What To Do When Things Go Wrong

SYMPTOMS	PROBLEM	SOLUTIONS
• Failure to plan • Failure to act • Delays • Frustration	**Lack of focus or direction**	• Clarify vision, mission & goals • Develop action plan • Monitor progress
• History or past grievances surface • Unequal sharing of resources • Disruptive meetings • Hidden agendas • Lack of trust	**Turf battles & competition**	• Recommit to vision for community • Develop value statements • Prevent or openly address conflict • Promote face-to-face discussion to reveal partners' concerns & needs • Use informal conciliation • Use 3rd party mediation
• Member & leader burnout • Unreasonable demands on staff • New members fail to engage in work • Frustration • Resignations occur • Imbalance in power among organizations	**Unequal sharing of power, decision-making & responsibility**	• Develop written responsibilities & roles for staff, leaders & members • Create MOUs for all member organizations • Meet with CEO/director of each organization yearly to clarify expectations • Review action steps at meeting's end & at start of next meeting • Hold annual coalition retreat to orient/train members on team building & delegation • Each organization gets 1 vote
• Members are uniformed about meetings/events • Infighting erupts • Members & community do not see results from their efforts	**Ineffective Communication**	• Promptly distribute minutes • Send monthly e-newsletter & items for partner newsletters • Develop/distribute 1-page Organizational Message

SYMPTOMS	PROBLEMS	SUGGESTED SOLUTIONS
		• Hold annual state of the coalition address to recap progress & future plans
• Dominance by professionals • Some community sectors are not well represented • Coalition is not respected or known in community • Community groups do not support coalition & its work	**Poor links to the community**	• Conduct gap analysis to build diverse representation • Engage in a serious recruitment campaign • Hold meetings & events in accessible, neutral sites • Speak about coalition opportunities at community events • Support activities of other community partners
SYMPTOMS	**PROBLEMS**	**SUGGESTED SOLUTIONS**
• Ineffective work 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**	• Conduct strategic planning to realign mission & goals with structure & function • Build organizational chart • Conduct annual retreat & orientation for leaders • Institute 1-2 year leader term limits & annual elections • Commit to effective meetings & reporting • Have veteran leaders & members mentor new ones • Develop Resource Development or Steering Committee to develop budget, resources & funds
• Poor or inconsistent attendance • Lack of follow through on tasks	**Time & Loyalty Conflicts**	• Use surveys & discussions to find best meeting times & fit between talents & tasks • Annual review of Commitment Letters • Ask organization to send new representative with more time to offer coalition • Follow-up by Chairs of non-attenders & those who fail to finish tasks

	Lack of Outcomes	
• Coalition is not recognized by media or key community leaders • Coalition doesn't receive grants or funding from proposals • Recruiting members & leaders is difficult • Expected outcomes don't occur • Community problems are unresolved		• Develop logic model, action plan & evaluation plan • Collect data & consistently monitor short, intermediate & long-term outcomes to hold partners accountable & help align efforts • Coordinate each partners' activities via an agreed upon Action Plan • Use 1-page Organizational Message & social media to broadcast successes to current & prospective members & leaders • Contact foundations & funders to explore funding opportunities