

# Partnership Monitoring Tool generic

## 1. Default Section

For partnerships that work there needs to be:

- 1) Leadership, where partners share a vision and harness their energies to achieve more than they could on their own.
- 2) Trust, where partners are mutually accountable, share risks and rewards fairly, and support each other.
- 3) Learning, where partners continuously seek to improve what they do in partnership.
- 4) Managing for performance, where partners put in place necessary practices and resources, and manage change effectively.

The short questionnaire below asks you to assess the partnership you are in in terms of the four factors above. Please put a tick in the box which best responds to your opinion and experience of the partnership and a — if you have no opinion on that point.

-Adapted from © LGNTO & EDuce Ltd Smarter Partnerships website: [www.lgpartnerships.com](http://www.lgpartnerships.com)

### 1. Leadership...where partners have a common vision and harness their energies to achieve more than they could on their own

	NO - action is needed	NO - but action is in hand	YES - but needs improving	YES - working well
1.1 Partners share a common vision of the difference they want to make and the direction to take	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.2 Partners focus on partnership added value: how they can achieve more or better results through collaboration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.3 Partners are willing to make changes to achieve shared goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.4 Partners facilitate partnership working and engender support within their own organisations or interest grouping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1.5 Partner objectives are aligned in a common direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Reflection points 1: Do we need to address any of these typical factors?

	x = no	√ = yes	√√ = very important to
R1.1 limited vision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.2 failure to inspire and push the bounds of the possible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.3 resources not devoted to where they will make the greatest difference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.4 tendency to react to, not anticipate events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.5 pursuit of quick fixes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.6 partners competing for the lead or unwilling to take the lead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.7 some partners are unwilling participants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R1.8 individual partners dominate decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2. Trust...where partners are mutually accountable, share risks and rewards fairly, and support each other

	NO - action is needed	NO - but action is in hand	YES - but needs improving	YES - working well
2.1 Partners are mutually accountable for their contributions, sharing responsibility for the success of the partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.2 Partners understand and respect differences amongst partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3 Partners behave openly and deal with conflict and frustration promptly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4 Communications are sufficient and effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5 Partners ensure that there is fair sharing of contributions, risks and rewards amongst partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.6 Partners have an equal say in decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Reflection points 2: Do we need to address any of these typical factors?

	x = no	√ = yes	√√ = very important to
R2.1 Too much concern for formal procedures and protocol.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R2.2 Failure to listen/engage in genuine dialogue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R2.3 Inordinate time spent in meetings/communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R2.4 'Exclusive behaviour' (i.e., placing barriers to the participation of other parties)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R2.5 Stereotyping or judgemental behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R2.6 Defensive behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R2.7 Culture of blame/criticising partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 3. Learning...where partners continuously seek to improve what they do in partnership

	NO - action is needed	NO - but action is in hand	YES - but needs improving	YES - working well
3.1 Partners continuously seek improvements in activities and ways of working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2 Partners periodically review the partnership: its vision, achievements and how it is working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3 Partners seek to learn from each other and from experience elsewhere.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.4 Partners recognise and use strengths and talents within the partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.5 Partners manage the changes needed for improvements to be made	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Reflection points 3: Do we need to address any of these typical factors?

	NO - action is needed	NO - but action is in hand	YES - but needs improving	YES - working well
R3.1 Partnership activities based on partner views on what people or businesses need or should be doing (solutions in search of problems")	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.2 Failure to take stock of partnership progress/ways of working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.3 Lack of recognition of need to develop the capabilities of those developing, directing or managing the partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.4 Parochial focus - "not invented here" mindset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.5 Aversion to risk-taking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.6 Acceptance of "lowest common denominator" solutions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.7 Weak links between strategic decision-makers and what is needed and happening on the ground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R3.8 "Groupthink" - consensus based on lack of objective knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 4. Managing for performance...where partners put in place necessary practices and resources, and manage effectively the changes needed

	NO - action is needed	NO - but action is in hand	YES - but needs improving	YES - working well
4.1 The partnership structure fits its purpose	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2 Partner roles, responsibilities and contributions are clearly defined and accepted	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.3 Objectives, targets and milestones are set and owned by those responsible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.4 Adequate resources are devoted to achieving partnership goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.5 Partners use appropriate methods for project management and coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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## Reflection points 4: Do we need to address any of these typical factors?

	x = no	√ = yes	√√ = very important to
R4.1 Expectation of gain without pain - that real partnership success is achievable without some changes or "giving something up"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R4.2 Lack of accountability amongst partners for delivering commitments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R4.3 Objectives poorly specified or set without consultation/involvement of those who have to achieve them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R4.4 Failure to recognise that partnerships, like teams, go through stages before they perform effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
R4.5 Failure to review how the partnership is operating and how it can become more effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Any additional points to raise: