

## Key Tips About Coalition Building

- **Create a whole set of backers and supporters, not just one or two key sponsors.** This way the resources and power necessary to get things happening is more broadly shared. Multiple sponsors make the difference.
- **Change-makers inside a unit have to operate just like entrepreneurs outside a company.** They have to:
  - Find the "bankers," the people who will provide the funds.
  - Find the information sources, the people who possess key expertise, experience, or specialized knowledge.
  - Find the key sources of legitimacy and support, the people who will put your name on the letterhead and champion your project to other powerholders.
- **Coalitions are especially important where change is called for** because innovation usually requires going outside of existing organizational boundaries for ideas, support, and information.
- **Coalitions work best when they cross "traditional" organizational boundaries,** providing opportunities for new and different teams to work together on exciting projects.
- **Coalition building not only brings relevant information to bear on a project, it also helps guarantee success.** Other people are brought in, giving them a stake in the project's outcome. Other cheerleaders become involved and will work to make the project succeed.
- **Coalition building is also a form of peer control,** a way of screening out bad or non-implementable ideas.
- **Remember the rule of specificity:** the more specific the request, the easier it is to get support. "Blank checks" are rare, so don't expect them!