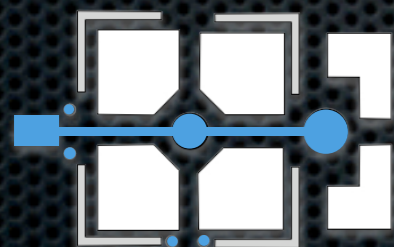


PARTNERSHIP

Building & Retention



| S.I. Strategic Implementation

<http://web.mac.com/von/SI>



Outline

- ✦ Leadership
- ✦ Skill Sets
- ✦ Champions
- ✦ Collaboration
- ✦ Relationships
- ✦ Expectations
- ✦ Next Generation



Leadership

Positioning

- ✦ Front
- ✦ Middle
- ✦ Rear



Leadership

Positioning

- ✦ Front
 - ✦ Middle
 - ✦ Rear
- Servant leadership [soft power] with an emphasis on collaboration and having the ability to gage from which position on the screen [front, middle, or rear] to lead.



Leadership

Positioning

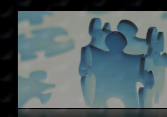
- ✦ Front
- ✦ Middle
- ✦ Rear

- Good servant leaders know that sometime to be most effective one has to lead from various positions.
- Leading from the middle is required from time to time to be a connector and bridge builder.
- “Champions” have the ability to connect two or more groups that might not otherwise form a [necessary] connection to “move an agenda.”



Skill Sets

- ✦ Strengths - Leveraging
- ✦ Limitations - Accepting and Shoring Up



Skill Sets

✦ Strengths - Leveraging

- (1) knowing ones strengths and challenges
- (2) knowing the strengths and challenges of those whom you lead and follow
- (3) forging alliances with those who compliment the strengths of your team and who can shore up the gaps
- (4) the ability to ask for help
- (5) the ability to win friends and influence people
- (6) knowing when and how to “let go” of control to be in control [sharing power]



Skill Sets

✦ Strengths - Leveraging

- Identify strengths and know how to leverage them
- The smartest person in the world is not smarter than every person in the world and the strongest person is not stronger than every person in the world.
- No matter how skilled or how large the coffers the skilled leader knows that they need to conserve resource through shared efforts.



Skill Sets

- ✦ Limitations - Accepting and Shoring Up
 - Too often there is a belief that acknowledging limitations, challenges, or weaknesses is a sign of being a poor leader.
 - The Servant [transparent] leader has an advantage over those who make an effort to mask theirs because they waste time stalling vs getting the assistance they need immediately.



Collaboration

- ✦ Providing an Open Table [safe space]
- ✦ Gaining Buy-in
- ✦ Shared Ownership of the Work
- ✦ Moving from Ownership to Facilitation



Collaboration

- ✦ Providing an Open Table [safe space]
 - A key component of collaboration is creating an environment that is open to opinion.
 - Provide a table [place] where everyone is welcomed.
 - A place where people feel they can freely express opinions and ideas without the fear of being judged.



Collaboration

✦ Gaining Buy-in

- Requires allowing those at the table the opportunity to have a meaningful contribution to the process.

These include:

- (a) the invitation (the open table),
- (b) actively asking for input especially if someone isn't speaking up and
- (c) creating leadership opportunities for the participants (sub-committee chairperson positions, special projects, etc.)



Collaboration

- ✦ Shared Ownership of the Work

- This comes in part from giving credit to the members of the collaborative for specific parts and for the overall work.

- Put them out front when possible to share in the spotlight (glory).



Collaboration

✦ Moving from Ownership to Facilitation

- Requires the members of the collaborative to become agents to get things done.
- It is a move from data collection, analysis, brainstorming, recommendations, and planning to actual implementation.
- Collaboration moves the team towards creating the final pieces necessary to “make the case.” This includes policy, communications, and a implementation strategy.



Collaboration

- ✦ Moving from Ownership to Facilitation

- Collaboration moves the team towards creating the final pieces necessary to “make the case.” This includes policy, communications, and a implementation strategy.

This material is used to inform the Champion(s) who will “carry the water” (funding, expanding access, policy/legislation change, etc.) for the collaborative.



Champions

- ✦ Shared Vision
- ✦ Like the Target Audience
- ✦ Collaboration
- ✦ Give [benefit] and Take [help]



Champions

Consider a Champion who:

(1) is a person who shares your overall vision.

(2) is similar to the members of the audience(s) who need to be influenced.

(3) is an advocate of collaboration

(4) A Champion should be approached from a position of having something to “offer to them” as well as “asking them for help.”

- ✦ Shared Vision
- ✦ Like the Target Audience
- ✦ Collaboration
- ✦ Give [benefit] and Take [help]



Relationships

- ✦ Nurturing
- ✦ Skill, Talent, & Likability



Relationships

✦ Nurturing

- Nurturing partnerships require constant attention.

This means touching base with partners and champions on a regular basis, particularly subcommittee chairs beyond monthly meetings.



Relationships

- ✦ Skill, Talent, & Likability

“It doesn’t matter how smart you are or how talented you people have to like you.”



Relationships

- ✦ Skill, Talent, & Likability

“It doesn’t matter how smart you are or how talented you people have to like you.”

- This does not mean that everyone whom you invite to the table will ultimately like your direction or leadership style.
- Those people will not stay at the table and will move on (don’t take it personally).
- It is necessary, however, to get enough partners and champions to stay at the table to help you move the agenda.



Expectations

- ✦ Management
- ✦ Setting Time Line
- ✦ Trust and Confidence Building



Expectations

✦ Management

- Not underestimating the amount of time necessary to achieve the goals

This means giving the members of the partnership a clear idea of how long it will take to make the changes necessary to get to the desired future.



Expectations

✦ Setting Time Line

- Set a Time Line that provides the partners enough time to feel that the work can be accomplished in the given time.

In other words set a realistic timeline that takes into account that “system change” takes time (years and even decades).

- Avoid setting tenure based timelines (i.e., political cycle, contract length, grant cycle, your professional life span, etc.) for efforts that clearly are decade or generational in nature.



Expectations

✦ Setting Time Line

- Avoid setting tenure based timelines (i.e., political cycle, contract length, grant cycle, your professional life span, etc.) for efforts that clearly are decade or generational in nature.
- One way of setting a realistic timeline is accepting the fact that we are here to “put one brick in a larger wall;” just like those who came before us and those who will come after us.
- Feeling that you/we have to do “it” all on “our watch” is a recipe for disappointment and failed expectations.



Expectations

- ✦ Trust and Confidence Building

- Be clear about the exceptions of the effort, of yourself, the partners, and the timeline for accomplishing task.
- Make sure that you maintain that “safe space” at “the table” for sharing ideas, making recommendations, and then implementing those ideas.



Expectations

- ✦ Trust and Confidence Building

- Be clear about the exceptions of the effort, of yourself, the partners, and the timeline for accomplishing task.
- Make sure that you maintain that “safe space” at “the table” for sharing ideas, making recommendations, and then implementing those ideas.

If the project is a “long term effort” (as defined by your timeline) provide for term limits (12 months) [rotations] for the subcommittee (i.e., data, policy, communication, and implementation) leadership.



Next Generation

- ✦ Generational Diversity
- ✦ Change takes time (10, 15, 20+ years)
- ✦ Master [each one] and Apprentice [teach one]



Next Generation

- ✦ Generational Diversity
- ✦ Change takes time (10, 15, 20+ years)
- ✦ Master [each one] and Apprentice [teach one]
 - Everything about Partnership Building comes down to the Next Generation of leadership.
 - As leaders we all have a societal responsibility to help prepare the generation of those who are coming behind us.
 - Mentoring for the “next generation” is one of the times where a leader has to show the ability to lead from the rear and the middle.



Next Generation

- ✦ Generational Diversity

- Is required at “the table.” With the goal of sparking some ideas and fire under new leaders.
- Additionally these future leaders should be provided with opportunities to lead some efforts.



Next Generation

- ✦ Change takes time (10, 15, 20+ years)
 - Change (such as social issues) requires decades thus in all likelihood those changes will not be reached in the professional life time of most of the people working on the issue.
 - This comes back to the issue of:
 - (a) knowing ones limitations,
 - (b) timeline development, and
 - (c) putting a “brick in the wall.”



Next Generation

- ✦ Master [each one] and Apprentice [teach one]
 - According to Gladwell (Outliers, 2008) it takes approximately 10,000 hours (10-years) become a expert in a given field.
 - Most current leaders spent the better part of our 30s becoming experts. Thus in their 40s+ became sufficiently competent (and have the temperament) to provide expertise and wisdom to the next generation.
 - The same thing is true for those in their 50s, 60, and 70+ reaching back to provide both knowledge and wisdom to those a 1/2 a generation (10-15 yrs) younger.



Re-Cap

- ✦ Leadership
- ✦ Skill Sets
- ✦ Champions
- ✦ Collaboration
- ✦ Relationships
- ✦ Expectations
- ✦ Next Generation



Re-Cap

- ✦ Leadership: as a principle where it is leading from the front, the middle and behind.
- ✦ Skill Sets
- ✦ Champions
- ✦ Collaboration
- ✦ Relationships
- ✦ Expectations
- ✦ Next Generation



Re-Cap

- ✦ **Leadership:** as a principle where it is leading from the front, the middle and behind.
- ✦ **Skill Sets:** leveraging & complementing ones strengths & shoring up ones limitations.
- ✦ Champions
- ✦ Collaboration
- ✦ Relationships
- ✦ Expectations
- ✦ Next Generation



Re-Cap

- ✦ **Leadership:** as a principle where it is leading from the front, the middle and behind.
- ✦ **Skill Sets:** leveraging & complementing ones strengths & shoring up ones limitations.
- ✦ **Champions:** helping move an agenda in places with hard to reach people
- ✦ **Collaboration**
- ✦ **Relationships**
- ✦ **Expectations**
- ✦ **Next Generation**



Re-Cap

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- ✦ **Champions:** helping move an agenda in places with hard to reach people
- ✦ **Collaboration:** leveraging partnerships & creation of committees to get the work done.
- ✦ **Relationships:**
- ✦ **Expectations**
- ✦ **Next Generation**



Re-Cap

- ✦ **Leadership:** as a principle where it is leading from the front, the middle and behind.
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- ✦ **Collaboration:** leveraging partnerships & creation of committees to get the work done.
- ✦ **Relationships:** maintaining contact w/partners. Importance of likable as much be talented.
- ✦ **Expectations:**
- ✦ **Next Generation**



Re-Cap

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Re-Cap

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- ✦ **Relationships:** maintaining contact w/partners. Importance of likable as much be talented.
- ✦ **Expectations:** managing both highs & lows based on realistic timelines
- ✦ **Next Generation:** bring along future leaders as a practical reality of systemic change.



Re-Cap

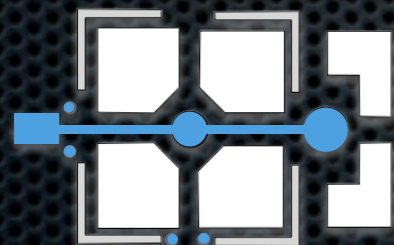
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Open Dialog

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