

PARTNERSHIPS

Resource List 4 – Establishing partnership dynamics

What are partnership dynamics?

- Mohr, J & Spekman, R. (1994). Characteristics of Partnership Success: Partnership Attributes, Communication Behavior, and Conflict Resolution Techniques. *Strategic Management Journal*, Vol 15, No. 2 (Feb., 1994), pp. 135-152 John Wiley & Sons [Accessed 12/01/2010]. Available: <http://www.jstor.org/pss/2486868>

This journal article proposes the idea that partnership attributes, communication behaviour, and conflict resolution techniques are related to partnership success.

- IS Improvement Service. Scotland. [Accessed 19/09/2009]. Available: <http://www.improvementservice.org.uk/library/582-partnership-and-collaborative-working/647-partnership-how-to/view-category/>

A site aimed at assisting local public services in Scotland. A range of downloadable information sheets are available on many phases of partnership dynamics: 'Dealing with a lack of trust', 'Team working', 'Partnership culture', and Resourcing Options.

Establishing partnership intent and attitudes

- Hardy, B & Hudson, B & Waddington E. (2003). *Assessing Strategic Partnership: The Partnership Assessment Tool*. Strategic Partnering Taskforce, Office of the Deputy Prime Minister, London. [Accessed 20/09/2009]. Available: <http://www.communities.gov.uk/documents/localgovernment/pdf/135112.pdf>

This publication presents a tool which assesses the effectiveness of working partnerships by graphically identifying problem areas. For those just setting up partnerships the tool provides a checklist of what to ensure and what to avoid. The various sections of the tool can be applied to various partnership principles including: the need for partnership, clarity and realism of purpose, commitment and ownership, developing and maintaining trust.

- University of Kansas. (2010). The Community Toolbox. [Accessed 28/08/2009]. Available: <http://ctb.ku.edu/en/tablecontents/>

This site provides a wide range of information and toolkits in community-building skills, many of which can be applied to stages of partnership development. Chapter 1 – Our Model for community Change and Improvement discusses Some Core Principles, Assumptions, and Values to Guide the Work in Section 6 which is relevant to establishing partnership attitudes and intent.

- Stern, R., Heaney, D & Britton, B. (2001). *The Partnership Toolbox*. World Wide Fund for Nature (WWF). Surrey, UK. [Accessed 28/ 01/2010]. Available: http://assets.wwf.org.uk/downloads/wwf_partnershiptoolboxartweb.pdf

This publication offers a structured approach to developing partnerships with tools to assist in monitoring, evaluation and the development of shared objectives.

- Gottlieb , H. (2007) *3 Statements That Can Change the World: Mission / Vision / Values*. Community Driven Institute. . [Accessed 21/01/2010]. Available: http://www.help4nonprofits.com/NP_Bd_MissionVisionValues_Art.htm

Stakeholder resource mapping tools

- Microsoft Office Project. *The Project Map: your roadmap to project management*. [Accessed 13/09/2009]. Available: <http://office.microsoft.com/en-us/project/HA010745311033.aspx>
This site provides a guide to carrying out project management activities. It outlines the three phases of the project lifecycle: Build a plan, Track and manage a project, and Close a project. Resource issues are addressed under 'Build a plan'.
- Crane, K & Mooney, M. (2005). *Essential Tools: Community Resource Mapping*, National Center on Secondary Education and Transition, USA. [Accessed 13/09/2009]. Available: http://www.ncset.org/publications/essentialtools/mapping/NCSET_EssentialTools_ResourceMapping.pdf

This community resource mapping guide offers information and strategies for stakeholders who are making efforts to create better aligned and coordinated community systems. It includes a Tool which can be applied broadly to the process of resource mapping in partnership development.

- Tennyson, R (2005) *The Partnering Toolbook*. International Business Leaders Forum, London. [Accessed 20/08/2009]. Available: <http://www.ThePartneringInitiative.org>

This publication offers an accessible and concise overview of the key elements to developing and maintaining effective partnerships. It also provides a range of corresponding tools supportive in guiding stakeholders through all phases of the partnering process. Chapter 2 discusses the need for resource mapping and provides a map to assist the process. Tool 2 provides a 'Coherence Assessment Questionnaire' to help clarify intentions, attitudes and commitment to the partnership.

- Tennyson, R (2005) *The Partnering Initiative*. International Business Leaders Forum, London. [Accessed 29/01/2010]. Available: <http://www.who.int/management/partnerships/overall/Partnership%20tools-en.doc>

Supporting tools to the *Partnering Toolbook*. Tool1: Partner assessment form; Tool 2: Coherence assessment questionnaire; Tool 3: Sample partnering agreement; Tool 4: Partnering roles and skills questionnaire; Tool 5: Guidelines for partnering conversations; Tool 6: Partnership review template; Tool 7: Casestudy template; Tool 8: Communications checklist.

Internal partnership assessment and SWOT analysis

- Our Community – Building Stronger Communities through Stronger Community Organisations. [Accessed 05/09/2009]. Available: http://www.ourcommunity.com.au/funding/funding_article.jsp?articleId=805

This site provides a broad range of information and advice on Community Business Partnerships which can also be applied to cross-sector partnerships. A partnership readiness checklist 'Are you ready?' can be found in Help Sheets Part 1, and Tips on SWOT Analysis for your Partnership can be found in Help Sheets Part 2