



Brokering Relationships

**IMPLEMENTATION SCIENCE SUMMER INSTITUTE:
BOLSTERING THE WORKFORCE TO ADVANCE CHANGE EFFECTIVELY
JUNE 14, 2018**

BRANDY BYNUM DAWSON, RURAL FORWARD NC
DOROTHY CILENTI, GILLINGS SCHOOL OF GLOBAL PUBLIC HEALTH

WELCOME & INTRODUCTIONS

1. *Speaker Intros*

**2. *Participant Intros: Name,
Organization & 1 Thing You Hope to
Learn from Today's Session***



Hello
my name is



OBJECTIVES OF THE SESSION

- 1. Provide brief introductions and organizational background**
- 2. Identify the benefits and challenges of brokering relationships**
- 3. Discuss some of the best practices for brokering relationships**
- 4. Raise equity and inclusion issues to consider**

KEY QUESTIONS

- 1. What goes into creating a real partnership?*
- 2. Why is it so important in our work?*
- 3. What is the range of possibilities of partnerships and collaborations in our work?*
- 4. What are some tools that are key to forming and maintaining strong partnerships?*

Building Sturdy Ground for Good Partnerships



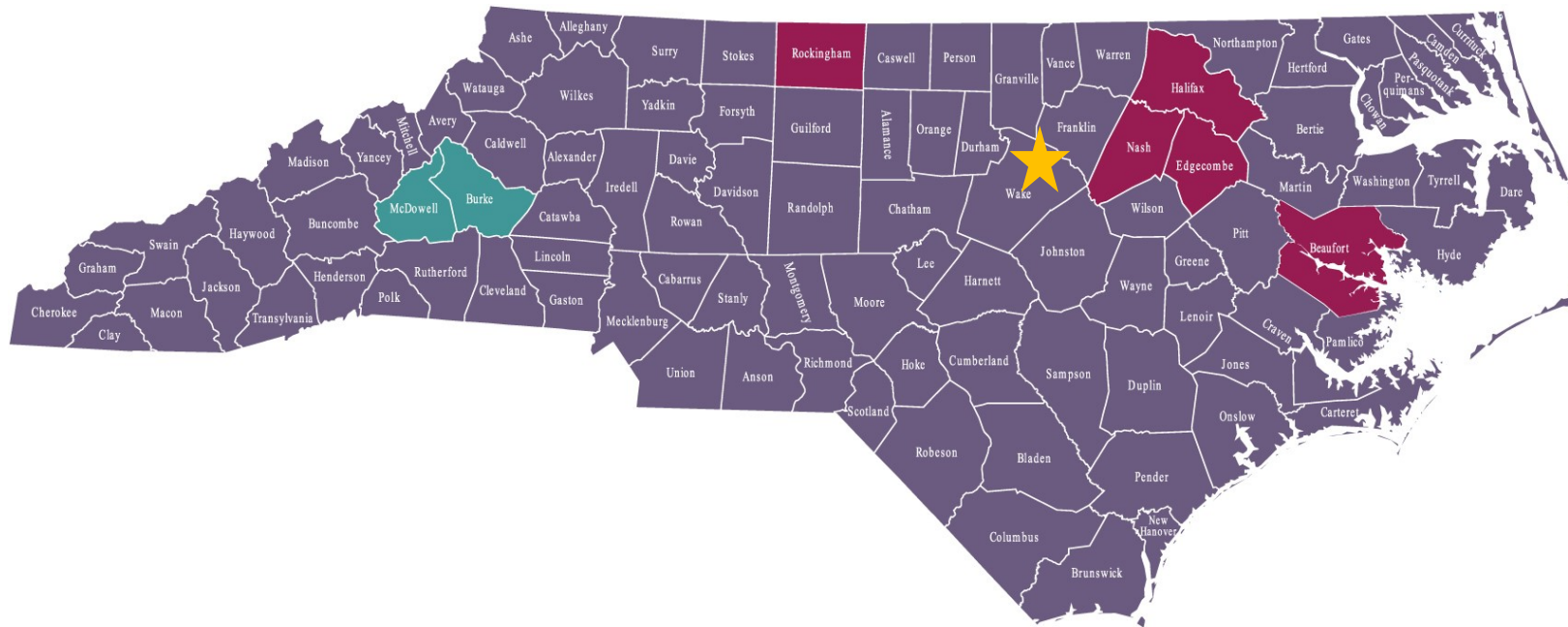
1. Assets beyond Needs



2. Relationships are the currency of nonprofit culture.

Healthy Places NC

\$100 million over 10 years in 10-15 rural, Tier 1 NC counties



AN INITIATIVE OF THE
KATE B. REYNOLDS CHARITABLE TRUST

Goal:

See the major health indicators improve over a ten year period and beyond in rural Tier 1 counties.

Identify and build relationships with **local leaders** in innovation **1**

Continuously map local **innovation strategies** toward a healthier community **2**

Amplify their impact to a **countywide level** through capacity supports and strategic funding **3**

The Nick Aceves Principle

“We could all be doing our jobs perfectly and still the county might not be improving.”

KEY CHANGES WE SEEK

Increased collaboration and communication between agencies and departments

More inclusive lists of partners at the table, particularly communities of color and low-income

Improved innovation plans with inclusive goals, benchmarks, and a network of partners



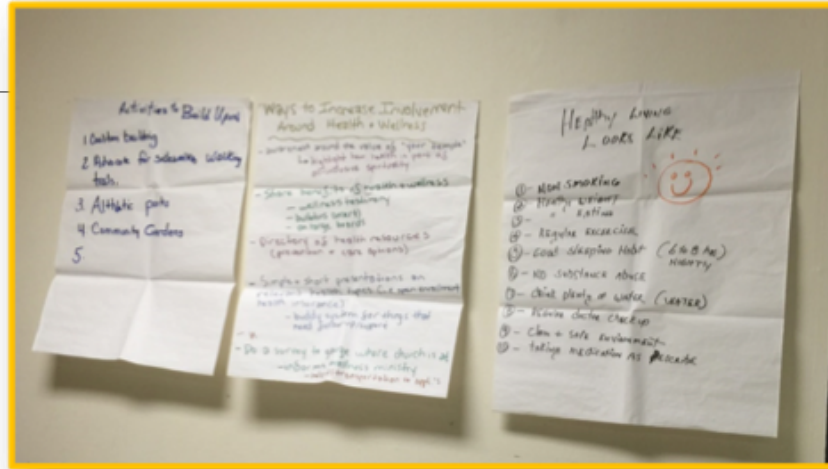
AN INITIATIVE OF THE
KATE B. REYNOLDS CHARITABLE TRUST

GOAL: See the major health indicators improve over a ten year period in rural Tier 1 counties.

Regional Support Organizations

Identify and build relationships with **local leaders** in innovation

1



Strengthen their **capacity and sustainability** as individuals, organizations, and coalitions

2



Network relevant partners to eliminate service gaps and connect them to relevant resources

3

Rural Forward NC PRINCIPAL TOOLS



Training
Facilitation
Strategic Planning
Research and Evaluation
Coaching
Connecting
Policy Support

Supporting Agency Partners

Agency Partner: Support organizations identified by the Trust or RFNC to assist in a HPNC county

Support Goals for Rural Forward NC:

1. Increase interagency coordination, communication, and reflection within a particular HPNC county/issue, especially regarding **CLINICAL, HEALTHY EATING, ACTIVE LIVING**
2. Increase effectiveness in communities, skill translation
3. Explore regional opportunities

Support Roles

1. RFNC convenes agency partners quarterly
2. RFNC connects agency partners and community partners
3. RFNC coaches staff, teaches conflict management



Lessons Learned

- ★ There is power in agency collaboration.
- ★ There is power in sharing data beyond traditional organizational boundaries.
- ★ Trust can develop when collaboration and data sharing happen successfully, and that can lead to innovation.

HELPFUL HINTS

1. Siloes make it difficult to make decisions. A core group (not too big) is essential.
2. These approaches can be applied in any county. It just depends on leadership and who is in the community. Anyone can do it. It just depends on where you start.
3. These efforts took years to get this far, and they still aren't done. Collaboration takes ongoing work.
4. Leadership was important. It helped to make our roles clear.

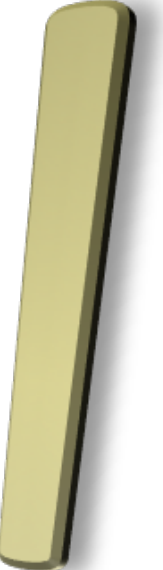
Value of Collaborations and Partnerships

- 1. Resources*
- 2. Power*
- 3. Access: INCLUSION*
- 4. Communication*
- 5. Culture*



Risks of Collaborations and Partnerships

- 1. Resources*
- 2. Power*
- 3. Access*
- 4. Communication*
- 5. Culture*



5 Partnership and Collaboration Traps



- 1. INCENTIVE:** There is nothing in it for you and/or the goals are not collective.
- 2. POWER:** Voice is not evenly distributed.
- 3. RESOURCES:** You do not have available or necessary tools required to collaborate.
- 4. EQUITABLE ROLES:** Decision-making and structure are not based on the dynamics of the group.
- 5. AUTHORITY:** Representatives don't have permission to make decisions on behalf of their organization.

Spectrum of Collective Work

Building Power for Breakthrough Social Change

Continuum of Formality, Complexity, Risk, and Integration →

	<i>network</i> → <i>affiliation</i> → <i>coalition</i> → <i>strategic alliance</i> → <i>merger</i>				
PURPOSE	Communication	Cooperation	Coordination	Collaboration	Convergence
Information Exchange	Fully autonomous.	Working agreements to share information and support each other's work.	Aligned or co-sponsored activities, services, or campaigns in pursuit of common goals.	Relinquish some autonomy for collective purpose and integrated strategies. Opportunity for synergy and adaptive change.	Relinquish autonomy and unite within an integrated, seamless structure.
Mutual Support					
Joint Effort					
Shared Vision and Goals					
Consolidated Mission and/or Structure					

Adapted by OpenSource Leadership Strategies, Inc.
www.opensourceleadership.com

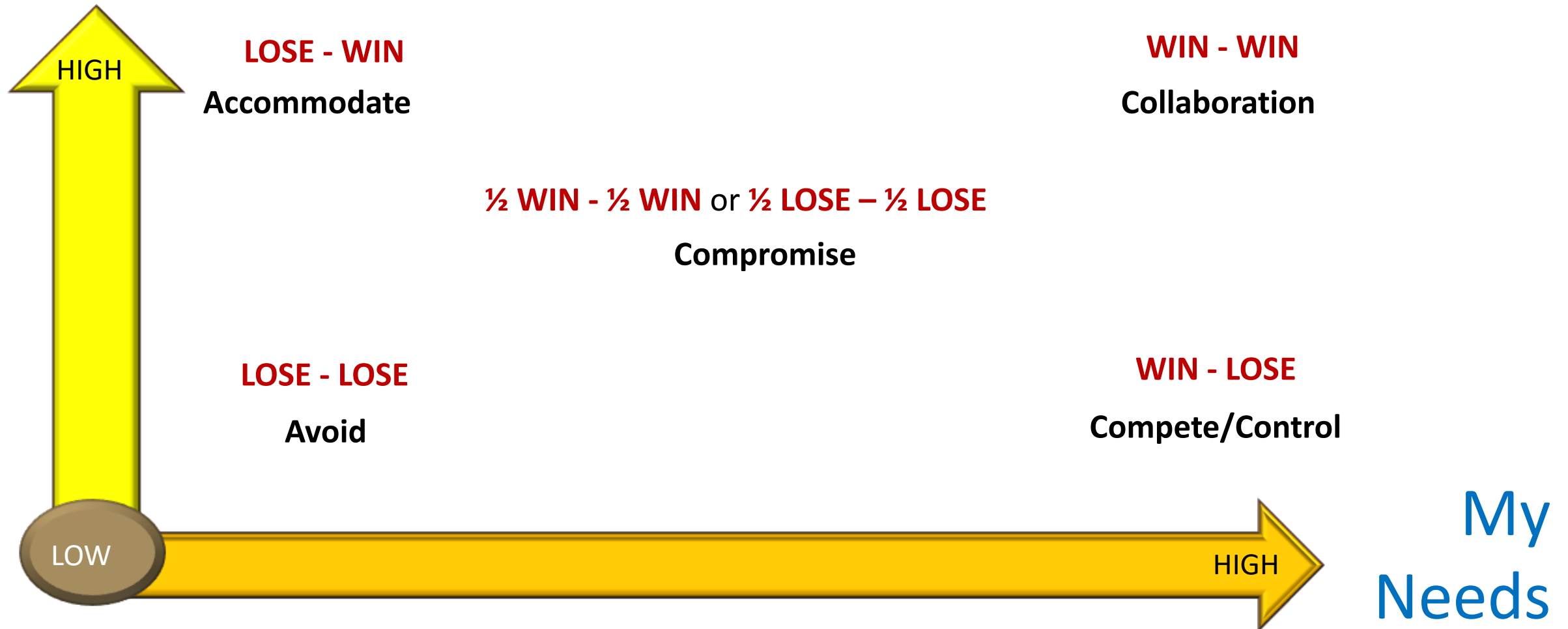
from National Community Development Institute, Institute for Conservation Leadership,
 Audrey Alvarado and Isabel Lopez, Darlyne Bailey and Kelly McNally Koney, and other sources.

Chair Exercise



Your Needs/
Importance of
Relationship

INTERACTION BEHAVIOR STYLES



6 Useful Tools for Partnerships and Collaborations

1. Memorandum of Agreement or Statement of Desired Outcomes
2. **An Asset Map: Relationships, Tools, Data**
3. Temporary Structure and Roles: *Convener, Chair, Facilitator*
4. **One Pager: Mission, Vision, Who to Impact**
5. Strategic Plan: *Benchmarks, Timelines*
6. **Permanent Structure: *Accountability***



This is a job for... ?



or



Got Process Fatigue?



Bruce Tuckman's Stages of Group Development

- 1. Forming:** The group comes together and gets to initially know one other and form as a group.
 - 2. Storming:** A chaotic vying for leadership and trialing of group processes.
 - 3. Norming:** Eventually agreement is reached on how the group operates.
 - 4. Performing:** The group practices its craft and becomes effective in meeting its objectives.
- Tuckman added a 5th stage 10 years later:*
- 5. Adjourning:** The process of "unforming" the group, that is, letting go of the group structure and moving on.

1. "WORSHIP OF THE WRITTEN WORD:"
 - **Data is very important, but it cannot tell the whole story.**
2. "FEAR OF OPEN CONFLICT:"
 - **When people don't tell you their concerns, you are REALLY in trouble.**
3. "PROGRESS IS BIGGER, MORE:"
 - **In some cases, a minor shift can be more meaningful.**
4. "OBJECTIVITY:"
 - **Are any of us truly objective? There is power and trust building in acknowledging our perspectives.**
5. "EITHER/OR THINKING, PERFECTIONISM"
 - **There are many ways to address any one issue.**
 - **Instead of looking for "right" answers, let innovation bloom through visioning.**
6. "SENSE OF URGENCY:"
 - **Balance the pace of the group with the necessity of the goal.**
7. "POWER-HOARDING:"
 - **Are we including only traditional voices in a public process?**
 - **How do we encourage new and untraditional leaders to step up?**



Taking the Lead on Equity and Opportunity: Equity-Mindedness



Equality is about sameness; it focuses on making sure everyone gets the same thing. **Equity** is about fairness; it ensures that each person gets what he or she needs.



DISCUSSION TIME



Key Elements

PARTNERSHIP DYNAMICS

Objectives:

1. All parties are clear
2. Objectives versus products?

Methodology:

1. Method for achieving objectives is clear
2. Timelines are set (1 year, 6 months, 3 months, beyond 1 year)

Boundaries are Clear:

1. Values
2. How you do things?
3. What you won't do
4. Exchange of vision, mission, organizational values

Partnership Dynamics, 1 of 3

Partnership Dynamics, 2 of 3



ACCOUNTABILITY:

- ☐ **Roles:** Project director/Link, Authority, Facilitator, Expertise, Advisors
- ☐ **Structure:** Formality? Timespan? MOU/contract? Timeline? Conflict management?
- ☐ **Benchmarks:** Products? Outcomes? Performance measures? Review at 90 days/6 months/1 year

POWER:

- ☐ **Over/With/Under** – How does this define the relationship?
- ☐ Where is **power** lacking?
- ☐ Strategies for gaining power with available power?

COMMUNICATIONS

Internal:

- How often will we talk?
- How will we do this?
- Who will coordinate this?
- Mission, vision, values?

External:

- Do we tell the world about this partnership?
- Why are we telling the world?
- What will we say?
- How will we say it?
- Who needs to hear about it?
- What will we not say?

Partnership
Dynamics, 3
of 3



INTERACTIVE SESSION

BEST PRACTICES...

YES, NO, MAYBE

- 1. A goal of any collaboration is to support the work of its member organizations.*
- 2. It is better to build relationships with grasstops than grassroots.*
- 3. Including community voice in collaborative efforts is impossible.*
- 4. Creating authentic relationships takes too much time.*
- 5. Every person's voice in a collaboration is equitable.*
- 6. It is important to be self-aware of one's own biases and assumptions when brokering relationships.*
- 7. Cross-sector partnerships are necessary to solve complex problems.*
- 8. Bridging divides between individuals and organizations is my role.*
- 9. Understanding other people's perspectives is essential to move forward collectively.*
- 10. Community members are the experts at solving community issues.*

Processing YES, NO, MAYBE

In Small Groups.... & Report Out

-
- 1. What is a next step for your work after this exercise?*
 - 2. How important is it to equitize voices within your collaborations?*
 - 3. Is there agreement about what “equitizing voice” looks or sounds like?*
 - 4. What internal tools do you have at your disposal?*
 - 5. What external tools do you need to access?*

Thank
you

Brandy Bynum Dawson, MPA

Associate Director

Rural Forward NC at the Foundation for Health
Leadership and Innovation

Brandy.bynumdawson@foundationhli.org

Dorothy Cilenti, DrPh

Associate Professor

Department of Maternal and Child Health
UNC Gillings School of Global Public Health

cilenti@email.unc.edu

