

PARTNERSHIP
SELF-ASSESSMENT
 TOOL

REPORT OF FINDINGS FOR
SUMMIT COUNTY FAMILY & CHILDREN FIRST COUNCIL

Prepared by the Center for the Advancement of Collaborative Strategies
in Health
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Congratulations!

Because a high proportion of participants in your partnership completed the tool questionnaire within a one month time frame, we have been able to prepare a meaningful assessment of your partnership. The willingness of your partnership's coordinator and partners to take on this extra work is commendable—it indicates a real interest in, and commitment to, making the most of your collaborative efforts.

This action-oriented report has four sections.

It begins by discussing the **respondents and the response rate for your partnership**. These are important factors to consider in interpreting the information in this report.

The report then presents and interprets **your partnership's synergy score**. This score is a key indicator of how well your partnership's collaborative process is working. It tells you how well the process is combining your partners' knowledge, skills, and resources so they can accomplish more together than they can on their own.

The report continues by presenting your partnership's **strengths and weaknesses in areas that are known to be related to synergy**: (1) the effectiveness of your partnership's leadership; (2) the efficiency of your partnership; (3) the effectiveness of your partnership's administration and management; and (4) the sufficiency of your partnership's resources. This information can help your partnership identify what it is doing well and what it needs to focus on to improve the success of its collaborative process.

Next, the report presents your **partners' views about their own participation in the partnership**. It describes their views about the decision-making process in the partnership, the benefits and drawbacks they are experiencing as a result of participating in the partnership, and their overall satisfaction with the partnership. Acting on this information can help your partnership be more successful in recruiting and retaining a broad array of partners.

The report concludes by discussing **how your partnership can use the information** in this assessment report to take corrective action.

We strongly recommend that you read the entire report carefully and in the order in which the information is presented. To facilitate continued reflection on and discussion of the contents of this report, we have listed below each of the sections and their corresponding page numbers.

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YOUR PARTNERSHIP'S RESPONDENTS AND RESPONSE RATE: KEYS TO INTERPRETING THIS REPORT

Partnerships are made up of individual participants who work together to achieve a common goal. **The information in this report is based on data that selected participants in your partnership provided when they filled out the Partnership Self-Assessment Tool questionnaire.** Most of the questions in the questionnaire focus on how participants view *your partnership as a whole* (for example, your partnership's collaborative process, leadership, and administration and management). When we analyzed your respondents' answers to these questions, we calculated the mean of their responses. These mean scores represent the views of your partnership's respondents, on average. The other questions in the questionnaire focus on how participants view *their own involvement in your partnership* (for example, their satisfaction with the partnership and the benefits and drawbacks they are experiencing). When we analyzed your respondents' answers to these questions, we calculated the percentage of responses in each answer category.

The findings in this report are most meaningful if everyone in your partnership who is familiar enough about the partnership to complete the questionnaire actually did so. The report does *not* give as complete or accurate a picture of your partnership if some participants who know how the partnership works were not asked to fill out the questionnaire or did not do so in the allotted time. **In your partnership:**

47 people were asked to complete the questionnaire.

34 people completed the questionnaire within the one month time frame.

Your partnership's response rate is therefore 72%.

Obviously, the higher your partnership's response rate, the more confidence you can have in the findings in this report. Even with a high response rate, however, there is a **potential for bias** in the results if most of the participants who would have answered a question in a certain way were either not asked to complete the questionnaire or did not fill it out. Since we do not know the composition of your partnership or who filled out the questionnaires, we cannot assess this potential bias for you.

YOUR PARTNERSHIP'S SYNERGY SCORE: AN IMPORTANT INDICATOR OF THE SUCCESS OF YOUR COLLABORATIVE PROCESS

The Partnership Self-Assessment Tool assesses the success of a partnership's collaborative process by measuring its level of synergy.¹ Synergy is a key indicator of a successful collaborative process because it reflects **the extent to which the partnership can do more than any of its individual participants**. Put another way, a partnership's level of synergy indicates the extent to which the partnership, as a whole, is greater than the sum of its parts.

A partnership's collaborative process achieves a high level of synergy by **combining the different kinds of knowledge, skills, and resources of its participants**. It is this combining power that enables the diverse people and organizations in a partnership to go beyond their own limitations and accomplish more than any of them can on their own. When a partnership's collaborative process achieves a high level of synergy, the partnership becomes stronger in three ways.

¹ To learn more about the Center's synergy framework, see "Partnership Synergy: A Practical Framework for Studying and Strengthening the Collaborative Advantage" in *The Milbank Quarterly* 79(2): 179-205, 2001.

1) The partnership is able to come up with **new and better ways of thinking about problems and solutions**. By combining their different kinds of knowledge and perspectives, the participants in a synergistic partnership are able to:

break new ground, challenge the “accepted wisdom,” and discover innovative solutions to problems

see the “big picture” (i.e., understand how different kinds of services, programs, and sectors in the community relate to each other and to the problems the partnership is trying to address)

understand their local environment and determine which strategies are most likely to work in that environment

2) The partnership is able to **take actions that go beyond what any participant could do alone**. By combining their complementary knowledge, skills, and resources, the participants in a synergistic partnership are able to:

attack a problem from multiple vantage points simultaneously

carry out comprehensive interventions that connect multiple services, programs, policies, and sectors

coordinate services in the community (i.e., fill gaps in services, improve accessibility of services, reduce duplication of services, and/or provide services more effectively or economically)

3) The partnership is able to **strengthen its relationship with the broader community**. By working together, the participants in a synergistic partnership are able to:

incorporate the knowledge, concerns, and priorities of community stakeholders, including community residents and organizations most affected by its work

focus on problems that are important to people in the community

build on community assets

communicate how the partnership’s actions will address community problems

obtain the support of individuals, agencies, and institutions in the community that have the power to block its plans or move them forward

In partnerships that achieve a high level of synergy, the participants develop and “own” solutions that make sense to them. Consequently, they tend to be heavily invested in what they are doing together. When a partnership’s collaborative process is **not** achieving a high level of synergy, its partners are not creating something new and valuable together. As a result, they are less committed to continuing and extending the partnership’s work. In this kind of situation, a partnership does not have much of an advantage over what individual people or organizations can do by themselves, and its participants may be justified in wondering whether the time and effort involved in participating in the partnership is really worthwhile.

In the Partnership Self-Assessment Tool, synergy is measured by a set of 9 questions. Your partnership’s **overall synergy score** is the mean of all of your respondents’ answers to all 9 of these questions. It reflects the **extent to which the participants in your partnership are accomplishing more together than they can on their own.**

Your partnership’s overall synergy score is 3.6.

This score is in the Work Zone.

Scores from 1.0–2.9 are in the Danger Zone, which means that this area needs a lot of improvement. Scores from 3.0–3.9 are in the Work Zone, which means that more effort is needed in this area to maximize the partnership’s collaborative potential. Scores from 4.0–4.5 are in the Headway Zone, which means that although the partnership is doing pretty well in this area, it has the potential to progress even further. Scores from 4.6–5.0 are in the Target Zone, which means that the partnership currently excels in this area and needs to focus attention on maintaining its high score.

The table on the next page shows how your partnership scored on each of the 9 questions that make up the overall synergy scale. This table, which is more detailed than the overall synergy score, reflects the particular **ways that the participants in your partnership are doing more together than they can on their own.** The 9 questions (each representing an attribute of synergy) are ordered according to their mean scores, starting with the attribute that got the highest mean score and ending with the one that got the lowest mean score.

SYNERGY

How well, by working together, the participants in your partnership are able to:

	Partnership Mean
Develop goals that are widely understood and supported among partners	3.9
Carry out comprehensive activities that connect multiple services, programs, or systems	3.7
Include the views/priorities of people affected by the partnership's work	3.7
Identify how different services/programs in the community relate to problems the partnership is trying to address	3.6
Identify new and creative ways to solve problems	3.6
Respond to the needs and problems of the community	3.6
Implement strategies that are most likely to work in the community	3.5
Obtain support from individuals/organizations in the community that can block the partnership's plans or help to move them forward	3.4
Communicate to people in the community how the partnership's actions will address problems that are important to them	3.2

Look carefully at these results. They identify your partnership's particular strengths and weaknesses with regard to synergy. Your partnership is achieving a given attribute of synergy *extremely well* if the respondents' mean score is 5, *very well* if the score is 4, *somewhat well* if the score is 3, *not so well* if the score is 2, and *not well at all* if the score is 1. Partnerships that achieve a score of 5 on all of the 9 attributes have a collaborative process that is successfully making the most of collaboration.

Synergy is very difficult to achieve, so celebrate your partnership's strengths in this area. If your overall synergy score is high, communicate this important accomplishment to partners, funders, and members of the broader community. Because the Partnership Self-Assessment Tool gives your partnership a way to measure synergy, you can now document a critical outcome of the collaborative process that was previously invisible.

To improve your partnership's synergy level, discuss what synergy means with the other members of your partnership, paying particular attention to the attributes of synergy in which your partnership is weakest (i.e., those with the lowest scores at the bottom of the table). The rest of this report will tell you what your partnership can focus on to make those scores higher.

YOUR PARTNERSHIP'S STRENGTHS AND WEAKNESSES IN AREAS THAT ARE KNOWN TO BE RELATED TO SYNERGY

The Center's National Study of Partnership Functioning² identified four factors that are related to a partnership's ability to achieve a high level of synergy:

the effectiveness of the partnership's leadership

the efficiency of the partnership

the effectiveness of the partnership's administration and management

the sufficiency of the partnership's resources

The Partnership Self-Assessment Tool measured your partnership's strengths and weaknesses in these areas. With this information, your partnership can read-

² To learn more about the study, see "Making the Most of Collaboration: Exploring the Relationship Between Partnership Synergy and Partnership Functioning" in *Health Education & Behavior* 29(6): 683-698, 2002.

ily identify what it is doing well and what it needs to focus on to improve the success of its collaborative process.

THE EFFECTIVENESS OF YOUR PARTNERSHIP'S LEADERSHIP

The National Study of Partnership Functioning showed that leadership is the most important factor related to partnership synergy. The kind of leadership that partnerships need to achieve a high level of synergy is *special*—**leadership that enables a diverse group of participants to talk to, learn from, and work with each other over an extended period of time.** Partnerships that are effective in doing this often involve a number of people in the provision of leadership, in both formal and informal capacities. Together, these leaders help a partnership make the most of collaboration by playing the following roles:

The leadership **reaches out to and recruits diverse people and organizations**, providing the partnership with the additional perspectives, skills, and resources that it needs.

The leadership **inspires and motivates the people involved in a partnership** by articulating what the partners can accomplish together and how their joint work will benefit not only the community, but also each of them individually.

The leadership facilitates a collaborative process that **empowers participants**, by assuring that they have real influence in the way the partnership addresses problems that affect their lives.

The leadership helps partners from different backgrounds **develop relationships with each other and engage in ongoing, meaningful discourse.** To make this happen, leaders foster respect, trust, inclusiveness, and openness in the partnership. They help participants develop a commonly understood, jargon-free language. They create an environment in which differences of opinion can be voiced.

The leadership **helps participants do more together than they can on their own** by stimulating them to be creative and look at things differently, by relating and synthesizing their different ideas, and by finding effective ways to combine their complementary skills and resources.

In the Partnership Self-Assessment Tool, the effectiveness of a partnership's leadership is measured by a set of 11 questions. Your partnership's overall score for leadership effectiveness is the mean of all of your respondents' answers to all of these questions.

Your partnership's overall score for leadership effectiveness is 3.4.

This score is in the Work Zone.

Scores from 1.0–2.9 are in the Danger Zone, which means that this area needs a lot of improvement. Scores from 3.0–3.9 are in the Work Zone, which means that more effort is needed in this area to maximize the partnership's collaborative potential. Scores from 4.0–4.5 are in the Headway Zone, which means that although the partnership is doing pretty well in this area, it has the potential to progress even further. Scores from 4.6–5.0 are in the Target Zone, which means that the partnership currently excels in this area and needs to focus attention on maintaining its high score.

The table on the next page shows how your partnership scored on each of the 11 questions that make up the leadership effectiveness scale. This table provides you with more detailed information than the overall score. The 11 questions (each representing an attribute of effective leadership) are ordered according to their mean scores, starting with the attribute that got the highest mean score and ending with the one that got the lowest mean score.

LEADERSHIP EFFECTIVENESS

Leadership Attributes:	Partnership Mean
Taking responsibility for the partnership	3.9
Fostering respect, trust, and inclusiveness	3.6
Creating an environment where different opinions can be voiced	3.4
Recruiting diverse people and organizations	3.4
Inspiring and motivating people in the partnership	3.4
Working to develop a common language in the partnership	3.4
Communicating the partnership's vision	3.3
Combining partners' perspectives, resources and skills	3.3
Resolving conflict among partners	3.2
Empowering the people in the partnership	3.1
Helping the partnership to be creative and look at things differently	3.1

Look at these results carefully. They identify the particular strengths and weaknesses of your partnership's leadership. For each attribute, the effectiveness of your partnership's leadership is *excellent* if your respondents' mean score is 5, *very good* if the score is 4, *good* if the score is 3, *fair* if the score is 2, and *poor* if the score is 1. Partnerships that achieve a score of 5 on all of the 11 attributes have the kind of leadership that promotes a high level of synergy.

The attributes of leadership on this scale are very different from the kind of leadership that most people have experienced or have been trained to provide. Therefore, be sure to celebrate your partnership's strengths in this area. Identify the people in your partnership who are providing the attributes of leadership that received high scores. Recognize these participants for their important contributions to the partnership and encourage them to train other members in these

skills so that the partnership’s leadership will be sustained beyond the tenure of any particular individual.

To improve the effectiveness of your partnership’s leadership, discuss the findings in the table with the other members of your partnership. See if any of them have, or know someone who has, leadership skills that the partnership is either under-utilizing or lacking. Use the information in the table to recruit new people into the partnership who can provide needed kinds of leadership. When you do so, look for people who are boundary-spanners—people with backgrounds and experience in multiple fields who understand and appreciate different perspectives and can bridge diverse cultures. Also, look for people who are comfortable sharing ideas, resources, and power.

THE EFFICIENCY OF YOUR PARTNERSHIP

The National Study of Partnership Functioning documented the importance of partnership efficiency in achieving a high level of synergy. **Partnership efficiency is a measure of how well a partnership optimizes the involvement of its participants.** An efficient partnership maximizes synergy and keeps its partners engaged by:

matching the roles and responsibilities of its participants with their particular interests and skills

making **good use** of its participants’ **financial and in-kind resources**

running a collaborative process—including meetings—that makes **good use** of its participants’ **time**

In the Partnership Self-Assessment Tool, the efficiency of a partnership is measured by a set of 3 questions. Your partnership’s overall efficiency score is the mean of all of your respondents’ answers to all of these questions.

Your partnership's overall efficiency score is 3.6.

This score is in the Work Zone.

Scores from 1.0–2.9 are in the Danger Zone, which means that this area needs a lot of improvement. Scores from 3.0–3.9 are in the Work Zone, which means that more effort is needed in this area to maximize the partnership's collaborative potential. Scores from 4.0–4.5 are in the Headway Zone, which means that although the partnership is doing pretty well in this area, it has the potential to progress even further. Scores from 4.6–5.0 are in the Target Zone, which means that the partnership currently excels in this area and needs to focus attention on maintaining its high score.

The table below shows how your partnership scored on each of the questions that make up the efficiency scale. This table provides you with more detailed information than the overall score. The 3 questions (each representing a dimension of partnership efficiency) are ordered according to their mean scores, starting with the dimension that got the highest mean score and ending with the one that got the lowest mean score.

EFFICIENCY

How well your partnership is using its partners':	Partnership Mean
Financial resources	3.7
In-kind resources	3.7
Time	3.4

Look carefully at these results. They reflect how well your partnership is using its partners' financial resources, in-kind resources, and time. A mean score of 5 across your respondents is *excellent*, a score of 4 is *very good*, a score of 3 is *good*, a score of 2 is *fair*, and a score of 1 is *poor*. Partnerships that achieve a

score of 5 in all 3 areas are optimizing the involvement of their participants in a way that promotes synergy.

As with leadership, celebrate your partnership's strengths with regard to partnership efficiency. To improve your partnership's performance, discuss the findings in the table with the other members of your partnership, and get their ideas about how efficiency can be improved. In addition, examine your partnership's scores in other parts of this report. Often, partnerships can make better use of their members' time, skills, and resources by strengthening the leadership and management of the partnership, by enhancing participants' involvement in the decision-making process, and by addressing particular drawbacks that participants are experiencing.

THE EFFECTIVENESS OF YOUR PARTNERSHIP'S ADMINISTRATION AND MANAGEMENT

The administration and management of a partnership is the “glue” that makes it possible for multiple, independent people and organizations to combine their knowledge, skills, and resources. The findings of the National Study of Partnership Functioning suggested that partnerships need a **certain kind of administration and management** to achieve high levels of synergy—one that is very different from bureaucratic forms of management (which tend to be rigid and control what people do). Partnerships that maximize synergy, and are thus able to make the most of collaboration, effectively carry out the following kinds of administration and management activities:

providing **orientation to new participants** as they join the partnership

minimizing barriers that can prevent certain participants from participating in the partnership's meetings and activities (for example, by providing transportation, child care, and translation services and by holding meetings at convenient places and times)

facilitating **timely communication**—not only among a broad array of partners, but also with people and organizations outside the partnership

coordinating meetings, projects, and other partnership activities

supporting partnership participants in **applying for grants and managing funds**

providing the partnership with **analytic support**, for example, by preparing documents that inform participants and help them make timely decisions and by evaluating the progress and impact of the partnership

In the Partnership Self-Assessment Tool, the effectiveness of a partnership’s administration and management is measured by a set of 9 questions. Your partnership’s overall score for the effectiveness of its administration and management is the mean of all of your respondents’ answers to all of these questions.

Your partnership’s overall score for the effectiveness of its administration and management is 3.5.

This score is in the Work Zone.

Scores from 1.0–2.9 are in the Danger Zone, which means that this area needs a lot of improvement. Scores from 3.0–3.9 are in the Work Zone, which means that more effort is needed in this area to maximize the partnership’s collaborative potential. Scores from 4.0–4.5 are in the Headway Zone, which means that although the partnership is doing pretty well in this area, it has the potential to progress even further. Scores from 4.6–5.0 are in the Target Zone, which means that the partnership currently excels in this area and needs to focus attention on maintaining its high score.

The table on the next page shows how your partnership scored on each of the questions that make up the administration and management effectiveness scale. This table provides you with more detailed information than the overall score. The 9 questions (each representing an administration and management activity) are ordered according to their mean scores, starting with the activity that got the highest mean score and ending with the one that got the lowest mean score.

ADMINISTRATION AND MANAGEMENT EFFECTIVENESS

Administration and Management Activities:	Partnership Mean
Performing secretarial duties	4.1
Applying for and managing grants and funds	3.8
Coordinating communication among partners	3.8
Organizing partnership activities	3.7
Preparing materials that inform partners	3.6
Evaluating the partnership's progress and impact	3.4
Minimizing barriers for participation in partnership meetings and activities	3.2
Coordinating communication with people/organizations outside the partnership	2.8
Providing orientation to new partners	2.7

Look carefully at these results. They identify the particular strengths and weaknesses of your partnership's administration and management. For each activity, the effectiveness of your partnership's administration and management is *excellent* if the respondents' mean score is 5, *very good* if the score is 4, *good* if the score is 3, *fair* if the score is 2, and *poor* if the score is 1. Partnerships that achieve a score of 5 on all of the 9 activities have the kind of administration and management that promotes a high level of synergy.

Many of the administration and management activities on this scale are quite different from the traditional kind of administration and management that most people have experienced. Therefore, celebrate your partnership's strengths in this area. Identify the people in your partnership who are carrying out the administration and management activities that got high scores. Recognize these participants for their important contributions to the partnership and encourage them to train other people in these skills so that the partnership's administration and management will not deteriorate if a particular coordinator or member leaves the partnership.

To improve the effectiveness of your partnership's administration and management, discuss the findings in the table with the other members of your partnership. See if any of them have, or know someone who has, administration and management skills that the partnership is either under-utilizing or lacking. Use the information in the table to identify additional staff, partners, or volunteers who can contribute to, and strengthen, the partnership's administration and management.

Another way to take corrective action is to see if the person who coordinates the activities of your partnership is devoting at least 30 hours per week to administration and management. The National Study of Partnership Functioning documented that the effectiveness of administration and management is lower in partnerships that do not have a full time coordinator. You may be able to use the results of this report to help your partnership secure additional funds to pay a staff person to spend more time on the administration and management of the partnership, or to purchase equipment, like a fax machine or computers, that can help the partnership strengthen its administration and management.

THE SUFFICIENCY OF YOUR PARTNERSHIP'S RESOURCES

The knowledge, skills, and other resources that participants contribute to a partnership are the basic building blocks of synergy. It is by combining these resources in various ways that participants create something new and valuable that transcends what they can accomplish on their own. *Who* is involved in the partnership is important in this regard, because partnerships with a broad and diverse array of participants have a greater variety of knowledge, skills, and resources with which to create synergy than partnerships with a few homogeneous partners. Below, we report on the ability of your partnership to obtain needed non-financial resources and needed financial and other capital resources.

YOUR PARTNERSHIP'S NON-FINANCIAL RESOURCES

The findings of the National Study of Partnership Functioning suggested that the ability of a partnership to achieve a high level of synergy depends on the contribution of **sufficient non-financial resources** from its partners. Important non-financial resources include:

the broad array of **knowledge, skills, and expertise** that partnerships need to recruit different kinds of partners, lead and manage the collaboration process, plan and carry out comprehensive interventions, and document and evaluate the work of the partnership.

the various kinds of **data and information** that partnerships need to identify and understand complex problems, including not only statistical data, but also the perspectives, values, and ideas of residents who are directly affected by problems, and information about the community's assets, politics, and history

connections to particular people, organizations, and groups that need to be engaged in the partnership's work, such as youth, low-income resi-

dents, political decision-makers, government agencies, private sector funders, academic institutions, businesses, and other partnerships in the community

legitimacy and credibility with various community stakeholders

convening power—the influence and ability to bring people together for partnership meetings and other activities

In the Partnership Self-Assessment Tool, the sufficiency of a partnership’s non-financial resources is measured by a set of 6 questions. Your partnership’s overall score for sufficiency of non-financial resources is the mean of all of your respondents’ answers to all of these questions.

Your partnership’s overall score for sufficiency of non-financial resources is 3.8.

This score is in the Work Zone.

Scores from 1.0–2.9 are in the Danger Zone, which means that this area needs a lot of improvement. Scores from 3.0–3.9 are in the Work Zone, which means that more effort is needed in this area to maximize the partnership’s collaborative potential. Scores from 4.0–4.5 are in the Headway Zone, which means that although the partnership is doing pretty well in this area, it has the potential to progress even further. Scores from 4.6–5.0 are in the Target Zone, which means that the partnership currently excels in this area and needs to focus attention on maintaining its high score.

The table on the next page shows your partnership’s scores for each kind of non-financial resource. This table provides you with more detailed information than the overall score. The 6 kinds of non-financial resources are ordered according to their mean scores, starting with the resource that got the highest mean score for sufficiency and ending with the one that got the lowest mean score.

SUFFICIENCY OF NON-FINANCIAL RESOURCES

Kinds of Non-Financial Resources:	Partnership Mean
Knowledge, skills, and expertise	4.0
Influence and ability to bring people together for meetings/activities	3.9
Legitimacy and credibility	3.8
Data and information	3.8
Connections to political decision-makers, government agencies and others	3.6
Connections to people affected by the problem(s)	3.6

Look carefully at these results. They identify your partnership’s strengths and weaknesses in obtaining the non-financial resources that it needs to work effectively. For each kind of non-financial resource, your partnership has *all of what it needs* if your respondents’ mean score is 5, *most of what it needs* if the score is 4, *some of what it needs* if the score is 3, *almost none of what it needs* if the score is 2, and *none of what it needs* if the score is 1. Partnerships that achieve a score of 5 for all 6 resources have the basic building blocks to achieve high levels of synergy.

Celebrate your partnership’s accomplishments in obtaining non-financial resources. To sustain these resources over time, identify the people and organizations who are contributing these “in-kind” resources and see if they would be willing to make a formal commitment to the partnership to provide these resources on a continuing basis.

To obtain non-financial resources that your partnership needs, discuss the findings in the table with the other members of your partnership. See if any of them has, and is interested in contributing, resources that the partnership is either under-utilizing or lacking. Another tactic is to use this information to identify addi-

tional people and organizations that the partnership should recruit. When you do so, go beyond the “usual suspects,” such as professionals, service providers, formal community leaders, and government agencies. Consider the valuable knowledge, skills, and resources that your partnership could leverage by recruiting, as partners, people who use services, youth, low-income residents, people directly affected by problems, informal community leaders, academics in various disciplines, schools, businesses, and faith-based organizations.

YOUR PARTNERSHIP’S FINANCIAL AND OTHER CAPITAL RESOURCES

Financial and other capital resources, including space, equipment, and goods, are clearly important assets to a partnership since they are essential for hiring staff and carrying out certain kinds of programs. Yet the relationship of financial resources to synergy is probably indirect; partnerships need financial and other capital resources to support their administration and management activities, which, in turn, promote synergy.

In the Partnership Self-Assessment Tool, the sufficiency of a partnership’s financial and capital resources is measured by a set of 3 questions. Your partnership’s overall score for sufficiency of financial and capital resources is the mean of all of your respondents’ answers to all of these questions.

Your partnership's overall score for sufficiency of financial and other capital resources is 3.7.

This score is in the Work Zone.

Scores from 1.0–2.9 are in the Danger Zone, which means that this area needs a lot of improvement. Scores from 3.0–3.9 are in the Work Zone, which means that more effort is needed in this area to maximize the partnership's collaborative potential. Scores from 4.0–4.5 are in the Headway Zone, which means that although the partnership is doing pretty well in this area, it has the potential to progress even further. Scores from 4.6–5.0 are in the Target Zone, which means that the partnership currently excels in this area and needs to focus attention on maintaining its high score.

The table below shows your partnership's scores for each kind of financial and capital resource. This table provides you with more detailed information than the overall score. The 3 kinds of financial and capital resources are ordered according to their mean scores, starting with the resource that got the highest mean score for sufficiency and ending with the one that got the lowest mean score.

SUFFICIENCY OF FINANCIAL AND OTHER CAPITAL RESOURCES

Kinds of Financial and Other Capital Resources:	Partnership Mean
Space	4.0
Equipment and goods	3.9
Money	3.2

Look carefully at these results. They identify your partnership's strengths and weaknesses in obtaining the financial and capital resources that it needs to work

effectively. For each kind of resource, your partnership has *all of what it needs* if your respondents' score is 5, *most of what it needs* if the score is 4, *some of what it needs* if the score is 3, *almost none of what it needs* if the score is 2, and *none of what it needs* if the score is 1.

As with non-financial resources, celebrate your partnership's accomplishments in obtaining financial and capital resources. To sustain these resources over time, identify the people and organizations who are contributing financial and capital resources and see if they would be willing to make a formal commitment to the partnership to provide these resources on a continuing basis.

To obtain financial and capital resources that your partnership needs, discuss the findings in the table with the other members of your partnership. See if any of these members has, and is interested in contributing, financial and capital resources that the partnership is lacking. You can also use this information to identify additional people and organizations that the partnership should recruit to help your partnership secure external sources of funding. It is important to keep in mind that it may be easier for a partnership to achieve a high level of synergy if it secures financial and capital resources from a broad array of sources rather than from a single organization. When a collaborative process is dominated by the agenda and requirements of a single funder, its participants do not have the flexibility they need to maximize synergy.

YOUR PARTNERS' VIEWS ABOUT THEIR OWN PARTICIPATION IN THE PARTNERSHIP

Partners are the source of most partnership resources. They provide partnerships with many resources directly. In addition, they use their resources—such as their skills, connections, and credibility—to obtain external funding and in-kind support. To achieve high levels of synergy, partnerships need to be able to recruit and retain partners who can provide needed resources. To make the most of collaboration, partnerships need to identify and actively engage participants with a sufficient range of knowledge, skills, and other resources to give the group a full picture of the problem it is trying to solve, to stimulate

new, locally responsive ways of thinking about solutions to this problem, and to implement comprehensive interventions.

A number of factors influence the willingness of people and organizations to participate actively in partnerships:

their views about the decision-making process of the partnership

the benefits and drawbacks they experience as a result of participation in the partnership

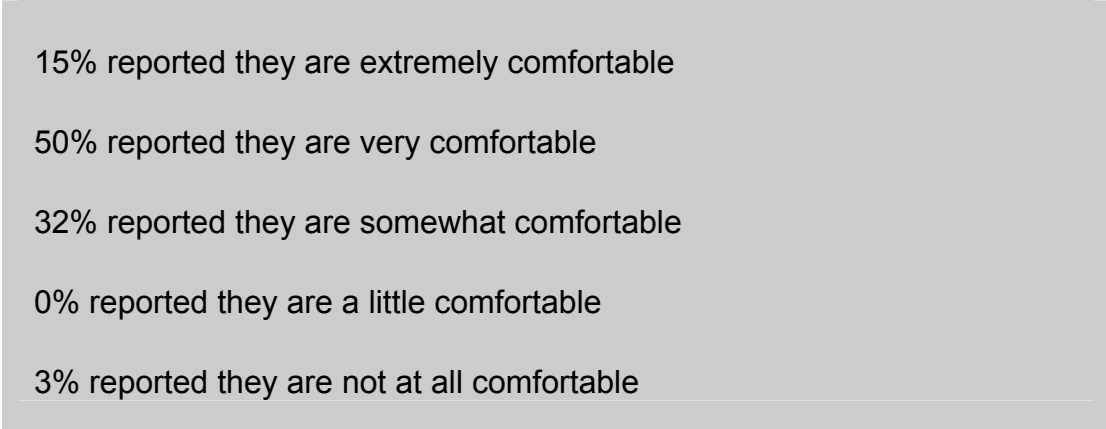
their overall satisfaction with participation in the partnership

The Partnership Self-Assessment Tool measured your respondents' perceptions in these areas. With this information, your partnership can readily identify what it is doing well and what it needs to focus on to enhance its ability to recruit and retain partners. Of note, and as described in more detail below, improving your partnership's leadership, efficiency, and administration and management can not only maximize synergy but also make the collaborative process more meaningful and enjoyable for participants. Consequently, by improving your scores in the previous section of this report, you can also improve your scores in this one.

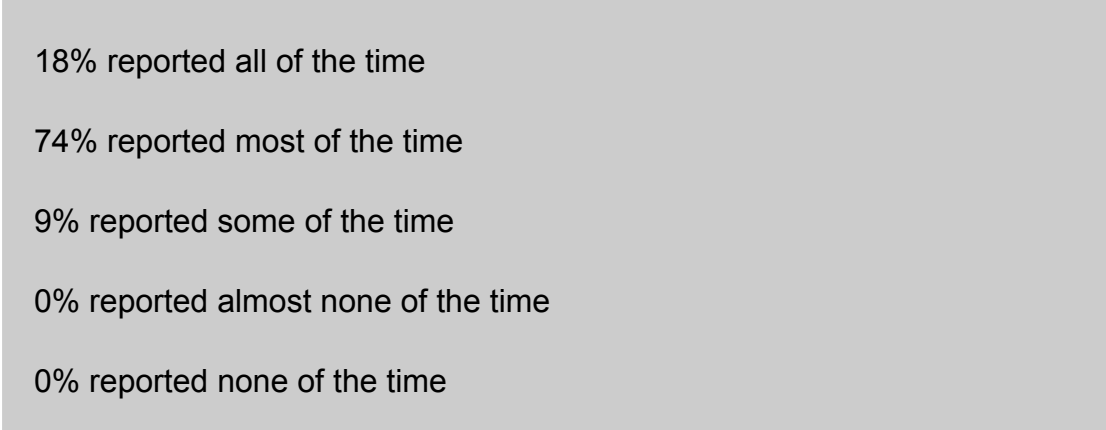
HOW YOUR RESPONDENTS VIEW THE PARTNERSHIP'S DECISION-MAKING PROCESS

A partnership's decision-making process determines who is involved in partnership decision making and how partnership decisions are made. In the Partnership Self-Assessment Tool, respondents' views about a partnership's decision-making process are measured by 3 questions.

When respondents were asked how *comfortable* they are with the way decisions are made in your partnership:



When respondents were asked how often they *support* the decisions made by the partnership:



When respondents were asked how often they feel they have been *left out* of the decision-making process:

0% reported all of the time
6% reported most of the time
18% reported some of the time
56% reported almost none of the time
21% reported none of the time

Your partnership has cause for celebration if the vast majority of your respondents gave the most positive response to all 3 questions (providing, of course, that the people who were asked to fill out the questionnaire—and who actually filled it out—including those who could potentially have been left out of your partnership’s decision-making process).

If your decision-making scores are not as high as you would like them to be, discuss the findings with the other members of your partnership. In particular, find out what they know about the decision-making process, the roles they want to play in decision making, and the ideas they have for improving the process.

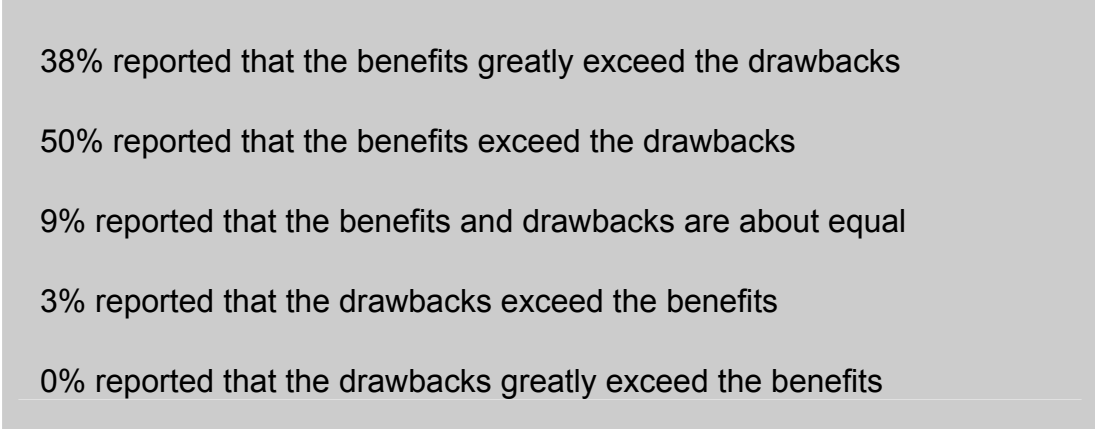
In addition, look at your scores in other areas of this report. You may be able to enhance your partnership’s decision-making process by strengthening the effectiveness of your partnership’s *leadership* (e.g., by fostering respect, trust, and inclusiveness and by creating an environment in which differences of opinion can be voiced); by improving your partnership’s *efficiency* (e.g., by making good use of your participants’ knowledge in making partnership decisions); and by strengthening your partnership’s *administration and management* (e.g., by including information about the decision-making process in the orientation for new partnership members).

HOW YOUR RESPONDENTS VIEW THE BENEFITS AND DRAWBACKS OF PARTICIPATION

One of the most important factors that influences the decision by people and organizations to participate in a partnership is their perception of the relative benefits and drawbacks involved. Partners who receive substantial benefits from participating in partnerships tend to be more active in the partnership than partners who do not. Minimizing the drawbacks that are associated with participation may be just as important to partners as providing them with additional benefits.

In the Partnership Self-Assessment Tool, your respondents were asked to compare the benefits and drawbacks they are experiencing as a result of participating in your partnership and to identify the particular kinds of benefits and drawbacks they have experienced thus far.

When respondents were asked how the benefits of participating in your partnership compare to the drawbacks:



The table on the next page shows the percentage of respondents in your partnership who have received each of 11 kinds of *benefits*. The benefits are in rank order, starting with the benefit that is most commonly received by respondents in your partnership and ending with the one that is received least often.

BENEFITS

Kinds of Benefits:	Percent Receiving
Acquisition of useful knowledge about services, programs, or people in the community	97%
Enhanced ability to address important issues	91%
Ability to have a greater impact than I could have on my own	91%
Ability to make a contribution to the community	91%
Development of valuable relationships	85%
Enhanced ability to meet the needs of my constituency or clients	85%
Increased utilization of my expertise or services	79%
Enhanced ability to affect public policy	65%
Heightened public profile	59%
Acquisition of additional financial support	53%
Development of new skills	44%

The table below shows the percentage of respondents in your partnership who have experienced each of 6 kinds of *drawbacks*. The drawbacks are in rank order, starting with the drawback that is most commonly experienced by respondents in your partnership and ending with the one that is experienced least often.

DRAWBACKS

Kinds of Drawbacks:	Percent Experiencing
Frustration or aggravation	38%
Diversion of time and resources away from other priorities or obligations	21%
Insufficient influence in partnership activities	18%
Insufficient credit given to me for contributing to the accomplishments of the partnership	6%
Conflict between my job and the partnership's work	6%
Viewed negatively due to association with other partners or the partnership	3%

Your partnership has cause for celebration if the vast majority of your partnership’s respondents are experiencing benefits that greatly exceed their drawbacks (providing, of course, that the people who were asked to fill out the questionnaire—and who actually filled it out—included those who may be having serious problems with participation).

You may find the itemized list of benefits in this report useful in recruiting additional people and organizations into your partnership since it documents the benefits that current participants are receiving. If you would like to enhance the benefits that the participants of your partnership receive and minimize the drawbacks, discuss the findings in the table with the other members of your partnership. In particular, find out what benefits each participant wants to receive,

discuss what the partnership can do to make that happen, and talk about the drawbacks that participants most commonly experience.

In addition, look at your partnership's scores in other sections of this report. Improving your partnership's *leadership*, *efficiency*, and *administration and management* may help you address some of the drawbacks that participants experience, such as frustration and aggravation, diversion of time and resources, and insufficient credit. You may be able to address participants' concerns about their influence in your partnership by strengthening your partnership's *decision-making process*.

HOW SATISFIED YOUR RESPONDENTS ARE WITH THEIR PARTICIPATION IN THE PARTNERSHIP

Participants who are satisfied with their involvement in a partnership are more likely to maintain and increase their level of commitment than participants who are not satisfied. In the Partnership Self-Assessment Tool, your respondents' satisfaction with participation in your partnership was measured by 5 questions.

When respondents were asked how satisfied they are with the way the people and organizations in your partnership *work together*:

18% reported they are completely satisfied

65% reported they are mostly satisfied

15% reported they are somewhat satisfied

0% reported they are a little satisfied

3% reported they are not at all satisfied

When respondents were asked how satisfied they are with their *influence* in your partnership:

24% reported they are completely satisfied

56% reported they are mostly satisfied

15% reported they are somewhat satisfied

6% reported they are a little satisfied

0% reported they are not at all satisfied

When respondents were asked how satisfied they are with their *role* in your partnership:

35% reported they are completely satisfied

44% reported they are mostly satisfied

12% reported they are somewhat satisfied

9% reported they are a little satisfied

0% reported they are not at all satisfied

When respondents were asked how satisfied they are with your partnership's *plans* for achieving its goals:

12% reported they are completely satisfied

56% reported they are mostly satisfied

29% reported they are somewhat satisfied

3% reported they are a little satisfied

0% reported they are not at all satisfied

When respondents were asked how satisfied they are with the way your partnership has *implemented* its plans:

18% reported they are completely satisfied

62% reported they are mostly satisfied

21% reported they are somewhat satisfied

0% reported they are a little satisfied

0% reported they are not at all satisfied

Your partnership has cause for celebration if the vast majority of your partnership's respondents reported being completely satisfied in all 5 of these areas (providing, of course, that the people who were asked to fill out the questionnaire—and who actually filled it out—included those who may not be satisfied with their participation).

If your satisfaction scores are not as high as you would like them to be, discuss the findings with the other members of your partnership. In particular, try to find out more about what they expect from participation and is causing them to be dissatisfied.

In addition, look at your scores in other areas of this report. Strengthening your partnership's *leadership* and *administration and management* may make participants more satisfied with the way people in your partnership work together. Improving your partnership's *efficiency* may make participants more satisfied with their roles in your partnership. Enhancing your partnership's *decision-making process* may be helpful not only in improving participants' satisfaction with their own influence in the partnership, but also in improving their satisfaction with your partnership's plans and the way your partnership is implementing its plans.

CONCLUSION: HOW TO USE THE INFORMATION IN THIS ASSESSMENT REPORT

The information in this report gives you a **snapshot of your partnership**—a picture of how your partnership is functioning at this point in time. The findings are most meaningful if everyone who is familiar with the way your partnership works was asked to complete the questionnaire and did so honestly. As the text in each section of this report indicates, there are many ways your partnership can act on these results, both to sustain what it is doing well and to address its weaknesses. Used repeatedly over time, the Partnership Self-Assessment Tool gives your partnership a way to track the impact of its efforts to improve the collaborative process.

Think about this assessment report as a **starting point for discussion and corrective action**. It provides the people in your partnership with a framework for talking about the collaborative process and with objective, quantitative data to anchor and stimulate their conversation. Also, be sure to **keep a copy of this report**. You will need it to compare with the results of future assessments.

WHAT DO THE DATA IN THIS REPORT TELL YOU?

Your partnership's **level of synergy** indicates how successful your partnership's collaborative process has been thus far. The **overall synergy score** indicates how well the collaborative process is enabling the participants of your partnership to do more together than they can on their own. In other words, it tells the people involved in your partnership how much of an advantage they are getting from collaboration. The **detailed synergy scores** indicate the particular ways that your partnership's collaborative process is, and is not, strengthening its participants' thinking, actions, and relations with the broader community. These scores describe the value your partnership has already gotten from collaboration and indicate the additional value it can work to achieve.

The other data in this report provide your partnership with a road map to realize the full potential of collaboration. The overall and detailed scores in each of four areas related to synergy—**leadership, efficiency, administration and management, and resources**—indicate how well your partnership is doing at the current time and what it needs to strengthen to make the collaborative process work better. The data that show your participants' perceptions—about the partnership's **decision-making process**, the **benefits and drawbacks** they are experiencing as a result of participation, and their **satisfaction** with the partnership—indicate what your partnership can do to be more successful in recruiting and retaining needed partners.

HOW CAN YOUR PARTNERSHIP BENEFIT FROM THIS INFORMATION?

Ultimately, what your partnership gets out of the data in this report will depend on what it does with them. A good first step is for the coordinator and members of your partnership to **talk about the findings at partnership meetings**. Why? Because the data in this report are based on information obtained from the participants in your partnership and because your partnership

needs the ideas and talents of its diverse participants to understand how its collaborative process is working and to make the process work better.

What can you do in the course of these discussions?

Bring the data alive by **telling stories** about your partnership. Illustrate the scores in this report with vivid examples of things that have and have not gone well in your partnership.

Celebrate the successes your partnership has achieved and use the data in this report (along with your vivid examples) to **communicate** these otherwise invisible accomplishments to funders and people in the broader community.

Use the results to **identify and acknowledge the contributions of people and organizations in your partnership** (e.g., those who have valuable leadership or management skills or who are contributing important in-kind resources). Encourage these partners to **train other members** in these skills and/or to **formalize their contributions** to the partnership.

See if current participants have **untapped knowledge, skills, or resources** that they would like to contribute and that could further the work of your partnership. Consider bringing participants who currently play a more peripheral role in your partnership into the “inner core.” Use information in the report to identify **new** kinds of participants that your partnership should recruit, new kinds of staff it should hire, and/or new sources of funding it should explore. **Broaden involvement in the leadership and management** of your partnership.

Now that you know how members feel about their participation in your partnership, discuss what your partnership can do about it. In particular, see how improvements in partnership leadership, efficiency, and management can increase the benefits that partners receive from participation, reduce the drawbacks they are experiencing, and make them more satisfied with their influence and involvement in your partnership.

WHAT ELSE CAN YOUR PARTNERSHIP DO?

Presently, there is no comprehensive training program to give partnerships the leadership and management capacities they need to enhance and sustain high levels of synergy (although the Center is currently working with people in partnerships to develop such a program). That said, other resources are available to your partnership. The **web site for the Partnership Self-Assessment Tool** posts updates to keep people in partnerships informed of other useful tools and resources. You can access that information at www.PartnershipTool.net.

Since partnerships vary in terms of their strengths and weaknesses, **meet with other partnerships that have gone through this assessment process** to discuss the findings in your respective reports. Different partnerships can learn a lot from each other, particularly in areas where their scores are complementary. If your partnership would like to be **connected with other partnerships** that have used this assessment tool, needs **help in interpreting information in this report**, or if it wants to provide the Center with **feedback** about its experience using the Partnership Self-Assessment Tool, please send us an e-mail at PartnershipTool@nyam.org.