

# The Outreach Sufficiency Model: Partnership Self-Assessment

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# Six Key Partnership Concepts

(Literature review available at [www.p12.osu.edu](http://www.p12.osu.edu))

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- Environment
  - Shared Vision
  - Membership
  - Process/Structure
  - Communication
  - Resources
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# Concept #1

## Environment

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- Culture:
    - Norms, beliefs, values, assumptions, mission, structure, policies, and ways of working
  - Equity:
    - Differences in status and power among partners
  - Leadership:
    - Administrative leadership and personality or skill based leadership
  - Environmental differences pose significant challenges to collaboration:
    - *Professional focus and credibility*
    - *Work tempo*
    - *Accountability and rewards*
    - *Governance*
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# Concept #2

## Shared Vision

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- One of the most important concepts for successful partnerships
  - Answers the question, **“What do we want to create?”**
  - Factors contributing to the development of shared vision:
    - Time;
    - Communication;
    - Understanding of other perspectives;
    - Dedication;
    - Ownership;
    - Shared recognition of need.
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# Concept #3

## Membership

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- Diversity
    - Balance; perspectives; levels of complementary strength
  - Commitment
    - time, resource allocation, attending to the attainment of partnership goals
  - Relationships
    - bonding and bridging
  - Trust
    - Confidence in the reliability, integrity, competence, and honesty of others; willingness to risk vulnerability
  - Self-Interest/ Benefit
    - involvement in benefits, risks, responsibilities, and power.
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# Concept #4

## Process/Structure

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- Decision Making
    - Determine the degree to which others should be involved in making decisions: relevance, expertise, trust
  - Organizational Structure
    - Establishment of formal structure, including formal documentation, defined roles and responsibilities, working arrangements
  - Adaptability/Flexibility
    - Structures, plans, and written agreements that enable them adaptation to changing conditions
  - Evaluation
    - Mechanisms for measuring outcomes and determining whether the strategies are supporting the goals
  - Continuity/Sustainability
    - Periodic reassessment, institutionalization of the collaboration, continuity of leadership
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# Concept #5

## Communication

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- ❑ Wide range of communication tools and channels for giving, receiving, reflecting on info is needed.
  - ❑ Time and resources committed to developing the communication system.
  - ❑ Strategies for resolving conflict and addressing unspoken assumptions
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# Concept #6

## Resources

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- ❑ Financial resources
  - ❑ Material resources (facilities, equipment, supplies, technology)
  - ❑ Human resources (expertise, time)
  - ❑ Intangible resources (information, connections, training)
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The six concept areas are at work in three types of partnerships...

# Three Types of Partnerships

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## □ **Competitive Partnership**

- Partners occupy and protect similar “turf” although agreeing to pursue a shared mission.

### □ **Predominant Concepts:**

- Environment - Culture, Equity, Leadership
  - Shared Vision
  - Membership – Diversity, Commitment, Relationships, Trust, Self-Interest/ Benefit
  - Process/Structure- Decision Making, Organizational Structure, Adaptability/Flexibility, Evaluation, Continuity/Sustainability
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# Three Types of Partnerships

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## □ Supportive Partnership

- Partners serve the needs of one partner. The mission of the partnership is focused on the particular need(s) of that predominant partner.
  - Predominant Concepts:
    - Environment - Culture, Equity, Leadership
    - Process/Structure – Decision Making, Organizational Structure, Adaptability/Flexibility, Evaluation, Continuity/Sustainability
    - Resources
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# Three Types of Partnerships

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## □ Collaborative Partnership

- A mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. Includes commitment to shared vision, jointly developed structure and shared responsibility, mutual authority and accountability, and shared resources and rewards.
  - Predominant Concepts:
    - Environment: Culture, Equity, Leadership
    - Shared Vision
    - Membership: Diversity, Commitment, Relationships, Trust, Self-Interest/ Benefit
    - Process/Structure: Decision Making, Organizational Structure, Adaptability/Flexibility, Evaluation, Continuity/Sustainability
    - Communication
    - Resources
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Using the concepts to get a sense of your partnership sufficiency:

The Partnership Sufficiency Barometer...

# The Partnership Sufficiency Barometer

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- Use as a tool for identifying your perceptions of yourself/your organization and your partner(s).
  - “Low” scores indicate less successful/effective conditions; “High” scores indicate closer convergence with high sufficiency.
  - Lower scores = less sufficiency
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## Partnership Determination: Needs Assessment Steps and Tools

A set of tools that may be used together or separately in planning or understanding a partnership.

# Steps of the Needs Assessment

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- 1. Build the Concept/Gather the NA Committee**
    - Mind mapping
  - 2. Determine the "What Is"**
    - Sufficiency barometer
    - Preassessment of potential partners
    - Identifying possible organizations
    - Scan the environment (SWOT analysis)
  - 3. Determine the "Should Be"**
    - Needs vs wants
  - 4. Identify the Gap**
    - (Review: loop back)
  - 5. Analyze the Gap**
    - Fishboning
  - 6. Design an action plan for partnership**
    - Logic model
  - 7. Consider leadership roles and shared decision making**
    - Administrative roles for decision making
    - Decision making groups and their functions
  - 8. Identify criteria and design an evaluation plan.**
    - Research or evaluation
  - 9. Implement a strategic operations loop**
    - Strategic planning steps
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