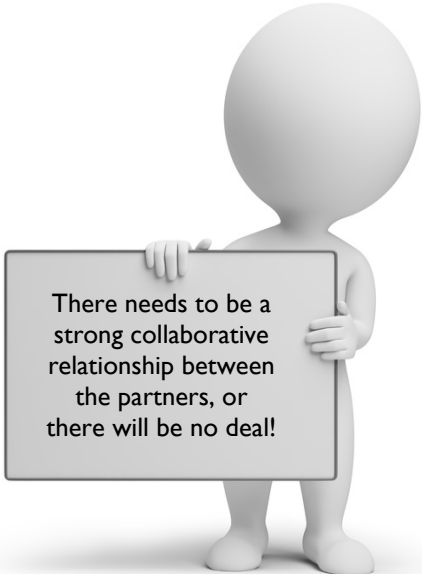


IT'S 75% ABOUT THE RELATIONSHIPS AND ONLY 25% ABOUT THE DEAL

Tool CLB4.05(olo) is a strategic discussion guide to help internal conversations, within partners stepping into collaborative working.

Simply put, the evidence is that if there is weak or non-existent relationships, between the partners, then there will be no deal.

The SSA “*Relationship VS Deal Wheel*” will help to initiate the approach for building the type of partner relationship that each organisation is going to need.



There needs to be a strong collaborative relationship between the partners, or there will be no deal!

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Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

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Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

The benefits of these tools to your collaboration projects and your partnerships

What are the benefits of these tools to you and your colleagues?

For your organisation: It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

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For staff and project teams: Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

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Enquire about sessions for your department, or team, by emailing

Dominic.Wallace@sharedservicearchitects.co.uk

...or phone Dominic on 0333 939 8909



These are pathway seminars to the Postgraduate Certificate in Collaborative Transformation at Canterbury Christ Church University

CLB4.05_(OLO)

IT'S 75% ABOUT THE RELATIONSHIPS AND ONLY 25% ABOUT THE DEAL

Simply put, the evidence is that if there is weak, or non-existent relationships between the partners, then there will be no deal.

This tool is a strategic discussion guide to help internal conversations, within partners stepping into collaborative working.

Devolution, the blurring of blue light services, health and social care and the hundreds of shared services and other collaborations, mark a shift of responsibility in the public sector.

To achieve this, the academic evidence is that leaders need to put the majority of their effort into establishing and sustaining the relationships, rather than the deal.

Simply put, the evidence is that if there is weak or non-existent relationships, between the partners, then there will be no deal.

The SSA “*Relationship VS Deal Wheel*” will help to initiate the approach for building the type of partner relationship that each organisation is going to need.

The tool guides the individual partners, and then the whole partnership through an iterative process to help the relationships flourish.

Much will be expected of these new partnerships and their performance will be closely scrutinised. Whilst they will be seeking to make a difference quickly, in reality the relationships will take time to establish and mature.

In some cases these relationships are already developing, for others there's a long way to go.

What will the relationship feel like?

Initially, there is a lot of in-house strategic decision making for organisations to do before they step into collaborative working and express their interest in the deal.

It is important that the board, cabinet, or key decision makers have a clear picture at outset about what they willingly put on the table for collaboration, but more importantly what is off the table.

It is also important that there are healthy discussions within each organisations about their understanding of the partnership and the relationship their organisation wants to have with the partnership.

Then, in developing proposals the representatives of each partner will be able to step into meetings, with a clear mandate to talk about the areas of work that their senior leadership believe will be better delivered through a collaboration.

This includes a vision of what relationship is desired, on the continuum from occasional joint working, through to full merger of the partners and all points in between.

Step 1: What is the shared destination?

Each partner, needs to develop a shared vision of where they see the partnership in 5 years' time. For example:

- how big is the reward the partner wants?
- are the aspirations of the collaboration limited to the way things are structured and done now, or will it take on a wider transformational remit to strengthen and improve the delivery of its organisations?
- how will the partnership work with other members?

Step 2: The reality check

The next step is to check where the partnership and its members are now, in relation to reaching the shared vision.

Each partner is likely to be at a different point in the journey towards the shared destination and there needs to be outline decision on the first steps each must take to reach the shared destination. These steps may differ for each partner.

Once each partner has agreed the vision of the benefits, then all the partners need to set out clearly for each other, how they will work together to enable it to flourish and be successful.

Step 3: What is in this for us?

Are each of the partners clear about how the establishment of the collaboration impact upon their own organisation and are they prepared for the disruption this may cause?

Step 4: Setting the Partnership Principles

Once each partner has agreed the vision of the benefits, then all the partners need to state clearly to each other, how they will work together to enable it to flourish and be successful.

What are the required expectations/behaviours of each organisation? What voice will they have in the partnership?

Step 5: Who and how will the partners lead the change?

This is the discussion about resources and how to make the collaboration work.

Will it be established as a stand alone organisation, funded through partner subscription, or will there be a model of hosting and contributions in kind?

This will lead to the discussion on how the governance, scrutiny and accountability should be arranged.

The return of déjà vu...

When the partners have worked their way around the relationship wheel in the tool, then the wheel turns again as the understanding of the partnership will have grown and the developing destination must be refined as a result.

Like a marriage, the relationship has to be nurtured and reviewed to take account of the changes for the partners, caused by either internal or external forces.

How to use this tool

This tool is a strategic discussion guide to help internal conversations, within partners stepping into collaborative working.

Devolution, the blurring of blue light services, health and social care and the hundreds of shared services mark a shift of responsibility in the public sector.

To achieve this, the academic evidence is that leaders need to put the majority of their effort into establishing and sustaining the relationships, rather than the deal.

Simply put, the evidence is that if there is weak, or non-existent, relationships between the partners, then there will be no deal.

Step 1: Adjust or amend the wheel according to the needs/language of the partners and “deal”.

Step 2: Start the internal conversations required to help the board, council, directors, to work through their response to each step.

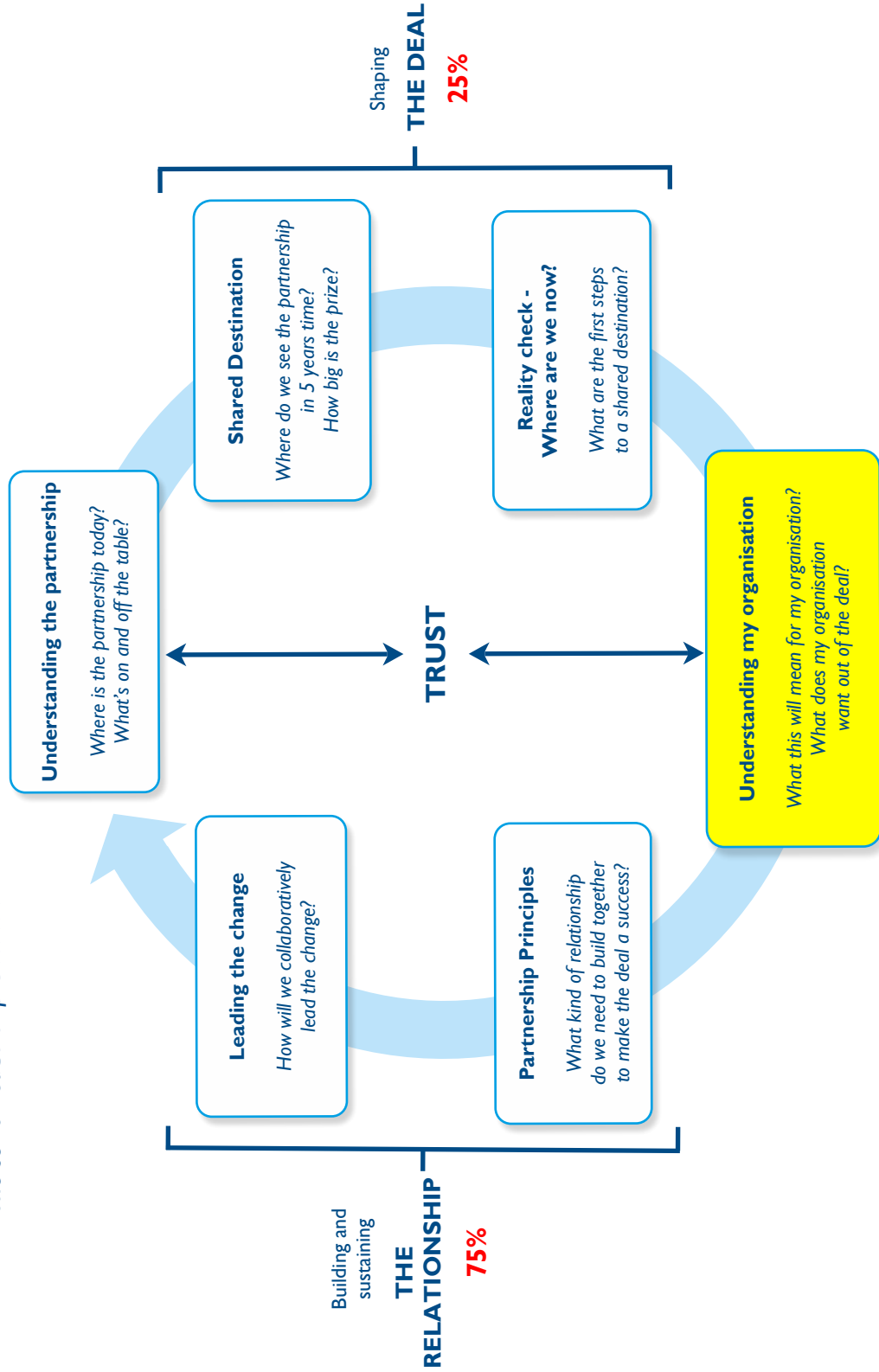
Step 3: Equip the senior leadership to take the internal discussion outcomes for each stage, to the partnership table to set out their organisation’s position.

Those discussions will indicate how the attitudes and perceptions of the partners will need to adjust to strengthen the relationship.

Step 4: As the collaboration evolves and matures, repeat the process to ensure that the leadership focus is on the relationship aspect as well as the deal.

The Relationship vs Deal Wheel In Collaborative Transformation

The senior leadership discussions...



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USER LOG

Project & date tool used	What was the desired outcome of using this tool?	What actually happened?	What would you do differently next time?