest relationship with the key stakeholders, and hence who will convene the stakeholder groups.

In Step II, the Leader builds the capacity of followers to take leadership roles as stakeholder group conveners. Importantly, capacity building needs to focus on the Inspiration Cycle (see Inspiration tool) and motivational strategies, i.e., articulation of the connections between the Vision and follower's needs and interests, finding multiple and ongoing opportunities to give followers responsibility and support them to accept it; provide personal growth opportunities; ensure their work is rewarding and vitalizing; facilitate followers' achievements; recognize their efforts; and provide advancement. The leader will reference the Smart Power Tool and the Contextual Intelligence Map in

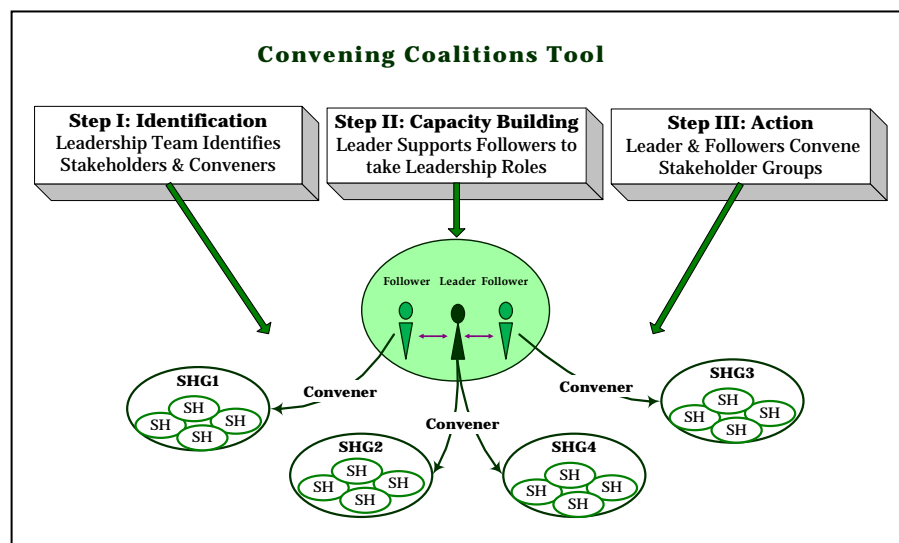
Convening Coalitions Tool: Steps



work with followers. Finally, the leader updates the Leadership Role Profile Tool to better support followers.

In Step III: Leadership Team Conveners bring stakeholders together in stakeholder groups. Each stakeholder group has a convener, either the leader or a follower from the leadership team. The role of the convener in the stakeholder group is to facilitate development of scenarios that make positive contributions to the leadership project and to the members of the group, i.e., are mutually beneficial.

Conveners will need to reference or create Contextual Intelligence Maps and the Smart Power Tool for their stakeholder group. Importantly, when working with external stakeholders, conveners will often have relatively little hard power from which to draw. So, their focus on the soft power tools will be very important. Conveners need to use the Inspiration Tool and Norming Tool for people in the Stakeholder group. The Convening Coalitions Tool for the Leadership Team is illustrated here with the primary steps. The instructions on the next page provide detail for how to implement the steps.



Granovetter, M. S. (1973). The Strength of Weak Ties. *American Journal of Sociology*, 78(6), 1360-1380.

Granovetter, M. S. (1985). Economic Action and Social Structure: The Problem of Embeddedness. *American Journal of Sociology*, 91(3), 481-510.

Woolcock, M. (2001). The place of social capital in understanding social and economic outcomes. *Isuma: Canadian Journal of Policy Research*, 2(1), 1-17.

INSTRUCTIONS TO COMPLETE CONVENING TOOL

1. **Identify Stakeholders & Conveners:** Meet with the Leadership Team to identify and describe the potential coalition network. After answering the questions in this step, draw the network using the illustration as a template.
 - a. Identify key stakeholders related to the leadership project. To identify key stakeholders:
 - i. Review brainstorming on external stakeholders completed by the leadership team on the Leadership Role Profile and Stakeholder Analysis.
 - ii. Brainstorm additional people and organizations external to this leadership team who may have an interest in the leadership project, i.e., they are working on it, affected by it, will influence it, may have resources to contribute, etc.?
 - iii. Of all the stakeholders listed, who have the greatest legitimacy, power and interest in the solution, i.e., are central to the success of the leadership project? Remember that those with significant soft power are as important as those with significant hard power. The key stakeholders are those with whom the Leadership Team will work.
 - iv. What are connections or commonalities among key stakeholders that would bring them together as a stakeholder group? In the illustration, stakeholder groups are combined through their shared interests in environment, marketing and communities.
 - b. Identify relationships between Leadership Team members and key stakeholders.
 - i. In this step, followers and the leader identify relationships they have with key stakeholders. The person/s with the strongest relationships with the stakeholders is the logical candidate to convene that stakeholder group.
2. **Leader Supports Followers:** The leader supports followers to take leadership roles in convening key stakeholder groups.
 - a. The leader focuses on building capacity of followers using inspiration and motivational strategies, i.e., finding ongoing opportunities to:
 - i. give followers responsibility and support them to accept it,
 - ii. provide personal growth opportunities,
 - iii. ensure their work is rewarding and vitalizing,
 - iv. facilitate followers' achievements,
 - v. recognize their efforts,
 - vi. and provide advancement
 - b. The leader then assists followers to use these inspirational and motivational strategies with their stakeholder groups.
3. **Stakeholder Groups Convened:** Stakeholder groups are convened to advance the leadership project and to maximize benefits to group members
 - a. Leader regularly convenes followers to construct mutually beneficial collaboration scenarios
 - b. Leader and followers convene their respective stakeholder groups to construct mutually beneficial collaboration scenarios
 1. Practice deep listening during interviews and meetings to learn about stakeholders' needs and interests. Information is gathered from individual stakeholders until the leadership team can clearly identify connections between each stakeholder and the leadership Vision and project.
 2. Then, incorporate the connections, in conjunction with motivational strategies, into the leadership project, from planning to implementation to evaluation.
 3. Summarize work in the form of the "PVN Diagnostic and Description Tool". Include a network diagram of the key stakeholder relationships.

