

# Understanding partnerships

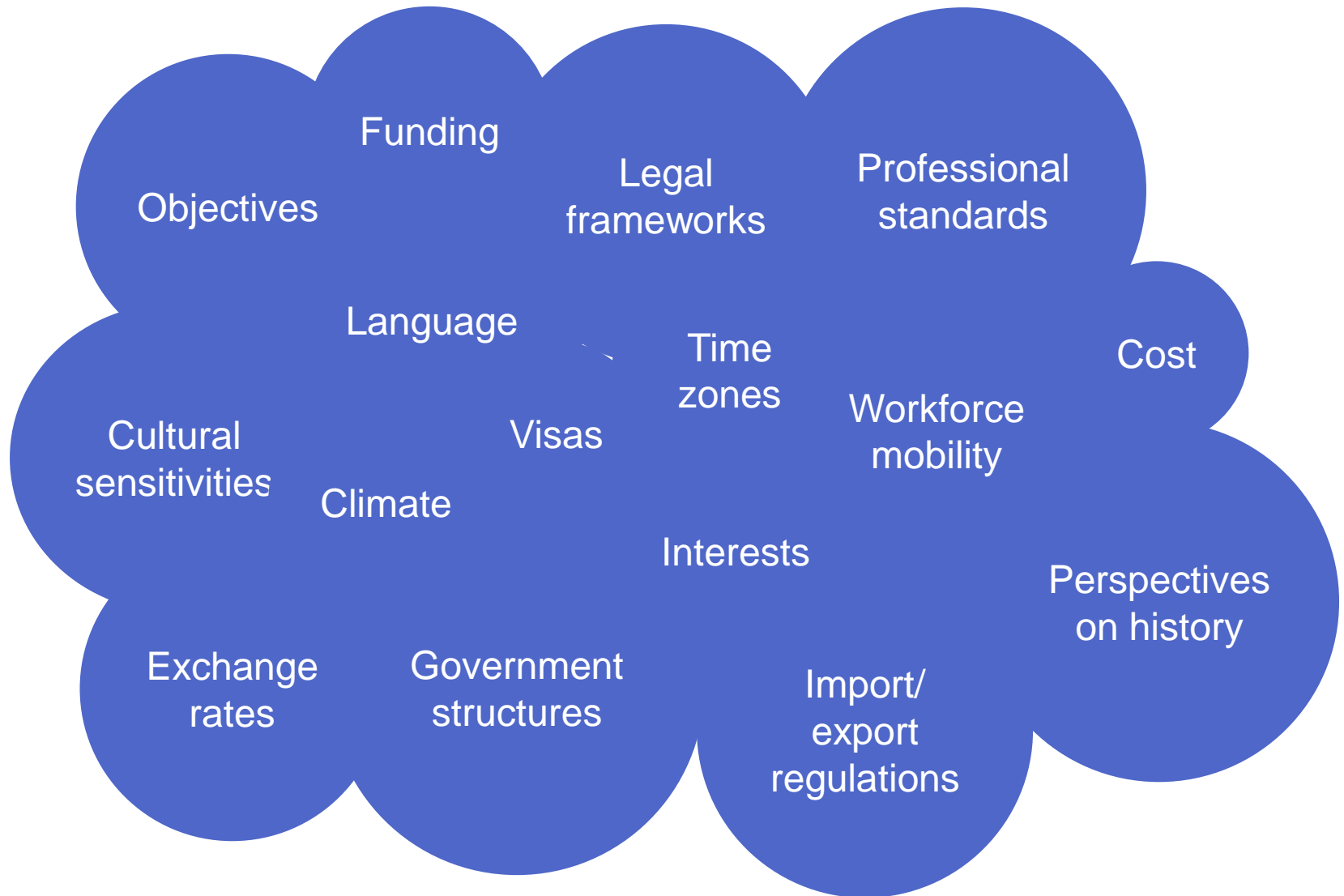
Lucy Marder

Cultural Partnerships Officer

South East Museum Development Programme

WIRP Partnerships Workshop London October 2016

# International partnership factors



# Why use tools and frameworks?

- Structure discussion
- Expand thinking
- Share responsibility
- Ground practice in theory
- Empower partners with tools they can use together

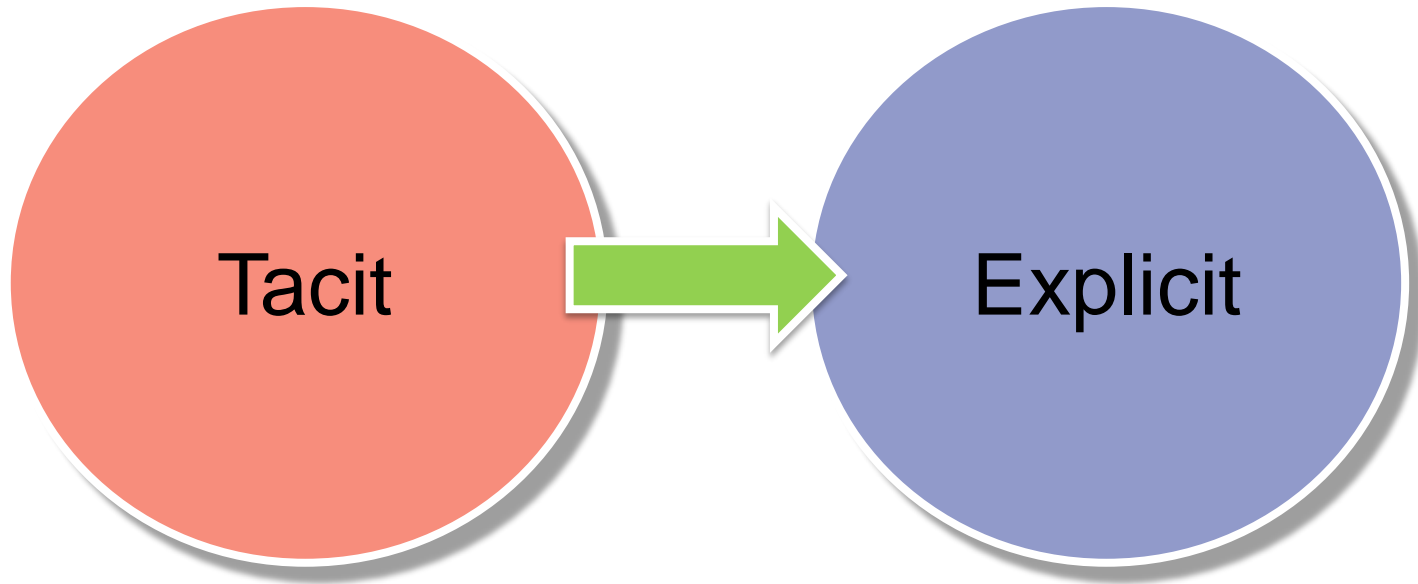


What tools and frameworks have  
you used in your partnership  
working?

# The right tool for the job

- Relevant to the topic
- Resonant for many and applicable internationally
- Easy to understand and use
- Reputable, valid





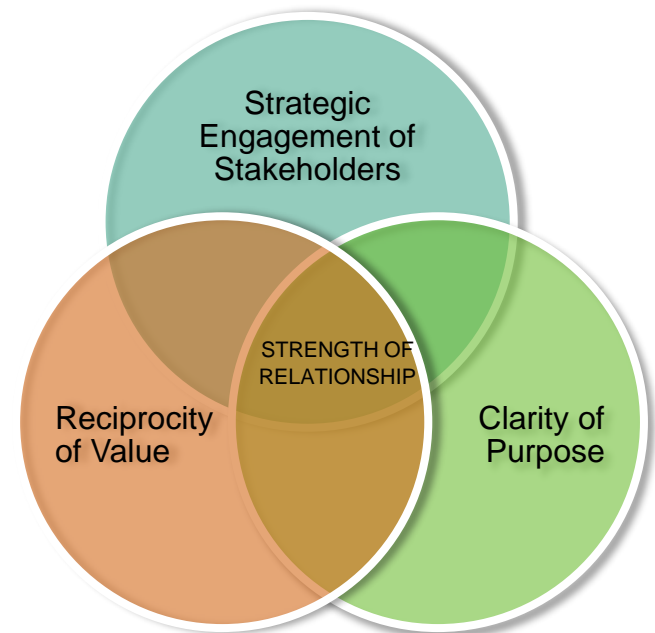
# Tools for today

Framework	Application
Framework for Effective Partnership	Reviewing partnership strength and identifying areas of improvement
Partnerships Proposition Canvas	Prototyping 'value exchange' in partnership
'How Deep is Your Love' Continuum	Diagnosing or planning appropriate format for partnership
Partnership Development Stages/Life Cycle	Understanding partnership stages and managing each one productively

- Informing each presentation and the exercises that follow
- For you to experience, reflect on and make choices about

# Framework for Effective Partnership

- Based on a model developed by the US National Network of Schools in Partnership.
- Suggests that strong partnerships are based on a balance of 3 key elements: clarity, reciprocity and engagement.
- Prompt questions to review partnership strength and identify areas of improvement.





## Clarity

Questions for reflection:

- How does your museum's mission inspire the work of the international partnership?
- How do you articulate why your museum engages in international partnership?
- How do you assess the impact of your international partnerships?

## Reciprocity

Questions for reflection:

- What is the value for each partner in the partnership?
- Where does the partnership occur? In single or multiple locations?
- Is the partnership framed around collaboration, rather than helping?

## Engagement

Questions for reflection:

- How does your museum's strategic vision encompass international partnership?
- How many stakeholders are involved in the success of international partnerships – trustees, staff, volunteers, visitors, funders, supporters?
- How does the work of the international partnership enrich the museum experience?



STRONG RELATIONSHIPS

# How might we use it?

		😊	😐	😞
Clarity	<p>Our museum's mission inspires the work of the international partnership</p> <p>We can articulate why our museum engages in international partnership?</p> <p>We have clear ways to assess the impact of our international partnership</p>		<p>●</p> <p>●</p> <p>●</p>	<p>●</p>
Reciprocity	<p>There is value for each partner in the partnership</p> <p>The partnership occurs in multiple directions, reflecting diverse partners</p> <p>The partnership is framed around collaboration, learning, and helping</p>	<p>●</p> <p>●</p>	<p>●</p> <p>●</p>	
Engagement	<p>Our museum's strategy is an essential part of our overall strategy</p> <p>Partnership is a key element of our strategy</p> <p>Partnership is a key element of our strategy</p>		<p>●</p> <p>●</p> <p>●</p>	<p>●</p> <p>●</p>



# Partnerships Proposition Canvas

- Adapted by, from Alex Osterwalder's business model canvas by Bart Doorneweert partner at Source Institute
- Designed for use as a prototype tool for modelling key business model partnerships
- Basic idea is that in any transaction between people there is an exchange of value, where each gets something out of the exchange, even if it is relatively small.
- Partnerships as vehicles to facilitate this exchange.

Key Activities



Key Resources



Partnership Value Proposition



Compact



Deliverables



Desired Assets



Cost structure



Usable Form



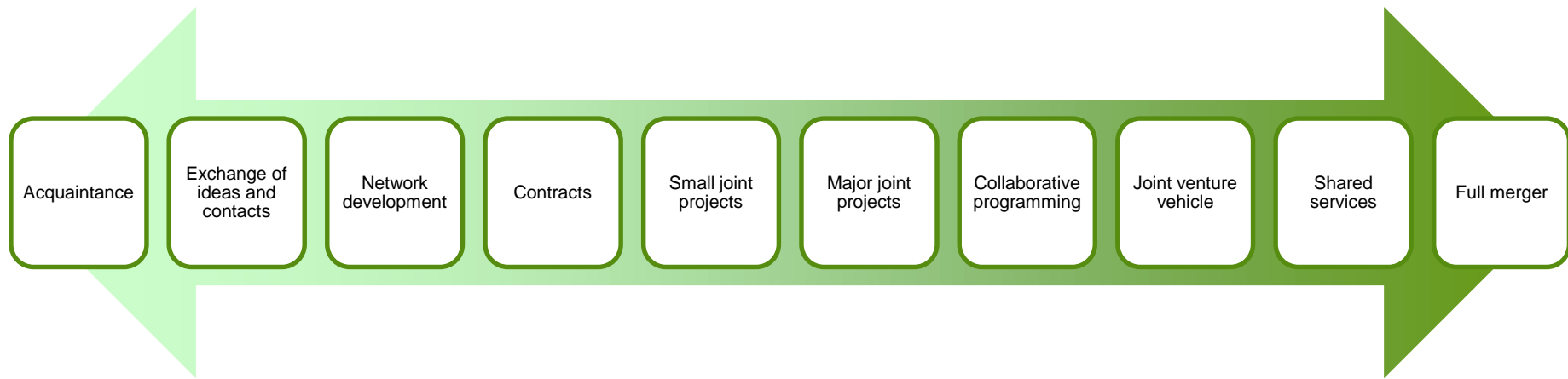
Enhancement: how can you enhance the value you bring to your partner?

Input: what do you bring to the table?

Conversion: how can you make use of the value that your partner holds?



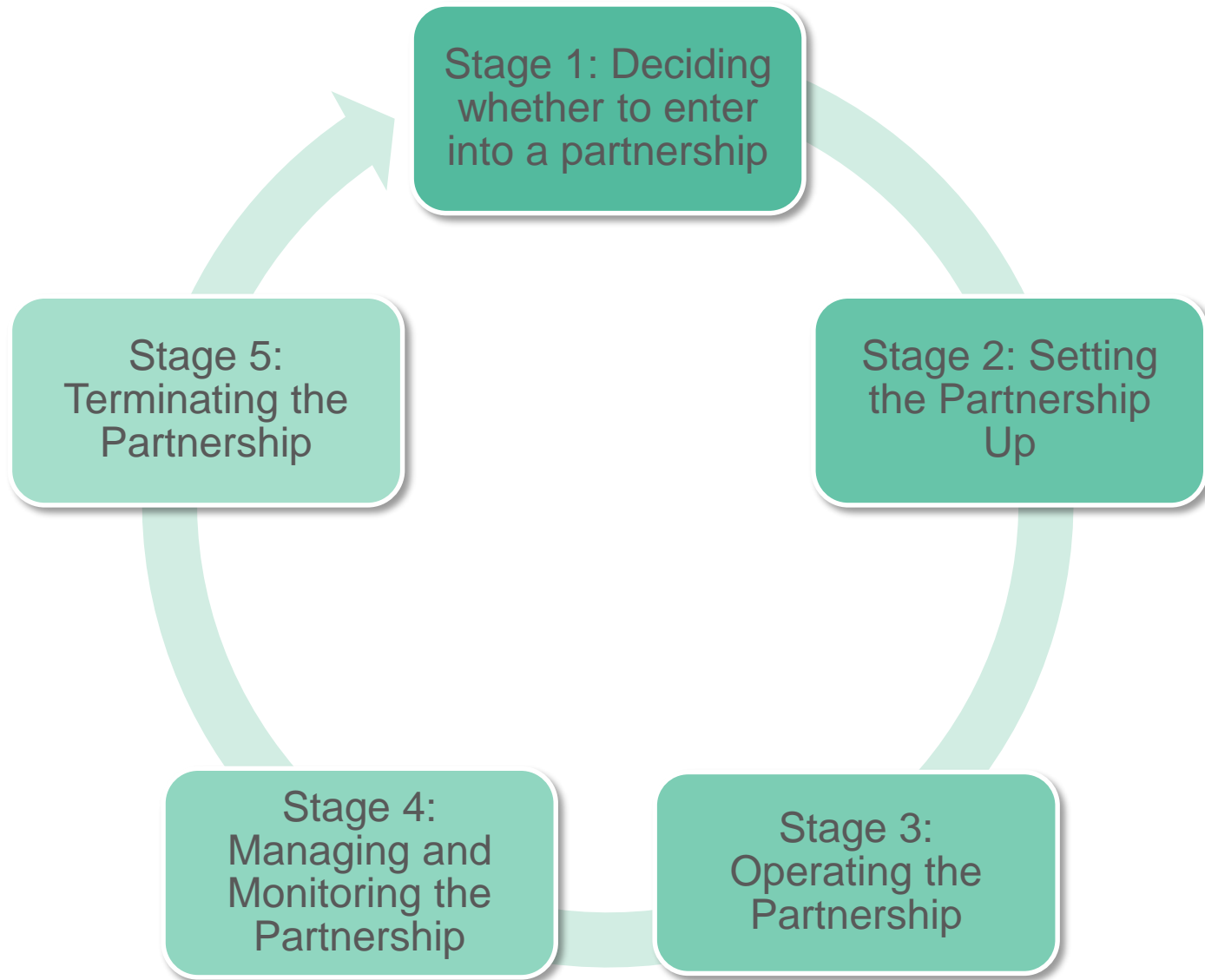
# The 'How Deep is Your Love?' Partnership Continuum



- Where is your partnership now?
- Where does it need to be to achieve its objectives?
- What do you need to *do* to achieve the shift?

# Partnership Development Stages/Life Cycles

- A bit like 'Forming/Norming/Storming/Performing' (Tuckman) but for partnerships
- Remind us there are stages that need different types of attention to build and maintain partnership
- Tool for planning and diagnosis
- Several versions



Mashup inspired by toolkits used by Somerset County Council and Exeter University



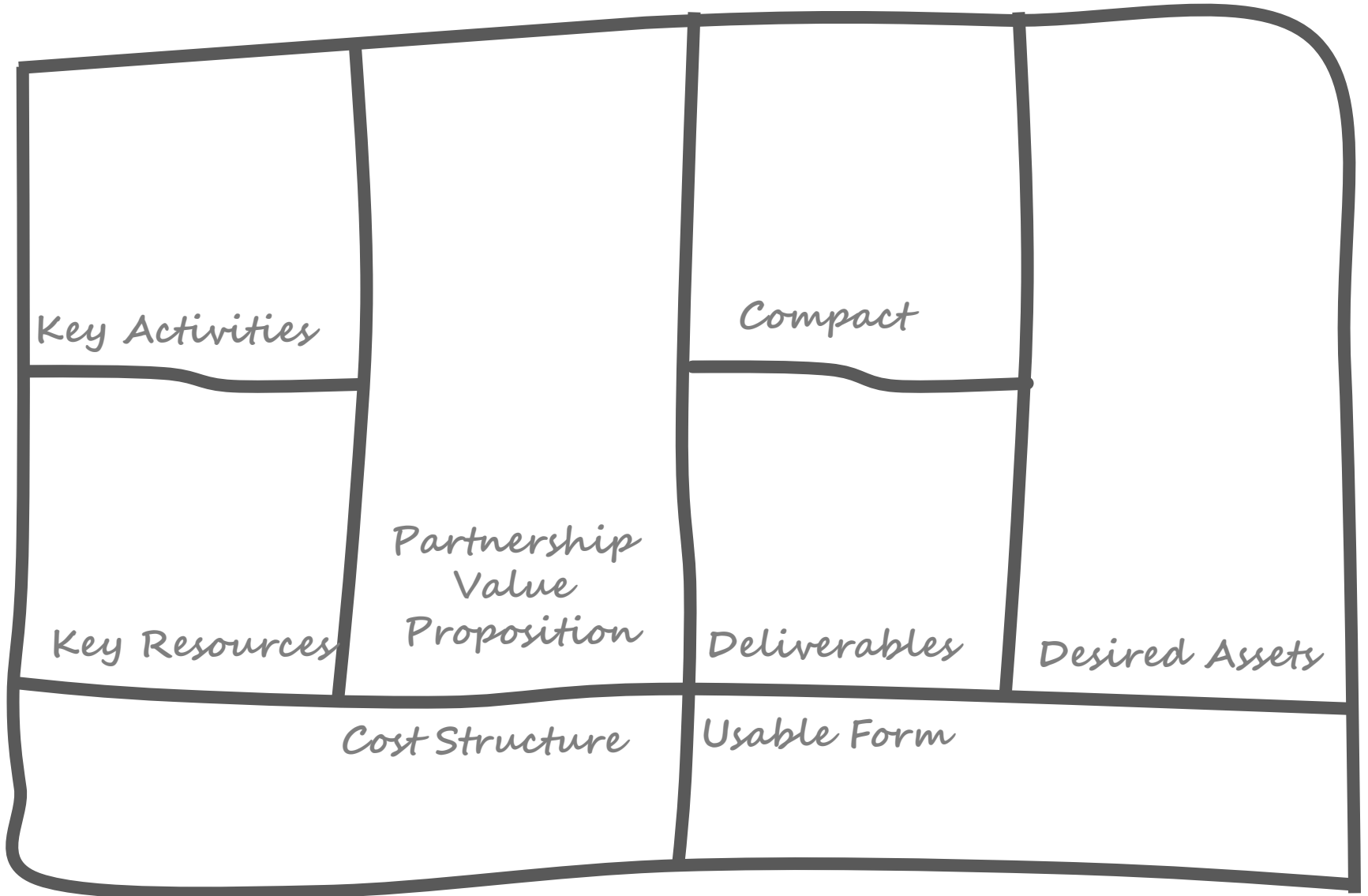
# Prompt questions



Deciding: 'Why is there a need for partnership?'

Terminating the partnership: 'What's the exit strategy?'





Key Activities

Compact

Key Resources

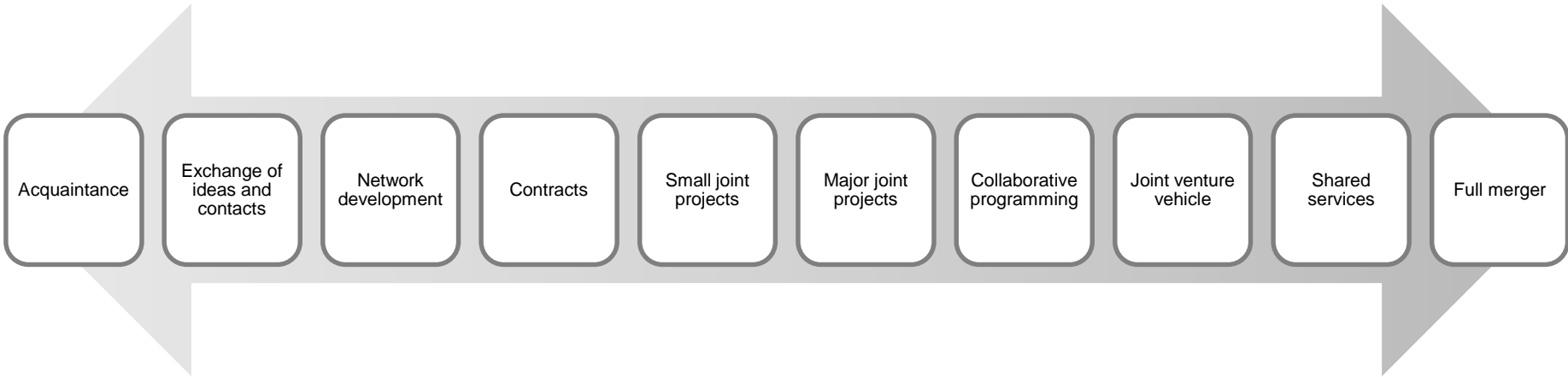
Partnership  
Value  
Proposition

Deliverables

Desired Assets

Cost Structure

Usable Form



# Consultancy exercise

- Real live international project examples
- You are coaches and will help to make these projects a success
- Use the models to inform the support you offer
- We'll use a structured conversation, based on the GROW model

# The GROW model

What **will**  
you do?



What's  
your  
**goal?**



What's  
the  
**reality?**



What  
**options**  
do you  
have?



GROW  
model:  
John  
Whitmore

# Asking GROW questions

When will you do that by?  
How will you know you've succeeded?

What **will** you do?



What's your **goal**?

What do you need to achieve?  
How can we help you?

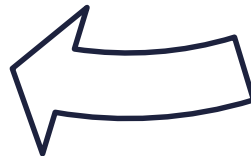
What are your possible courses of action?  
What would be the benefits of that approach?  
What might be the obstacles?  
What else might you do?

What **options** do you have?

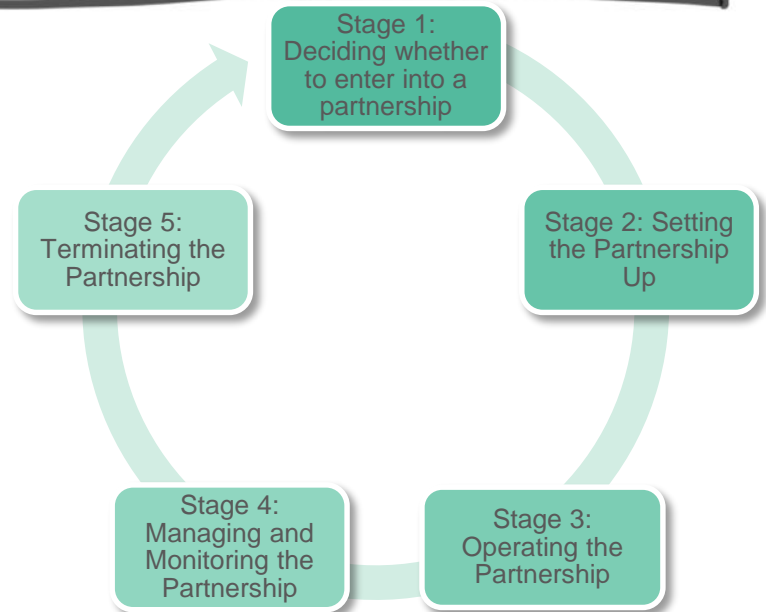
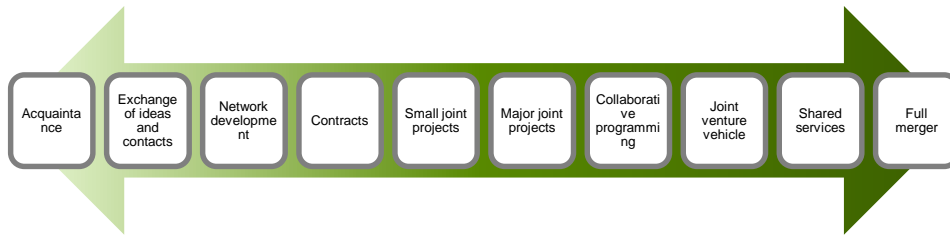
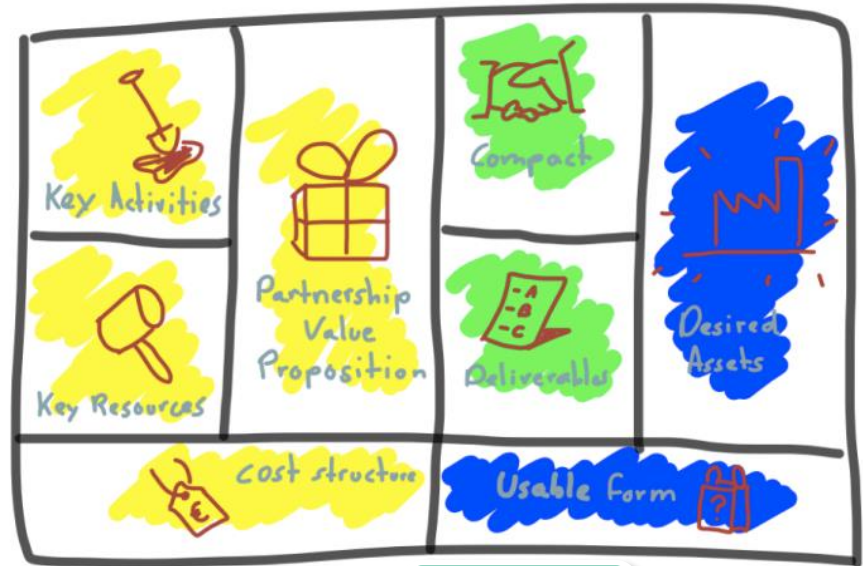
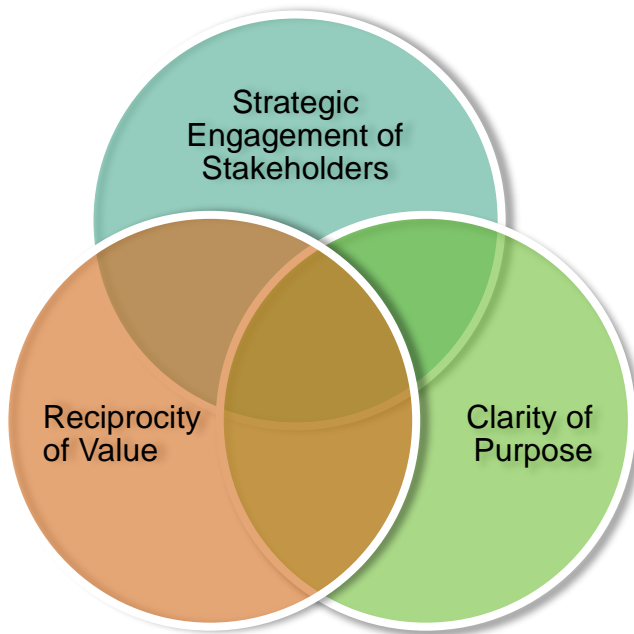


What's the **reality**?

Who is involved?  
How do you know?  
How might that look from their perspective?



# Which model(s) can help?



# Using the tools to ask GROW questions

What **will**  
you do?

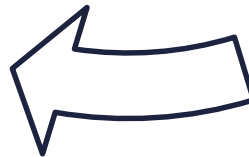


What's  
your  
**goal?**



How might you move  
things along?  
What are the issues in  
following that  
approach?  
How will your partners  
contribute?

What  
**options**  
do you  
have?



What's  
the  
**reality?**



How deep is the  
partnership now?  
Where does it need  
to be?  
Why do you think  
that?  
What would your  
partners say?