

Annex 13

What to Do When Things Go Wrong*

TOOLS FOR CHAPTER 6 OF THE GUIDE: SUSTAINABILITY

What to do when things go wrong		
Symptoms	Problem	Solutions
<ul style="list-style-type: none"> • Failure to plan • Failure to act • Delays • Frustration 	Lack of focus or direction	<ul style="list-style-type: none"> • Clarify the coalition's vision, mission and goals • Develop an action plan • Monitor progress in implementing the action plan
<ul style="list-style-type: none"> • Past grievances surface • Unequal sharing of resources • Disruptive meetings • Hidden agendas • Lack of trust 	Turf battles and competition	<ul style="list-style-type: none"> • Recommit to the coalition's vision for the community • Develop statements of the coalition's values • Prevent or openly address conflict • Promote face-to-face discussions to identify partners' concerns and needs • Use informal conciliation • Use third-party mediation
<ul style="list-style-type: none"> • Member and leader burn-out • Unreasonable demands on staff • New members fail to engage in work • Frustration • Resignations occur • Imbalance of power among organizations 	Unequal sharing of power, decisionmaking and responsibilities	<ul style="list-style-type: none"> • Develop written responsibilities and roles for staff, leaders and members • Create memorandums of understanding for all member organizations • Meet with CEO/Director of each organization yearly to clarify expectations • Review action steps at the end and start of meetings • Hold annual coalition retreat to train members on team building and delegation • Allow each organization one vote when adopting decisions, etc.

* Developed by Coalition Work, see: <http://coalitionwork.com/>.

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<ul style="list-style-type: none"> • Members are ununiformed about meetings/events • Infighting erupts • Members and community do not see the results of their efforts 	Ineffective Communication	<ul style="list-style-type: none"> • Promptly circulate minutes • Distribute monthly (electronic) newsletters and items for partners' newsletters • Develop and distribute a one-page organizational message • Hold an annual "state of the coalition" address to review progress and future plans
<ul style="list-style-type: none"> • Dominance by professionals • Some community sectors are not well represented • Coalition is not respected or known in community • Community groups do not support coalition and its work 	Poor links to the community	<ul style="list-style-type: none"> • Conduct a gap analysis to ensure diverse representation • Engage in a serious recruitment campaign • Hold meetings and events in accessible, neutral sites • Speak about coalition opportunities at community events • Support activities of other community partners
<ul style="list-style-type: none"> • Ineffective working groups • Ineffective steering committee • Failure to develop, maintain or rotate leadership • Poor attendance • High "dropout" rate • Lack of ongoing training • Inadequate funding • Lack of results 	Ineffective coalition structure or function	<ul style="list-style-type: none"> • Conduct strategic planning to realign mission and goals with the coalition's structure and function • Develop an organization chart • Hold an annual retreat and orientation for leaders • Institute one- to two-year leader term limits and annual elections • Commit to effective meetings and reporting • Have veteran leaders and members mentor new ones • Establish resource development or steering committees to develop budget, resources and funds

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<ul style="list-style-type: none"> • Poor or inconsistent attendance • Lack of follow through on tasks 	Time and loyalty conflicts	<ul style="list-style-type: none"> • Use surveys and discussions to identify the best meeting times and fit between talents and tasks • Conduct an annual review of commitment letters • Where relevant, ask organizations to send new representatives with more time to offer coalition • Have Chairs follow up non-attenders and those who fail to finish tasks • Ensure meetings are able to be attended by people with child care responsibilities including breast-feeding mothers.
<ul style="list-style-type: none"> • Coalition is not recognized by media or key community leaders • Coalition's grant or funding applications are unsuccessful • Recruiting members and leaders is difficult • Expected outcomes do not occur • Community problems are unresolved 	Lack of outcomes	<ul style="list-style-type: none"> • Develop a logic model, action plan and evaluation plan • Collect data and consistently monitor short, intermediate and long-term outcomes to hold partners accountable and help align efforts • Co-ordinate each partners' activities via an agreed upon action plan • Use one-page organizational message and social media to broadcast successes to the public, as well as current and prospective members and leaders • Contact foundations and funders to explore funding opportunities