

Leadership Tool 4

Developing Leadership Goals

INSTRUCTIONS

Review the results of the assessment completed in tool 2. Areas that scored 4-5 should be considered strengths and areas that scored 1-2 should be considered needs. This information will inform step 1 of this tool. Once you've decided on the coalition needs, steps 2 and 3 will help you develop leadership goals and identify some strategies for leadership development.

Successful coalitions should seek to expand and develop leadership among their members. Because leadership is so important—and the needs for leadership are constantly evolving—emerging leaders should be continually identified and developed within the coalition membership. If you have used the prior tools, then you have some useful information about yourself and other coalition members, as well as a sense of strengths and areas that could be improved. This information can serve as the basis for conversations, either with the leadership council at-large or with other individuals. This tool can help you identify leadership development goals for yourself and members of the leadership council.

Step 1: Identify Coalition Strengths and Needs

Which of the following are coalition strengths and which are coalition needs?

Coalition Roles and Responsibilities

		Coalition Strength	Coalition Need
Visionary	Maintains the big-picture vision for the coalition; inspires and keeps the coalition moving forward during setbacks.		
Spokesperson	Comfortable acting as the public face of the coalition, speaking publicly to promote the coalition's work.		
Broker	Continually looks for opportunities to leverage resources, approach potential partners, and secure their commitment.		
Negotiator	Able to negotiate, problem-solve, and resolve conflicts that may arise among members.		
Content Expert	Feels prepared to provide leadership and expertise in early childhood issues in the community.		
Strategist	Has good strategic skills—knows what to do, when to do it, and who to involve that can help SB coalition members translate their ideas into a good strategic plan and detailed work plan to set the stage for successful implementation.		
Facilitator	Promotes open dialogue among SB coalition members and creates an environment that respects divergent viewpoints. Observes coalition dynamics and knows when and how to encourage changes to the group and how to develop individual members.		
Coordinator	Manages the day-to-day work of the coalition, and ensures that activities are moving forward by tracking activities, managing deadlines, and remaining accountable to VECF.		



Step 2: Select Leadership Goals and Priorities

You may have identified a number of leadership needs but may not be able to develop all of these at one time. Identify those you feel are most important based on your current work. For each priority area, list the individual who may fill that leadership role and identify opportunities for leadership development. Remember to include yourself as well. A few examples are included below.

Coalition Role That Is Needed	Can this role be met with current members?	What coalition member will be developed to serve in this role?	What specific opportunities or trainings can develop this individual?
<i>Content Expert</i>	<i>Yes</i>	<i>Fill in coalition member name</i>	<i>Have member participate in all VECF trainings on early childhood</i> <i>Ensure that member becomes familiar with the best practices document prepared by VECF</i> <i>Have member pursue other training opportunities that may be offered in the community</i> <i>Have the member act as the content expert when other coalition members pose questions</i>
<i>Spokesperson</i>	<i>Yes</i>	<i>Fill in coalition member name</i>	<i>Look for training on public speaking and presentations</i> <i>Practice by making presentations to the VECF coalition</i> <i>Look for opportunities to promote SB at public meetings and conferences</i>

NOTE: You may need to identify outside individuals who can be recruited to join the leadership council for those roles that cannot be met by current members. Bring this up during a coalition meeting and ask for suggestions. Adding new people over time will help vitalize the coalition and may introduce new ideas to the group.

Step 3: Incorporate Other Leadership Development Opportunities

In addition to the specific development opportunities identified in step 2, you can do many activities on an ongoing basis. The following are some activities that you can plan to do in the next year:

- **Member Orientation.** Conducting orientations with new coalition members is very important for getting them involved quickly. Make sure to include the following when conducting an orientation:
 - Background on SB and coalition history
 - Overview of the mission, vision, policies, and procedures for the coalition
 - Coalition goals and activities based on grant type
 - Description of specific roles, responsibilities, and expectations of members

Opportunities to meet other coalition members on an informal basis are important also.

- **Workshops and Trainings.** Some sessions may be one-time trainings or could be annual conferences and events. These can help the coalition develop concrete skills or learn new information. You can even have a few members attend a workshop and then lead a mini-training session with other coalition members.
- **Leadership Retreats.** You or the leadership council may decide that more intensive and specialized leadership training is needed. You may find it helpful to set aside a few hours or a day to bring in your VECF program officer, an outside consultant, or a coalition member to facilitate discussions and walk you through exercises focused on developing leadership skills. Spending focused time with each other can also strengthen relationships among the coalition members. Consider holding the retreat in a new space; it can be helpful to change your routine. Remember to get the commitment of all members, get their input in planning the retreat, and plan well in advance to ensure that most or all members can attend.