



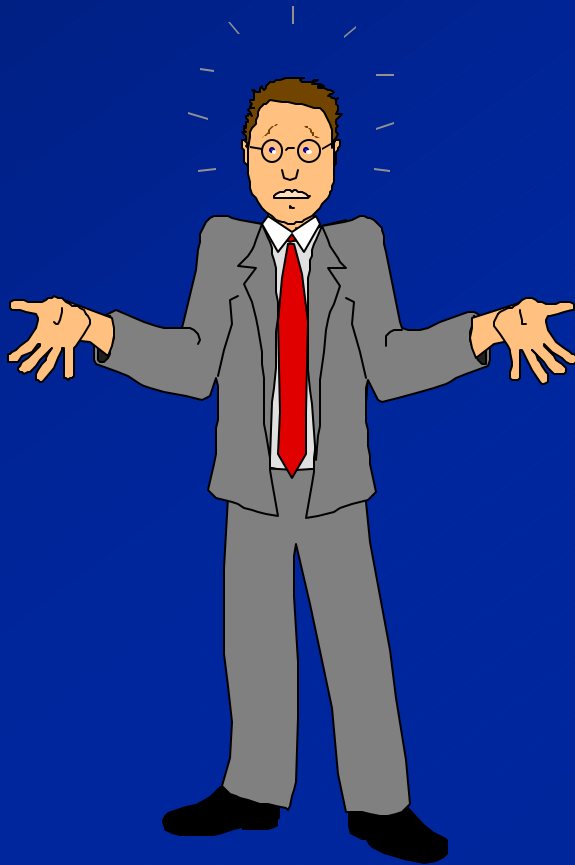
Bringing Partners to the Table

Key Elements of Leadership

- ❖ **Elevate** the issue to get the community's attention.
- ❖ **Engage** people in the effort.
- ❖ **Stimulate** multiple initiatives and actions.
- ❖ **Sustain** attention and involvement.

Elevating the Issue

KEY CHALLENGES



- ❖ How do you get people to focus on a particular issue?
- ❖ How do you get people to feel that the issue is significant & urgent and that they can have an impact?

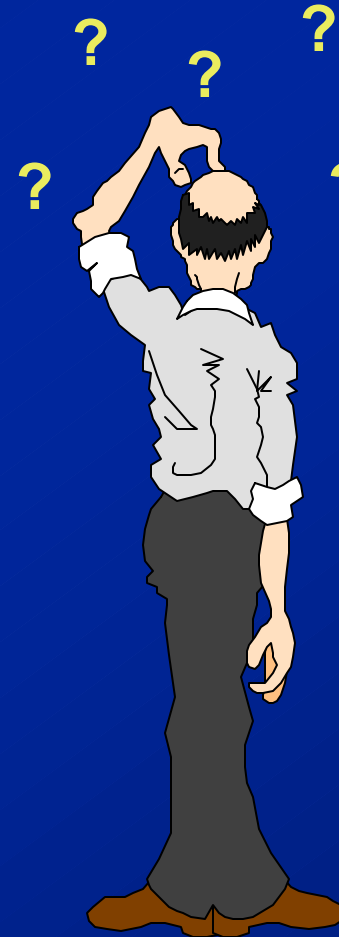
Elevating the Issue

- ❖ Use report findings strategically.
- ❖ Invent new ways to display data.
- ❖ Hold community forums.
- ❖ Use media to highlight the issue.
- ❖ Identify local examples.

Engaging People in the Effort

KEY CHALLENGES

- ❖ When should you bring people together? When should you not?
- ❖ How do you engage the differing interests?



Engaging People in the Effort

- ❖ Build and nurture networks.
- ❖ Seek high levels of involvement from others.
- ❖ Identify key stakeholders.
- ❖ Funding attracts social service agencies to “come to the table.”

Stimulating Multiple Initiatives and Actions




KEY CHALLENGES

- ❖ How do you develop multiple actions--not "grand, comprehensive solutions"--that can be initiated by multiple groups to achieve specific results?



Stimulating Multiple Initiatives and Actions

- ❖ Focus on key results, core interests or outcomes.
 - ❖ Encourage self-organizing efforts.
 - ❖ Use conflict to stimulate attention and to generate multiple initiatives.
 - ❖ Help others to get their interests met.
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Sustaining Attention and Involvement


KEY CHALLENGES

- ❖ How do you sustain action & attention in the community over the long run, without creating dependence on a handful of leaders?
- ❖ How can you prevent individual burnout and encourage renewal of personal energy?





Sustaining Attention and Involvement

- ❖ Start with small projects that make a difference.
 - ❖ Constantly communicate & provide information.
 - ❖ Celebrate successes.
 - ❖ Aggressively recruit & motivate new leadership.
 - ❖ Develop support groups & networks to sustain personal energy.
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Ten Steps to a Successful Partnership

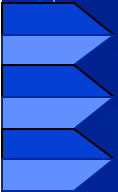

1. Build on what you have.

- ❖ Successful partnerships build on an existing framework.
 - ◆ local, state and federal
 - ◆ public, private and non-profit

From *The Oregon Option: A Federal-State-Local Partnership for Better Results*, by Christina Macy



2. Don't underestimate the difficulty of changing traditional roles and behaviors.

- ❖ Partnerships need both strong leadership and a high level of commitment.
 - ❖ Building capacity at each level is essential.
 - ❖ Partners must be prepared to commit a good deal of time and energy.
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3. Be prepared for the intensity of the work.

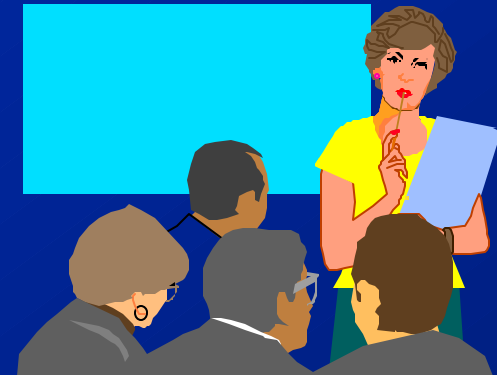


- ❖ Partners must be prepared to wear multiple hats.
- ❖ Partners must be willing to spend their time, energy and resources to pursue a new way of doing business.
- ❖ Burnout rate is high.

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4. Identify bold, visionary leadership.



- ❖ Good intentions, committed staff and eager partners are not enough.
- ❖ Successful partnerships need inspiring and committed leaders at all levels.



From *The Oregon Option: A Federal-State-Local Partnership for Better Results*, by Christina Macy



5. Set clear & realistic goals. Deploy a range of strategies to reach them.

- ❖ Start small and stay focused.
 - ❖ Hard choices will demand a disciplined assessment of what can be accomplished.
 - ❖ Recognize that any one strategy is probably not the only way to success.
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*From The Oregon Option: A Federal-State-Local Partnership
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6. Create opportunities for face-to-face and on-site meetings.



- ❖ There's no substitute for sitting down in the same room.
- ❖ Face-to-face meetings help develop trust and foster a sense of common mission.




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7. Bring the right mix of people to the table.

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- ❖ A key factor to success is the right combination of participants working together in ways that cross agency, interest, and public/private barriers.
 - ❖ Local buy-in is needed at all stages.
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8. Tie funding to success.

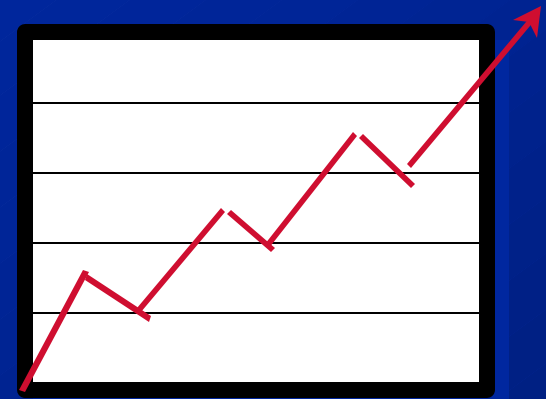
- ❖ Include outcomes-based budgeting experts in the process to help with strategy.
- ❖ Help organizations prioritize resources and tie their budgets to outcomes.



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9. Recognize the important role of data in any performance-based approach.



- ❖ Create reasonable interim measurements by which to evaluate progress toward those goals.
- ❖ Use reliable data.
- ❖ Set reasonable goals.



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10. Be realistic about what is possible.

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- ❖ Participants must be willing to proceed with the knowledge that change does not necessarily come in neat packages.
 - ❖ New approaches require a healthy learning curve, an ability to live with unanswered questions, a tolerance for high levels of ambiguity, and an attention to lessons learned.
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