

'Partnering'

the "joined-up" approach to problem solving



'Partnering' TEAM WORK FOR THE FUTURE

Relationships

The current climate for both business and service providers has seen a sharp increase in the number of organisations, both public and private, that have entered into partnerships. Many of these have been fraught with difficulties and stresses. The major obstacles to effective Partnering do not stem from the technical, professional or financial competencies of the Partnering organisations. The most significant difficulties stem from the poor relationships that have developed between the organisations.

Polarisation

Research has shown that differences in organisational culture and values often lead to polarisation and an environment that is not conducive to common objectives and shared accountability. What tends to develop is a "them & us" split with an associated blame culture and the inevitable failure of partnership working.

Programme Framework

This two day Partnering Programme is a framework that can be used in two ways.

1. As an awareness raising tool to prepare people for the concept and the potential reality of entering into a partnering relationship.
2. Or as a programme that brings together the relevant members of an existing partnering relationship to analyse what needs to be done to become more effective.

The structure of the programme should be seen as a framework that can be adapted to suit the specific needs of an organisation.

Training Methods

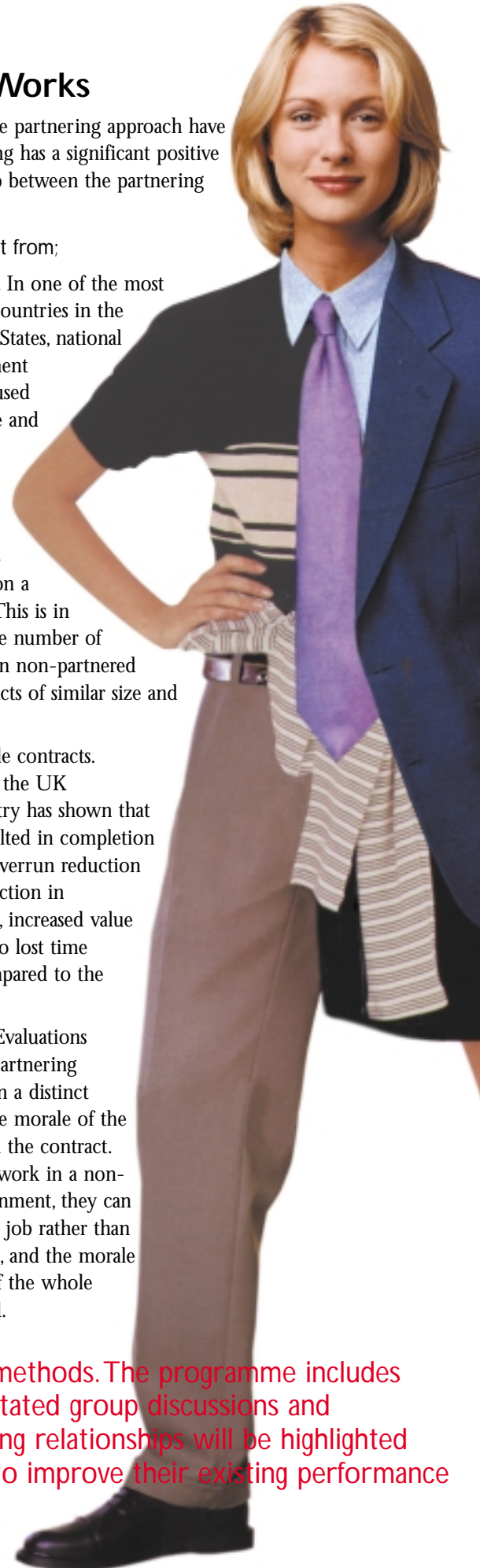
The programme tutors use highly participative training methods. The programme includes interactive learning exercises, behavioural feedback, facilitated group discussions and presentations. The strengths and weaknesses of partnering relationships will be highlighted and delegates will be encouraged to develop strategies to improve their existing performance and to address areas identified for development.

Partnering Works

Organisations using the partnering approach have reported that partnering has a significant positive effect on a relationship between the partnering organisations.

The key benefits result from;

- Reduced litigation. In one of the most litigation minded countries in the world The United States, national and local Government departments have used partnering on large and small contracts for over six years. To date, all reports indicate that not a single dispute has gone to litigation on a partnered project. This is in stark contrast to the number of disputes received on non-partnered government contracts of similar size and complexity.
- Successful, profitable contracts. Experience within the UK construction industry has shown that partnering has resulted in completion on schedule, cost overrun reduction by two thirds, reduction in paperwork by 66%, increased value engineering, and no lost time injuries, when compared to the average contract.
- Improved morale. Evaluations conducted under partnering contracts has shown a distinct improvement in the morale of the people working on the contract. When people can work in a non-competitive environment, they can concentrate on the job rather than on potential claims, and the morale and effectiveness of the whole "team" is improved.



... TODAY



THE M.A. PARTNERSHIP

Programme Objectives

This intensive two-day Partnering programme will enable participants to develop their skills, understand their partnering relationships and improve their performance.

Core Elements

- Identifying effective Partnering Strategies
- Coping without competition
- Organisational Culture
- Valuing Differences
- Positively managing Conflict

By the end of the programme, delegates will:

- Be competent in proactively developing partnering relationships
- Understand the effective use of Conflict Resolution Styles
- Have an understanding of the power of organisational culture
- Be able to use a model for effective interpersonal communication; Strength Deployment Inventory
- Be aware of methods of promoting effective partnering behaviours

Partnering is expected

In the UK Public Sector there is now an expectation that added value can be achieved through partnering. Increasingly, government and other external funding is conditional on partnership working because funding regimes recognise the need for "joined-up" approaches to problem solving. Partnering can also result in more sustainable solutions through a shared stake in ongoing success.

DAY 1

09.30-10.00 Registration and Introductions

10.00-11.30 "Organisational Culture Exercise"

A group exercise examining current organisational culture and future organisational culture. The group is also encouraged to identify the organisational culture of partner entities.

11.30-1.00 " Strength Deployment Inventory"

Personal feedback and group discussions focussing upon valuing the differences between individuals and organisations. This enables groups to become more effective and resilient when faced by additional external pressures.

1.00-2.00 Lunch

2.00-3.30 Partnering Simulation

In this simulation delegates are faced with a situation requiring organisations to work together resolving a series of interrelated problems. The delegates need to reach an agreed solution that meets and accommodates conflicting organisational needs.

3.00-4.00 Review and Evaluation

4.00-4.30 Workshop

Conflict resolution workshop and personal conflict style feedback. Getting to Win/Win.

4.30 Review and summary

DAY 2

9.30 Coffee and registration

9.45-11.45 The Elements of Successful Partnering

Feedback and group exercises using questionnaires, live cases and group experiences:

- **Partnering Power Profile; How effective are our present relationships?**
- **Are we making any Progress?**
- **Who are the Stakeholders?**
- **Mapping Stakeholder demand systems.**

11.45-1.00 Case Study "Partnering In the Raw"

This case study taken from a public sector organisation examines the real and messy interpersonal and organisational issues that effect successful partnering. The impact of the case study stems from its genuine and current focus. (When working with a single organisation, an organisation specific case study can be incorporated.) Group discussion, presentations and recommendations

1.00-2.00 Lunch

2.00-3.00 "Rocks in the Road" Obstacle Identification

What is currently stopping us from successfully Partnering

3.00-4.00 Next Steps...

Action Planning and contracting to improve the situation

4.00-4.30 Summary and feedback

'Join-up'



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