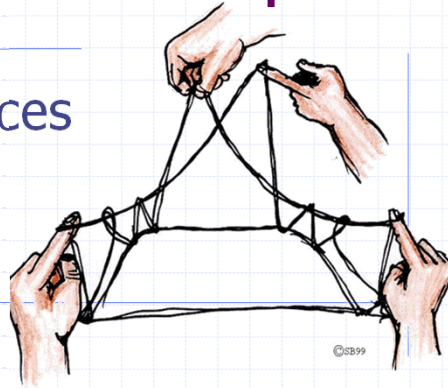


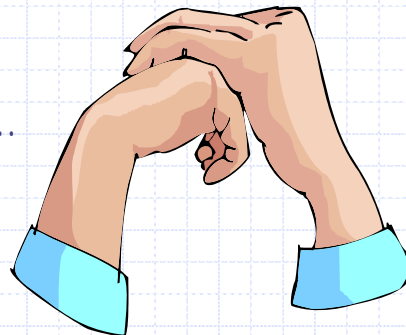
Building Partnerships ...

Putting the Pieces Together



What Relationship?

"Partnership" and
"Collaboration" are
favourite words but
sometimes they
suffer from fatigue ...



Organisational Relationships

... Different definitions and models



Model 1:

A Continuum

- Networking
- Cooperation or Alliance
- Coordination or Partnership
- Coalition
- Collaboration



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Model 1: Networking

PURPOSE

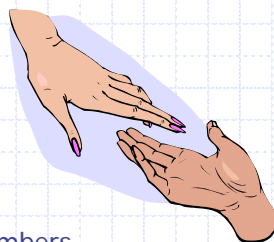
- Dialogue & common understanding
- Clearinghouse for information
- Create base of support

STRUCTURE

- Non-hierarchical
- Loose/Flexible link
- Roles loosely defined
- Community action is link among members

PROCESS

- Low level of key leadership
- Minimal decision making
- Little conflict
- Informal communication



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Model 1: Cooperation/Alliance

PURPOSE

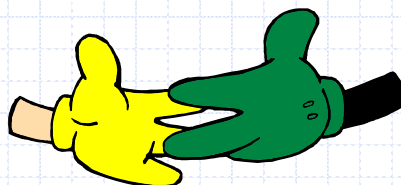
- Match needs/Provide coordination
- Limit duplication of services
- Ensure tasks are done

STRUCTURE

- Central body of people
- Semi-formal links
- Roles somewhat defined
- Links are advisory
- Group leverages/raises money

PROCESS

- Facilitative leadership
- Complex decision making
- Some conflict
- Formal communication in central group



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Model 1: Coordination/Partnership

PURPOSE

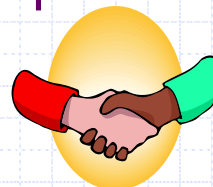
- Share resources
- Merge resources

STRUCTURE

- Central body consists of decision makers
- Roles defined
- Links formalized
- New resources developed

PROCESS

- Issue focused leadership
- Group decision making in central & subgroups
- Communication is frequent & clear



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Model 1: Coalition

PURPOSE

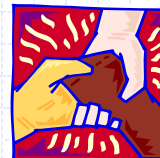
- Share ideas and willing to pool resources
- Develop commitment (minimum 3 years)

STRUCTURE

- Members involved in decision making
- Roles and time defined
- Links formal - written agreements
- Group develops new resources/joint budgets

PROCESS

- Shared Leadership
- Decision making formal with all members
- Communication is a priority



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Model 1: Collaboration

PURPOSE

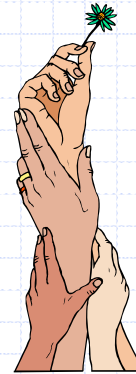
Accomplish shared vision & impact benchmarks
Build interdependent system

STRUCTURE

Consensus in decision making
Roles, time & evaluation formalized
Formal links/Written work assignments

PROCESS

Leadership, trust, productivity all high
Ideas and decisions equally shared
Highly developed communication



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Definition of Collaboration

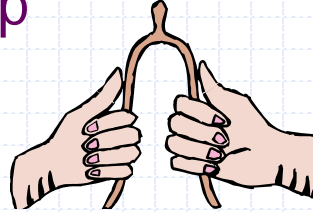
Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organisations to achieve common goals.

The relationship includes a commitment to mutual relationship and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards

© 2001 Amherst Wilder Foundation, with Michael Winer

Model 2: Partnership

- ◆ “Working together”?
- ◆ “Contract”?
- ◆ NEITHER of these are partnerships!
- ◆ Productive partnerships:
 - require *different approaches*
 - need *real commitment*
 - but can bring *significant & lasting benefits*.



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Model 2:

Anderson Consulting:

“61% of alliances are viewed as disappointments or failures”

WHY?

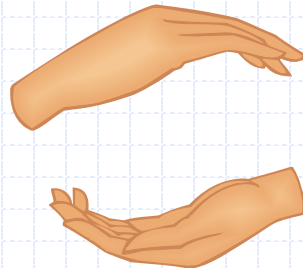
“Most organisations have yet to master the art of the alliance”



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Model 2:

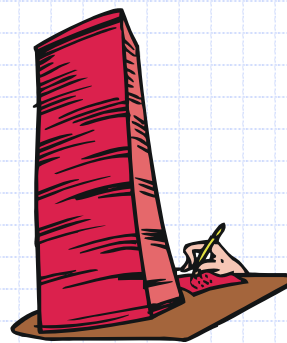
- ◆ Quality partnerships don't just happen: they must be actively built
- ◆ Not born but made
- ◆ From both top down AND bottom up



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The Messages

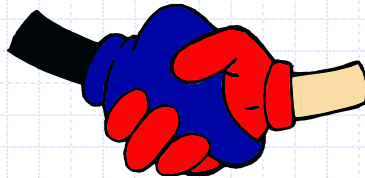
- ◆ Partnership is worth it, but it is HARD
- ◆ Successful partnerships are not born - they are made
- ◆ Partners will need to change attitudes, skills and behaviours and change the way they do things to make partnerships work



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Definition of Partnership

A cross-organisational group working together towards commonly held goals which would be extremely difficult, if not impossible, to achieve if tackled singly.

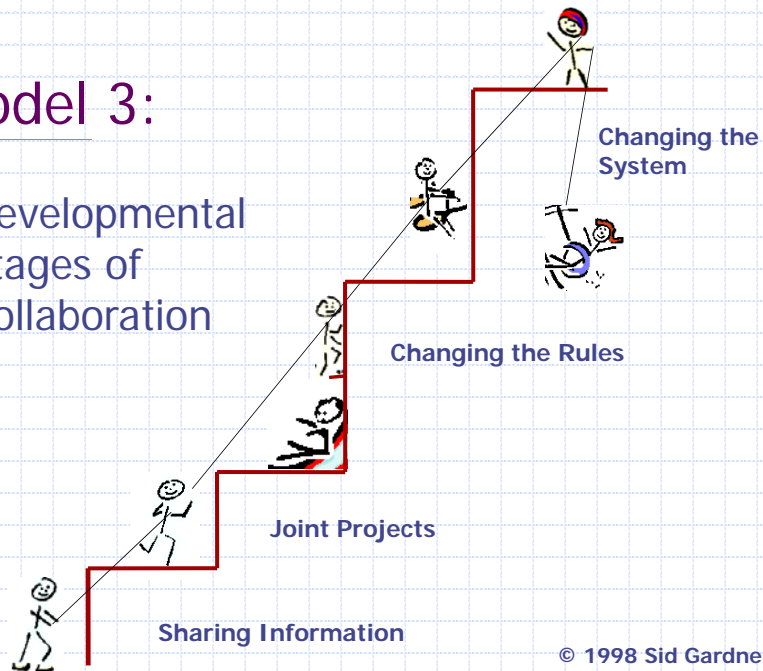


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Model 3:

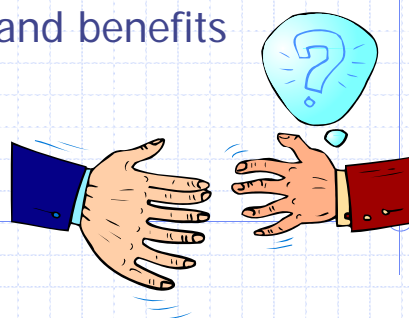
Developmental Stages of Collaboration



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If It's So Hard, Why Bother?

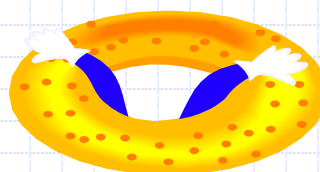
... The challenges and benefits



Real partnership is hard

It requires:

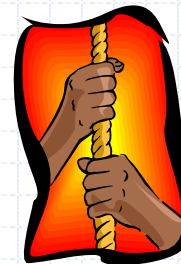
- ◆ commitment
- ◆ working in different ways
- ◆ working across different organisational cultures
- ◆ time



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Collaboration is hard because

- ◆ Beliefs and values differ
- ◆ We use different “languages”
- ◆ Different cultures make for confusion/conflict
- ◆ Sometimes hard to focus on the big picture
- ◆ It takes time
- ◆ “Turf” issues
- ◆ Competition gets in the way
- ◆ The “turtle tank” of current practices



Good Partnership Works

It enables:

- ◆ coherent approaches to planning
- ◆ opportunities to influence more effectively
- ◆ ways of using resources more economically
- ◆ organisations to make a greater impact on what they do



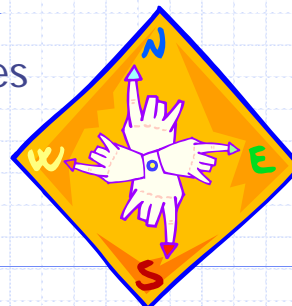
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Why collaborate?

- ◆ Simply ... It's too hard to do alone!
- ◆ Greater impact and successful outcomes for children, young people and families
- ◆ Connectedness of issues versus the silo effect of categorical funding
- ◆ Need to build social capital
- ◆ Multi-skilling and banks of knowledge

Tips and Techniques

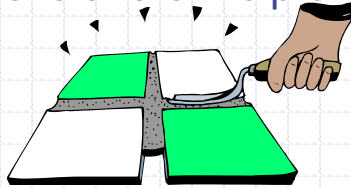
... From various sources



Behaviours

Avoid:

- ◆ Poor communications and unhelpful attitudes



Promote:

- ◆ Openness, good communications and positive approaches

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Changing Attitudes & Behaviour

Partners should keep in mind 3 principles about partnership:

- ◆ Heavily co-operative
- ◆ Interpersonal attitudes
- ◆ Less able to control: need to focus more on influence

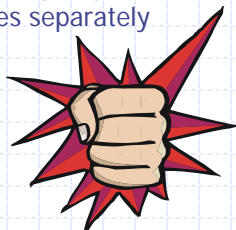


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Diagnostics of Collaborative Strength

Weak Collaboratives:

- ◆ Focus on what agencies do
- ◆ Focus on pilot projects
- ◆ Ignore recurring barriers to better outcomes
- ◆ Focus only on their own collaborative
- ◆ Use each agency's success measures separately

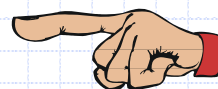


Strong Collaboratives:

- ◆ Focus on what's happening for clients and the community
- ◆ Address how to go to scale with projects once they succeed
- ◆ Empower front-line staff to identify barriers and holds policy leaders accountable for "barrier-busting"
- ◆ Address how their efforts can link with other collaboratives
- ◆ Negotiate consensus on shared outcomes to assess the collaborative's efforts

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Intangible Attributes: Leadership Matters



◆ Tenure

- Institutional memory & turnover
- Benefits of being there for the long haul

◆ Near-invisible

- "There is no limit to what you can get done if someone else gets the credit for it."
- Flashy claim-grabbing leadership rarely wins

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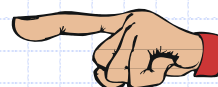
Intangible Attributes: Trust is Essential



- ◆ Slow
- ◆ Seems to come from:
 - Seeing the same faces in the same places
 - No betrayal in conflicts over resources
 - Coming to see how other person or agency is really trying to make things happen for client(s)
- ◆ About personal relationships – relationship building more important than structural solutions

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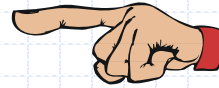
Intangible Attributes: Information



- ◆ "Data mavens"
 - Committed to better information about children, youth and families.
 - Strong and cooperative links with info systems staff and sources
- ◆ Commitment to outcomes in form of results
 - Understanding this is not only about funding reallocation
 - Ongoing dialogue – what is getting better and what isn't?
 - Serious, thoughtful debate about priorities

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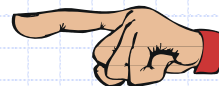
Intangible Attributes: The Values Issues



- ◆ The strongest collaboratives raise and address values issues
- ◆ Links with leadership and trust issues
- ◆ Find ways to “discuss the undiscussable” – ie controversy over differences in values
- ◆ Organisations develop a shared mission that is larger than specific differences over values

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Intangible Attributes: Persistence



- ◆ The long haul, not the quick fix
- ◆ Leaders and members have often worked without widespread success on these issues for some years – but have not given up
- ◆ Sense of urgency re needs and issues facing children, young people and families AND detailed knowledge of the tools of collaboration and time required

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Useful Guidelines...



- ◆ Engage all key players
- ◆ Ensure visionary leadership
- ◆ Develop shared vision & common purpose
- ◆ Ownership at all levels
- ◆ Communication and decision making processes accept disagreement - deal with conflict constructively
- ◆ Seek to institutionalise change - e.g. earmark funds, alter charters, job descriptions etc

(Summarised from various online sources)

Building Partnerships

- ◆ Outcomes & benchmarks - all walk the same talk
- ◆ Agreement & commitment to impact - the long haul
- ◆ Roles are defined and clear - open-minded & trusting
- ◆ Open to growth and change - "ask for what you want"
- ◆ Corrections and adjustment - as needed

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Building Partnerships (cont.)

- ◆ Success acknowledged - within or outside the group
- ◆ Risk takers - share in risk-taking to commit to change
- ◆ Embrace creativity - diversity of partners & synergy
- ◆ Credit where credit is due - to all involved
- ◆ Evaluate the results - monitoring to make sure progress is on course

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Other Practical Tips ...

- ◆ Allocate time & opportunity for dialogue
- ◆ Make work practices and systems overt
- ◆ Avoid jargon, acronyms and judgements!
- ◆ Use inclusive language - e.g. "we" not "I"
- ◆ Seek common purposes
- ◆ Keep coming back to shared vision and the big picture
- ◆ Stay strategy and solution focused
- ◆ Stay with the process
- ◆ Maintain patience and a sense of humour!



Additional Resources

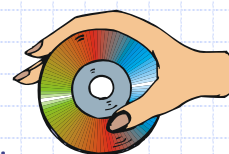
.. and where to get information



Resources

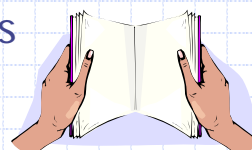
CDRom

- ◆ Documents & Web Sites
- ◆ Please do not make copies.
- ◆ Contact Sue James for additional CDs



Recommended Reading

- ◆ List of recommended books
- ◆ Books on display





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