

Developing A *Powerhouse Partnering* Culture

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Most Common Reasons Alliances Fail*

12. Inappropriate team membership
11. Failure to address internal / external alliance issues
10. Inability to create a win / win orientation in building common platforms
9. Internal departments fail to support alliance programme due to self-interest
8. Lack of internal agreements resulting in poor cross-functional coordination
7. Lack of clear boundaries and scope – internal/external
6. Lack of leadership support
5. Lack of defined mutual benefits and measurement systems to track it
4. Alliance by evolution rather than design
3. Failure to build a trusting relationship into the alliance
2. Failure to develop a culture based on the Six Partnering Attributes
1. Failure to have a mutually agreed Strategic Framework

*Based on a Survey of 25 failed alliances by Partnership Continuum, Inc.

Our Methodology

Efficient and healthy internal and external partnerships underpin the success of every organization. Businesses are becoming interlinking, neural-like webs of information, production, and marketing.

While competitors can copy new technology, innovative marketing approaches, or leading-edge designs, they are hard-pressed to copy the dynamics created through partnering relationships.

Our methodology approaches partnering solutions from a holistic perspective. It starts with a roadmap - a process for building and sustaining an alliance.

Our process, the Partnership Continuum Partnering Model, is the cornerstone of our methodology.

Partnership Continuum Methodology

The Roadmap

Partnership Continuum™ Model

A defined, measurable process that:

- Aligns and balances the Stages of *Partnership Development* with the Stages of *Relationship Development*
- Balances the dynamics of *task* and *relationship*
- Ensures tasks get done on time and in budget
- Builds environment of *trust and collaboration* between partners

Creates

The Partnering Culture that Enables the Alliance to Thrive

Assess your *Partnering Intelligence* (current partnering aptitude):

- Learn and practice the *Six Partnering Attributes* of effective partners
- Strategic development – build a *Partnering Infrastructure* with skills and competencies needed to achieve your vision
- Leadership development
- Organizational development
- Team development

Successful Partnering & Relationship Management

The process and skills for:

- Effectively influencing internal and external relationships
- Approaching conflict
- Eliminating miscommunication
- Increasing innovation and sharing information
- Balancing advocacy versus inquiry
- Understanding intent versus impact
- Improving relationship management role

Successful people need to build behavioural skills, which we refer to as the *Six Partnering Attributes*. These six attributes help people create a *Partnering Culture* that enables the alliance to thrive. People who lack skills and behaviours in even one of these attributes will impact the overall atmosphere and capabilities of the partnership.

What is Partnering Intelligence?

Partnering Intelligence is an ability to develop trusting relationships while accomplishing mutually beneficial objectives; it is clearly one of the most critical competencies for business success today.

Anyone can learn to become an effective partner, and partnering skills can be honed over time.

Part of our solution uses *online partnering assessments*, providing awareness of one's capabilities in partnering skills.

The solution also includes options for *corporate training programs* and *leadership training programs* to *build partnering competencies* to ensure the organization achieves its vision.

Three Learning Phases in our Approach to Improving Partnering Capacity

Phase 1 – Know

Clients take *online assessments* that provide insights into their style of behaviour along with a *personalized analysis* of the style.

After completing the assessment, *thought-provoking learning content*, designed to stimulate and prompt action from the learner, is downloaded including content theory, *personal debriefing* and *developmental action plan*.

Phase 2 - Show

Learners *observe* our professional facilitators role-model the appropriate partnering behaviours.

Learners are provided an opportunity to *demonstrate their understanding* of the content through simulations and content review.

Phase 3 – Do

Learners *practice new partnering behaviours* in a safe environment while other learners and facilitators provide feedback and insights helping individuals determine the appropriate adjustment in their *partnering style*.

Learners develop an *action plan* with specific steps to improve their partnering capabilities. This may include creating a system of peer support to help reinforce their new partnering approaches and behaviours.

Our Approach

Through our partnering solutions, we help organizations build *Smart Partners*, thereby creating partnering cultures that attract the business relationships and human talent needed for successful partnering relationships in the Information Age.

We take a holistic and systemic approach to improving your *partnering capacity*.

Based on established adult learning practices, we transfer our partnering solutions to you using a simple three-step approach: know yourself (KNOW), use the process (SHOW), and practice the skills (DO).

Why improve Partnering Intelligence?

1. Companies Succeed Through People

We train people on how to increase their *Partnering Intelligence*, giving them the foundation for successful partnering on a personal and business level and providing their organization a competitive advantage in today's information-based economy.

2. Our approach emphasizes the following:

We build your partnering competency. The ability to form *trusting* and mutually beneficial *relationships* through collaboration is the first competency you and your organization must possess. This means you must be fluent in the use of the *Six Partnering Attributes*. These attributes are the critical set of relational skills needed to create a winning environment in a partnership. We build your competency in the use of these attributes, which then become the foundation for a *Partnering Infrastructure* and *Partnering Culture*.

We strengthen organizational effectiveness. This happens through use of our *proprietary online partnering assessments*, corporate *training programs*, *leadership development training programs*, models, and tools. These enable clients to strengthen their organizational effectiveness, drive performance improvement, and attain measurable impact on the business and the bottom line.

We teach a partnering process. The partnering process ensures that you bring balance and understanding to the needs you have - from both a task and relational perspective - and that you can articulate them, negotiate them, and measure them to determine success.

Powerhouse Partners

A Blueprint for Building
Organizational Culture for Breakaway
Results

Becoming a Powerhouse Partnering Organization

1. Practice Focused Leadership
2. Build A Partnering Infrastructure
 - Create a Strategic Framework
 - Re-design your organization as a partnering network
 - Hire people with partnering competencies
 - Grow and keep smart partners
3. Develop Smart Partners
 - Reinforce the foundation for information sharing
 - Move to the future with creativity
 - Embrace connectivity for agility

An Alliancing Organization



From Powerhouse Partners: A Blueprint for Building Organizational Culture for Breakaway Results

– Stephen M Dent & James H Krefft, September 2004

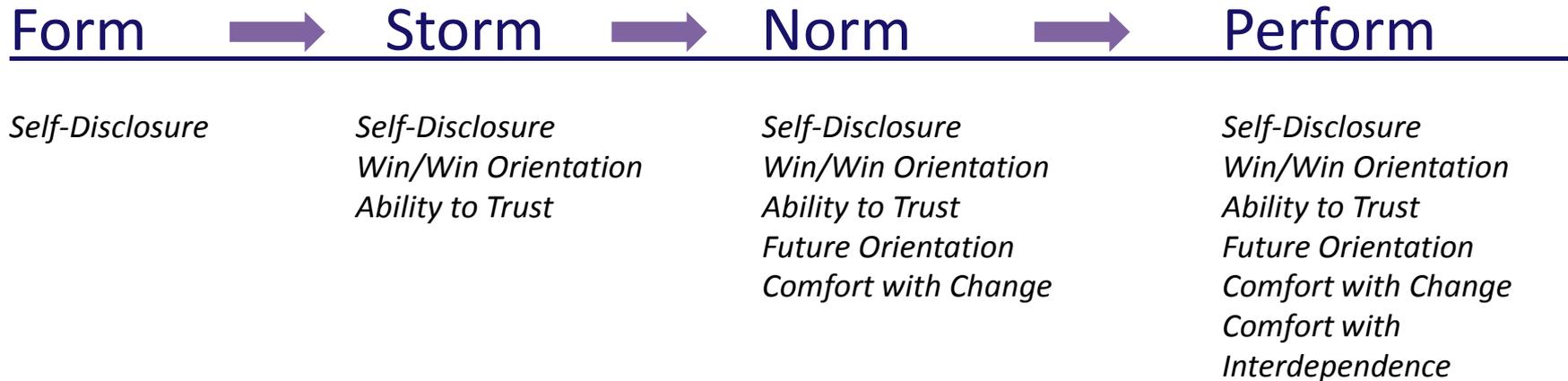
Businesses Don't Partner, People Do!

High Partnering Intelligence or “PQ” is based on
Six Partnering Attributes:

- Self-Disclosure and Feedback
- Win / Win Orientation
- Ability to Trust
- Future Orientation
- Comfort with Change
- Comfort with Interdependence

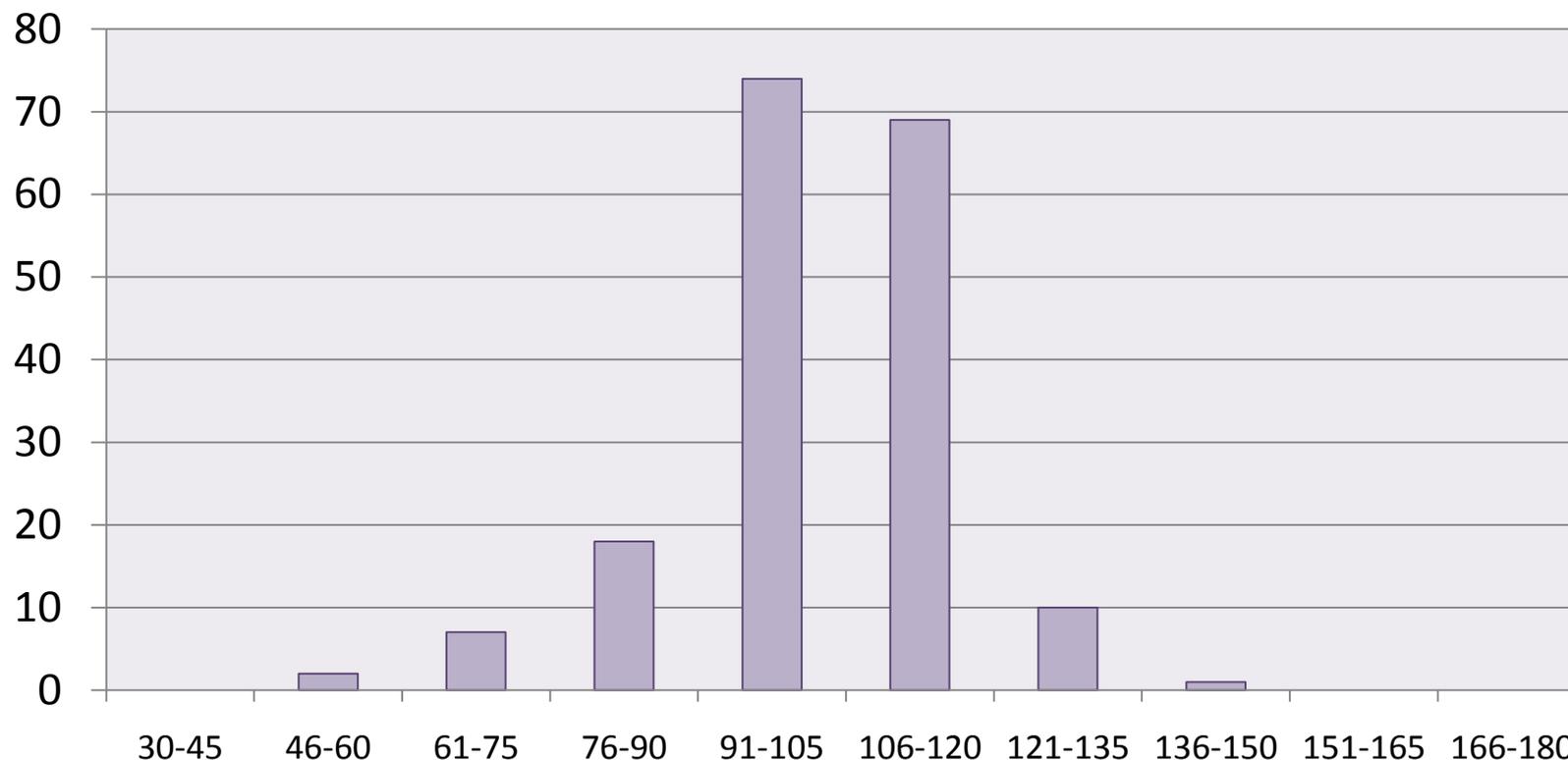
The *Six Partnering Attributes* create the partnering culture

Partnering attributes accelerate the Stages of Relationship Development



Being proficient in one or two attributes is not enough,
Smart Partners must be fluent in all *Six Partnering Attributes*

Case Example – PQ Scores of 181 People in A Team



“The client was interested in establishing a *best in class* partnering culture. For the internal assessment we conducted one-on-one interviews with a cross section of the organization, we also arranged for 181 people to take the PQ assessment on-line. This figure shows the baseline results – a classic bell curve.

This population also falls into the average to below average category of *Partnering Intelligence*. When the organization’s leadership reviewed this data they understood that if they were to be *world-class leaders in partnering* they needed to dramatically improve the skills of their employees.”

Summary

Benefits of Building Smart Partnerships

- Higher levels of trust
- Organizational capabilities to operation in the knowledge based economy
- Reduced conflicts / increased collaboration
- Customer satisfaction through innovation
- More efficient planning
- Increase flow of information and knowledge
- Better problem solving
- High productivity in the alliance
- Cost savings in developing and implementing an alliance

Contact Information

We recommend Clients to visit the website www.partneringintelligence.com to access a set of case studies, client listings and more information

On the award winning Partnership Continuum™ system. Our contact details are:

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