

THE 3 PILLARS OF PARTNERING

As well as a commonly agreed goal, all partnerships will need some guiding principles to hold them together. These principles should be worked out as part of the partnership-building process and agreed by all partners.

EQUITY

Equity allows you to build a partnership that is founded on the assumption that all those involved as its members come to the table with something to offer and something to gain from the association.

It's about acknowledging that each partner has an **equal right to be at the table and a recognition that contributions to the partnership can be in different forms** (so aren't measurable simply in terms of cash value or public profile). Equity is critical to effective partnering because it builds **Respect**.

TRANSPARENCY

The second pillar is Transparency. It means that the partnering relationship is based on openness and honesty and it makes people accountable.

Openness and honesty are pre-conditions to trust – which is why it is critical to effective partnering. This does not necessarily mean sharing everything, but being clear about what you can and can't share. One way you would know you are doing this well is when you see members using a clear and transparent decision-making processes.

MUTUAL BENEFIT

The third pillar is mutual benefit. If all partners are expected to contribute to the partnership they should also be entitled to benefit from the partnership. There needs to be both individual and shared benefits for people to remain engaged. Mutual benefit leads to sustainability.

ALTHOUGH SHARING RISK AND RESPONSIBILITY, AND MAXIMIZING MUTUALITY, IS AT THE HEART OF SUCCESSFUL PARTNERSHIPS, IT ALSO REPRESENTS ONE OF ITS BIGGEST CHALLENGES.

- EQUITY BUILDS RESPECT
- TRANSPARENCY BUILDS TRUST
- MUTUAL BENEFIT BUILDS SUSTAINABILITY

RESOURCES...

Partnering Principles

<http://thepartneringinitiative.org/about-us/philosophy-and-approach/the-partnering-cycle-and-partnering-principles/>

Dent, Stephen M, 2006 "Partnering Intelligence Whitepaper: Partnership Relationship Management", http://www.partneringintelligence.com/documents/5.03_partnership_relationship_management_wp.pdf

Ledingham, J., & Bruning, S. (2001). **Managing community relationships to maximize mutual benefit: Doing well by doing good.** In R. Heath, & G. Vasquez (Eds.), Handbook of public relations. (pp. 527-535). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781452220727.n45

Measuring the relationship between organizational transparency and employee trust

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<http://scholarsarchive.byu.edu/cgi/viewcontent.cgi?article=1884&context=facpub>