Chapter 5: Coalition Building

Resource Guide

Resource Name	Purpose
TOOLS	
Tool 1: Power Mapping Canvas	Strategic framework for identifying who has influence (formal and informal), assessing stakeholder positions, and visualizing the power landscape to build an effective coalition
Tool 2: Stakeholder Engagement Tracker	System for documenting every interaction with stakeholders, tracking position changes over time, and ensuring consistent follow-through on commitments
Tool 3: Skeptic Conversion Planning Template	5-step systematic approach for understanding root causes of skepticism and converting skeptics into supporters through listening, validation, and safe experiments
Tool 4: Coalition Growth Planner	Strategic framework for growing coalitions through the adoption curve—from innovators to early adopters to majority—using a 4-phase approach to reach critical mass
Tool 5: Meaningful Role Menu	Framework of 12 roles across 4 categories (Design, Leadership, Feedback, Storytelling) to match coalition members' strengths with meaningful contributions that build deep commitment
EXERCISES	
Exercise 1: The Informal Power Map	Practice scenario helping leaders identify and engage informal leaders who hold influence, developing strategies for building coalitions by understanding relationships beyond the org chart
Exercise 2: The Unlikely Alliance	Practice scenario for navigating situations requiring coalitions across groups with different interests, developing skills in finding common ground among unlikely partners
DISCUSSION GUIDES	
Leadership Discussion Protocol	90-120 minute structured meeting format with pre-work, gallery walk opening, core discussion questions, action planning with specific commitments, and closing individual pledges
Leadership Team Discussion Guide	45-60 minute facilitated discussion with individual reflection, pair sharing, full team power mapping, and application planning for current initiatives
PLANNING & ASSESSMENT	
Action Planning Template	Structured template for assessing current reality, defining desired state, identifying key actions with owners/timelines, success indicators, obstacles, and review schedule
Personal Inventory	Self-assessment helping individuals examine their coalition-building skills, identify informal influencers, and recognize patterns in how they engage or avoid key stakeholders
Chapter 5 Retrospective	60-minute monthly review protocol to assess coalition progress, celebrate wins, identify what didn't work, capture learnings, and make course corrections
IMPLEMENTATION SUPPORT	
Implementation Checklist	12-item checklist tracking implementation status (Not Done / In Progress / Done) for key coalition building indicators including power mapping, engagement, and growth
Implementation Rubric	Developmental rubric rating five dimensions (Power Mapping, Early Engagement, Coalition Diversity, Meaningful Roles, Early Wins) from Beginning to Exemplary
Quick Reference Guide	One-page summary with core concept, key questions, common mistakes to avoid, and practical strategies for coalition building
PRACTICE MATERIALS	
Coalition Building Scenarios	Two detailed practice scenarios ("The Informal Power Map" and "The Unlikely Alliance") for applying coalition building concepts to realistic school leadership situations