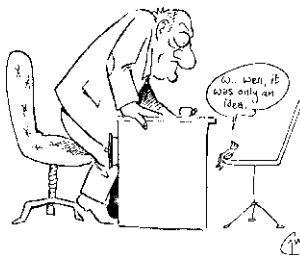
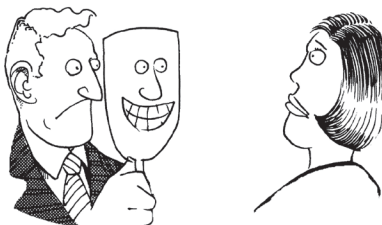




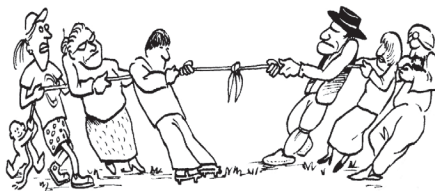
Anxiety about difference



Power imbalance



Hidden Agendas



Competitiveness



Uncertainty

Diversity

Many go into partnerships with real anxieties about how possible it will be to work with those operating in different sectors and a fear that any difference of views will quickly lead to divergence, conflict and, possibly, relationship breakdown. A commitment to exploring each others motivation, values and underlying interests will build understanding and appreciation of the added value that comes from diversity.

Equity

Power comes in many forms and is a valid aspiration for those who feel powerless, but all too often partnerships can be held hostage by individuals or organisations wielding power inappropriately. A partnership in which some partners are, or feel, marginalised has serious problems that need to be addressed. Equity is built by truly respecting the views, attributes and contributions of all those involved.

Openness

Partnerships quickly get stuck where there are (or are perceived to be) hidden agendas. There is a difference between information that needs to be confidential (for commercial or legal reasons) and information that has a bearing on the partnership and is intentionally kept secret. Whilst trust is not necessarily a precondition for partnering, it is an important aspiration. This is especially true where doing things differently is seen as high risk.

Mutual benefit

Competitiveness seems to be the modus operandi for many – particularly for those working in the same sector – and this can easily become highly destructive in partnerships. Agreeing to explore and build on the added value of collaboration and understanding the right of all partners to gain from their engagement in the partnership is an important starting point to build commitment to the shared goals.

Courage

Perhaps the only thing that all partners have in common at the start of any partnership is their uncertainty about each other, the partnership itself and what it will demand of them. Even a well planned and prepared partnership has many unknowns in relation to the complex issues it seeks to address that require partners to be bold rather than tentative if they are to achieve breakthrough results.