



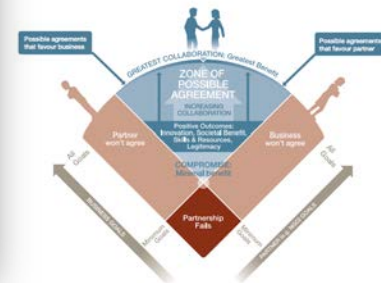
Partnership Checklist

This checklist summarizes the report's advice for each stage in a partnership: (1) deciding what type of partnership you need, (2) choosing partners and (3) managing the process.

Choose the Type of Partnership	Choose your Partners	Manage the Process
<p>Consider your partnership goals</p> <ul style="list-style-type: none"> Higher level partnerships (e.g. transnational partnerships) can address lower level goals as well. Transformative: You seek broad societal improvement by meeting all partners' objectives and empowering communities. <ul style="list-style-type: none"> • Collaborative Governance • Base of the Pyramid Strategy Integrative: You seek to balance economic, social and ecological concerns. <ul style="list-style-type: none"> • Policy Dialogue • Industry Sustainability Standards Transactional: You seek to improve profit or market share. <ul style="list-style-type: none"> • Sustained Two-Group Partnership • Changes in Supply Chain Governance Reactive: You seek to respond to threat (e.g. community outrage), comply with regulations, or provide charity. <ul style="list-style-type: none"> • Stakeholder Transactional Problem Solving • Environmental Impact Assessment • Philanthropic Sponsorship 	<p>Assess a potential partner's relevance</p> <ul style="list-style-type: none"> □ Does the partner represent relevant stakeholders: those who create or are affected by an issue? <p>Assess a potential partner's resources</p> <ul style="list-style-type: none"> □ Will the partner's resources complement yours, and contribute to the objectives? Remember that partners can have different types of resources: e.g. funding, social networks or expertise. □ Is the partner credible: do they have a strong reputation? □ Is the power balance between you and the partner equal? Imbalances can lead to manipulation. <p>Assess a potential partner's outlook and approach</p> <ul style="list-style-type: none"> □ Does the partner have a collaborative strategy, as it is revealed in working together toward goals? Some NGOs are combative, relying on external pressure tactics such as shaming or boycotts. These organizations are more difficult to work with. □ Is there a cultural fit between your organization and the partner (e.g. regarding missions and accountability systems)? Organizations from different sectors often have different cultures, be aware of differences and work toward shared goals. □ Does the partner have past partnership experiences that are positive? Positive past experiences provide the best basis for future partnerships. □ Does the organization have a similar time horizon for action? 	<p>Be inclusive</p> <ul style="list-style-type: none"> □ Share power and support voice. Empower weaker stakeholders. □ Find consensus. Decisions that consider individual concerns as well as group needs have the best outcomes. □ Clarify decision making authority. Understand whether responsibilities to the partnership have authority to make decisions for their organizations, and set up any necessary organizational approval processes. <p>Set expectations</p> <ul style="list-style-type: none"> □ Partners need ground rules about managing conversations, confidentiality and other issues. □ Create accountability through evaluation. Ongoing evaluation should consider the partnership's outcomes and its processes. □ Handle conflict. Conflict will happen, so decide on a process for resolving it. <p>Build understanding</p> <ul style="list-style-type: none"> □ Explore differences. Exploration can be uncomfortable but will you capitalize on different perspectives and create innovation. □ Find a shared vision. A clear direction helps people commit to the partnership and align different goals. □ Frame partnerships as a continuous learning experience. Learning involves listening with mutual respect, breaking down problems and finding solutions. <p>Develop relationships</p> <ul style="list-style-type: none"> □ Develop leadership skills. Leadership in a partnership is facilitation ensuring that all partners contribute to conversation and the shared vision. □ Build trust. Trust comes from behaving in a way that's trustworthy and from trusting others. It takes time.

Sustainability through Partnerships: A Guide for Executives 15

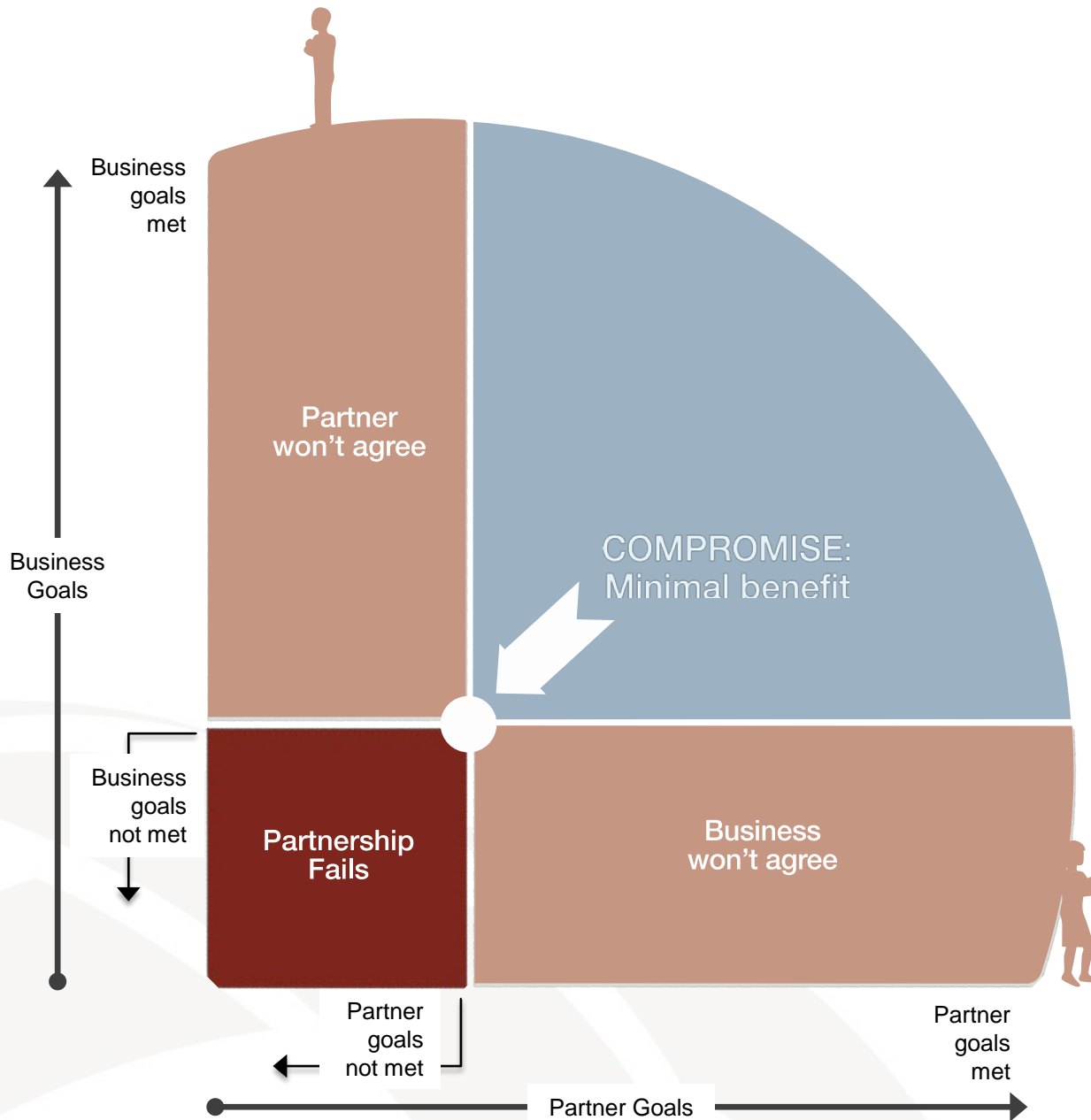
Figure 10
SPACE OF OPTIMAL AGREEMENTS



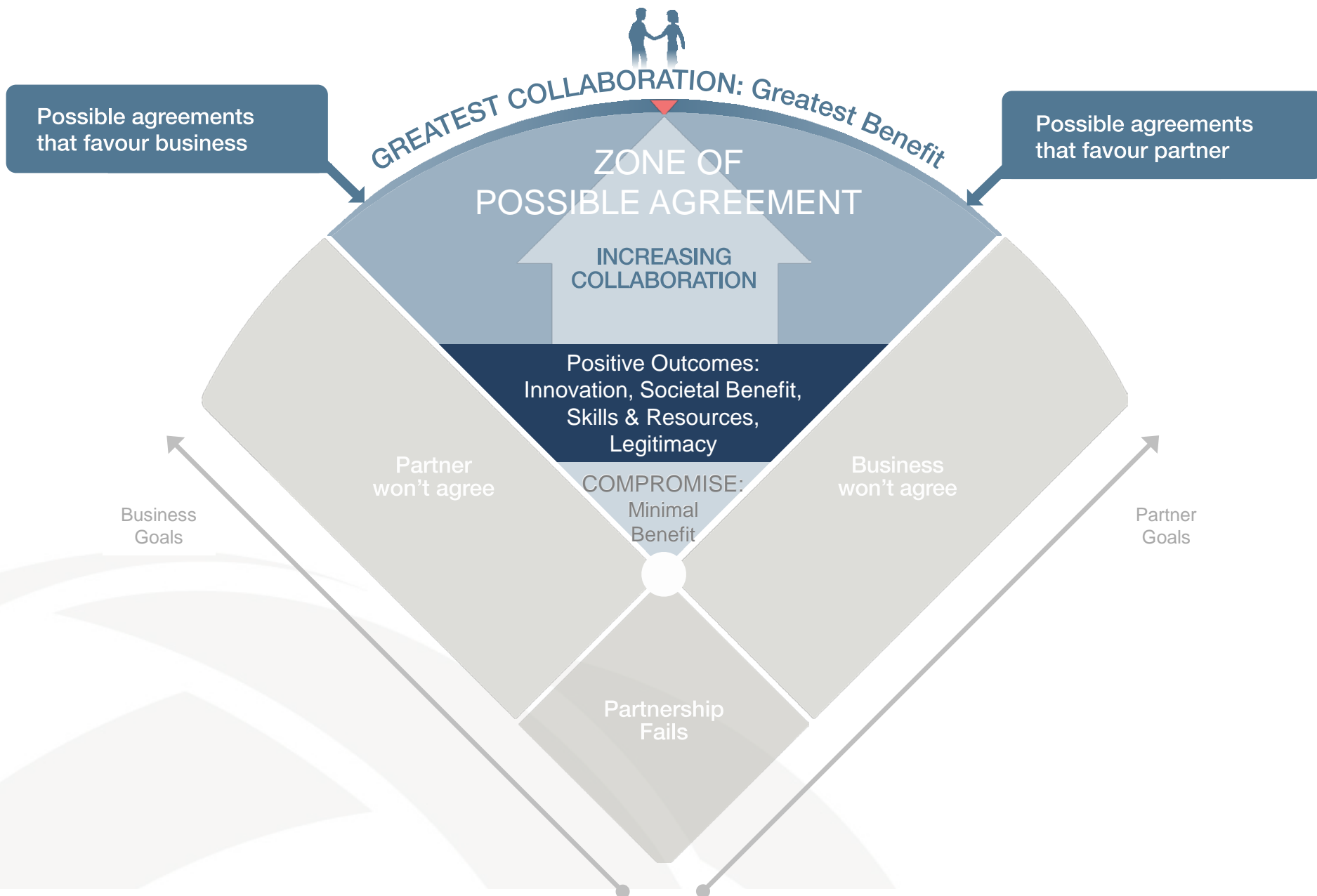
Visit nbs.net to download the research and tools:

- **Executive Report** – *Sustainability through Partnerships: A Guide for Executives*
- **Systematic Review** – *Sustainability through Partnerships: Capitalizing on Collaboration*

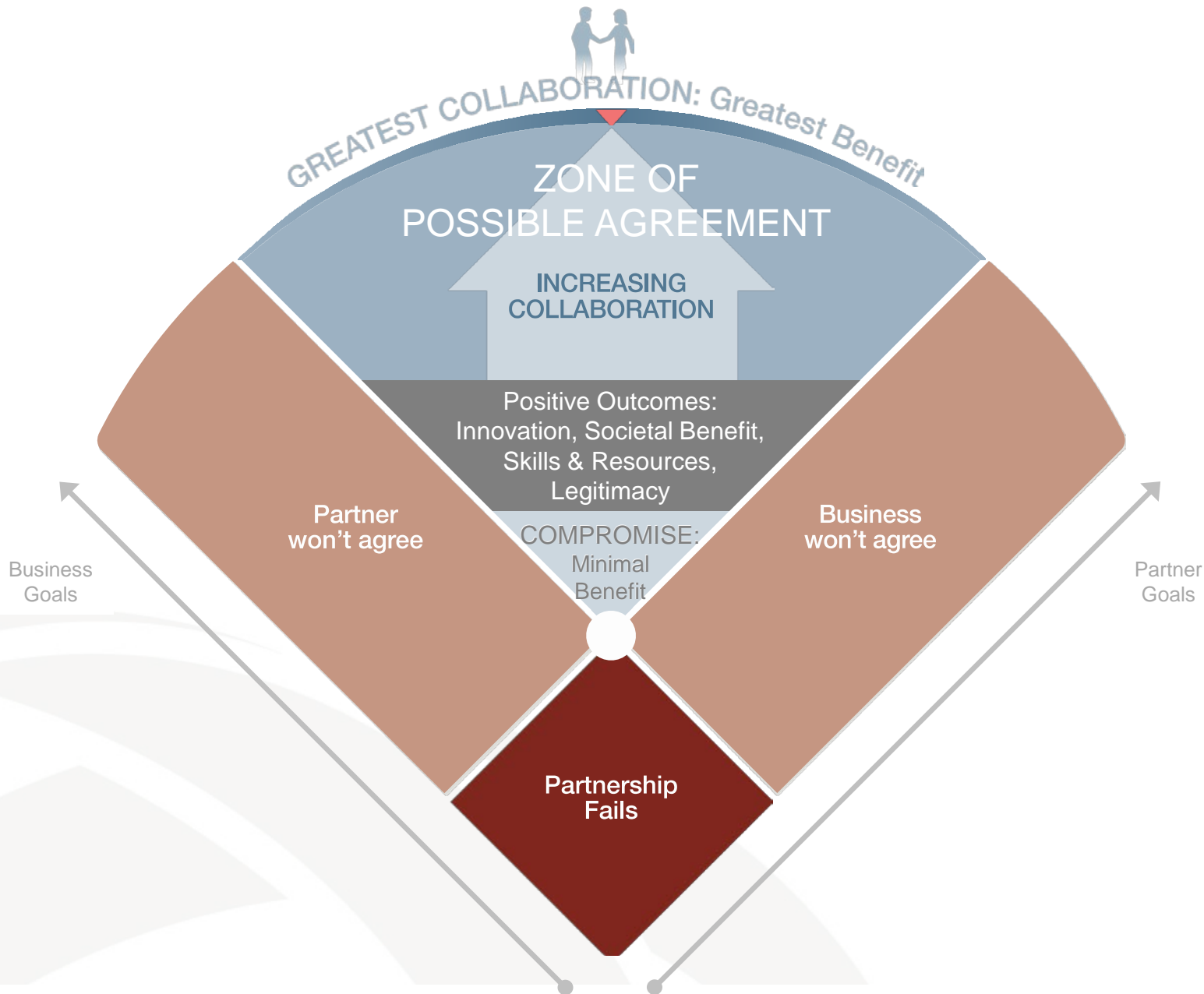
Understand How to Avoid Failure



Move Towards Agreement

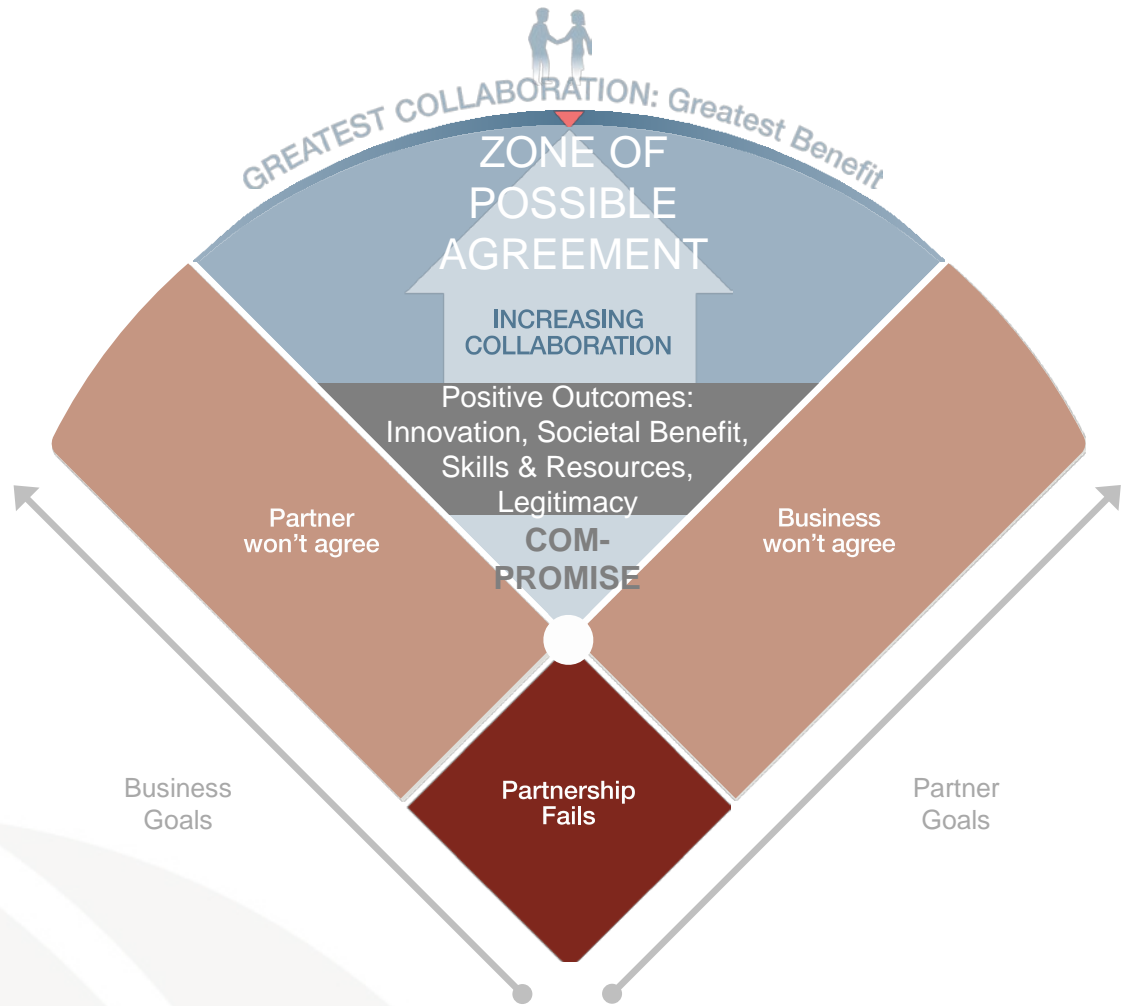


Recommendations



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- Choose partner(s) wisely.
- Design an effective process.
- Search for joint gains.
- Do better than compromise.



Types of Partnerships

