



U.S. Chamber of Commerce Foundation
Institute for Organization Management

C341 Building Strategic Partnerships

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Western Growers Association



Course Description & Goals

Long- and short-term partnerships with other organizations can help your organization reach community goals that may be unattainable if attempted along. Form cooperative agreements with others to pool resources and to achieve great things.

- Understanding the importance of coalitions and strategic alliances
- Implementing steps for effective collaboration
- Define and evaluate outcomes of strategic partnerships



Understanding the importance of coalition and strategic alliances



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What are strategic alliances and coalitions?

Why are coalitions developed ?

- Common reasons why coalitions are formed
- Major benefits
- Potential risks

Areas well suited:

- Legislative
- Education
- Special Events
- Publications
- Research Projects
- Public Relations
- Endorsements
- Sponsorships
- What Else?

Types of alliance and partnerships:

- Networking
- Research
- Political/Public Policy
- Business
- Technology
- Public/Private Partnerships
- What Else?

Building alliances and coalitions within your own association or chamber:

- Top Investors
- CEO's/HR Directors
- Minority Businesses
- Emerging Member Types
- Technology Companies
- Realtors/Home Builders
- Gov't Relations /Membership
- What Else?



Implementing steps for effective collaboration



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Partnership Considerations

Generational/Life Experiences

Differences in reception by at least four generations and cultural life experiences. How will you describe the partnership idea or will the approach change when talking to different generations or cultural life experiences? What is important to the person to whom you are suggesting the win-win partnership?

Mindset

Other life experience lenses or hierarchy? What is relevant to the stakeholder you are sharing the potential partnership? What experiences might influence how this person receives you're the partnership? Are you having to rebuild your brand or credibility in the process?

Behavior Styles and Communication

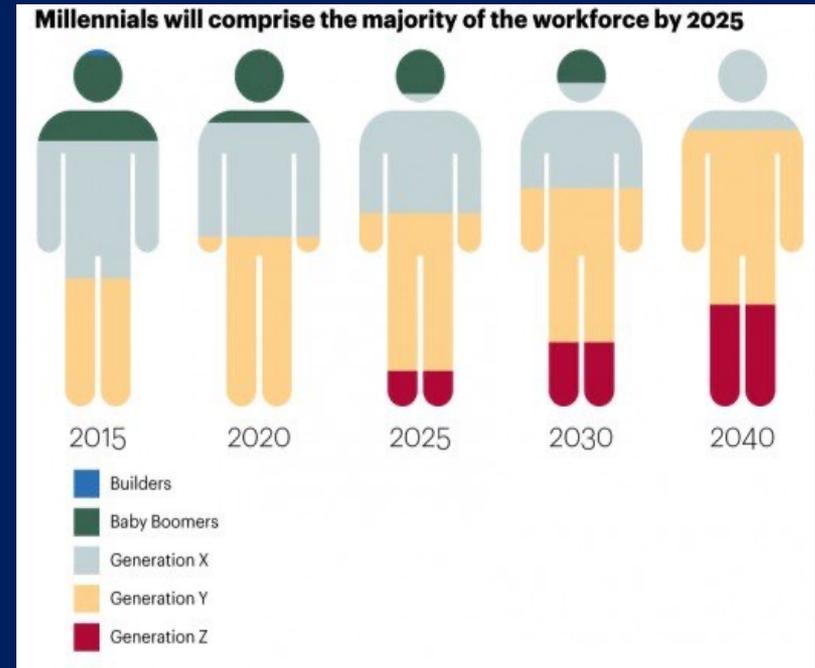
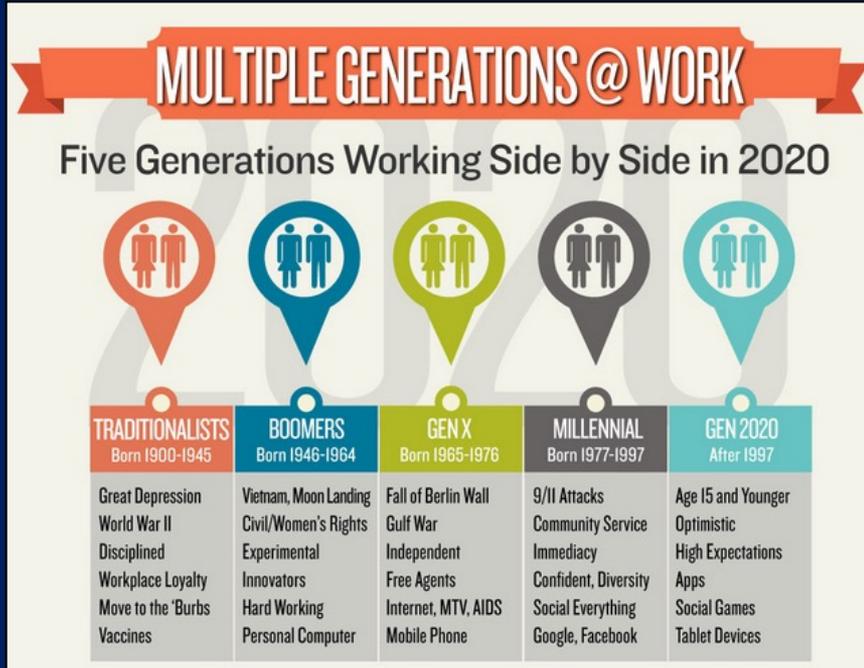
Think about who is more analytic and would want more information; who is bottom line and just wants the facts; who will want to talk about the idea and share it with others; and who will want to make sure everyone is "on board".

Perceptions

What are the lenses folks are looking through? What perceptions might people have about the partnership idea you are suggesting? Do you know the individuals or have a history of trust and respect?



Generations – So What?



How to Communicate

	Silent Generation "Traditionalists"	Baby Boomers "Boomers"	Generation X "Slackers"	Millennials "Generation Y"	Generation Z "iGeneration"
Birth Years	1925 - 1946	1947 - 1964	1965 - 1979	1980 - 1997	1998 - 2016
Preferred Communication	In-person, direct communication	In-person, give it to me straight	Email works, just keep it real	Interactive, online communication	Online only, and keep it short
Valuable Rewards	Salary increase, title change	Position, corner office	Freedom to work how I please	Continued education, flexible hours	Work how I want, from where I want
Feedback	Annually, in-person	Annually, in-person	Quarterly, in-person or online	Constantly, in-person or online	Constantly, online only



Impact of Mindsets

Our brains make models automatically. Like a river, our patterns flow continually over the same path, leaving a deeper and deeper mark each time. The deeper the path, the harder it is to change the pattern. (*McGehee, Tom. Whoosh. Business In The Fast Lane. Unleashing the Power Of A Creation Company*)

Mental Models & Mindsets

Represent our “perception” not what is necessarily real or true;
Are powerful in their influence over our actions and our responses;
Prevent us to being open to new ideas, options, or learning.

Bias or Stereotype

A bias -- or what is sometimes called a “stereotype” -- is an inflexible positive or negative prejudgment about the nature, character, and abilities of an individual and is based on a generalized idea about the group to which the person belongs. (*Theidermann, Sonda. Making Diversity Work*)



What are our mental models or bias around:

Gender

Profession

Occupation

Faith

Generations

Education Cultures

Ethnicity

Sexuality

Race

Military Service

Health

Ability

Geographic

Economic



Other Cues

In a partnership, what are you communicating (intentionally or unintentionally) to others through:

- **Physical Actions/ body language**
- **Voice Inflection**
- **Verbal Reactions/Responses**

38% 55% 7% - Which goes with what?



Albert Mehrabian's 7-38-55 Communication model says that 7% of the meaning of feelings and attitudes takes place through the words we use in spoken communications, while 38% takes place through tone and voice and the remaining 55% of communication of these factors take place through the body language we use (specifically our facial expressions).

What do you struggle with?



Practical steps for forming, sustaining and/or sunseting

- What are key questions to ask before moving forward with an alliance or partnership?
- Characteristics of effective and successful partnerships
- Leveraging stakeholder network for growth
- Understanding and using Memorandums of Understanding (MOU's)



Handling problems that may arise

- When things go wrong
- Barriers to forming alliances
- Strategies to minimize barriers



Defining and evaluating outcomes of strategic partnerships



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Pre/Post Partnership Checklist

1. Has the Collaboration Been Assessed? – Each partnership is going to be different, no matter how often we've addressed similar partnerships.
2. What Kind of Partnership? – There are three (3) general partnership or collaboration circumstances which are:
 - a) One-time partnerships?
 - b) Repeated partnership again?
 - c) Partnership to form some kind of long-term relationship?
3. What Type of Conflict Will We Face? There are basically two (2) types of conflict situations in a partnership dialogs as well as a blend of the two. They are:
 - a) partnership conflict – views, opinions, beliefs, values, or ideology
 - b) resource conflict – tangible, measurable, or quantifiable.
4. What is the Purpose? There are two (2) basic situations that trigger a partnership. These are:
 - a) Urgency; Emergency; or Survival
 - b) Opportunity or Exploratory
5. Is There a “Ripple Effect” to Consider? Based on the outcome of this partnership are there other impacts or readjustments to be considered?
6. Do We Need to make or sign a formal agreement? In the event of the partnership collapsing at a later date this will impact this consideration. Do other parties need to approve this agreement?
7. Is There a Time Element? There two general considerations regarding the time element which are filing or decision deadlines as well as ongoing collaborations take up time – time is money.





Exercise: What is an idea/concept/position/problem you currently face?

 What alliance or strategic partnership could you form to solve that issue?



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