

LEVERAGING PARTNERSHIPS

Partnership & Community Collaboration Academy
Managing by Network



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Builds the sense of a team and culture that understands the importance of partnership work.

Embraces the value added by doing work in collaboration with others.

Continually acknowledges the importance of each entity's contributions and shared resources to the partnership.

This skill transforms individualism into shared stewardship towards achieving the mission of federal agencies and reinforces the importance of partnerships through words and actions.

~ OPM Definition



LEVERAGING PARTNERSHIPS

When people work together in an atmosphere of trust and accountability toward a common goal, they put aside turf issues and politics and focus on the tasks to be done.

This focus of resources overcomes barriers, helps to identify new opportunities, and builds a momentum that leads to three major bottom-line benefits:

1. Better problem solving
2. Greater productivity
3. More effective use of resources



BUILD A SENSE OF TEAMWORK

There is also a group of softer benefits of teamwork that greatly enhances the workplace:

1. People enjoy working together and teamwork satisfies a need for socialization
2. Working together helps people grow as they learn from each other and develop important skills
3. Working together toward a common goal provides a sense of purpose that is motivating and fulfilling



**TEAMWORK FOSTERS
INDIVIDUAL GROWTH**

Openness and candor - When real teamwork is present, team members, because they basically trust each other, are more open and honest with each other.

Acceptance of assignments - When real teamwork exists, team members willingly accept assignments. Motivated by peer pressure, they also work hard to get their jobs done right the first time and to meet deadlines.

Understood and accepted goals - A team needs purpose, direction, and goals. Committed to their accomplishment, they assist one another to make them a reality.

Progress and results assessed - Teamwork requires that members be results-directed as opposed to process-oriented. Their focus is on objectives and their activities on goals. Periodically, under direction of a leader, the team assesses its progress. This includes identification of barriers and what can be done to rid the team of them.

Shared trust - In a healthy team, members essentially trust one another. Despite occasional conflict, members get along well and enjoy each other's company. They cooperate and get the work done.

Involvement and participation - Teamwork requires that members be involved in their work and participate in team activities.



TEAM CHARACTERISTICS

Team Building - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships.

Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Individual develops leadership in others through coaching, mentoring, rewarding and guiding employees.

~ OPM Definition

How do you support teamwork among partners?

What obstacles hinder fostering teamwork among the partnerships you manage?

**TEAMWORK IS THE BEDROCK
OF LEVERAGE**

What do we leverage in the management of partnerships?

OPM - Other People's Money

OPT - Other People's Time

OPR - Other People's Resources

OPE - Other People's Expertise

Why do we use leverage in partnership management?

- ✓ Build capacity
- ✓ Ensure effectiveness
- ✓ Enhance efficiency

ELEMENTS OF LEVERAGE

Leverage Categories	Investment by Partners	Leverage Ratio
Public Agency	\$20,000	1:5
Volunteers (OPT)	\$10,000	1:10
Grant (OPM)	\$20,000	1:5
Equipment (OPR)	\$20,000	1:5
Nonprofit (OPE)	\$30,000	1:3
Total	\$100,000	

Leverage Ratios - For every dollar committed by the public agency, 5 dollars are contributed by partners

Using the sample chart as a guide, discuss the financial leverage of a public/private partnership you manage

How do nonprofit organizations characterize the leverage of federal funding to their constituents?

RETURN ON INVESTMENT

Continually acknowledges the importance of each entity's contributions and shared resources to the partnership.

In communicating with each group listed below, how do you recognize what each partner brings to a partnership?

- ❖ Partners
- ❖ Agency Colleagues
- ❖ Public



SHARED RECOGNITION

LEVERAGING PARTNERSHIPS

What's your story?

