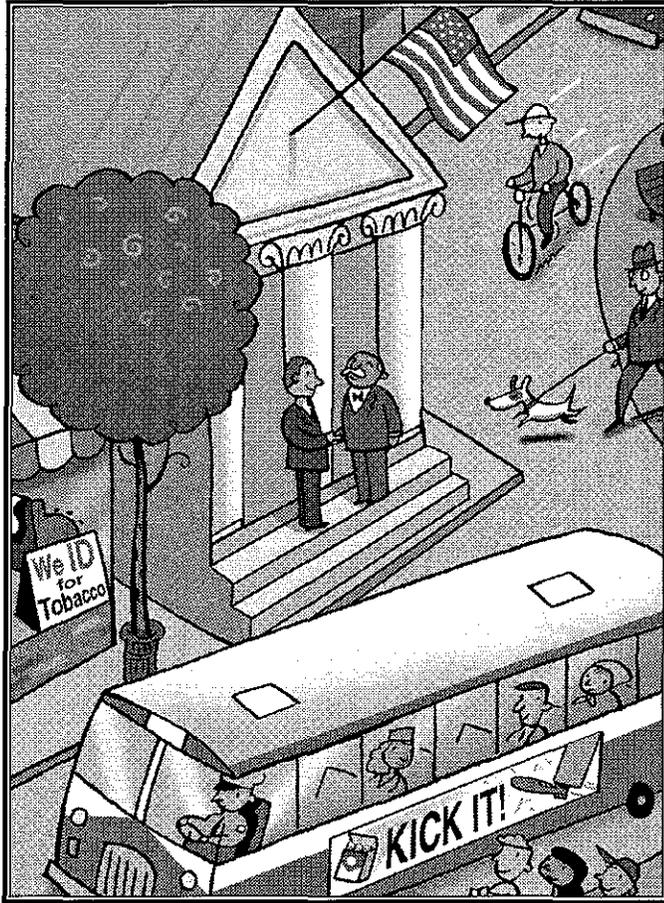


Developing the Team



Tobacco control takes a team effort. A wide variety of skills, ideas and resources are needed for a comprehensive tobacco control effort. No one individual or organization can do it all. The team also has to be credible. That means when the community looks at what the team does, they see reasonable, dedicated people working for the good of the community. It also means they see a diverse group of people working together: people from different neighborhoods, different backgrounds, different jobs, etc. Within the team, the most visi-

ble people are often its leaders. Leadership is important because the team members look to leaders to help keep the group focused and on track. And the public media often seek out tobacco control team leaders as a source of information on tobacco use and the work of the team.

THINGS TO CONSIDER

Deciding Who to Involve

Usually when a group starts working on tobacco control, the people who are involved are the ones with an obvious interest in the issue. These often include medical and public health professionals and those from voluntary agencies such as the ACS, the American Heart Association,

the American Lung Association, health departments, and people whose lives have been affected by tobacco use (e.g., survivors of tobacco caused illnesses) and who want to help others.

Sometimes the effort begins with just a few people who may know each other pretty well. It usually doesn't take long for the initial group to realize that the team needs to grow and that additional people with different ideas and skills are needed. There are two ways that teams tend to grow:

- *People hear about the team's efforts and ask to join in.*
- *The team identifies people or types of people it would like to see involved and recruits them.*

Both ways work. The 1st one relies on people coming to you. The 2nd requires your team to do some careful thinking and then taking action. Perhaps your team has been wanting to grow. The tools at the end of this section provide some ideas for thinking this through.

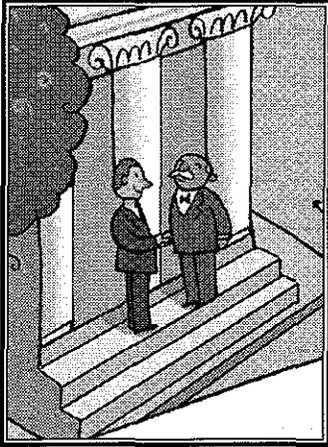
Team members should be dedicated to the issue, want to be part of the team, contribute to the team's efforts, and be willing to stay involved.

Increasing Diversity

One very common issue facing tobacco control coalitions (and many other coalitions) is the need to increase the diversity of the team. Tobacco control people know this is a community issue and that the group needs to reflect the makeup of the community. Commonly, coalitions struggle to involve people from ethnic and racial communities, non-health professions, community-based organizations (e.g., churches and business groups), blue-collar neighborhoods and community decision makers.

It is important to note that no one person speaks for all people from the same profession or background. For example, a physician on the team will add a physician's viewpoint, but cannot speak for all physicians in the community. The reason to increase diversity is to assure the team has people with a wide variety of different backgrounds, experiences and ideas and that it avoids hearing from a limited number of perspectives (e.g., only from medical and public health people).

Leadership



There are two kinds of leaders in any group: those who are formally named as leaders and have specific roles; and those who have informal influence by virtue of who they are and what they have done.

Formal leadership is an important and sometimes touchy issue. On one hand, these leaders are needed to assure the team stays on track. On the other, most teams don't want dominant, overbearing leaders. If it looks like a leader is 'taking over,' the group may start falling apart or dividing its efforts. This is why effective tobacco control coalitions often have clear rules for how formal leaders are

determined, what their roles are and how long they serve. Does yours?

Every leader is different. The strength of diversity is that every person brings a unique set of ideas and skills to the table. One leader may be a great spokesperson for the team. Another may be better at motivating others on a one-to-one basis to join the team. As leaders change, it's important to recognize and leverage what each leader does best rather than expect them all to be like the one before them.

LESSONS LEARNED

About Who to Involve

- *Identify the core group of tobacco control 'champions' in your community. These are the people who are known to be passionate and committed to tobacco control and who can put aside their own agendas for the greater good.*
- *Including non-traditional partners will help make your planning effort more representative as well as enlarge your base of support. Non-traditional partners will vary with each community and may include: elected officials, youth, seniors, business leaders, people from different neighborhoods and population groups, and religious leaders.*
- *Ask each person/group what they think they can bring to the effort - that is, what skill, perspectives and resources they have to contribute. Learn how they want to be involved and how they will not/cannot be involved (e.g., some people cannot be part of any policy work).*
- *Don't start out with too many preconceived ideas about who should be at the planning table. You are not filling 'slots,' but finding committed people from a wide variety of backgrounds who can work effectively together for the common good.*
- *Expect that the level and type of involvement will vary with each person/group during each part of the planning and implementation process.*
- *Allow for the fact that people/groups will come and go in the planning process as issues become more or less relevant for them. Don't try to hang on to people who want to move on.*
- *Look for people to be involved who have practical experience in planning local programs, local campaigns, grant-writing, etc.*

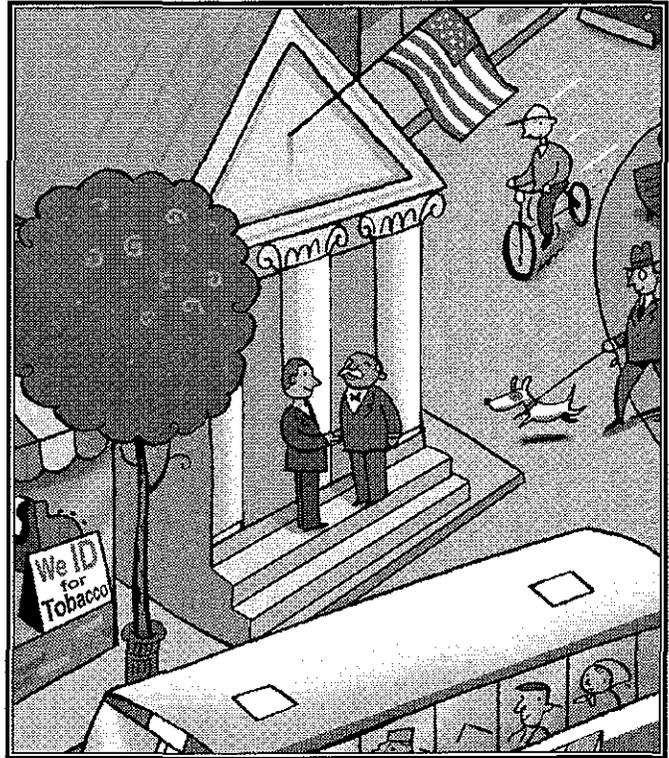
About Leadership

- *Each leader has unique methods and styles. Nevertheless, the most effective leaders in a team effort usually provide an unwavering vision of the goal, share decision making with the group, and consistently trust and support the group members in their efforts.*
- *Consider engaging people in leadership roles who are from professions other than health and tobacco control. This might include people who are recognized leaders in other professions.*
- *It is best when the leadership of a tobacco control coalition reflects the diversity of the community. In addition, all leaders should have a vision of comprehensive tobacco control for the community as a whole.*
- *It is important to remember that identifying and selecting leaders takes thought and time. Sometimes leadership in coalitions is left to those who are willing to take it on when asked at the last minute. Planning for leadership succession is a smart strategy.*

GETTING STARTED

Here are some things your team can do to plan for expanding the group and developing effective leadership. Each of these 'starter' ideas provide information which could be used for developing a systematic plan for team and leadership development.

- ▲ *Do an inventory of your current members. Ask each to identify what they really like to do and what they don't. Ask each person what they want to contribute to the effort and what they expect to get from it.*
- ▲ *Have a team brainstorm. Look at the people on the team and their skills and capacities. Ask, what (not who yet) do we need in the way of other skills, perspectives and resources to really make a difference. Prioritize the list. Beginning with the highest priority item, have the group make a list of people or organizations who could be recruited to provide these. This list forms the basis for a recruitment plan.*
- ▲ *Have each team member develop a 'dream team' of community people/organizations who should be involved in the group but aren't currently. Compare the lists among members. Starting with names common to more than one list, identify who in the group has the best chance of soliciting their involvement. Brainstorm reasons for involving them that could be used to persuade them to join.*
- ▲ *Have a group discussion in which each team member rates the coalition in terms of how diverse it is. From the discussion develop a consensus about the three most important actions the group can take to increase diversity.*



Developing the Team

- ▲ *If your team does not have formal rules for leadership succession, develop and adopt some. Be sure and include specific responsibilities of and limits on leaders, term limits, and methods for selection.*
- ▲ *Ask each team member to identify two people who they think should be leaders of the group two years from now. Taking the names most often mentioned, approach these people about their interest in a leadership role and what they would need to feel comfortable in accepting a leadership role in a few years. Do not promise them a role; rather begin to see who is interested and what can be done to help prepare people for that time.*

HELPFUL TOOLS

Six tools have been attached to help your team as it considers how to grow and develop its leaders.

Checklist of Tobacco Control Leadership Characteristics - to help identify the important traits of team leaders.

Tobacco Control Leaders in Our Community - to help identify potential new leaders by name.

Thinking About a Plan for Community Involvement - to stimulate discussion of the major issues associated with increasing community involvement in your efforts.

Increasing the Diversity of Our Tobacco Control Team - to stimulate ideas about others you might recruit to increase the diversity of your team.

Assessing the Commitment of Community Members - to help find out what people are and are not willing to do on behalf of tobacco control.

Leadership Development - to stimulate seeking out opportunities for developing leadership skills.

Tool 2 A

Checklist of Tobacco Control Leadership Characteristics

Use this checklist when identifying new leaders for your tobacco control effort. Remember, no one person will have all of these characteristics.

A Leader in Tobacco Control:

- ✓ knows something about both program development and policy change strategies
- ✓ is committed to the mission of tobacco control
- ✓ is willing to donate extra time and energy to the process
- ✓ has a vision of comprehensive tobacco control for the community
- ✓ is able to articulate this vision
- ✓ is able to mentor others in the group
- ✓ has a good track record of shared leadership and collaboration
- ✓ is well respected in the community
- ✓ is not afraid to take risks
- ✓ contributes other resources from her/his organization whenever possible

Tool 2 C

Thinking About a Plan for Community Involvement

This framework will help organize your thinking about increasing community involvement at different stages of your tobacco control efforts.

Get together with the tobacco control leaders in your community to discuss the following questions.

Questions	Our answers
Why do we want or need more representation from the community in our tobacco control efforts?	
How many more people/organizations do we need?	
What kinds of people/organizations should we include?	
Who is going to find and recruit the new people/organizations?	
When is a good time to find/recruit new people/organizations?	
What are some obstacles that we may encounter?	

Adapted from: Community Toolbox/University of Kansas

Tool 2 D

Increasing the Diversity of Our Tobacco Control Team

Who *else* will help to make your planning efforts more representative of your community? Consider including people/organizations that you may not usually include in your planning efforts and programs. Including others will help to enlarge your base of support and bring additional resources to your tobacco control efforts. Use this chart to help you identify additional people and organizations and what each has to offer to your community's tobacco control efforts.

	Name/Organization	What they have to offer to the tobacco control efforts
Elected officials		
Youth-led groups		
Youth Advocacy Organizations (e.g., PTOs, PTAs, Boys Clubs, Girls Clubs)		
Ethnic Specific Community Groups		
Seniors		

TOOL 2 D

	Name/Organization	What they have to offer to the tobacco control efforts
Business leaders		
Religious leaders		
Environmental groups		
Drug prevention organizations		
Survivor support groups		
Labor/employee unions		
Restaurant associations		
Neighborhood associations		
Hospitals that serve the area		
Local health department(s)		

TOOL 2 D

	Name/Organization	What they have to offer to the tobacco control efforts
County nursing services		
Local medical associations		
Local dental association		
Other health care professionals		
Law enforcement		
Schools, including colleges and universities		
Media		
Parent groups		
Former smokers		
Others		

Tool 2 E

Assessing the Commitment of Community Members

Finding out how organizations want to be involved and don't want to be involved will help you plan your tobacco control prevention efforts. Understanding a person's/organization's limits or boundaries as early as possible will also help to manage expectations as your planning efforts progress.

The amount of effort that a person/organization is willing to commit to the tobacco control efforts in their community may change over time due to many factors including:

- their growing knowledge of the issues
- the relevance of the issue to them
- their personal experience

It's important to periodically assess people's level of commitment and ask them again how and when they want to be involved.

Here are three important questions for discussion with community members who want to participate in your community's tobacco control efforts. Remember that some people may not be able to answer these questions until they learn more about tobacco control and your efforts.

- *What are you willing to do?*
- *What will you probably not do?*
- *What can't you do?*

Tool 2 F

Leadership Development

New skills will likely be needed by the tobacco control leaders in your community as you move toward more comprehensive approaches to tobacco control. Actively seeking out opportunities for yourself and other leaders in your community is essential to continuing personal and team growth.

Some ways we learn from others to gain new skills.

- Talk with someone who has experience with what you are doing/planning to do.
- Learn from written materials (articles, reports, manuals, websites).
- Participate in a listserv (computer-based discussion group) set up specifically for tobacco control leaders.
- Attend a training.
- Invite others with similar experience to come to your community and talk with the tobacco control team

Contacts for information about leadership development and training opportunities.

Local or State Health Department

State Tobacco Control Coalition

American Cancer Society

American Heart Association

American Lung Association

Advocacy Institute

American Legacy Foundation

and others...

When calling for more information:

- Explain what you are doing and what you need.
- Ask if there is anyone else in the state that is doing/has done something similar to what you are doing.
- Ask if there are related efforts in other states or at the national level that are related to what you are doing.
- Ask if they can suggest (or send) any relevant articles, reports, manuals, or websites.
- Ask about any listservs that are relevant and useful.
- Ask about any training opportunities that may be coming up in your area.
- Ask whether they will send anyone to your community to assist you in your tobacco control planning efforts.
- Ask if there is anything else that they think would help your efforts.

ADDITIONAL RESOURCES

Community Toolbox

University of Kansas

<http://ctb.lsi.ukans.edu>

Includes practical guidance for improving community health and development. There are more than 3,000 downloadable pages of specific, skill-building information on more than 150 community topics. Specific sections of this website include:

- *Community Building Tools**
- *Helpful Links to Other Web Sites*
- *Forums and Chatrooms*
- *Community Troubleshooting Guide*
- *Guide for Writing a Grant Proposal*

* The Community Building Tools section of the tool box includes information, examples and overheads related to:

- Models for Promoting Community Health and Development
- Community Assessment, Agenda Setting, and Choice of Broad Strategies
- Promoting Interest and Participation in the Initiative
- Developing a Strategic Plan, Organizations Structure, and Training System
- Leadership, Management, and Group Facilitation
- Selecting, Designing, and Adapting Community Interventions
- Implementing Promising Community Interventions
- Culture, Spirituality, and the Arts
- Organizing for Effective Advocacy
- Evaluating Community Programs and Initiatives
- Maintaining Quality and Rewarding Accomplishments
- Generating and Managing Resources for the Initiative
- Social Marketing and Institutionalization of the Initiative