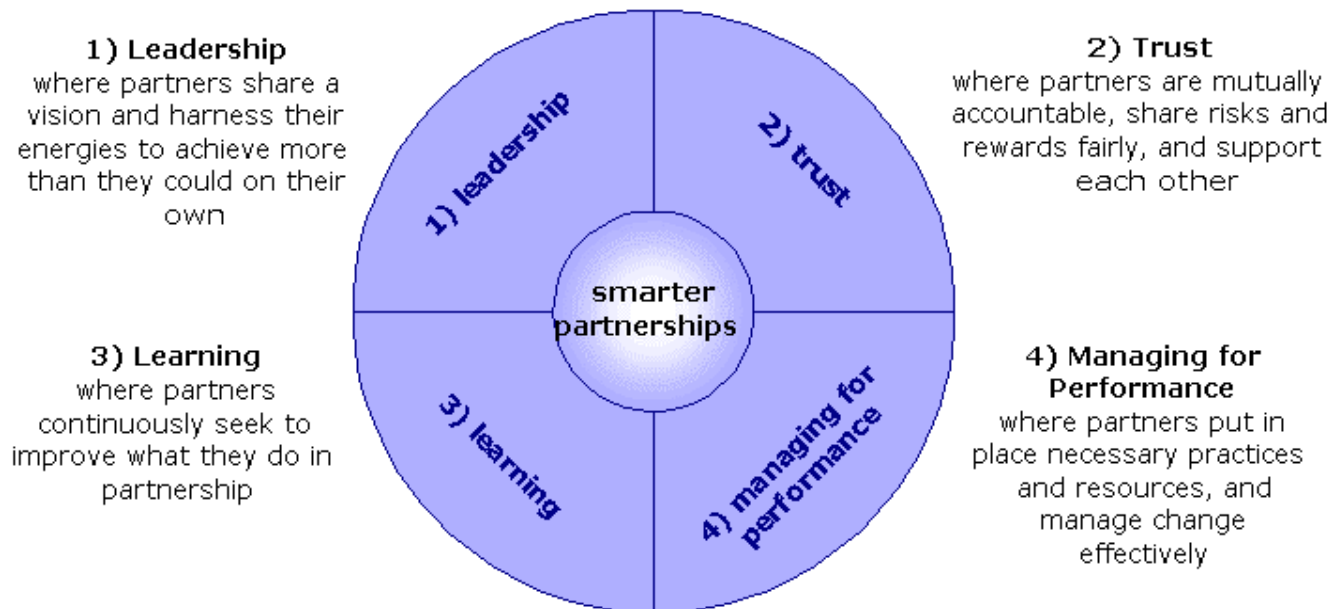

DIGGING DEEPER - FINDING ANSWERS

reviewing your partnerships and making them work better

Use this tool to analyse in depth how your partnership is working and review ways to improve it.

For partnerships that work there needs to be:



1 Leadership

...where partners have a common vision and harness their energies to achieve more than they could on their own

	BENCHMARK	NO - action is needed [✓]	NO - but action is in hand [✓]	YES - but needs improving [✓]	YES- working well [✓]	<i>Action Needed</i>	<i>By Whom?</i>
1.1	Partners share a common vision of the difference they want to make and the direction to take					▪	▪
1.2	Partners focus on partnership added value : how they can achieve more or better results through collaboration					▪	▪
1.3	Partners are willing to make changes to achieve shared goals					▪	▪
1.4	Partners facilitate partnership working and engender support within their own organisations or interest grouping					▪	▪
1.5	Partner objectives are aligned in a common direction					▪	▪

	BENCHMARK	Possible Actions You Might Take
1.1	Partners share a common vision of the difference they want to make and the direction to take	<ul style="list-style-type: none"> ▪ focus on the medium to long term, not quick fixes ▪ help others see the bigger picture ▪ adopt a neutral meeting ground ▪ use research projects to develop common understanding of needs and opportunities
1.2	Partners focus on partnership added value : how they can achieve more or better results through collaboration	<ul style="list-style-type: none"> ▪ define success measures/ tangible outcomes ▪ clarify partnership added value
1.3	Partners are willing to make changes to achieve shared goals	<ul style="list-style-type: none"> ▪ clarify benefits to partners, and make them real ▪ identify ways of minimising costs and risks of partnership
1.4	Partners facilitate partnership working and engender support within their own organisations or interest grouping	<ul style="list-style-type: none"> ▪ promote wider understanding of the purpose and benefits of the partnership ▪ improve communications ▪ provide incentives for staff involved in partnership working
1.5	Partner objectives are aligned in a common direction	<ul style="list-style-type: none"> ▪ ensure that individual partners are clear as to why they are there ▪ encourage bottom-up contributions to partnership strategy

Do you need to address any of these typical factors?	✓ / ✗
<ul style="list-style-type: none"> ▪ limited vision ▪ failure to inspire and push the bounds of the possible ▪ resources not devoted to where they will make the greatest difference ▪ tendency to react to, not anticipate events ▪ pursuit of quick fixes ▪ partners competing for the lead or unwilling to take the lead ▪ some partners are unwilling participants ▪ individual partners dominate decision-making 	

2 Trust

...where partners are mutually accountable, share risks and rewards fairly, and support each other

	BENCHMARK	NO - action is needed [✓]	NO - but action is in hand [✓]	YES - but needs improving [✓]	YES- working well [✓]	<i>Action Needed</i>	<i>By Whom?</i>
2.1	Partners are mutually accountable for their contributions, sharing responsibility for the success of the partnership					▪	▪
2.2	Partners understand and respect differences amongst partners					▪	▪
2.3	Partners behave openly and deal with conflict and frustration promptly					▪	▪
2.4	Communications are sufficient and effective					▪	▪
2.5	Partners ensure that there is fair sharing of contributions, risks and rewards amongst partners					▪	▪
2.6	Partners have an equal say in decision-making					▪	▪

	BENCHMARK	Possible Actions You Might Take
2.1	Partners are mutually accountable for their contributions, sharing responsibility for the success of the partnership	<ul style="list-style-type: none"> ▪ organise regular reporting and review sessions ▪ define roles, contributions, milestones, expected outcomes ▪ encourage a 'can do' philosophy ▪ ensure that partners understand the consequences of poor performance
2.2	Partners understand and respect differences amongst partners	<ul style="list-style-type: none"> ▪ create opportunities for practical involvement ▪ create opportunities to get to know people as individuals
2.3	Partners behave openly and deal with conflict and frustration promptly	<ul style="list-style-type: none"> ▪ introduce ground rules (eg, "no surprises") ▪ focus on the common agenda - the needs to be addressed ▪ delegate responsibility to deal with problems ▪ remove status barriers ▪ clarify mutual expectations and required standards
2.4	Communications are sufficient and effective	<ul style="list-style-type: none"> ▪ review effectiveness of current communications ▪ make better use of ICT links
2.5	Partners ensure that there is fair sharing of contributions, risks and rewards amongst partners	<ul style="list-style-type: none"> ▪ encourage a long term view of partnership benefits and how these will vary as time passes ▪ seek 'win-win' solutions ▪ check that partners are gaining the benefits they seek ▪ help other partners achieve their own objectives through the partnership
2.6	Partners have an equal say in decision-making	<ul style="list-style-type: none"> ▪ help less well resourced partners build their capacity and confidence ▪ review procedures for consultations, agenda setting agendas and decision making

Do you need to address any of these typical factors?	✓ / ✗
<ul style="list-style-type: none"> ▪ too much concern for formal procedures and protocol ▪ failure to listen/ engage in genuine dialogue ▪ inordinate time spent in meetings/ communications ▪ 'exclusive behaviour' (ie, placing barriers to the participation of other parties) ▪ stereotyping or judgmental behaviour ▪ defensive behaviour ▪ culture of blame/ criticising partners 	

3 Learning

...where partners continuously seek to improve what they do in partnership

	BENCHMARK	NO - action is needed [✓]	NO - but action is in hand [✓]	YES - but needs improving [✓]	YES- working well [✓]	<i>Action Needed</i>	<i>By Whom?</i>
3.1	Partners continuously seek improvements in activities and ways of working					▪	▪
3.2	Partners periodically review the partnership : its vision, achievements and how it is working					▪	▪
3.3	Partners seek to learn from each other and from experience elsewhere					▪	▪
3.4	Partners recognise and use strengths and talents within the partnership					▪	▪
3.5	Partners manage the changes needed for improvements to be made					▪	▪

	BENCHMARK	Possible Actions You Might Take
3.1	Partners continuously seek improvements in activities and ways of working	<ul style="list-style-type: none"> ▪ identify critical areas for improvement ▪ promote, support and evaluate pilot projects ▪ facilitate 'learning labs' involving front-line staff ▪ run project review workshops
3.2	Partners periodically review the partnership: its vision, achievements and how it is working	<ul style="list-style-type: none"> ▪ open structures and decision-making ▪ make participation easier ▪ set baselines for assessing progress
3.3	Partners seek to learn from each other and from experience elsewhere	<ul style="list-style-type: none"> ▪ invest in developing partner skills, knowledge and confidence ▪ create opportunities to learn together ▪ encourage experimentation
3.4	Partners recognise and use strengths and talents within the partnership	<ul style="list-style-type: none"> ▪ encourage partners to set out what they have to offer the partnership ▪ recruit individuals to task groups according to the contributions they can make as team members
3.5	Partners manage the changes needed for improvements to be made	<ul style="list-style-type: none"> ▪ celebrate what has been achieved ▪ secure 'early wins' to demonstrate progress ▪ help partners welcome change ▪ work with the grain ▪ model new ways of doing things

Do you need to address any of these typical factors?	✓ / ✗
<ul style="list-style-type: none"> ▪ partnership activities based on partner views on what people or businesses need or should be doing ("solutions in search of problems") ▪ failure to take stock of partnership progress/ ways of working ▪ lack of recognition of need to develop the capabilities of those developing, directing or managing the partnership ▪ parochial focus - "not invented here" mindset ▪ aversion to risk-taking ▪ acceptance of "lowest common denominator" solutions ▪ weak links between strategic decision-makers and what is needed and happening on the ground ▪ "groupthink" - consensus based on lack of objective knowledge 	

4 Managing for Performance

...where partners put in place necessary practices and resources, and manage effectively the changes needed

	BENCHMARK	NO - action is needed [✓]	NO - but action is in hand [✓]	YES - but needs improving [✓]	YES- working well [✓]	<i>Action Needed</i>	<i>By Whom?</i>
4.1	The partnership structure fits its purpose					▪	▪
4.2	Partner roles, responsibilities and contributions are clearly defined and accepted					▪	▪
4.3	Objectives, targets and milestones are set and owned by those responsible					▪	▪
4.4	Adequate resources are devoted to achieving partnership goals					▪	▪
4.5	Partners use appropriate methods for project management and co-ordination					▪	▪

	BENCHMARK	Possible Actions You Might Take
4.1	The partnership structure fits its purpose	<ul style="list-style-type: none"> ▪ review partnership structure against criteria for partnership effectiveness ▪ strengthen accountability mechanisms
4.2	Partner roles, responsibilities and contributions are clearly defined and accepted	<ul style="list-style-type: none"> ▪ define partner roles and responsibilities ▪ agree and work to principles/ protocols for collaboration
4.3	Objectives, targets and milestones are set and owned by those responsible	<ul style="list-style-type: none"> ▪ involve all partners in strategy development and review ▪ encourage bottom-up input to strategy within and across partner organisations/ interests ▪ promote framing of vision and objectives by task groups/ teams within overall strategy context
4.4	Adequate resources are devoted to achieving partnership goals	<ul style="list-style-type: none"> ▪ promote the benefits of partnership amongst partners ▪ delegate tasks (including representative roles) - and support those involved ▪ pursue joint bids, lobbying and approaches for sponsorship ▪ involve new partners ▪ identify better ways of using existing resources
4.5	Partners use appropriate methods for project management and co-ordination	<ul style="list-style-type: none"> ▪ agree project charters and joint plans ▪ develop common approaches to project management across partner organisations

Do you need to address any of these typical factors?	✓ / ✗
<ul style="list-style-type: none"> ▪ expectation of gain without pain - that real partnership success is achievable without some changes or “giving something up” ▪ lack of accountability amongst partners for delivering commitments ▪ objectives poorly specified or set without consultation/ involvement of those who have to achieve them ▪ failure to recognise that partnerships, like teams, go through stages before they perform effectively ▪ failure to review how the partnership is operating and how it can become more effective 	