Partnerships That Perform: It Takes More than Good Intentions!

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Objectives of the Session

PARTICIPANTS WILL:

- Be introduced to a conceptual model for developing and maintaining effective partnerships
- Become acquainted with some practical issues inherent in partnership development
- Consider how this model can most appropriately be applied in your organization

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Who Are We?
Who Are You?
Agenda

1. Introductions
2. Benefits / Challenges of Partnering
3. A Model for Partnership Development
4. Application Activities
Partnerships in the Learning Marketspace: External

- Universities
- Business Enterprises
- Foundations
- NGOs
- Technology Providers
- Professional Organizations
- Governments / Government Agencies

LEARNING MARKETSPACE
Benefits of Partnering: Group Discussion

1. Think of a work partnership you have been involved with that really worked well. What are some words you would use to describe that?

2. What are some benefits of work partnerships?
Benefits of Partnering
Benefits of Partnering

• Partners can share costs and gain economies of scale
• Partners bring unique strengths to the table, and these broader perspectives can strengthen the individual partners
• Partnerships can provide access to new markets that the individual groups couldn’t serve or reach
• Diverse perspectives of partners will better educate citizens of the global village
• Partnerships can mean more choice, flexibility and access for the groups served
• Partners can share risks
• Partnerships can serve as “agents of change” in otherwise entrenched institutions
• Others?
Challenges of Partnering: Group Discussion

1. Think of a work partnership you have been involved with that didn’t work out well. What are some words you would use to describe that?

2. What are some of the challenges of work partnerships?
Challenges of Partnering
Why Some Partnerships Fail
Challenges of Partnering
Why Some Partnerships Fail

- Partnering goals missing from individual organizational missions
- Failure to secure approval at the appropriate levels
- History of universities has been “to go it alone.”
- Varying priorities and cultures
- Lack of a detailed blueprint for the partnership
- Not enough complementarity among partners – creates competition
- Fear of loss of control
- Lack of regular effective communication mechanisms
- Lack of recognition that relationships are critical to the success of partnerships
- Partnerships are often “people” dependent, and are weakened when key people change
A Model for Partnership Development
A Model for Partnerships

Prepare To Partner

Proactively Seek Opportunities
- Set high-level partnering goals
- Identify kinds of partners
- Specify partnering criteria

Evaluate Unsolicited Opportunities
- Evaluate
- Discontinue

Create a Statement of Intent
- Expected outcomes and high level vision

Can the partners agree on a Statement of Intent?

Design the Partnership (See Detail on Page 2)
- Can the Partners agree on the Partnership Design?

Implement
- Given the evaluation results, what is the next step for the partnership?

Evaluate

Transform

Discontinue

Continue
Design the Partnership

Prepare Enlightened Self-Interest Statement

Can the partners each support the self-interests of the other partners?

Create Vision and Strategic goals for the Partnership

Can the partners agree on a shared vision and set of strategic goals for the partnership?

Assess the Financial Feasibility

Are adequate resources available to achieve the vision and goals and are the partners satisfied with the financial arrangements?

Identify the Implementation Team(s)

Develop the Implementation Plan

Can the partners agree on a shared vision and set of strategic goals for the partnership?
Prepare to Partner

- Establish high level partnering goals that are incorporated into organization’s strategic plans and that support the organization’s vision/mission

- Identify the kinds of entities with whom you will and won’t partner

- Identify partnering criteria for each kind of partner

“You got to be careful if you don’t know where you are going, because you might not get there.” — Yogi Berra
Sample Goal & Types of Partners

**Goal:** *Expand the reach of our university’s distance learning program to working professionals in developing countries by partnering with a leading university and a corporate partner*

**Types of Partners**
- *International University*
- *Corporation*
- *Funding Agency*
Sample Criteria

**International University**
- Must be in developing country on cusp of technological advancement, in Asia or Latin America
- Must be considered a leading university in that country
- Must have some emphasis on and recognition for technological education

**Corporation**
- Must be a multinational corporation with whom we are already doing business in the United States  OR
- Must be a large national corporation with employees in excess of 10,000 that invests in education / training for its employees OR
- Must be an organization with whom we have the prospect of also developing a joint research relationship

**Funding Agency**
- Must be government or private foundation that promotes US / International university ventures in the target region
1. Specify one **Partnering Goal** for your organization that supports your strategic directions

2. Specify one or more **Types of Partners** that would help your organization achieve this goal

3. Specify one or more **Criteria** each type of partner must meet to achieve the goal.
Design the Partnership: Enlightened Self Interest Statement

Describes what success of the partnership would result in for each individual partner

States the specific fears and concerns each partner has about what could jeopardize the partnership

Determines if there are any obstacles that can’t be overcome

Provides the basis for a partnership design that will ensure that the partnership will serve the interests of all partners

Yes / No Decision Point
THE ENLIGHTENED SELF-INTEREST STATEMENT QUESTIONS:

1. Why does your organization have an interest in this partnership? How would it further the mission and goals of your organization?

2. If this partnership were successful from the point of view of your organization, what would it achieve? What would the partnership help your organization accomplish that it could not accomplish without such a relationship?

3. What are your fears / concerns in entering into this partnership? What things could go wrong that would jeopardize the success of this relationship?

4. Are there any critical factors that you are aware of at this time that your organization is not able to compromise on that might impact this partnership?

ACTIVITY: Imagine you are embarking on this partnership and are doing this in private to share with your partners. Answer questions 3 and 4.
Evaluate

At defined intervals, take a step back and evaluate progress to determine if the partnership has met the vision, goals, and aspirations of each partner.

There should be a deliberate decision, based on the evaluation, regarding what happens next:

- Transform
- Discontinue
- Continue

**ACTIVITY:** Review the Evaluation Worksheet
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So.... Does All This Sound Like a Good Idea?
How Likely Would You be to Actually DO it?

ACTIVITY:
1. Think of one major roadblock that would prevent you from applying this approach
2. Think of one thing you could do to overcome this roadblock
Thanks for your attention!

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Partnership Article