

R **Relationships**
Build relationships with community members and organisations outside of a crisis. Identify potential allies; get to know them.

A **Ask**
Ask community organisations what their issues, interests, and values are. Don't assume they are the same as yours. Find common ground. Ask for their support.

I **Involve**
Build transparent and democratic structures of decision-making. Build new leadership.

N **Nurture**
Coalition partners and the coalition itself must be nurtured and sustained. Educate members, consult with them, mobilise and activate them. Connect coalition partners with each other.

B **Build**
Build capacity among coalition members. Build alliances. Build and expand the base

O **Organise**
Know the difference between mobilising and organising. Build leadership.

W **Win**
On the issue you are organising. Create the conditions for winning in the long term by building the power and capacity of the grassroots. Practice democracy.

	Ad hoc Coalition	Support Coalition	Mutual-Support Coalition	Deep Coalition
Common Concern	<ul style="list-style-type: none"> Initiated by request to support a specific group's agenda/issue/event Initiated by either union or community organisation Issue not necessarily connected to union members 	<ul style="list-style-type: none"> Driven by the issue or interest of a specific organisation's agenda Initiated by either union or community organisation Issue not necessarily connected to union members 	<ul style="list-style-type: none"> Mutual direct interest of participating organisations is the basis of coalition Issues have direct connection to organisation members 	<ul style="list-style-type: none"> Issues are direct to interest of participating organisations and to a broader social vision for all working people
Organisation Commitment and Capacity	<ul style="list-style-type: none"> One organisation requests others to support their strategy Campaign distant from members "rent-a-collar" 	<ul style="list-style-type: none"> Coalition dominated by initiating organisation Campaign distant from members "rent-a-crowd" 	<ul style="list-style-type: none"> Union issues framed broadly as "community issues" Deeper mobilisation and participation of organisation members Greater member and organisational buy-in 	<ul style="list-style-type: none"> Union and organisations actively engaging rank-and-file members Significant buy-in and financial and staff resources committed
Structure and Strategy	<ul style="list-style-type: none"> Episodic and tactical rather than strategic engagement Initiating organisation develops strategy No joint decision making or coalition organisational structure 	<ul style="list-style-type: none"> Short term coalition Some formal organisational structure and some shared decision-making Informal union dominance of coalition or limited union engagement Hasty, reactive engagement – short term rather than long strategic Organisations do not necessarily share similar political practices 	<ul style="list-style-type: none"> Joint decision-making and strategy setting structure involving leadership and officers built on trust between partners Mid-term focus on planning Participating organisations share similar political and cultural practices that lead to mutual interests Shared power; each organisation brings significant resources to coalition 	<ul style="list-style-type: none"> Decentralised structure based on deep connections between union and community groups at membership level Long term strategic plan to build power Movement building
Political Opportunities	<ul style="list-style-type: none"> Reactive and short-term and limited to specific immediate opportunity or threat 	<ul style="list-style-type: none"> Formed around immediate opportunities or threats, but set medium timeframe for influence 	<ul style="list-style-type: none"> Opportunities for engagement calculated and strategic and created by coalition/movement 	<ul style="list-style-type: none"> Opportunities for engagement created by movement actions/strategy which opens up new opportunities for engagement
Scale/Power	<ul style="list-style-type: none"> Engagement of power occurs at any level – can be at a level not related to actual decision-making 	<ul style="list-style-type: none"> Engagement of power occurs at the same level as the decision makers 	<ul style="list-style-type: none"> Engagement of power is sustained and long-term on level of the decision makers 	<ul style="list-style-type: none"> Engagement of power occurs on various levels including the level of decision making and the local level
Strengths/Weaknesses	<ul style="list-style-type: none"> Can provide valuable tactical resources, boost campaign morale, and lead to longer term, more strategic coalition relationships Do not themselves build powerful strategic relationships and may create resentment over being "used" 	<ul style="list-style-type: none"> Can effectively coordinate and direct resources to a reactive, single issue campaign but reflect a relatively superficial solidarity Can be one-sided and make deep participation more difficult 	<ul style="list-style-type: none"> Deeper bonds may narrow the number of organisational partners Easier to activate and mobilise membership due to direct interest connection – can open up deeper coalitions 	<ul style="list-style-type: none"> Build upon a shared social vision – is decentralised and can be explosive, but difficult to "direct" because of decentralised actions on multiple levels of power Require organisations to see themselves in a broad social vision beyond their own self-interest