

BROKERING PARTNERSHIPS

An Online Course

COURSE GUIDE

COURSE: Open cohort
COHORT: PBT cohort 277
PERIOD: Sep – Oct 2024

The Brokering Partnerships online course has been developed by the Partnership Brokers Association in collaboration with Porticus.

It has been richly informed by insights and experiences from PBA's face-to-face Partnership Brokers Training and will continue to evolve from cohort to cohort, by including new thinking and insights as they emerge.

This version of the Course Guide has been adapted for this cohort by your Training Team.

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HELLO

We – the course team – are delighted to welcome you to this course on Brokering Partnerships. We will be journeying together over the next seven weeks, during which time we will grow in confidence and capability as partnership practitioners, and will get to know each other.

We have developed this Course Guide to accompany you along the way, providing you with information – session by session - about where you are at on your journey, further reading material and references to enrich your experience, and space to add your own reflections, learning and questions. So, by the end of the course, this Course Guide will have been transformed into your specific resource, which we hope will continue to add value to your work for some time to come.

In addition, you will have been given access to the Learning Platform, where you will find the links for each webinar, the videos of these if you ever miss one, a Learning Forum for interacting and exchanging with your course peers, as well as reminders of the tasks that need to be completed each week. In addition, the Platform has a Learning Forum, which is our online equivalent of a coffee room. We encourage you to use this as a way to share, challenge and continue conversations beyond the sessions.

The course is a blend of approaches, mixing online and off-line content, individual and group work, facilitated and self-managed learning, tapping into your creative and brainy capacities, all of which we hope will combine to create an enjoyable and worthwhile learning journey for you.

By the end, we hope you will have:

- **Deeper understanding** of professional partnership management ('brokering')
- **Awareness** of conceptual frameworks on process management
- **Stronger** Partnership Brokering skills
- **A reflective approach** to professional partnership brokering practice and good practice principles
- **Insights** into your own partnering practice and greater confidence to manage partnering processes
- **Explored innovative approaches** to addressing challenges in partnerships

The whole team is dedicated to supporting you to navigate the course and your learning throughout. Please know that you are always welcome to contact any of us should you have any queries, concerns or suggestions.



CATHERINE RUSS
Course-curator



JOANNA PYRES
Co-curator



MARTA SERAFIN
Operations Manager



**WELCOME
ON BOARD**

This Course Guide marks the beginning of our learning journey together. It follows the course, session by session, so isn't meant to be read all at once. To get you going before the course starts, we recommend that you read page 4-7 from the [Brokering Better Partnerships Handbook](#) and complete the [Pre-Course Work](#) (you need to [sign in](#) to access the Pre-Course Work section), so that we can set off from a common ground. Each session will require specific preparation and post-session work, and this is outlined in the session overviews from page 9 onwards.

This online course on Brokering Partnerships evolved from the Partnership Brokers Association's 4-day Partnership Brokers Training, which is offered in-person. When face-to-face trainings could no longer take place during of the Covid pandemic, we had the opportunity to consider what else might be possible. The Porticus Foundation generously provided the funding that allowed us to create this online offer, with the additional advantage that we would do our bit to reducing travel-related pollution (as well as costs for the individuals and organisations participating).

The section Mapping our Learning Journey, begins with a brief overview of the 9 facilitated sessions, followed by a more detailed description of each session. In your calendars, you will see that each session has been blocked for 3 hours (apart from 4 hours for the two practice sessions 5 & 6): 2 hours are for the facilitated webinar sessions and 1 hour is for other learning elements (described below). In addition, you can expect to need another ½ to 1 hour of self-paced learning, to complete all the preparation for, and follow-up from, the webinars. Thus, each session, will require up to approximately 4 hours of your time.

Session 5 is a full day of practicing skills in partnership brokering, structured around different parts of a partnership workshop. This will require you to co-facilitate one part of the workshop. You will also step into the shoes of one of the partners, and have the opportunity to observe the meeting. You will be able to practice many partnership brokering skills in a safe space, including online facilitation, interest-based negotiations, supporting partners to work through difficulties and scope possibilities, capturing and synthesizing, deep listening, understanding diverse perspectives, observing, giving and receiving feedback and peer learning. This practice day will bring valuable experiential learning (and we hope fun too!).

Sessions 5&6 will require preparation, in pairs. We will provide more information about this during the training.

Access to the course is very important and we hope you will see this reflected in the course, and our choice of technology / tools / approaches used. If you have any specific requirements that we could address to make your experience of the course as rich as possible, then please do contact us.



A bird's eye view of our journey ahead: The course includes nine facilitated plenary sessions that will guide our learning. The following dates and times should already be in your calendars. The times are in the UK time zone.

The Foundations			Skills in Practice			Self & Systems		
Session 1	Session 2	Session 3	Session 4	Sessions 5 & 6	Session 7	Session 8	Session 9	Session 10
Tue, 17 Sep 9:00 – 12:00	Thur, 19 Sep 9:00 – 12:00	Tue, 24 Sep 9:00 – 12:00	Thur, 26 Sep 9:00 – 12:00	Tue, 1 Oct & Thur, 3 Oct 09:00-13:00	Tue, 8 Oct 9:00 – 12:00	Thur 10 Oct 9:00 – 12:00	Tue, 15 Oct 9:00 – 12:00	Thur, 17 Oct 9:00 – 12:00

Learning and journeying together: PBA's approach is to support deep, experience-based learning so as to build your confidence in supporting partnerships. Such confidence is not built by knowledge but by lived experiences, and by reflecting on these experiences and creating deeper understanding about what really happens. For this reason, we place a lot of emphasis on:

- **creating a safe space** for you to experiment, explore new ideas and experience some key elements of your partnership work
- **jointly exploring and learning** from the different experiences that we all bring to the course
- **introducing new** frameworks and ways of thinking
- **challenging our own and each other's** existing frames of reference and inviting you and all the group to do the same
- **providing space for reflection** on your partnering experiences



The facilitated sessions include presentations, conversations, games, creative work and working in small groups. The course curators will guide each of the sessions, sharing examples from their experience, learning from yours, asking questions, helping make sense of things, reflecting and challenging you and each other.

Throughout the course you will also **participate in a self-managed Learning Group**, which we consider to be a vital component of the course. These groups provide an opportunity for you to dig deeper into the issues raised during the sessions with course colleagues, and to experiment in applying your learning along the way. The learning group offers you the opportunity to:

- **discuss, experiment and try out** new ideas and approaches on brokering partnerships
- **support as well as challenge** each other, and receive feedback from each other to enhance the group's learning and skills
- **reflect on your experience** of participating in a remote / online 'learning partnership', which in some ways may mirror the experience of the partnerships you are engaged with/in, in your work.
- **discuss and try to collaboratively find ways of working** through partnering challenges that you face in your partnerships



As self-managed groups, members of the learning group decide the agenda of the meetings and how you would like them to be run. This is an experiment in shared leadership, which, in our experience, is a key partnering issue.

We will provide some **prompts** to guide you, and each session will raise questions for reflection. You may choose any or some of these prompts if they are interesting to you, and may well identify other discussion points too. You may discuss anything you want to. There are only **two principles** that you should bear in mind:

- Whatever you discuss should be **related to brokering partnerships**
- You should **steer the process as a group**, i.e. each group member should benefit from what you discuss and should feel part of the process.

You will be placed into your learning group after the first session, and will meet 5 times over the six weeks of the course. Time has already been blocked in your calendars, for you to meet in your group immediately after the relevant sessions.

In our experience, the following often help partnerships and / or self-organising groups to be effective:

- **Spending time to understand** each other's context – it helps to place views in perspective.
- **Spending time to align** on the purpose of the group and what you would like to achieve. Each group will be unique in what they want to invest their time and energy in, within the framework provided here.
- **Agreeing on some key principles¹ for the group.** Principles are values; it is easier to practise them if there is agreement on what they mean in practice.
- **Agreeing on a group facilitator for each of the group meetings** may help to ensure participation and engagement. There are other roles as well, for example: rapporteur, presenter, timekeeper. Allocate roles to enable people to play to their strengths, as well as to help people move out of their comfort zones.

Learning groups may need to balance between:

- **Group needs and individual needs**

¹ A principle is a behavioral aspiration of the community, a clear unambiguous statement of a fundamental belief about how the whole (learning group) and alle the parts (each individual) intend to conduct themselves in pursuit of the purpose. (Dee Hock)

- **Process and goal** – if you neglect the process for the goal, some may experience the process as inequitable or not building on mutual benefit; on the other hand, if it is only about process and / or building relationships, you may feel good and enjoy your time with each other, but it may undermine your productivity and miss out on creative opportunities.
- **Being relaxed and free-flowing, and being intentional and directed towards tasks or goals**
 - Create space to be brave and try out new things
 - Challenging each other is also a form of support – support to learning and growth.
 - Giving and receiving feedback may be a powerful process to enhance learning and skills.
 - Encouraging diversities to surface and find ways to work through them.

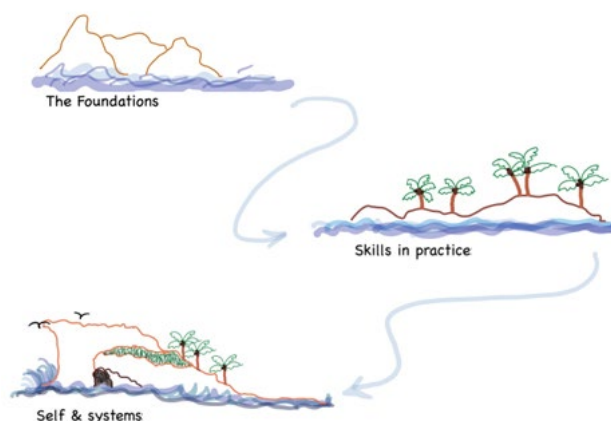
Each group will be **assigned a course curator** (Cath, Rachel or Mariana), who can check in with the group during one meeting if required, and provide any support necessary to optimise the group's learning process. Please contact them if you would like them to join you (but not to engage with the content of your discussions).



Your learning journey will also include self-paced learning, including **reading and watching videos**. Essential learning tasks are indicated before / after each session; further resources are also provided, optional extras for the course but which you may find useful for your practice after the course.

Journaling – A key skill for partnership brokers is reflective practice, to deepen learning from your experience, to trigger multiple senses linked to that learning, and to encourage forward-looking progress as to what you might do differently next time. Journaling is a discipline in reflective practice, and we encourage you to practice it. This Course Guide provides space for you to journal - to capture thinking, questions and ideas along your learning journey.





THE FOUNDATIONS

The course begins by establishing our foundations – the frameworks and conceptual thinking that underpin our understanding of partnership processes

SESSION 1 *Beginning together*

- Welcome and introduction
- Partnerships: concepts and framework

SESSION 2 *Partnership Brokering*

- A principle-based approach
- Introduction to Partnership Brokering

SESSION 3 *Understanding Diversity*

- Building on diversity
- Introduction to reflective practice

SKILLS IN PRACTICE

We then journey onwards to practicing and experiencing some of the thinking and approaches from our foundations, to understand more fully their practical utility and the bearing they can have on partnerships and partners.

SESSION 4 *Managing Difference*

- Navigating internal conversations
- Managing 'difference' in partnerships
- Setting up for the practice day

SESSION 5 & 6 *Experiencing Partnering Practice*

- Experiencing partnering and partnership brokering
- Giving and receiving feedback

SESSION 7 *Progressing in a Partnership*

- Lessons from the practice day
- Reaching agreement about a partnership
- Story telling as a key tool to reveal power in partnerships

SELF & SYSTEMS

Our travels together end with us digging deeper into the learning and issues raised throughout our journey.

SESSION 8 *Collaboration as Leadership*

- Lessons about collaborative decision-making
- Collaboration as leadership
- Managing difficult conversations
- Introduction to group dynamics

SESSION 9 *Learning & Recharging*

- Creating a learning culture
- Partnership reviews to help recharge & learn

SESSION 10 *Moving-On*

- Understanding the complexities of 'moving-on'
- Action planning and how to move forward
- A reminder of our journey together

SESSION 1

DATE: Tuesday, 17th September 2024

Beginning together

There are two foundations to this course:

- The learning culture of this group; and
- The key concepts and frameworks that we will be using throughout.

They are both critical to our learning journey together – participants and course curators alike. We will start to shape our group's culture by understanding each other's contexts, experiences and ways of working. This will help us to build respect for one another, and feel able to be open with, and learn from, one another. This will determine how safe we feel to take risks, to explore new ideas, and to challenge our own and others' assumptions.

There are also some key frameworks and concepts – introduced in the pre-course module – that underpin the entire course. They provide us with a shared language about partnerships and partnership brokering.

Throughout the course, we will be practicing the discipline of reflective practice. We will begin with individual reflection, and build towards reflective journaling as the course progresses.

LEARNING OBJECTIVES:

- Introduce the participants and curators to each other in a way that will encourage active interest and engagement
- Lay the conceptual foundations for the course, in terms of the course structure and core concepts we will be using
- Explore common partnering challenges experienced by the group, and how concepts / models introduced might help in future
- Hold the first Learning Group meeting (immediately after the session)

PREP FOR THE SESSION

WORK THROUGH the pre-course module (you need to [sign in](#) to access the module)

READ:

- This Course Guide, pages 3-8
- [Brokering Better Partnerships Handbook](#), pages 4-5 and 9

REFLECT:

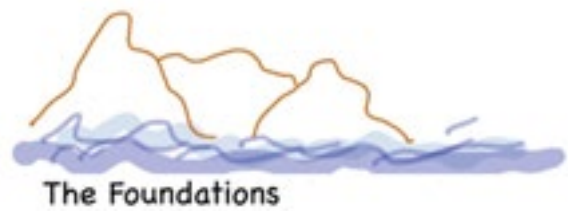
- What are the big questions or challenges you are facing with regard to your partnering practice?
- What would you like to gain from this course?
- What would you like to share with others, so that they can benefit from your participation?

FOLLOW UP FROM THE SESSION

LEARNING GROUP:

- Get to know each other better
- Watch and discuss a PBA [animation on key partnership principles](#)
- Establish some principles to guide your work together

My reflections after Session 1



Partnership Brokering: a principle-based approach

Working through 5 core partnership principles that have emerged in response to challenges seen in partnerships around the world, we will consider their practical importance and how they may help to open up discussions with your partnerships. We will go on to explore the role of the partnership broker in supporting and strengthening a partnership. We will use the experience in the group to explore the potential added value that partnership brokering could bring to a collaboration.

LEARNING OBJECTIVES:

- To practice a principle-based approach
- To understand the importance of partnership brokering and build confidence in taking on this role when required

PREP FOR THE SESSION

READ:

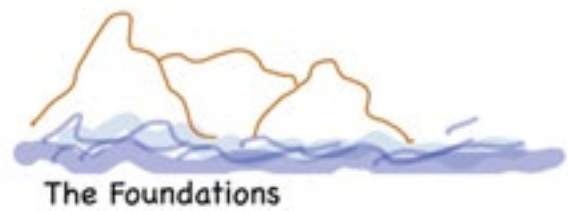
- [Brokering Better Partnerships Handbook](#), pages 8-11
- Chapter 5 in "Shaping Sustainable Change": *Embedding ethical and principled partnering approaches*

FOLLOW UP FROM THE SESSION

LEARNING GROUP:

- Explore the practical implications of the partnership principles. What might need to change if they are to be respected by/in a partnership? What might they imply in terms of governance arrangements?

My reflections after Session 2



Understanding Diversity

A principle-based approach may well include the importance of understanding each partner's drivers / motivations for being part of the partnership, and the specific contributions each can bring to it. Appreciating and valuing such diversity – relishing it, embracing it – is an important determinant of the partnership's success.

Reflective practice is a key skill for partnership brokers, helping on-going learning and deepening understanding. Through regular journaling, you will be encouraged to challenge yourself and to reveal new insights about your role in promoting effective partnering practices.

LEARNING OBJECTIVES:

- Appreciate the importance of understanding the different drivers that bring partners to a partnership, and the diversity of contributions necessary for a partnership's success
- Build respect for, and empathy with, 'different'
- Introduce reflective practice as a key discipline for partnership brokers

PREP FOR THE SESSION

READ:

- The Kaha City Scenario Brief (see the learning platform) – General Introduction to the Kaha City Context
- [Becoming a more reflective Partnership Practitioner](#)

FOLLOW UP FROM THE SESSION

LEARNING GROUP:

- Explore the diversity in your learning group: How has this played out so far and how can it be used to increase the learning potential for all?
- Exchange experiences in how you try to manage differences in your partnerships.

READ:

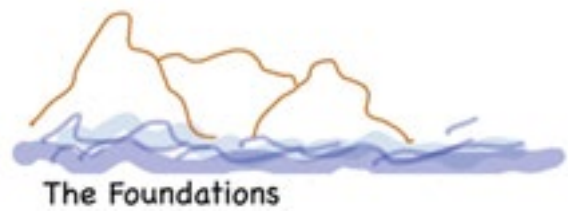
- [Creating your own partnering reflection journal](#)

WATCH the video on reflective practice (see learning platform)

REFLECTION:

What are particular brokering questions that come up for you relating to your practice?

My reflections after Session 3



Managing Difference

When considering whether or not to partner, a number of dimensions need to be borne in mind. One of these dimensions - and one that is commonly not given sufficient attention - is the internal one. This requires exploration of whether colleagues are aligned with your perspective. Are there concerns, or sceptical voices, that need to be listened to carefully, and addressed? Are there valid issues that you haven't considered?

Such explorations can be tricky. A key role for a partnership broker is to give space for differences to emerge and to then support the partners to navigate through them. We will introduce you to a few tools to help you in this process.

OBJECTIVES

- Practice how to navigate the internal conversation, whether 'To partner or not to partner?'
- Build familiarity with some frameworks to help you manage differences in a partnership so as to be able to relish diversity
- Understand what is required for the practice day (Session 5)

PREP FOR THE SESSION

READ:

- The Kaha City Scenario Brief to refresh your memory - (see the learning platform)
- [Guidance for Effective Negotiations in Partnerships](#)

WATCH: Three videos on Deep Listening:

- [An amusing introduction](#)
- [Some useful tips](#)
- [Deep listening: 4 levels of listening](#)

FOLLOW UP FROM THE SESSION

WATCH the video describing the process of this role-play day (see learning platform)

SEEK SUPPORT:

Should you have any further questions about the preparations for the practice day, please contact Marta at info@partnershipbrokers.org

My reflections after Session 4



Experiencing Partnering Practice

This full-day's work is an incredibly valuable opportunity to experience, practice and reflect upon much of what has been covered on the course so far. Through role-play, you will experience directly how brokers can add value in the early stages of partnership-building, and will practice the art and science of co-brokering. You will also step into the role of a partner, and get to experience from their perspective, what multi-stakeholder collaboration can feel like. You will have the additional opportunity to assume the unusual vantage point of an interested but unconnected observer, and will practice skills in listening, observing and providing feedback.

We encourage you to embrace the day and reap the significant experiential learning that will emerge.

LEARNING OBJECTIVES:

- Test tools and approaches to helping potential partners build shared and complementary objectives remotely
- Develop the capacity for potential partners to empathise with others who may have different viewpoints / drivers / backgrounds
- Understand how brokering practice can be improved by facilitation, observation and reflection online
- Experience the benefits and challenges of co-working (online)
- Practice giving and receiving feedback

PREP FOR THE SESSION

READ:

- [Designing and \(co-\) facilitating online workshops for partnerships](#)
- [Designing in-person workshops](#)
- [Guidelines for in-person facilitation](#) (optional)
- [Leading groups online](#) (optional)

PREPARE: Together with your co-facilitator, start to plan and design your workshop session (that you will deliver in Sessions 5/ 6). You may require more than one meeting together to complete your preparations, including how you will work together during the session.

FOLLOW UP FROM THE SESSION

READ:

- [Giving and receiving feedback: An important skill for partnership brokers](#)

REFLECTIVE JOURNALING:

What are lessons / reflections from:

- being one of the partners (playing a role)?
- facilitating an online workshop?
- observing?

Take your time to reflect on this experience and to write your thoughts down. Try and be honest with yourself, view the video of you co-facilitating, challenge yourself to deepen your learning.

PEER LEARNING:

With your co-facilitator, reflect on your co-working for this session (preparing and co-facilitating). Capture insights on how you each experienced this. How did you respond to any challenges you encountered?

My reflections after Session 5 & 6



Progressing in a Partnership

This session marks our transition from the 'scoping' phase of a partnership's typical cycle, to the 'managing and maintaining' phase. The partnership cycle is one of the key frameworks that will have been introduced early on in our journey, and it provides a useful reference to consider where a partnership is at, what might be needed at that stage and what might be needed next to help it progress. The broker's role, and activities, will shift and evolve accordingly.

At any phase of a partnership, an important role for brokers is to reveal how power is exercised in the partnership, and to challenge those attitudes and practices that create imbalance in the group. One way of revealing power, and how it is perceived and felt, is through story-telling, and we will practice story-telling in this session.

As partnership brokers, we also support partners in collaborative decision-making processes throughout the lifetime of any partnership. How can we do that in a way that all partners feel engaged? How can collaborative decision-making be used to open up explorations of options and new potential, rather than seek yes/no responses? In your learning groups, you will experience some of the skills and dynamics in collaborative decision making.

LEARNING OBJECTIVES:

- Reflect on your lessons from the practice day
- Deepen understanding of reach agreement about a partnership
- Story telling as a tool to reveal power in partnerships
- Practice collaborative decision-making (in your Learning Group)

PREP FOR THE SESSION

- **THINK ABOUT AN EXAMPLE** where you have encountered power. What happened, who was involved, what was your role, how did it make you feel, what did you do?
- **THINK OF A METAPHOR** that describes your experience: *Power imbalance in that partnership was like because*

FOLLOW UP FROM THE SESSION

LEARNING GROUP

Work through the online audio scenario requiring you to collaborate to make decisions. The link for this will be provided at the end of Session 6.

REFLECTIVE JOURNALING

Might it be helpful to reframe some of my fears/discomfort about dealing with power imbalances? What would I need to do to be more courageous and step up when needed?

EXERCISE

Who are you as a broker?
Complete the [Belbin questionnaire](#) and reflect on your current team role preferences.

READ:

- [Power Awareness Tool](#) (optional)
- Agreement Options (see Learning Platform)
- [Partnering agreement checklist](#)

My reflections after Session 7



Collaboration as Leadership

In this session the focus is on collaborative leadership as a key skill and mindset in partnerships. Collaborative leadership goes beyond individual qualities, and calls on a collective muscle that orchestrates when individual partners act, and when not; that engages all those involved; creates space to hold (difficult) conversations; and determines next steps. It requires brokers to be good listeners, observers, reflective practitioners, and to be able to deal with complexity. Being aware of your own leadership qualities is an important step to understand how you can support the collaborative leadership in your partnerships – so that collaboration can be a form of leadership.

We will also explore collaborative decision-making further, based on the exercise after session 6. Decision-making in partnerships is often experienced as slow or un-transparent. Partnerships tend not to have a clear, agreed, decision-making process, and often switch back and forth between consensus (= all agree), autocratic approaches (= the most dominant voices decide and the others don't speak up) and majority voting (= the needs of the minority are disregarded). Typically, little attention tends to be given to which method would best suit the decision needed. Such lack of intentionality often leads to reinforcing underlying power structures. As a broker, it is helpful to understand group processes to support partners in collaborative decision-making.

LEARNING OBJECTIVES:

- Deepen understanding of collaborative decision-making
- Explore leadership qualities and what leadership means within collaborations
- Consider how such qualities can inform how difficult conversations and group dynamics are managed
- Deepen understanding about group dynamics and managing diversity

PREP FOR THE SESSION

WATCH:

- The video on collaborative leadership (see learning platform)

READ:

- [Group dynamics](#)
- [Understanding Group Process](#), by Holden Leadership Center, University Oregon. (Optional)

REFLECT: How do you tend to respond to challenging group dynamics?

FOLLOW UP FROM THE SESSION

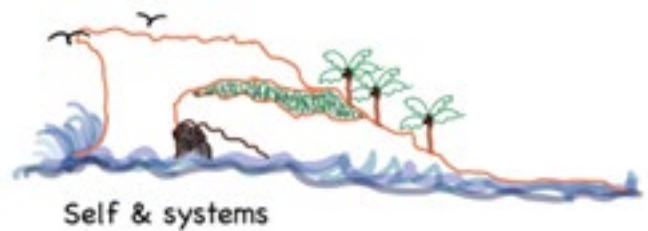
REFLECTIVE JOURNALING:

- What are my key insights from the discussions this week?
- As a broker, how can I promote collaborative leadership in the partnerships I am involved in?
- How can I support partnerships to create systems and processes that reinforce collaborative leadership?
- What have I learned about my own role in decision-making processes?

READ:

- [Power and Leadership](#) (Brené Brown)

My reflections after Session 8



Learning and Recharging

When working in partnerships, there is no doubt that the partnership will go through difficult times now and then. There will be staff turn-over, less engagement because of changing priorities for some or all partners or difficult dynamics etc. An important question for brokers is how to recharge a partnership when needed. During this session we will explore how partnership reviews (health checks) can help to recharge partnerships. Partnership reviews focus on the partnership process: the efficiency and effectiveness of multi-stakeholder partnership approaches in terms of their impact. Is the partnership process working well and making a difference? How can the process be improved in terms of working operations and effectiveness? Regular partnership reviews create a learning culture among partners and help partners to steer their partnership process with more rigor and confidence. Partnership brokers can promote and enable partnership health checks as common practice. During this session we will also explore also some other ways to recharge a partnership.

LEARNING OBJECTIVES:

- Introduce partnership reviews as a way to recharge partnerships, create an on-going learning culture & foster mutual accountability
- Explore types of partnership reviews, and some review methods and approaches
- Explore how communication can re-energize partnerships and keeping it alive.

PREP FOR THE SESSION

READ: [Partnership Reviews: What, Why, How](#)

THINK ABOUT the following, and bring this 'case' with you to the session:

- Where in your partnership practice do you see potential for (a) partnership review(s)? Consider what sort of partnership(s) you have in mind, which partners are involved, how long they have partnered and your thoughts on the questions you reflected on.
- Why would a partnership review be helpful (or not)?
- What would the review(s) aim to achieve?

FOLLOW UP FROM THE SESSION

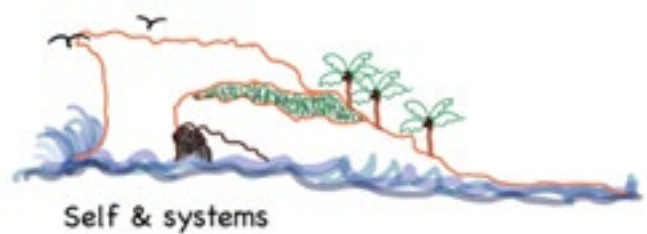
READ:

- [Understanding partnership success factors](#)
- [Brokering Better Partnership Handbook](#) (p14)
- Chapter 15 in "Shaping Sustainable Change" for a case study of a partnership review. Optional.

LEARNING GROUP

- How can you support your partners / partnership to create mutual accountability systems / reporting? How can partnership reviews help here?
- What have been some key insights from your learning group sessions?

My reflections after Session 9



Moving-On

This session marks the end of our journey together on this course (though we do hope to stay in touch!). Hopefully, we will all be moving on with new insights, experiences and networks. It is almost like moving on in a partnership. The element of 'moving on' is an important, yet often underestimated element of partnering, but is nevertheless critical for brokers to get their heads around! Moving on can be messy. And, as our colleague Ros Tennyson put it in the Moving On toolkit: *"messy endings virtually guarantee that the value of what has gone on before, however good, is seriously undermined and marginalised"*. In this session we will explore how Partnership Brokers can support partners to sustain the outcomes and to manage the moving on phase with care and respect. We also spend time on our own moving on phase. Which steps do you plan to take in order to transfer key insights to key actions in your partnering practice?

LEARNING OBJECTIVES:

- Understanding the complexities of the moving on process
- Action planning: Key and courageous steps participants will take after the course
- Individual development and on-going learning as a Partnership Broker.

PREP FOR THE SESSION

GO BACK TO YOUR EARLIER JOURNAL ENTRIES

and see if there are any new insights emerging about your partnership brokering practice.

READ:

- [Moving-on Management](#)
- [Moving on toolkit \(optional\)](#)

REFLECT ON:

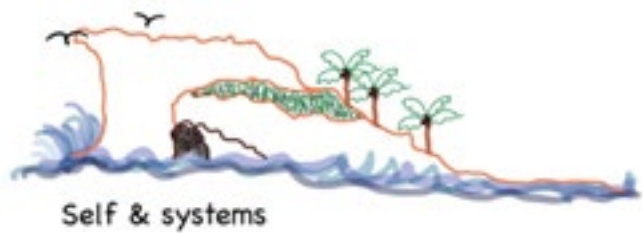
What sort of broker do you want to be?
Write an action statement.

FOLLOW UP FROM THE SESSION

READ: [Tool - Managing departures and arrivals](#)

FEEDBACK FORM: [Please complete the feedback form.](#)

My reflections after Session 10



Graduates of this online course on Partnership Brokering will receive a pdf copy of the slides used during the sessions and several resources developed by PBA. These can be used for personal reference, but they may not be distributed or reproduced without permission from PBA.

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