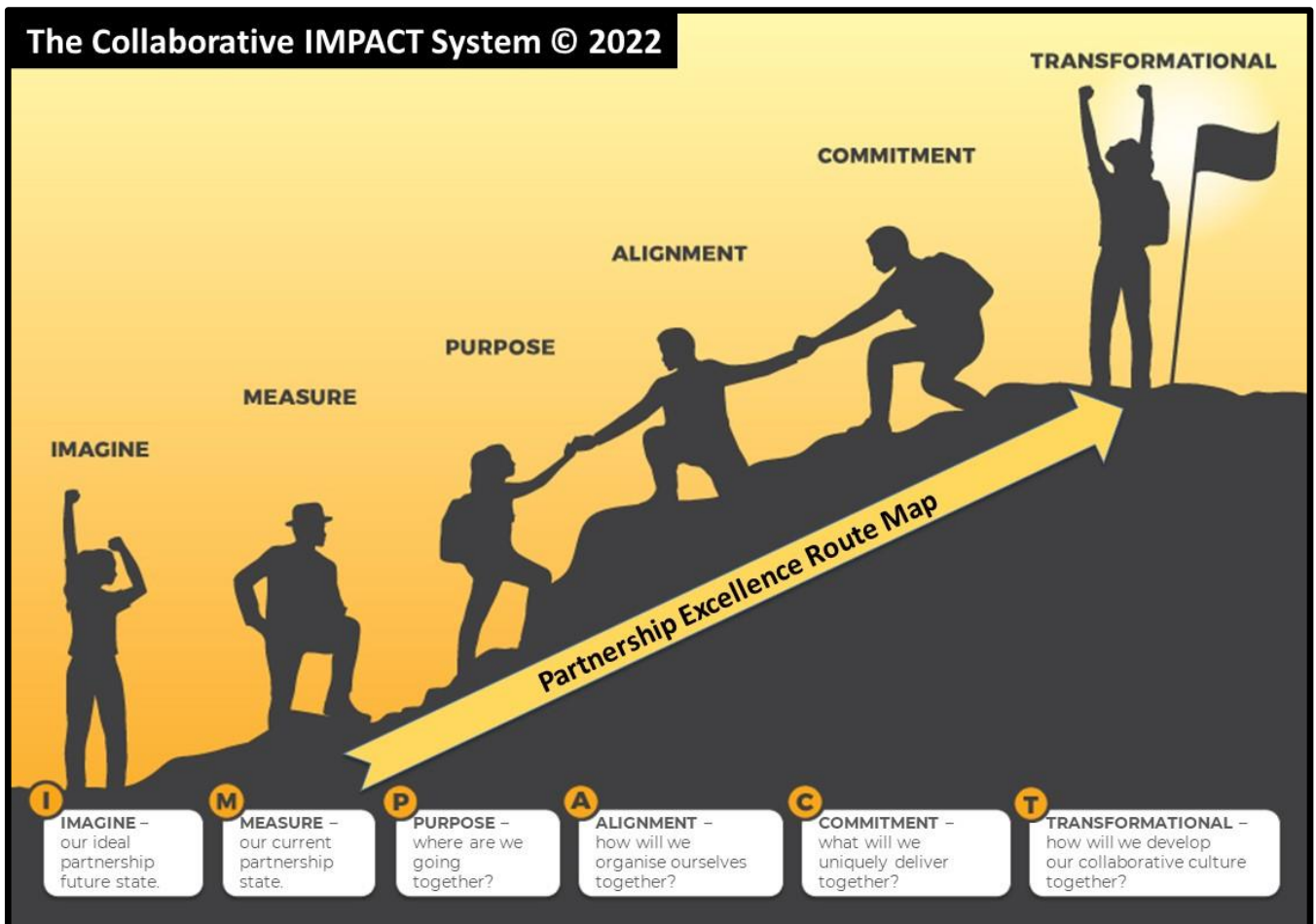


Henry Pavey MBA, CTArCF, FICW

## Building Collaborations of Impact

### High-Level Quick Questionnaire Assessment



*For ambitious leaders and places looking to  
build and sustain Collaborations of Impact*

## ***Collaborations of Impact – easy in theory; challenging in reality!***

### **Introduction**

Working in partnership is a core 21<sup>st</sup> century capability that is hugely in demand to tackle complexity and deliver agreed shared value outcomes that transform places and / or improve peoples' lives. Within these high-stakes contexts, partnership members will spend significant time around developing their plans and agreeing their shared objectives – yet they often spend very little time or even no time assessing and discussing the effectiveness, efficiency and engagement of the partnership process they have entered into together.

This unfortunately leads to the '*our partnership is doing ok; we have always worked like this*' status-quo mind-set with the inherent danger of those 'sat around the table' never discussing or recognising what working within a 'Collaboration of Impact' should look and feel like; and then taking action together to get to that ideal future state in order to unleash their untapped collaborative potential. This 'shared ownership of the partnership's development' is absolutely critical given that all partnership working must be centred on value-creating relationships under-pinned by high levels of trust and emotional attachment by all those involved in what the strategic partnership is setting out to achieve.

The aim of this tool is to provide individual partnership members high-level quick questionnaire assessment of where they think their strategic partnership is on its 'Collaboration of Impact' journey – through the scoring of 12 partnership excellence best practice statements centred on:

- **Purpose** – clarity about where you and your partners are going on your journey together?
- **Alignment** – ensuring professional partnership organisation for your journey?
- **Commitment** – clarity about what you and your partners are uniquely delivering together?
- **Transformational** – how well do you and your partners nurture your partnership culture?

It should be noted that this assessment only provides part of the total picture in that it only captures your own personal views and observations which might – or might not – reflect those of your partner peers serving on the same strategic partnership.

## How to undertake the questionnaire:

- a) Consider each of the 12 best practice excellence statements (see page 4) and place a cross in the box that best reflects your response to each of them – noting that there are 5 responses to choose from.
- b) Add up the response totals and work out your aggregate score (see page 5).
- c) Plot your scores on the spider diagram (see page 5) in order to better visualise your partnership's strengths and development needs.
- d) Consider the implications of your partnership profile score (see page 5) and whether you feel it accurately reflects the 'current state' of your partnership?
- e) Consider what you think needs to be done to move your partnership from 'current state' to 'ideal future state'?
- f) Consider (if necessary) what needs to be done to encourage your partnership (as a collective) to undertake a much deeper and collective Collaboration of Impact – High-Level Baseline Assessment?

## Building Collaborations of Impact- High -Level Baseline Assessment

(Consider each of the 12 best practice excellence statements below and place a cross in the box that reflects your response)

1) No; or do not know.

2) Adequate; but could be much better.

3) Good; but has room for improvement.

4) Very good; real benefits shown.

5) Yes; it is excellent.

		1) No; or do not know.	2) Adequate; but could be much better.	3) Good; but has room for improvement.	4) Very good; real benefits shown.	5) Yes; it is excellent.
<b>Purpose</b>	<b>1) Shared Vision:</b> My partnership has a genuine co-created and agreed shared vision that all of its members – myself included - are ‘emotionally attached’ to; one that excites, enthuses and that drives our collaborative action.					
	<b>2) Shared Value:</b> My partnership has absolute understanding and clarity around the value-adding outcomes we are seeking to deliver in order to transform our place and / or improve the lives of our communities.					
	<b>3) Delivery Programme:</b> My partnership has a co-created agile and dynamic partnership delivery plan that clearly sets out our vision, value-adding outcomes, key deliverables, timeline & milestones, risk mitigations and delivery partners.					
<b>Alignment</b>	<b>4) Governance Framework:</b> My partnership’s governance framework is centred on ‘agile collaboration’ – namely it is based upon <i>‘getting the right people around the right tables looking at the right issues at the right time’</i> .					
	<b>5) Partnership Rules:</b> My partnership has co-created and agreed its house rules setting out our partnership member behaviours and expectations; and agreed policies for accountability (individual & collective) and conflict resolution.					
	<b>6) Partnership Management:</b> My partnership has fully considered and agreed the level of partnership management expertise and capacity we need to help us unleash our untapped potential and strive for partnership excellence.					
<b>Commitment</b>	<b>7) Meetings:</b> My partnership holds well organised and engaging meetings that maximises our valuable ‘together time’ through a laser focus on accelerating delivery; collaborative problem-solving; and seizing new opportunities.					
	<b>8) Performance Management:</b> My partnership has an engaging performance management process where we review progress (ideally quarterly) on our key deliverables through a ‘hot off the press’ RAG (red / amber / green) approach.					
	<b>9) Communications &amp; Engagement:</b> My partnership has a co-created communications & engagement plan complete with stakeholder matrix (power / interest), agreed protocols, our key messages, calendar of key events, etc.					
<b>Transformational</b>	<b>10) Learning by Doing:</b> My partnership learns and reflects from each other on what went well, what did not, and what would we do differently next time? We are also always open to new ideas and best practice from elsewhere.					
	<b>11) Annual Partnership Review:</b> My partnership undertakes an annual review in order to identify our partnership working strengths and our development needs to further strengthen and embed our ‘partnership excellence’ ethos.					
	<b>12) Trust &amp; Relationships:</b> In my partnership we have high levels of trust and relationships between all our members; we work with honesty, openness and are all fully committed to delivering on our partnership delivery programme.					
<b>TOTAL NUMBER OF CROSSES PER RESPONSE:</b>						

### To work out your aggregate scores

Response	Number of Crosses	Multiple By	Total
1) No; or do not know.		x 1	
2) Adequate; but could be much better.		x 2	
3) Good; but has room for improvement.		x 3	
4) Very good; real benefits shown.		x 4	
5) Yes; it is excellent.		x 5	
<b>TOTAL SCORE:</b>			

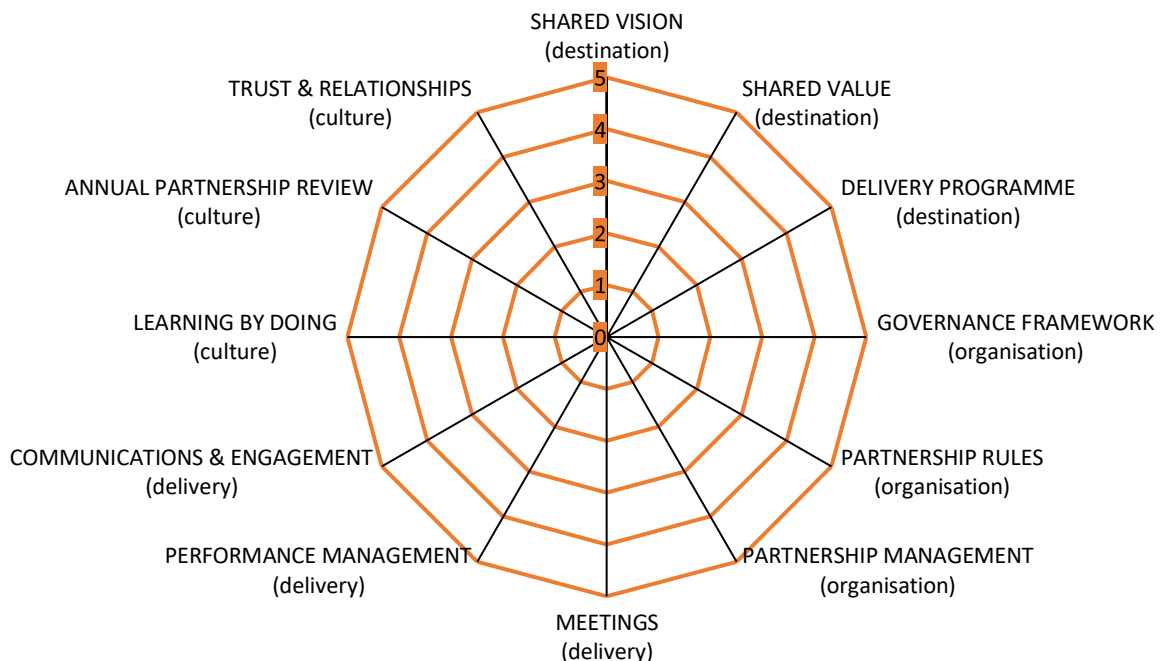
### What your aggregate score means?

Total Score	Partnership Profile Score
50 to 60:	Your partnership is demonstrating partnership excellence in all or almost all aspects.
38 to 49:	Your partnership is working well enough but some aspects may need further exploration and action.
25 to 37:	Your partnership may appear to be working but it has a number of areas of concern requiring prompt remedial action.
12 to 24:	Your partnership is struggling; it needs immediate and detailed remedial action.

### Partnership Excellence – Spider Diagram:

You might also find it helpful to plot your 12 best practice statement scores on the spider diagram below and then join up the dots between each. This will give you a quick visual representation of where you think your partnership is excelling (scores 4 & 5); and a clearer focus of where you think partnership development activities are required (scores 1, 2 & 3).

#### BUILDING PARTNERSHIP EXCELLENCE - HIGH-LEVEL BASELINE ASSESSMENT



1) No; or do not know.	3) Good; but has room for improvement.	5) Yes; it is excellent.
2) Adequate; but could be much better.	4) Very good; real benefits shown.	

## **For Further Information**

Building upon this high-level baseline questionnaire; I offer a range of invaluable and fully confidential Strategic Partnership development and turnaround services to senior leaders, partnership practitioners and backbone organizations helping them to build 'Collaborations of Impact' that fully maximise their collaborative potential. This includes advice on:

- Undertaking a fully confidential and non-judgemental 'Collaboration of Impact – High-Level Baseline Assessment' across the whole of your partnership?
- Delivering a 'Collaboration of Impact – High-Level Baseline Assessment' facilitated workshop for your partnership that strengthens trust and mutual understanding?
- Developing a Collaboration of Impact – Route Map to move your partnership from its 'current state' to its 'ideal future state'?

Please do not hesitate to contact me to arrange a no-obligation meeting to explore further.

Henry Pavey MBA, CTArcf, FICW

T: (0044) 7982-786711

E: [henrypavey@outlook.com](mailto:henrypavey@outlook.com)

W: [www.henrypavey.com](http://www.henrypavey.com)

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### **About Henry Pavey MBA, CTArcf, FICW:**

Henry is a specialist advisor and facilitator; guiding leaders and organisations in building 'Collaborations of Impact'. With over 25 years of real world hands-on experiences – both as a local government employee and as an independent consultant - coupled with relevant academic under-pinning and a military service background; he provides leaders and organisations with practical advice and solutions to the multi-faceted frustrations they face in seeking to build 'Collaborations of Impact'.



As a leading authority in strategic partnership working and collaboration, Henry is a Fellow of the Institute for Collaborative Working and is a Member of both its Advisory Council and its Thought Leadership Special Interest Group. He is also an accredited Collaborative Transformation Architect Fellow from Canterbury Christ Church University; Member of The Association of Strategic Alliance Professionals; and has an MBA from Solent University.