

The Good, The Bad, and The Ugly

Assessing Child Advocacy Center Partnerships

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Disclosure Information

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The Good, The Bad, and The Ugly: Assessing Child Advocacy Partnerships
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We have no financial relationships to disclose.



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Objectives

- Attendees will learn:
 - Why partner? The philosophy behind the process
 - The continuum of partnerships
 - Challenges and risks of partnerships
 - Decision-making to initiate or renew partnerships
 - How to use negotiation, personal savvy, and managerial courage with partners



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Review of Literature

- Most literature about partnerships from 2 fields:
 - Public Health
 - Research
- Focus on developing and utilizing tools to select and assess partnerships
- Tools are self-administered and address:
 - Whether to enter a partnership
 - Whether to continue existing partnerships



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Do Child Advocacy Centers Need to Partner at all?

Put video here



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Fit with Organizational Culture

- We believe partnerships make us stronger.
- We partner with those who share a vision, purpose, or goals.
- We appreciate the knowledge, expertise, and skills brought by partners.
- We acknowledge that working together adds value to children and families.
- We expect our partnerships will change over time.



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Purposes of Partnerships

- Knowledge Sharing (Networking)
 - Indigenous knowledge
 - Expertise
 - Access to knowledge
- Capacity Building (Cooperation)
 - Staffing
 - Training
 - Fundraising
- Access to Resources (Coordination)
 - Facilities
 - Equipment
 - Financial
 - Human
- Policy Influence (Collaboration)
 - Leadership
 - Program Development
 - Legislative Advocacy



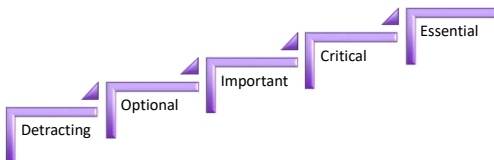
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Who are your partners?

Which are essential? Which are optional?



Continuum of Partnerships



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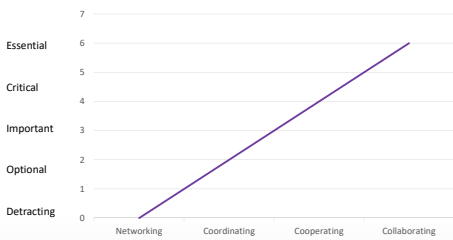
What do we mean by types?

- Essential
 - Partners without whom you could not do your work
- Critical
 - Partners whose expertise or knowledge are critical to our work
- Important
 - Those whose skill or knowledge are significant to our work
- Optional
 - Partners that supplement the work of the CAC
- Detracting
 - Those that could be “pain points” for us



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Assessing Partnerships



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Assessing Optional/Important Partners

(Himmelman, 2002)



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12 Steps to Developing Partnerships

1. How prepared are we to be a quality partner?
2. What do we most want to accomplish through the partnership?
3. What programs and which people should be involved?
4. What are some ground rules needed to guide our actions?



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12 Steps, cont.

5. How do we ensure accountability?
6. Who will manage each side of the partnership?
7. What have we learned from other collaborative efforts with this partner?
8. What can each of us contribute?



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12 Steps, cont.

9. How well is communication about roles, responsibilities, and rewards shared throughout the partner organizations?
10. What changes in policies and practices need to be developed and shared?
11. How adequate and effective is each partner's leadership team?
12. What barriers or conflicts exist and how can they be resolved?



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Assessing Critical/Essential Partners
6 Key Questions



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Assessing Partnerships


1. Do we recognize and accept the need for our partnership?
2. Do we share a clear vision, values, and service principles?
3. Are we committed to the partnership?
4. Have we developed and maintained trust with each partner's contribution?
5. Do we have clear and robust arrangements re: finances, human resources, areas of responsibility, etc.?
6. Are we committed to monitoring and measuring the success of our goals?



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Challenges & Risks

- Unequal access to resources
- Priority setting – who sets and controls the partnership?
- Potential for exploitation – “riding your coattails”
- Managing conflicts



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Relationships & Conflict in Partnerships
The Power of Influence & Leadership




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Influence in a Nutshell

If you were born with the ability to change someone's perspective or emotions, never waste that gift. It is one of most powerful gifts God can give-the ability to influence.

Shannon Adler




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John Maxwell's Five Levels of Leadership

1. Position- Level of Rights: Positional leadership

- People follow because you are the boss-. They don't have a choice.
 - Your influence will not extend beyond your job description.
 - The longer you stay at this level the higher the turnover and the lower the morale



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John Maxwell's Levels of Leadership

2. Permission– the Level of RELATIONSHIPS

- People follow because they want to follow YOU.
 - They believe in YOU.
 - They trust YOU.
 - They don't have to but they want to follow YOU.



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John Maxwell's Levels of Leadership

3. Production- the Level of Results

- People follow because of what you have done for the organization. Accomplishments
 - This is where "success is sensed"
 - They like you and what you are doing
 - Problems are fixed with little effort because of momentum



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John Maxwell's Level of Leadership

4. People Development

- People follow because they want to follow YOU.
 - They believe in YOU.
 - They trust YOU.
 - They don't have to but they want to follow YOU.
 - This is where long range growth occurs.
 - Your commitment to developing LEADERS will ensure ongoing growth to the organization.
 - Do what ever you can to achieve and stay on this level.



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John Maxwell's Level of Leadership

• **5. Personhood- the Level of Respect**

- People follow because of who you are and what you represent.
 - YOUR VALUES
 - Very few make this level
 - Reserved for leaders who have spent their entire life growing people and organizations
 - Those who do are BIGGER THAN LIFE



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Assume All Potential Allies

- If you start with the belief that you are dealing with an enemy- you have missed the opportunity before you even met.
- Change your view point...How can we help each other? What can I bring to the table to help them?
- Sometimes leading without authority is as simple as asking for help.



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Diagnose the Allies in Your World

- ▶ Who are your allies? (CPS, LE, Prosecution, Medical) Who are you trying to influence?
- ▶ How do they currently view your situation?
- ▶ What are their threats?
- ▶ What are they trying to accomplish?
- ▶ What are their triggers? Causes for emotional reaction?



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Clarify Goals and Priorities

- Frame the question you want to get to.
 - “We are changing our protocol and need your feedback and would like your support”
- Identify what you don't want
 - Sometimes it is good to clarify what you are not there to address.
- Be open to new opportunities to influence



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Diagnose the Allies in the Rest of the World

Direct Line CW Staff

- Long hours, time constraints, deadlines
- Large & challenging caseloads
- Limited or inadequate resources
- Limited decision-making authority
- Crises and emergencies
- Low pay
- Safety concerns
- Lack of recognition & autonomy
- Public scrutiny
- Want to do what is best for Families

CW Administrative

- Decision making is limited
- Good leadership is based on personality
- Significant turnover
- “My hands are tied” mentality
- Can't advocate for real needs
- Limited opportunity to dream
- **Want to do what is best for Families**



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Culture in Action

- Video here



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Identify Relevant Currencies

- What's in it for ME?
 - My priority, current issue, pressing need to be addressed. We tend to take a "let's fix this problem" approach
- What's in it for THEM?
 - What does the partner hold true?
 - Lack of Time?
 - Lack of Funding?
 - Other priorities?
 - Appreciation?
 - Other Resources?
 - History?
 - "I don't care how much you know until I know that you care"



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Deal with Relationships- Developing Your Interpersonal Savvy

Unskilled	Skilled	Overused Skill
Does not relate smoothly to a variety of people May freeze or panic in face of conflict	Relates to a broad group of personalities	Spends too much time handholding and team focus – needing approval from all
Does not take the time to build rapport	Builds rapport and relationship	May not be taken as substantive
May be too raw or direct at times	Uses diplomacy and tact	May not be a take charge leader when needed
May be too excessively work-oriented	Can defuse the high-tension situations comfortably	May freeze in conflict
May not read others well		

Interpersonal Savvy Remedies

- 1. Be personally Flexible- we are all equal- all are different
 - Listen to the values behind the words
 - See the differences and manage against those
- 2. Tailor your approach to fit THEIR needs.
 - Are you the one offering sharp input, not listening and instant reactions? LISTEN FIRST
 - Watch how people behave when they are uncomfortable around YOU. Do they withdraw, fight, email vs in person?
- 3. Manage the first three minutes:
 - Make an "open and approachable" impression
 - The quicker you get them to share, engage, and initiate the more likely you will understand them and where they are coming from.
 - Quick to Judge? Be a better listener.
 - Seek to understand BEFORE you are understood.
 - Respond with summary, acknowledge their words
- 4. Share more about YOU.
- 5. Be especially savvy with people you don't like.
 - Speak as if everyone is in the room



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Influence through Give and Take

- Influencing others is more about coming to a shared place vs WINNING or LOSING.
- If you don't clarify goals or understand the world of those you influence, then you miss out on finding mutual purpose or understanding why or where you are stuck.
- There is more to this situation than just what I want!
- You improve your influence if you speak about currencies that the other person values.



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**Improve your Give and Take
How are your negotiation Skills?**

Unskilled	Skilled	Overused Skill
Not a good deal maker	Can negotiate successfully in tough situations with both internal and external groups	May leave people damaged in his/her wake
Too hard or too soft – may have to win every situation	Can settle differences with little noise	May walk over people's feelings
Poor conflict manager	Can win concessions without damaging relationships	Jumps to conclusions about others' motivations
May hold back - afraid to speak up	Can be both direct and forceful AS WELL AS diplomatic	May always need to win
May be challenged to see common ground	Gains trust quickly	May hang on to a position too long
May be noisy and do too much damage	Has a great sense of timing	May become overly accommodating and reluctant to walk away

Negotiation Strategies

1. Impatient to get down to business? Set rapport and boundaries.
 - Start slow until you know where others are coming from. Practice listening
2. Trouble starting on the right foot? Avoid early ridged positions
3. Too focused on areas of disagreement? Downsize the conversation. What do you agree on?
4. Making faulty assumptions? Use questions to better understand positions.
5. Caught off guard by tense negotiations? Be prepared for some heat.
6. Can people read you like a book? Keep you cool
7. Need to win on all points- make small concessions
8. Gone as far as you can alone? Get help.
9. Can't close the agreement? Reach a provisional agreement.



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Managerial Courage

- Saying what needs to be said at the *right time, to the right partner in the right manner*
- **COURAGE** is *resistance to fear, mastery of fear, not the absence of fear (Mark Twain)*



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Knowing WHEN to Step In

- ▶ **Life is about one thing after another- we learn from our mistakes.**
- ▶ **Leadership is about stepping in when the same thing keeps happening over and over again- a change is needed.**



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Managerial Courage

- *“Our lives begin to end the day we become silent about the things that matter.*

Martin Luther King




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Managerial Courage

Unskilled	Skilled	Overused Skill
Does not take tough stands with others	Does not withhold critical information that needs to be said	May be overly critical
Holds back in tough feedback situations	Provides current, direct, complete, & actionable feedback	May be too direct & heavy handed
Does not know how to present a tough situation	Lets people know where they stand	May "pile on" to make a point
Knows but does not disclose	Knows how to share ENOUGH information to make a point	May put too much emphasis on the dark side
Is a conflict avoider	Is not afraid to take negative action when necessary	May fight too many battles and is not selective
Afraid to be wrong		

Managerial Courage Strategies


- Hear a rumor? Check it out..
- Talking to the wrong people? Provide information to the right person. (Go straight to the person)
- Not making your point effectively? Deliver a direct message. Critical feedback needs to be succinct. Don't inflame, dramatize, or use others.
- Focusing on the negative? Bring a solution if you can
- Are you Upsetting others? Demonstrate tough concern. I know how this may feel....
- Are you catching other off guard? Choose the right time and place.
- Are you too laid back? Step into the fray- approach the situation as if it is going to be public



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Small Group Conversation

- Small groups of 3
- Identify an issue you are dealing with that requires your managerial courage
 - Who is involved?
 - What is the issue
 - Why is it important?
- What has prevented you from acting?
- What is the first step you might take to have the conversation?



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Adapted from:

FYI
For Your Improvement
A Guide for Development and Coaching for Learners, Managers, Mentors,
and Feedback Givers. (5th Ed.). (2009). Lombardo & Eichinger



Thank you!

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