

Unit 2 – Developing Powerful PCN Partnerships

PCN LEADERSHIP DEVELOPMENT PROGRAMME



How do you make it work?



Step 1: Spend time getting the set up right (*right vision, right partners*)

Step 2: Collaborative working is all about trusted people (*making the relationships work*)

Step 3: Agree roles, processes and enabling technologies (*making collaborations work*)

Building powerful partnerships



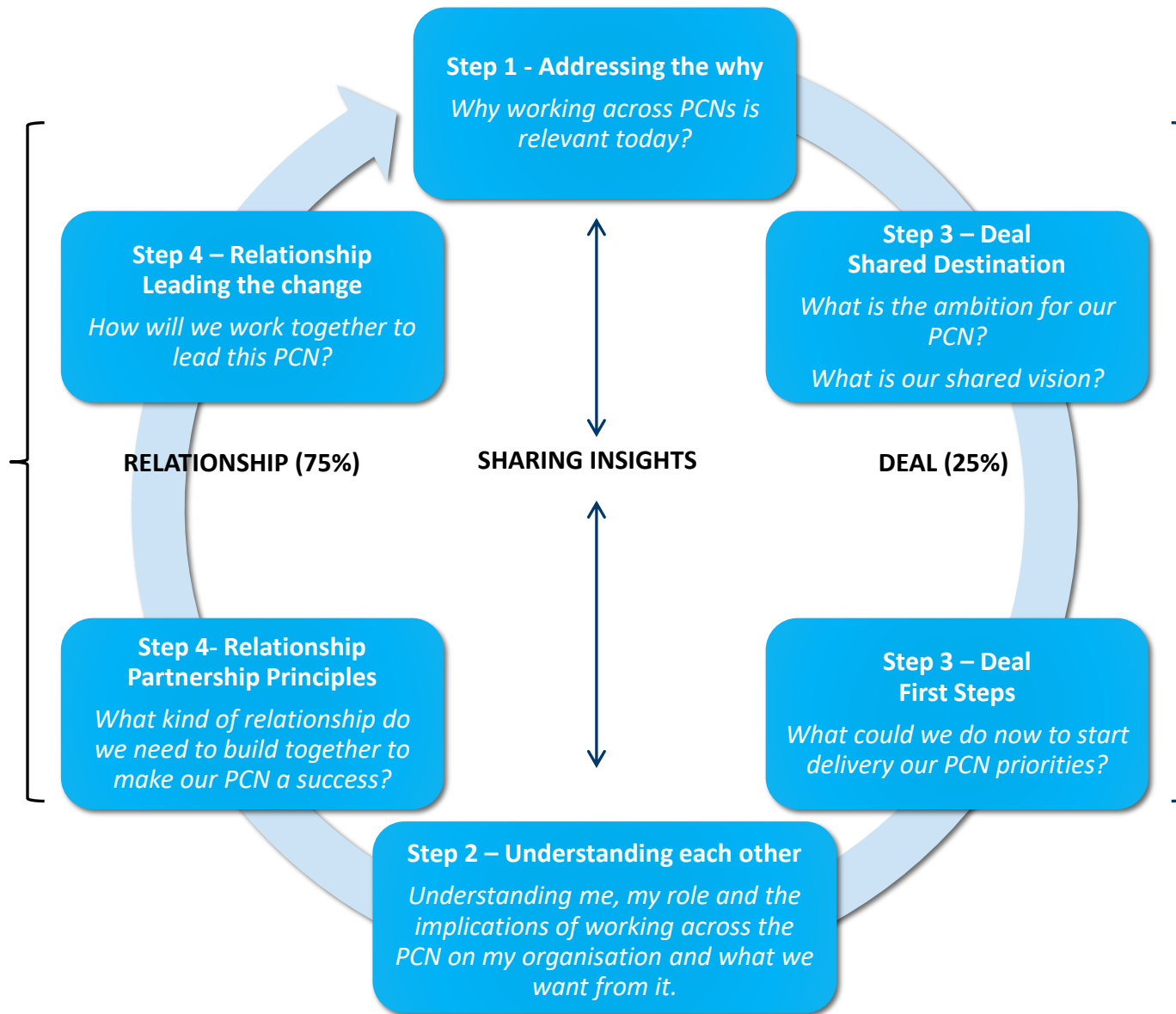
Step 1: Spend time getting the set up right (*right vision, right partners*)

Understanding the recipe for a successful PCN partnership

...it's all about the Deal and Relationship



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Deal and Relationship

The 4 essential steps to getting the set up right for the PCN

Step 1 – Address the why?

Step 2 – Understand each other

Step 3 – DEAL – Understand our vision

Step 4 – RELATIONSHIP - Agree principles and ways of working



Getting the balance between deal and the relationship

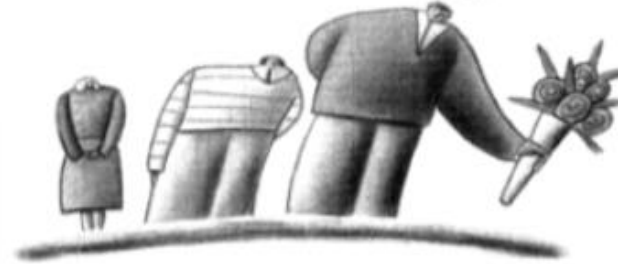


Top tip

As a rule of thumb you should be spending 75% of the time on developing the relationships and 25% of the time on agreeing the deal

Successful partnerships manage the relationship, not just the deal.

Collaborative Advantage:



by Rosabeth Moss Kanter

Alliances between companies, whether they are loose alliances between parts of the world or alliances inside the supply chain, are a fact of life in business today. Some alliances are no more than fleeting encounters, lasting only as long as it takes one partner to establish a foothold in a new market. Others are the prelude to a full merger of two or more companies' technologies and capabilities. Whatever the duration and objectives of business alliances, being a good partner has become a key corporate asset. I call it a company's collaborative advantage. In the global economy, a well-developed ability to create and sustain fruitful collaborations gives companies a significant competitive leg up.

Yet, too often, top executives devote more time to screening potential partners in financial terms than to managing the partnership in human terms. They reap the tactical benefits of the alliances to their shareholders but don't help their managers create those benefits. They worry more about controlling the relationship than about nurturing it. In short, they fail to develop their company's collaborative advantage and thereby neglect a key resource.

Three years ago, I began a worldwide quest for lessons about productive partnerships, especially

but not exclusively those intercompany relationships that spanned two or more countries and cultures. My research group and I observed more than 37 companies and their partners from 11 parts of the world (the United States, Canada, France, Germany, the United Kingdom, the Netherlands, Turkey, China, Hong Kong, Indonesia, and Japan). We included large and small companies in both manufacturing and service industries that were involved in many kinds of alliances. To ensure that the lessons were widely applicable, we sought companies less prominent in the business press than giants like IBM, Corning, Motorola, or Ford. Several of the relationships that we studied were more than 20 years old, others had formed only recently in response to industry and geopolitical changes. In multiple visits, we conducted more than 500 interviews.

Rosabeth Moss Kanter is the Class of 1960 Professor of Business Administration at the Harvard Business School. She is the author of *When Giants Learn to Dance* (Simon and Schuster, 1985) and coauthor with Jerry A. Stern and David J. Foray of *The Challenge of Organizational Change* (Free Press, 1992). Currently, she is writing a new book on global change. Kanter was the editor of *MIT* from 1989 through 1992.

'successful partnerships manage the relationship not just the deal'

Prof Moss Kanter, 1994

Step 1 - Addressing the why
Why working across PCNs is relevant today?

Step 3 – Deal Shared Destination
*What is the ambition for our PCN?
What is our shared vision?*

Step 4 – Relationship Leading the change
How will we work together to lead this PCN?

Step 3 – Deal First Steps
What could we do now to start delivery our PCN priorities?

Step 4- Relationship Partnership Principles
What kind of relationship do we need to build together to make our PCN a success?

Step 2 – Understanding each other
Understanding me, my role and the implications of working across the PCN on my organisation and what we want from it.

SHARING INSIGHTS

RELATIONSHIP (75%)

DEAL (25%)

Step 1 – Address the why?



What is the ask? – Understanding the PCN Ethos



Stabilise general practice, including the GP partnership model



Solve the capacity gap and improve skill-mix by growing the wider workforce by over 20,000 wholly additional staff as well as serving to help increase GP and nurse numbers



Become a proven platform for further local NHS investment



Dissolve the divide between primary and community care, with PCNs looking out to community partners not just in to fellow practices



Systematically deliver new services to implement the Long Term Plan, including the seven new service specifications, and achieved clear, positive and quantified impacts for people, patients and the wider NHS.





Self-Activity 2: What is the ask for your PCN?

Realistically, what is driving us to collaborate?

What challenges are being addressed through PCN working?

What is the ask of us at PCN Level ?

- ✿ What's needs are we seeking to address through PCN working?
- ✿ Who are the partners/team players?
- ✿ Where are the permissions coming from to do this? i.e. policies
- ✿ Why us?
- ✿ What is our experience of working together?

Co-develop and co-agree your noble cause for your PCN

What is the use of living, if it be
not to strive for noble causes...

Winston Churchill

quote fancy



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Self-Activity 3: What are the benefits of PCN working?

Consider the anticipated benefits of working across a PCN for key stakeholders:

In your workbook, list the benefits for:

- *Patients/ service users*
- *For you as a professional*
 - *For your organisation*
- *For the wider health and care system*



Recognise that there will be barriers

Blockers to internal collaborative working	Explanation
Too difficult to work with others	It's quicker to do it on my own
Don't know who to collaborate with	Not enough connection between people in different parts of the organisation
“Not invented here” syndrome	People suspicious of others' motives and intentions
“Knowledge is power” syndrome	Concern that sharing knowledge will lessen one's value to the organisation
Unwilling to ask for help	Concern that asking for help is a sign of weakness
Accountability issues	Who will get the credit if it works and the blame if it doesn't?
Cutting across the organisational structure	Difficulty positioning the collaborative effort in the power structure of the organisation





Top tip

You will instinctively know what is likely to go wrong in advance of a collaboration.

Follow your instincts and create a list of what could go wrong – before starting the project.

Develop antidote strategies and build them into your plan.

Overcoming the barriers

Step 1: Ask PCN partners to identify what could go wrong

Step 2: All partners to cluster barriers into themes ‘poisons’

Step 3: Ask partners to work together to develop action orientated ‘antidotes’.



Niccolò di Bernardo dei **Machiavelli** (3 May 1469 – 21 June 1527) was an Italian diplomat, politician, historian, philosopher, humanist and writer of the Renaissance period. He has often been called the father of modern political science.



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Tool TV1.06: What could possibly go wrong?

Tool TV1.06 is a risk management tool to help your workgroup anticipate the difficulties that could arise during the shared vision stage, so that antidotes can be created to overcome them.

[Download Now!](#)

Self-Activity 4: What could possibly go wrong with PCN Working?

Step 1: Familiarise yourself with Tool TV1.06 – What could possibly go wrong.


Step 2: From your own experience, list in your workbook the barriers to collaborative working across your PCN.

Step 3: Cluster the barriers identified in step 2 around thematic areas i.e. lack of communication.

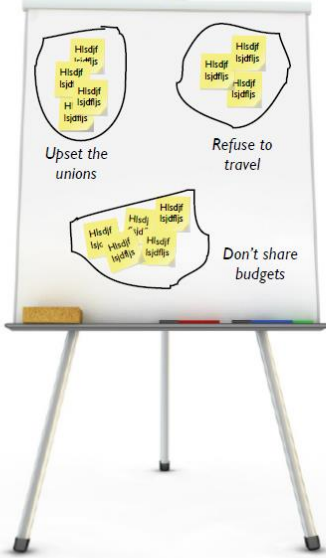
Step 4: Consider each thematic area identified in Step 3 as a poison and identify 2 antidotes (strategies to overcome that barrier).

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Steps 1 & 2



Step 3



Steps 4 & 5

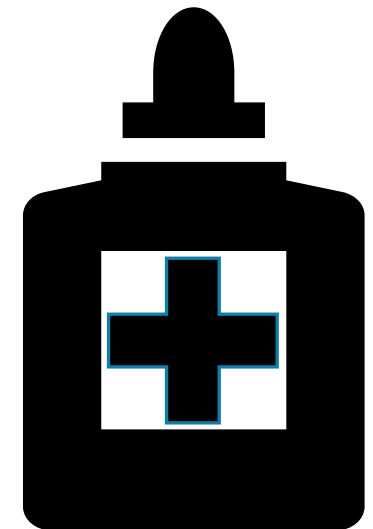
POISON	ANTIDOTE
1. Don't share	Reward shared budgets with extra power
2. Upset unions	Engage with unions from outset. Add them to this team.
3. Refuse to travel	Map where staff live and additional travel costs and look for ways to balance the staff travelling times

Step 6

Each small team then feeds back, to the whole group, their 'top five' poisons and first attempt at antidotes.

Project managers can take away the list of issues and antidotes and use them to anticipate and diffuse potential issues that could arise during the project journey.

Collaborative Leadership and Multi-Disciplinary Team working



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Step 2 – Understanding each other
Understanding me, my role and the implications of working across the PCN on my organisation and what we want from it.

SHARING INSIGHTS

RELATIONSHIP (75%)

DEAL (25%)

Step 2 – Understand each other



Tool 5






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Understanding my organisation

To introduce your organisation to the other partners, please complete this simple form and be prepared to share it with others

Name of organisation	
What we want from collaborative working between xxx and xx is...? <i>List the areas of service and back office support where you see benefit in more collaborative and joint working.</i>	
What are you prepared to contribute to realise these benefits? <i>What are we prepared to put on the table and where are our red-lines?</i>	What's on the table? What's off the table?
Why is this important to your organisation? <i>What goals do you want to achieve as a result?</i>	
Where are we coming from...? Understanding my organisation <i>What are the top 5 things others will need to understand about our organisation, to make a success of this new way of working together?</i>	
How we work together? <i>What must we do differently to make our partnership a success? List the characteristics and behaviours sought of the partners.</i>	
Your Challenges <i>Intuitively, what are the challenges your organisation is facing when working with others?</i>	

Understand my organisation

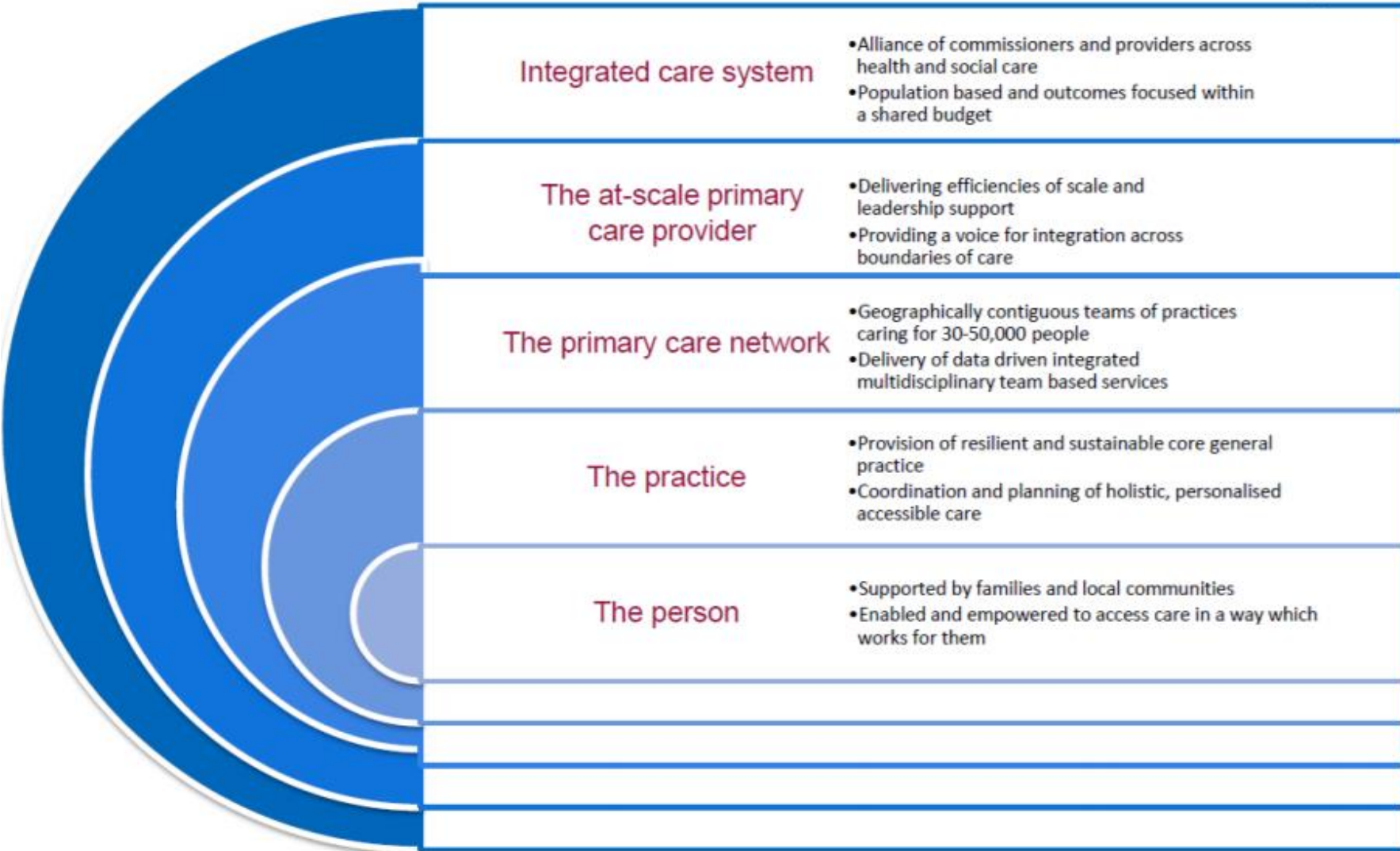
-  What does my practice want from PCN working?
-  What is my practice prepared to contribute to realise the benefits of PCN working? What is on and off the table?
-  Why is PCN working important for my practice?
-  What are the top 5 things other practices need to know about my practice?
-  What are our constraints and capabilities?

Self-Activity 5: Understand my organisation

In your workbook, reflect on the following:

- *What are the top 5 things other practices need to know about my practice?*
- *What are our constraints and capabilities?*
- *What is on and off the table?*





Do you know who your partners are and how the PCN fits within the wider system?

Self-Activity 6: Your Partners

In your workbook, reflect on the who are the partners in your PCN partnership.

Create a list of organisations and the key personnel that make up your partnership and the key roles they have.

While doing this, consider your role in relation to the PCN Partnership.



Step 2 - Understanding each other

Tool: 2.08

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Diagnostic scoring guide

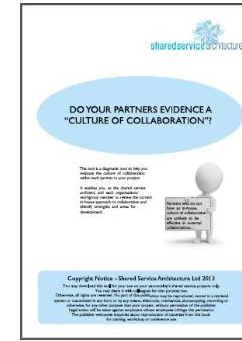
Indicator of Collaboration	High Score		Medium Score	Low Score	
	5	4	3	2	1
1 Evidences partnership willingness	Has a high level strategic commitment to working in partnership.		Mutual interest. Some shared areas of working but no overall strategy.	Self interest. Will participate for either self gain or organisational profile.	
2 Evidences strong levels of trust	Strong history of openness and trust evidenced in large scale activities.		Some history of openness and trust evidenced in a number of moderate or small activities.	Little or no evidence of a history of openness and trust.	
3 Has high strategic intent	Close alignment of vision and objectives with this project.		Some shared objectives but not critical ones.	Evidences "objective drift". Blows hot and cold on the project.	
4 Evidences a compatible cultural fit	Adopts required culture fit underpinned with clear values and behaviours in their project activity.		Maintains different cultural approach but some willingness to flex to ensure partnership works.	Unwilling to adopt or flex culture to ensure partnership works	
5 Clear partnership ambitions	Ambitions are fully aligned with the partnership ambitions.		Ambitions are mutually compatible.	No sense of ambition or they are unaligned.	
6 Convergent sense of direction	Close convergence with the aims and ambitions for this project.		Similar overall direction, but differing timescales and emphasis.	Diverging. Is on a different course.	
7 Clear partnership horizon	Long term (within corporate or strategic plans)		Medium term (within annual business plan)	Short term (project specific)	
8 Shares knowledge and know how	Committed with clear methodology in place for knowledge sharing.		Willing to share in areas of mutual interest.	Limited scope for sharing. Not willing to share material perceived to give a competitive advantage.	
9 Equitable approach to risk management	Clear methodology for managing risk. Willing to share evenly distributed or balanced risk.		Focus is mainly on risk to the organization, not partnership.	Asks other partners to carry the risk.	
10 Offers high resource allocation	Real resources are willingly pooled for the partnership including people, budgets, etc.		Some resources allocated. Unlikely to be pooled. More in-kind than cash.	Avoids allocation of any resources.	
11 Healthy leadership culture	Strong collaboration leadership from the top, empowering staff across the project.		Leadership gives permission to participate, but rarely engages themselves.	Low level of leadership engagement.	
12 Evidences Commitment	Appoints dedicated teams with full accountability and responsibility.		Only appoints individuals with limited accountability and responsibility.	No dedicated representatives and frequent substitutions used.	
13 Seeks joint improvement outcomes	Pro-actively shares improvement ideas across partnership activity		Shares some improvement ideas when asked.	Learns from partnership improvement but does not reiterate	
14 Reward and recognition culture	Rewards and recognizes the partnership-wide workgroup.		Rewards and recognizes own representative's contribution to the workgroup.	No recognition or reward on any level for collaboration activity.	
15 Works to build strong governance	Regularly seeks to improve partnership governance and formal structure of partnership.		Preference for light-touch minimal governance arrangements.	Shuns partnership governance as a bureaucratic burden.	

Do your partners evidence a culture of collaboration?

 You can use the tool to assess your partner's culture of collaboration

 What lessons can you take from this?

 *Tool TV2.08*



Tool TV2.08: Do your partners evidence a "culture of collaboration"?

Tool TV2.08 is a diagnostic tool to help you evaluate the culture of collaboration within each partner organisation. It will identify areas for improvement to help partners gain "collaborative advantage".

[Download Now!](#)

Diagnostic Scoring Sheet

Collaboration Indicators	5	4	3	2	1
1 Evidences partnership willingness					
2 Evidences strong level of trust					
3 Has high strategic intent					
4 Evidences a compatible cultural fit					
5 Clear partnership ambitions					
6 Convergent sense of direction					
7 Clear partnership horizon					
8 Shares knowledge and know how					
9 Equitable approach to risk management					
10 Offers high resource allocation					
11 Healthy leadership culture					
12 Evidences Commitment					
13 Seeks joint improvement outcomes					
14 Reward and recognition culture					
15 Works to build strong governance					

The scoring criteria are provided in the Diagnostic Scoring Guide on the opposite page



Tool 4





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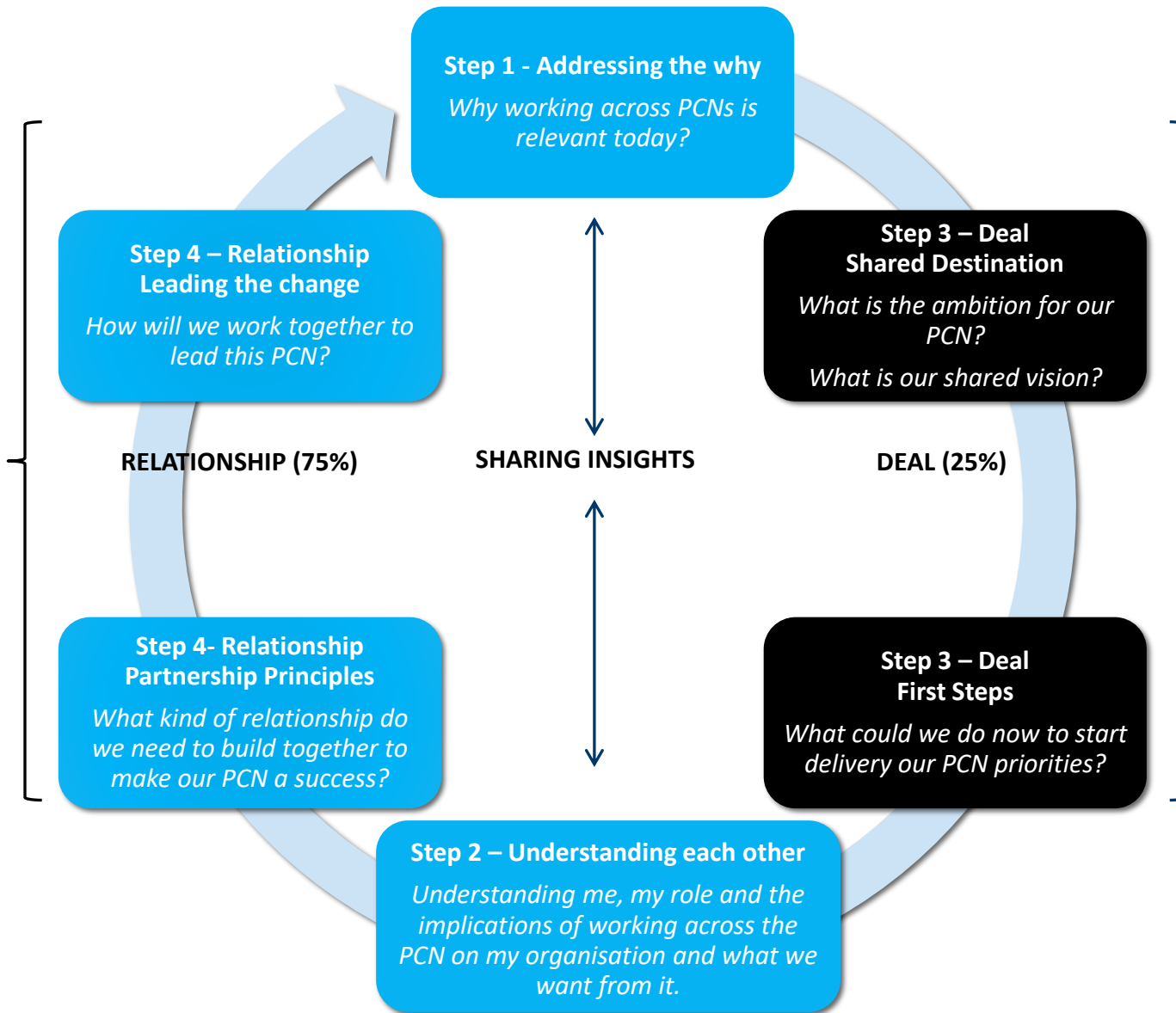
Understanding each other

By way of introduction, can you please complete this mini CV as a means of introducing yourself to the wider team:

What is your job title?	
What do you do? What are the key responsibilities in your day job?	
What can you bring? What skills, experiences and networks can you bring in collaborative working? (i.e. beyond your day job)	
How can you contribute? How do you feel you can best contribute to the team in its role (i.e. to accelerate the transformation and integration of services) ?	
What are your challenges? Intuitively, what do you feel are the biggest challenges we will experience?	
Who do you know? Which contacts do you have, who you feel could add value to the team and help extend its knowledge?	

Understand me

-  What is your main role?
-  What role do you have in relation to your PCN?
What are your responsibilities?
-  You are more than your role - What other skills/capabilities and knowledge do you bring outside your role?
-  What networks can you tap into?



Step 3 – DEAL

Understand our vision





“If you don’t like
what’s being said,
change the
conversation.”

-DON DRAPER, MAD MEN

Deal

- ❁ What is a vision?
- ❁ What is the vision for our PCN? And why is important to have one?
- ❁ How you develop one?
- ❁ Where are you now and what do you need to realise the vision?

What is a 'shared vision' ?

“Visions which tap into an organisation’s deeper sense of purpose, and articulate specific goals that represent making that purpose real, have unique powers to engender aspiration and commitment.”





Professor Peter Senge



Charlie Simpson
and Haiti

Lessons from Lambeth Council's Transformation Academy

A vision document should:

-  be a **compelling picture** of the future, creating a shared need and urgency for change
-  “push” people into action, but the vision steers them in the right direction
-  provide a **‘motion picture’** of the behaviours required for success at all levels
-  **act as a beacon** that assists in identifying the behaviours that must be enhanced...

Strategic narratives for partnerships

Change the story, change the outcome.

- ✿ The power of **metaphors**, myths, stories and narratives
- ✿ Strategic narratives - make it **personal**, give it a collaborative **shared purpose**, connect it with your companies' **DNA**, make it **relevant** today/tomorrow.
- ✿ It describes the **journey** you and you people are on.
- ✿ They are co-created by leaders not PR agencies
- ✿ Powerful narratives energise leaders, inspire employees, excites partners, builds confidence in customers.

How to create your vision for the PCN?



Through co-creation



Use a narrative framework (simple: where are we now? where do we want to go to? and how will we get there?)



With brevity



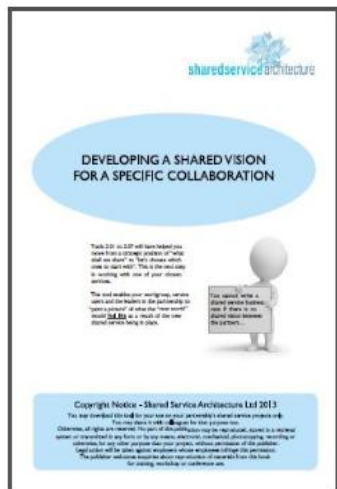
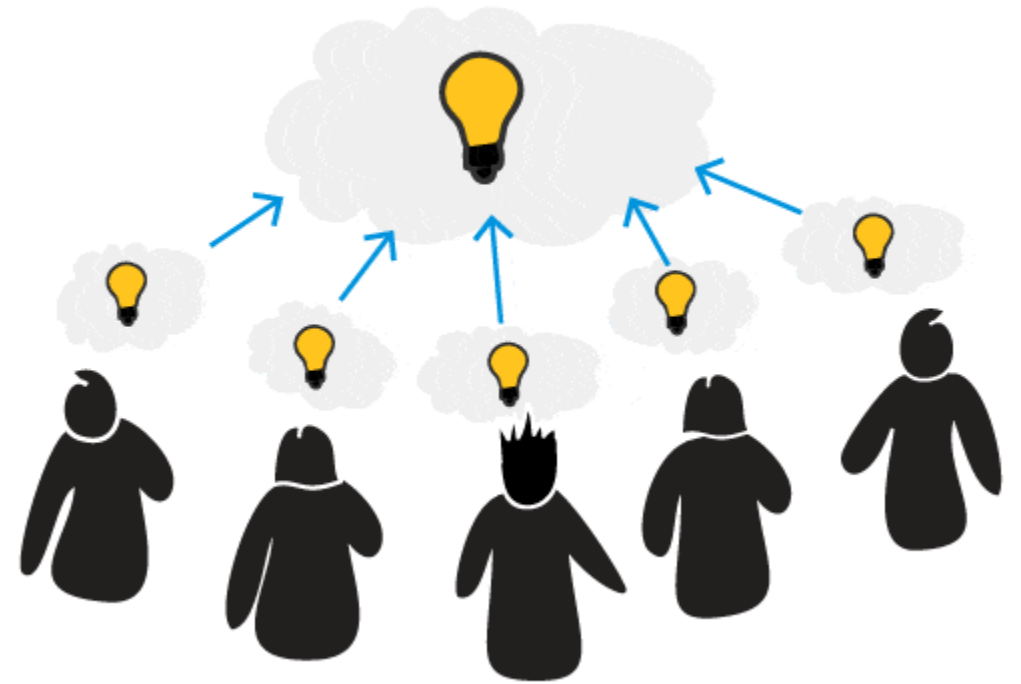
By enabling leaders to personalise the narrative



By keeping the narrative alive (long term/ongoing communication)

How to create a shared vision for our PCN?

- Imagine that your PCN won the partnership award in UK
- What would people be saying about it?
- See tool TV4.01



Tool TV4.01: Developing a shared vision across the partners

Tool TV4.01 provides an “emotional intelligence” led tool for visioning workshops.

[Download Now!](#)

“On Monday a resident phoned me to ask for help with his elderly mother who was leaving hospital and needed support.

I was able to go straight into the system and trigger the proactive “independence” service across all the concerned agencies.

The most sensible thing we ever did was create a shared service for supporting people back into independence.

Whether its a young person leaving care, an offender returning into the community or an elderly person leaving hospital, the joined up service structure has transformed their experience, and ours as councillors...”



Cllr Ron Valkinski



Tool: T&V4.01

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Step 1

What are the service users saying about it, that made the judges award your shared service the prize for 'best user experience'?

All the services I need are now in the library

I can go into any of the partners' centres to solve a problem

The same person solved all my problems with three organisations

On the second page, of each AI pad, set out the question for the relevant stakeholders in the format shown...

- **Service users:** What are the students (or residents, or patients, or colleagues who use the system, professional agents, etc) saying about it?
- **Service staff:** What are the staff who will work to deliver it, saying about working in the new service?
- **Decision makers:** What are the leadership of the partners (councillors, principals, chief execs, VP, etc) saying about the new service?

Ask your vision session group (many of whom will be these people) what those individuals will want from the new service...

Ask each person to put at least three suggestions (one per post-it note) onto all of the AI pads.

Opening the complaints file...

You may also wish to reveal, just before this exercise, a list of repeated problems and complaints in the way the service is currently delivered. They could be the catalyst for suggestions on how the new service will resolve them.



Tool TV4.01: Developing a shared vision across the partners

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[Download Now!](#)



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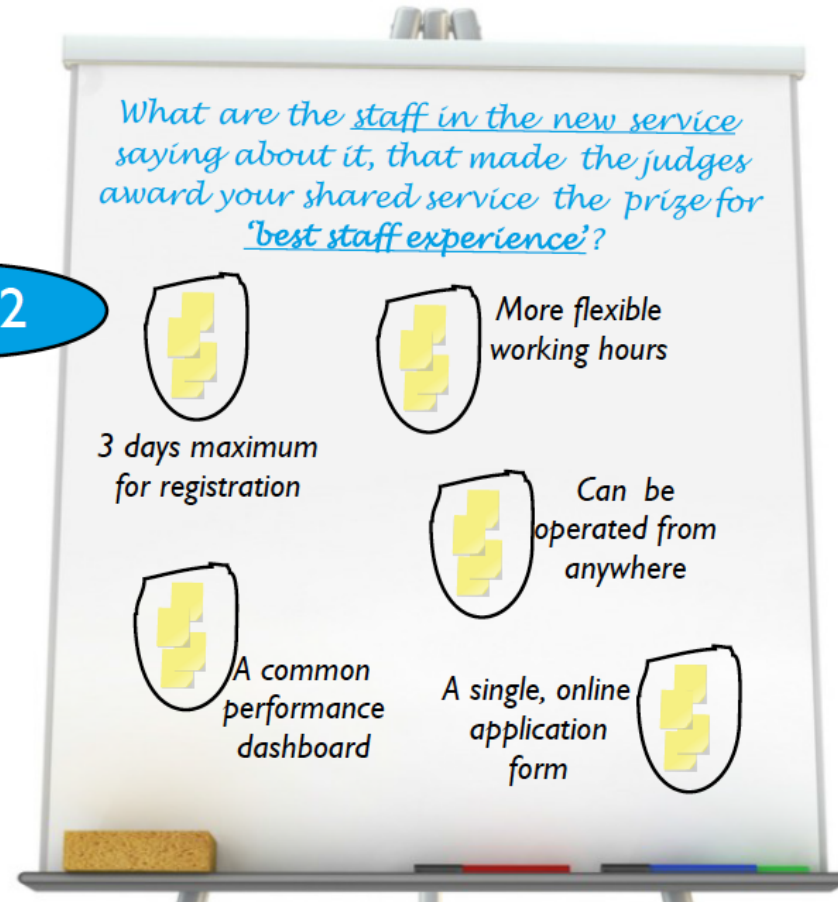


Then ask the stakeholders in the room to gather around the AI pad that is about them.

Eg All staff together, all decision makers together...

- Ask them to discuss the post-it notes and cluster them into common themes (there is no limit to the number of themes)
- They can also add new post-its or themes too
- Finally ask them to circle the cluster and sum up the theme in a phrase and write it beside the cluster.

Step 2



Step 3

Rip off the second page on your AI pads.

Then ask your groups to translate each cluster theme into a mini-story on page 3 of their AI pad. For example:

- *"I can now go into the contact centre nearest to where I live, even though it is not my own college, and they help sort out any problems."*
- *I now have a choice of locations where I can work from, which is really good for picking up my daughter on a Thursday.*
- *"The new common performance dashboard helps me understand not only our activity each week, but the partners' as well which helps strategic decision making."*

Each stakeholder will have many stories from the post-it note themes in Step 2.

The service users' story

*Under the new,
better service:...*

Draw a picture
of the user here...

1. *I can now ...*

2.

3.

Name:

4.....

5.....

6.....

7.....



Step 4

Turning the vision into compelling stories of a better service.

1. Using the stakeholders' mini-stories, and the knowledge of the problems that exist in the current way things are done, develop realistic vision stories that set out what the new service will feel like as a user, member of staff in the service, decision maker, etc.

The vision stories should reflect the clustered themes from the visioning session.

They should also explain how past problems are resolved by the new service.

2. Set them out, one page per stakeholder in an eye-catching design (see below). For example using pictures of fictional stakeholders to enhance the story.
3. You can then use these visions in the next tool, to prepare a vision document.



Tool CLW4.03: The destination tool - Where will you be in three years' time?

Tool CLW4.03 is designed to help you articulate the improvement approaches you intend to take, to help you reach the destination or 'future end state' for your organisation.

[Download Now!](#)

Realising the vision

WHERE DO WE NEED TO BE?



As Is!	The drivers for change	Future State!
Our technology is primarily used for word processing, data storage, communication and diary planning on desk-based PCs.	<p>Half our buildings are almost empty</p> <p>ICT systems are old and need replacing</p> <p>mobile working will save money</p>	Our technology is used to transform business processes, reduce low value administration, enable home and mobile working and increase productivity.
Community leadership is supported by partnership with statutory agencies on the basis that we know what the community must have.	<p>The statutory agencies are shrinking in funding and influence</p> <p>We cannot afford a 5 star service any more</p>	Community leadership becomes working in partnership with a cross-section of the local community to establish what they know they need and don't need.

WHAT ARE THE FIRST STEPS?



WHERE ARE WE NOW?



Today (current practice)	Tomorrow (new integrated ways of working)
Practice-base list	Risk stratified list i.e. frail elderly register
Individual business units and as such face multiple capacity restraints	Federal models affording great scope for shared capacity resourcing
Ad-hoc care coordination	Care coordination fully integrated affording better management and targeting of resources
Back office function separate	Alliance approach to shared back office and support functions
Refer to secondary care for specialist patient reviews and diagnostics	Outreach supports specialist patient case reviews and diagnostics within primary care setting
Little scope for delegating clinical role	Greater scope for delegating clinical role e.g. to District Nurses, Community Matrons, Prescribing Pharmacists

Integrated Primary Care

GP perspective on how their role and the way their GP practice will operate in the future



Self-Activity 7: Realising our vision - Moving from 'As Is...To'

Familiarise yourself with Tool CLW4.03 – The Destination Tool.

In your workbook, create two columns and reflect on:

- *WHERE ARE WE NOW - If I were to spend a day in your PCN, what would I see?*
- *WHERE DO WE NEED TO BE – What need to be in place to realise the PCN's vision?*

WHERE DO WE NEED TO BE?



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WHAT ARE THE FIRST STEPS?

WHERE ARE WE NOW?



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Self-Activity 8: What are our first steps?

*Using your reflections from Self-Activity 7, what are **the first steps** you can do across your PCN to get from **Where we are now** to **Where do we need to be**?*



**WHAT ARE
THE FIRST
STEPS?**



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Why working across PCNs is relevant today?

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SHARING INSIGHTS

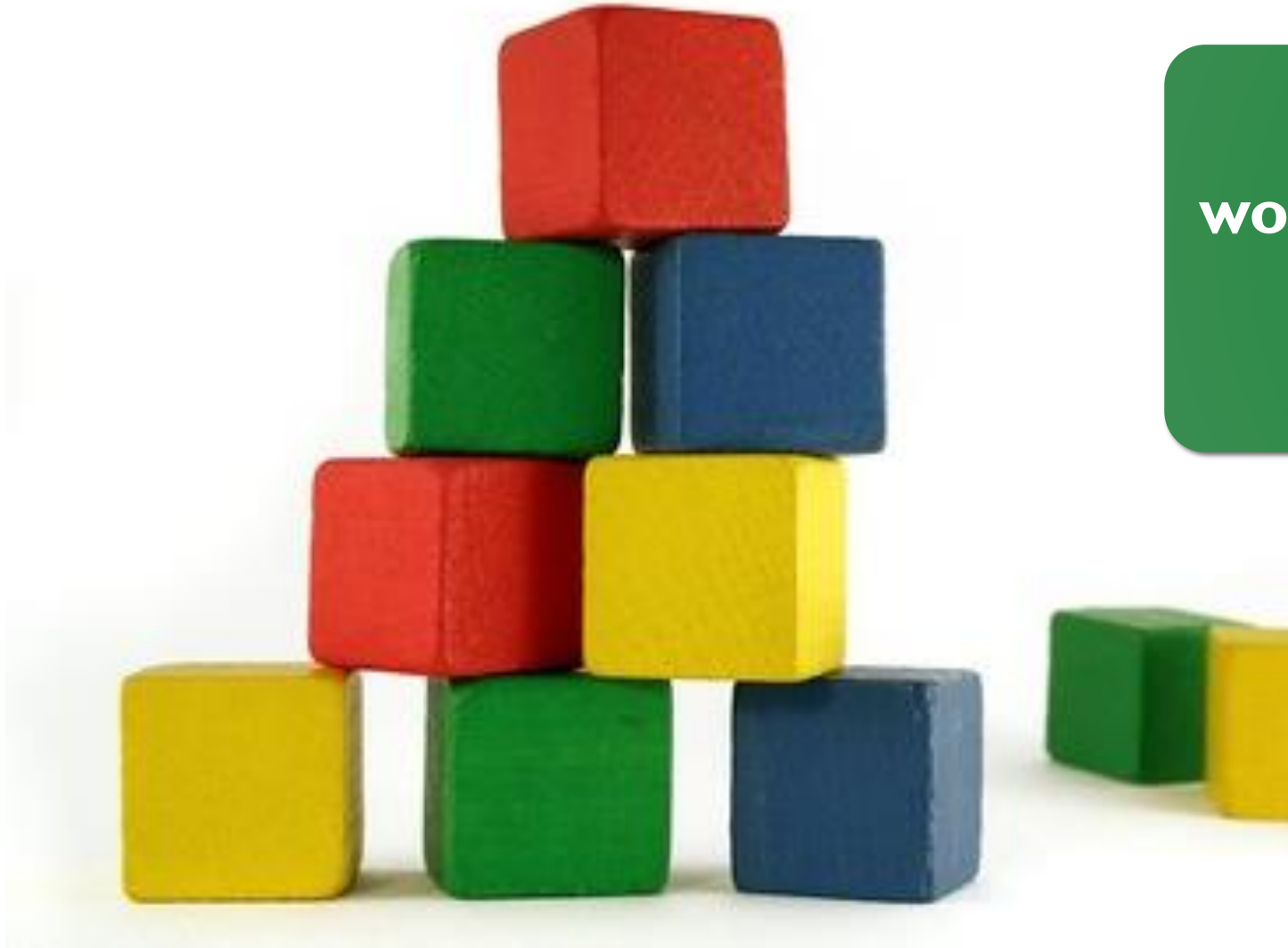
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DEAL (25%)

Step 4 – RELATIONSHIP Agree principles and ways of working



Building powerful partnerships



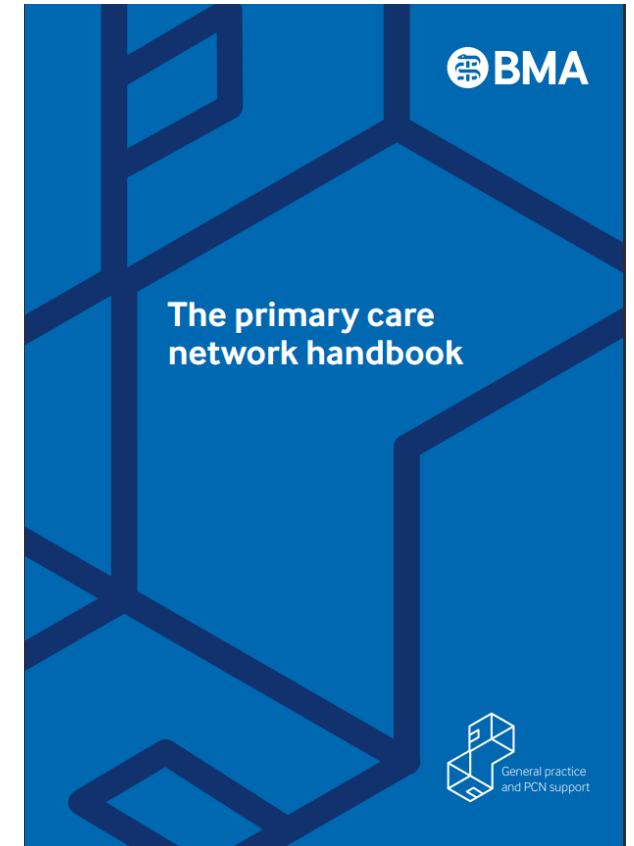
Step 2: Collaborative working is all about trusted people (*making the relationships work*)

Understanding our governance and decision making processes



How do we govern our PCN partnership?

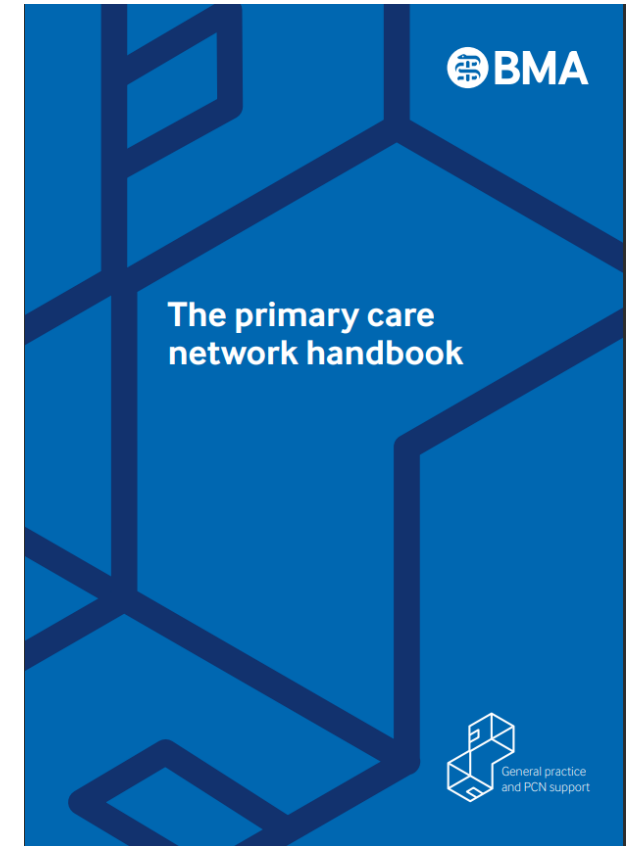
- ✿ Identify the relevant agents acting on behalf of network members, the weighting of votes, and the quorum requirements.
- ✿ The network may have a 'board' comprising one representative from each member practice or all the partners from member practices. Each 'bloc' of partners gets a vote share in line with their respective practice list size.
- ✿ Consider how similar staff working in different practices and settings might want to interact at network level (eg a board for nurses, a board for GPs, a board for practice managers) to share ideas, best practice, etc.
- ✿ The board should operate as the network's governing body, bringing all members together, overseeing joint decision making, the strategic direction of the network and the network's funding/financial layout.
- ✿ It is also the body to which the clinical director would be directly accountable



Source: BMA, 2019







How do we make decisions?

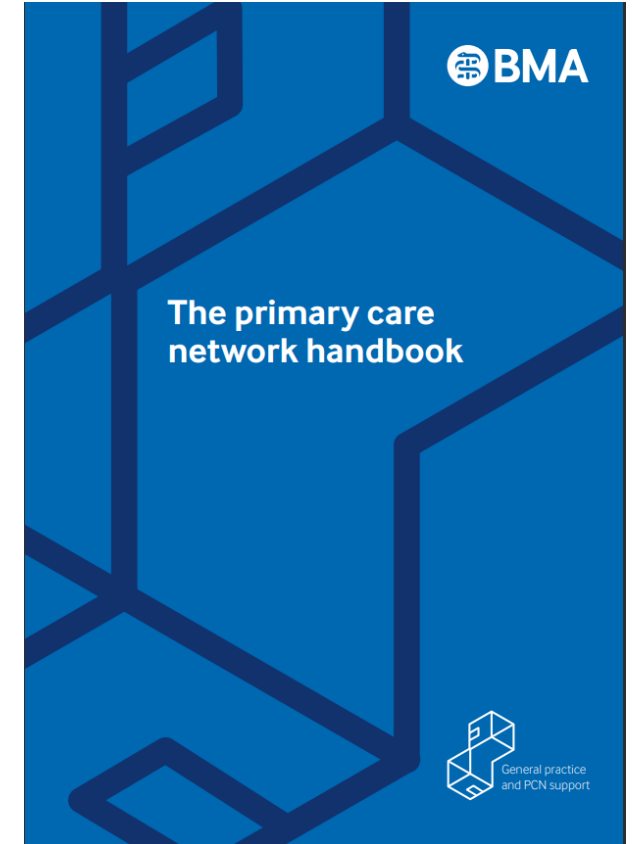
- ❁ What is within the remit of the clinical director to act executively, what needs to go back to the practice representatives?
- ❁ How the governing body makes decisions – does it require a simple majority, a conditional majority, unanimity, etc ?
- ❁ How often should the governing body meet?
- ❁ How are meetings chaired (an elected chair, rotational chair, etc). As the clinical director will be accountable to the governing body, it may be better for the role to be excluded from chairing the governing body.



Source: BMA, 2019

Other aspects to consider:

-  **Accountability** – do we have clear lines of accountability for all parts of the network?
-  **Data sharing** – do you have a data sharing agreement in place across your PCN to access necessary patient data?
-  **Dispute resolution** – how do you handle conflicts?
-  **Finances** – how are these handled?
-  **HR Policies** - what HR policies apply to staff employed under the network?
-  **The wider system** – how the network will interact with other healthcare bodies (i.e. create seats on the governing body for these organisations, agreement with the various bodies to identify the services that are to be provided and by whom etc)



Source: BMA, 2019

Self-Activity 9: Understanding your governance structure

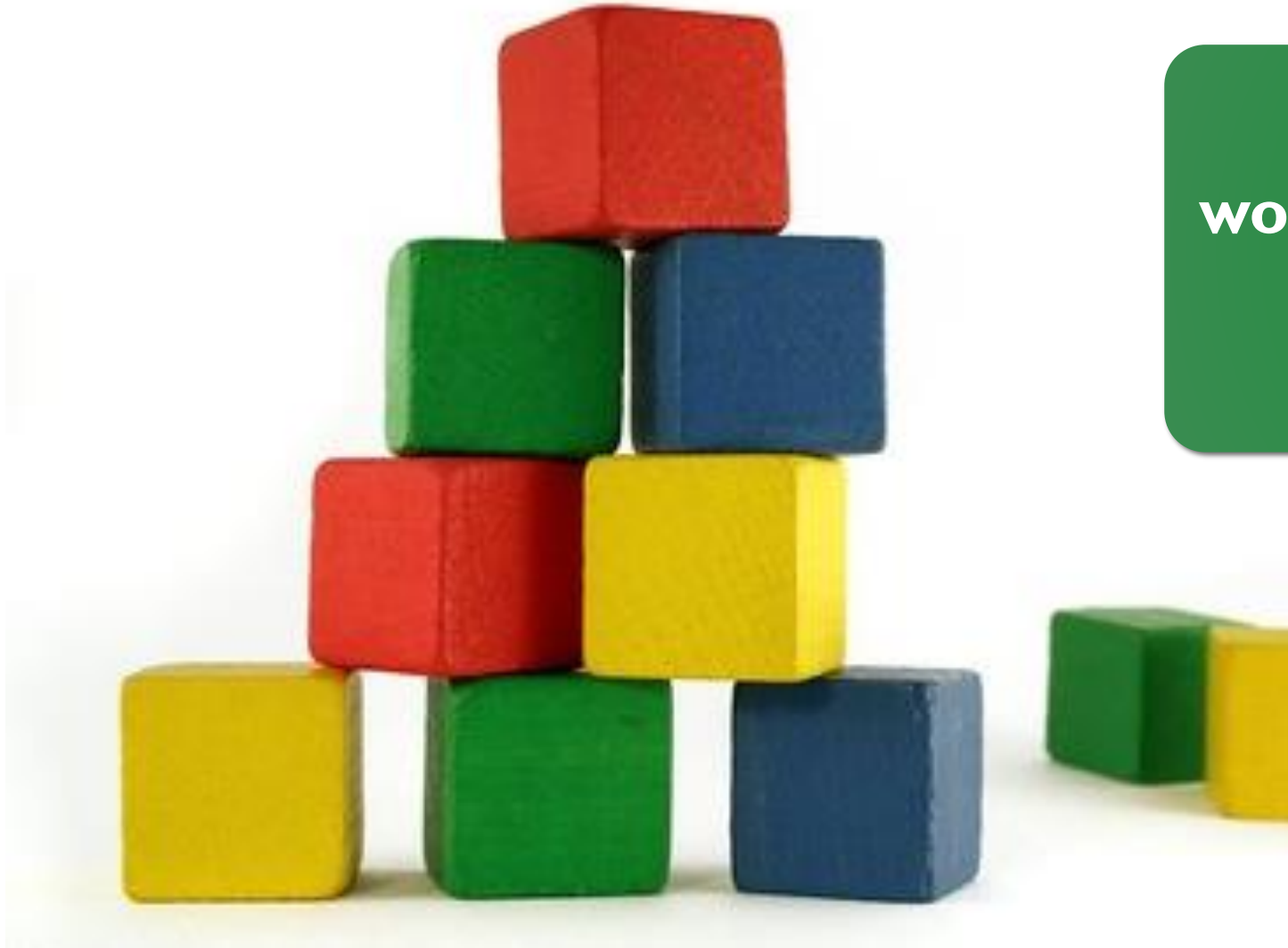
In your workbook, illustrate the governance structure for your PCN as you understand it.

Think about governing body/ decision making and accountability when illustrating it.

Share it with your Clinical Director/stakeholder board for understanding and confirmation.



Building powerful partnerships



Step 2: Collaborative working is all about trusted people (*making the relationships work*)

Mapping the quality of our relationships and building trust

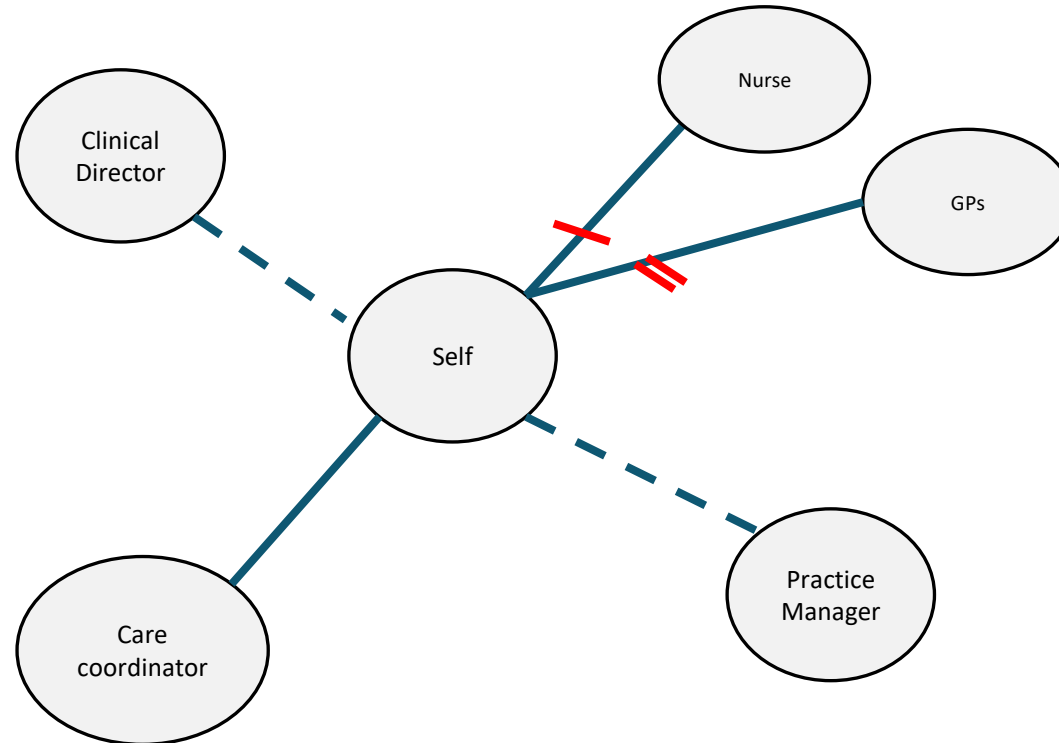




Trust Builders	Trust Busters
<ul style="list-style-type: none">• Discuss• Recognise• Support• Collaborate• Disclose• Value• Help• Acknowledge• Share• Ask	<ul style="list-style-type: none">• Hide• Blame• Defend• Argue• Mislead• Ignore• Intimidate• Abdicate• Punish• Assume

Let's talk about trust

Mapping your relationships



Self-Activity 10: Mapping your relationships

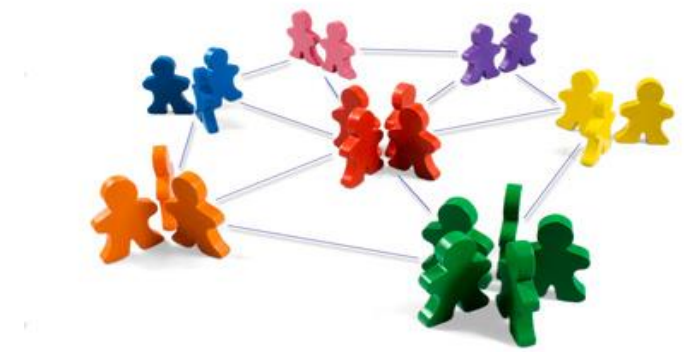
In your workbook, map out the significant relationships which have influence and impact on you and your role across the PCN .

Place them on the diagram with you at the centre and them in relative degrees of proximity.




Mapping your relationships

The Key



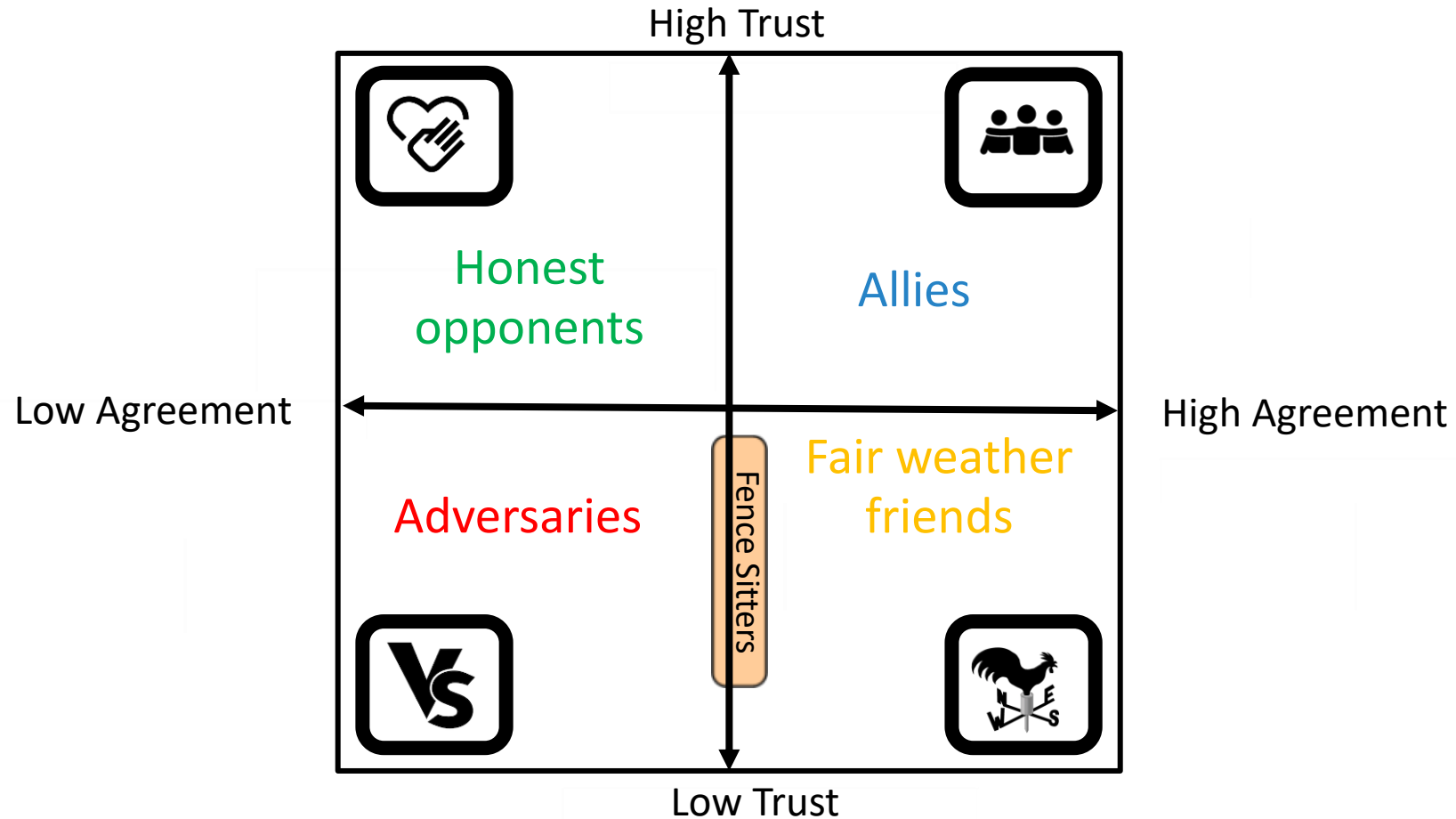
Strong/Very Strong relationship =  

Tenuous = 

'Difficult' =  

Flow of 'energy' = 

Trust/Agreement Matrix

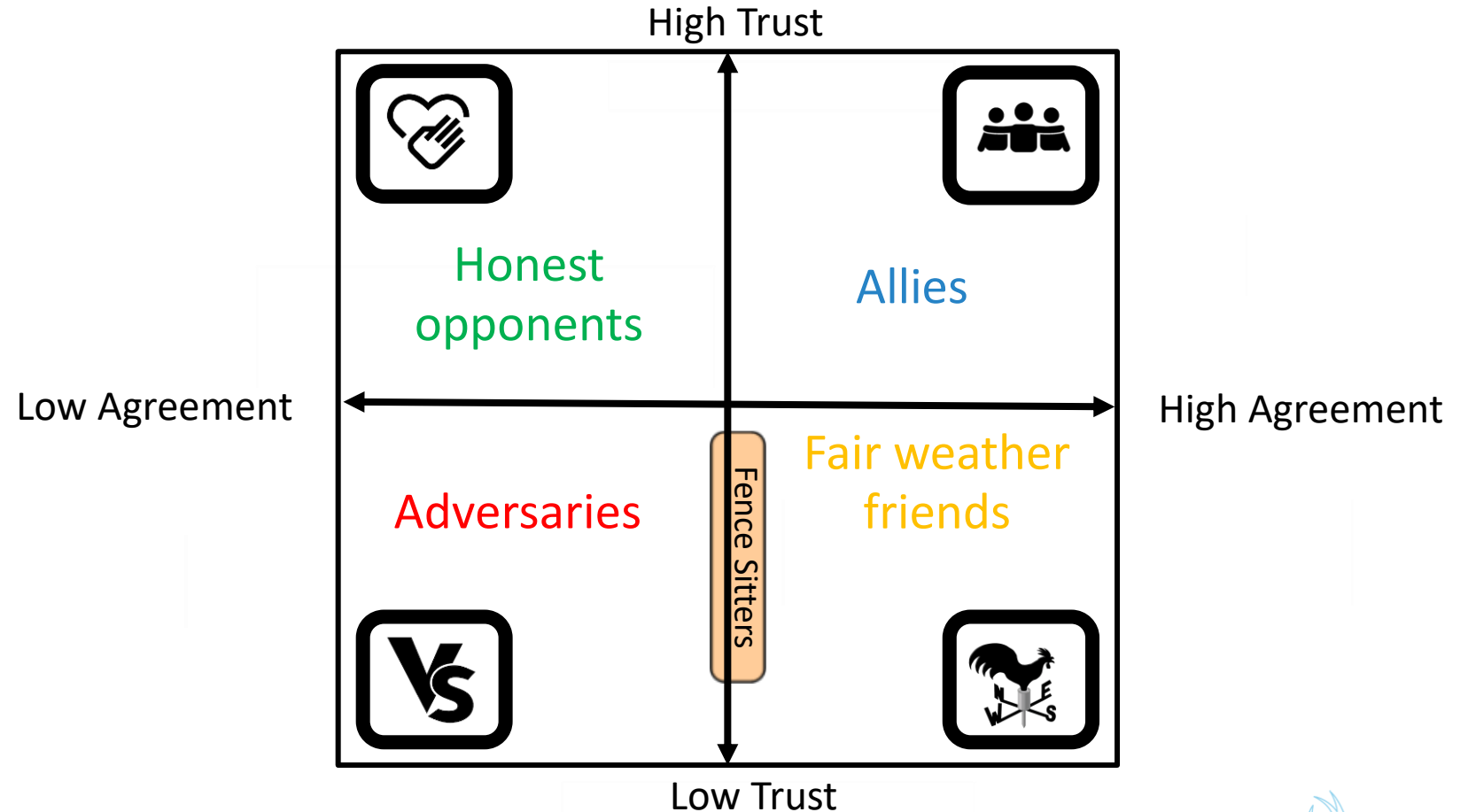


Source: adapted Block, P: *The Empowered Manager*

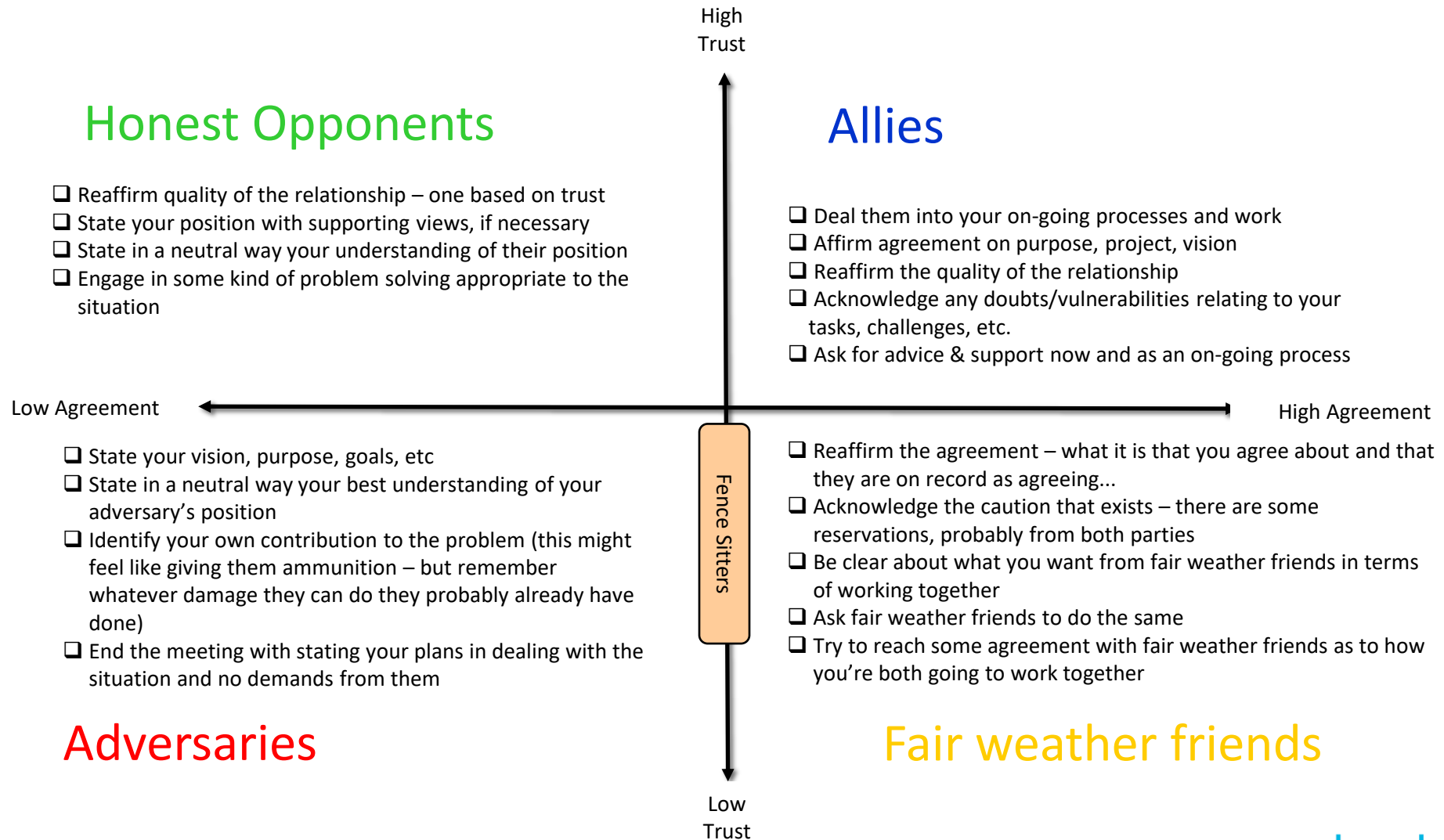
Self-Activity 11: Mapping your stakeholders

Using the Trust/Agreement Matrix, identify where the key partners/stakeholders or colleagues across your PCN sit.

Think of different strategies of handling relationships in each quadrant.



Tactics for handling the four quadrants



Building powerful partnerships



Step 2: Collaborative working is all about trusted people (*making the relationships work*)

Adopt a common language



Why is language so important?

Misunderstanding happen when we use the same words but we have different meanings



"two nations divided by a common language"

George Bernard Shaw