

Appendix 1: Literature Review

PCP Development Program Strengthening Partnerships

A summary of the common elements of successful partnerships according to the reviewed literature:

- **Effective communication (internal and external)**
 - Quality communication channels
 - Participation by all parties
 - Open communication
 - Strong community engagement
- **Trust**
 - Honourable behaviour by each party
 - Partners invest in each other
- **Commitment**
 - Agreement on purpose and need for partnership
 - Long term relationships lead to successful partnerships
 - Partners invest in each other
- **Benefits for both partners (beyond financial reward)**
 - Agreement on the purpose and need for a partnership
 - In addition, efforts should be made in accordance with state and national recommendations/indicators
- **Shared values**
 - That go beyond financial benefits
 - Partnership fits with strategic directions of the partners
- **Well coordinated and structured environment**
 - Adequate leadership and management of the partnership
 - Organisational lust
 - Well resourced
 - Agreed standards for practice, conflict resolution, recruitment, etc
 - Well organised financial and legal environment
 - Effective monitoring program (evaluation, etc)
 - The partnership is given a formal status
 - Shared ways of operating are developed
- **The partnership goes beyond being a business partner**
 - Exhibits behavioural, personal characteristics
 - The strength of personal relationships within the organisation are vital to the success of the partnership
 - Embraces difference

Article Summaries of Interest:

Mohr, J & Spekman, R (1994) *Characteristics of Partnership Success: Partnership Attributes, Communication Behavior, and Conflict Resolution Techniques*, Strategic Management Journal, Vol. 15, No. 2, pp. 135-152 (USA)

The purpose of this study was to investigate the elements associated with partnership success, as partnerships (at the time) were growing, however success rates had been low.

Partnerships in the IT/computer industry were investigated in this study.

The study hypothesised that partnership attributes, communication behaviour, and conflict resolution techniques were all related to indicators of partnership success (sales and self-reported satisfaction).

Results indicated that the main indicators of successful partnerships were; partnership attributes of commitment, coordination, and trust; communication quality and participation; and the conflict resolution technique of joint problem solving.

Partnerships, as opposed to business relationships, exhibit more behavioural and intimate characteristics (commitment, trust, info sharing, joint problem solving, etc). Successful partnerships generally demonstrate more intense behavioural characteristics (Borys & Jemison, 1989).

Kent Buse, K & Harmer, A. M (2007) *Seven habits of highly effective global public-private health partnerships: Practice and potential*, Social Science & Medicine 64, pp. 259-271

(UK)

This study investigates the habits of global private-public health partnerships (GHP's) that result in sub-optimal performance and outcomes.

The seven **habits** are:

- 1) skewing national priorities by imposing external ones;
- 2) depriving specific stakeholders a voice in decision-making;
- 3) inadequate governance practices;
- 4) misguided assumptions of the efficiency of the public and private sectors;
- 5) insufficient resources to implement partnership activities and pay for alliance costs;
- 6) wasting resources through inadequate use of recipient country systems and poor harmonisation; and
- 7) inappropriate incentives for staff engaging in partnerships.

Seven **actions** that would promote better habits are also suggested:

- 1) Integration of efforts with national and state planning
- 2) Strive for more balanced representation of stakeholders
- 3) Reassess the assumption that private sector approaches are more effective and efficient than public sector approaches
- 4) Practice standard operating procedures
- 5) Be adequately resourced
- 6) Partnerships need organisational lust
- 7) Oversight; standards for selecting partners, systems for controlling conflicts of interest

Dowling, B, Powell, M, & Glendenning, C (2004) *Conceptualising Successful Partnerships, Health and Social Care in the Community* 12 (4), 309–317 (UK)

(Literature review) Indicates that partnerships (since 1997) are evident in all areas of public welfare, but most strongly involved in planning and provision of care.

Two aspects of success were measured; **process issues** (cooperation, long-term sustainability, joint aims) and **outcome issues** (changes in service delivery, subsequent effects on health and wellbeing)

Indicators of process success in partnerships:

- High level of community engagement
- Agreement on the purpose and need for the partnership
- High levels of trust
- Favourable environment; financial and institutional climate, legal structures
- Satisfactory accountability and auditing arrangements
- Adequate leadership and management of the partnership

Indicators of outcome success in partnerships:

- Improvements in accessibility of services to users
- Making the distribution of services more equitable
- Improvements in the efficiency, effectiveness or quality of the services
- Improvements in the experience of staff or informal carers
- Improvements in the health status, quality of life or wellbeing experienced by service users

McKenzie, J & Van Winkelen, H (2006) *Creating successful partnerships: The importance of sharing knowledge*, Journal of General Management, Volume 31, No 4, pp. 45-61 (UK)

This article identifies four different partnership types and describes what makes them successful (according to the managers of the partnerships). Overall findings indicated that:

- Partnerships are formed through relationships between organisations, but they succeed or fail by the personal relationship of the individuals.
- The importance of different types of knowledge depends on the purpose of the partnership.
- Inter-organisational arrangements are adapted to support different priorities for knowledge of the different partnerships.
- Organisations can learn from relationship experiences and use knowledge in future partnerships.
- A knowledge perspective can help understand how to get the best from a portfolio of different partnering relationships.

Kanter, R. M (1994) *Collaborative Advantage: The Art of Alliances*, Harvard Business Review, July-August 1994, pp.93-108 (USA)

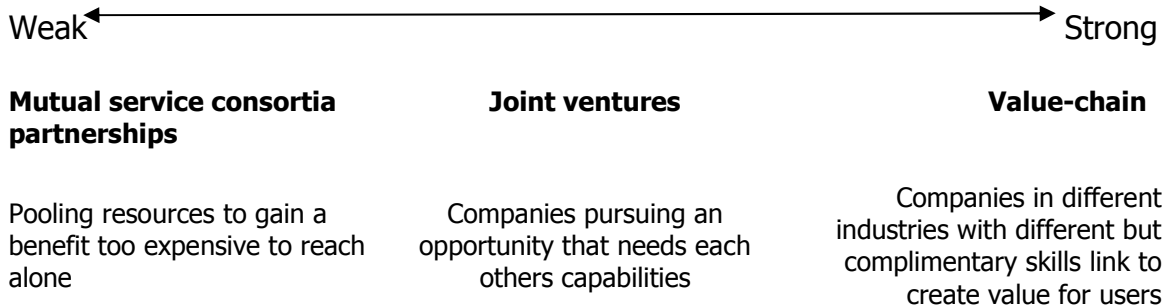
"Successful partnerships manage the relationship, not just the deal"

Findings from this study have uncovered three essential aspects of business alliances:

1. They must yield benefits for the partners, but they are more than just the deal; future opportunities and options should form part of the relationship.
2. Alliances that both partners ultimately deem successful involve collaboration rather than mere exchange.
3. They can be "controlled" by formal systems but require a dense web of interpersonal connections and internal infrastructure that enhance learning.

"Successful alliances build and improve a collaborative advantage by first acknowledging and then effectively managing the human aspects of their alliances"

Varieties of relationships-continuum:



8 **I's** that create successful **we's**:

1. Individual excellence- both partners are strong and have something of value to add
2. Importance- relationship fits strategic directions of the partners
3. Interdependence-partners need each other
4. Investment- partners invest in each other
5. Information- Open communication
6. Integration- partners develop linkages and shared ways of operating
7. Institutionalisation- relationship is given a formal status with clear responsibilities
8. Integrity- Partners behave in honourable ways toward each other

Steinhart, C. M @ Alsup, R. G (2001) *Partnerships in Health Care: Creating a Strong Value Chain*, The Physician Executive, May-June 2001
(USA)

Says that value chain is most effective when focus is on the patient

5 essential elements to effective partnerships:

1. Trust
2. Effective communication
3. Monitoring program- meetings, evaluation, review
4. Long term relationship
5. Some shared values (beyond profit)

Huxham, C. & Vangen, S (2000) *Leadership in shaping and implementation of collaboration agendas: How things happen in a (not Quite) joined-up world*, Academy of Management Journal, 43 (6), pp1159-1175

In describing leadership in collaboration, this article uses 'the mechanisms that are central to shaping and implementing collaborative agendas' as its defining characteristic. This is used as it includes not only the actions of the leaders themselves, but also the structures and processes that may also have influence. Overall, this study indicates that leadership in collaborations not only occurs in people, but rather comes from three media:

- **Structures:** the organisations and individuals associated with the collaboration and the structural connections between them.
- **Processes:** the formal and informal instruments, such as committees, workshops, seminars, and telephone, fax, and e-mail use, through which a collaborations communications take place.
- **Participants:** individuals, groups, and organisations.
 - Hierarchical relationships do not exist in partnerships, however it may be acknowledged that that some leaders have leadership legitimacy due to their position in the structure.

Practical implications of the findings:

- Leaders who achieved desired outcomes had done so because they had invested a significant amount of attention and had a single-minded approach

Vangen, S & Huxham, C (2003) *Enacting leadership for collaborative advantage: Dilemmas of ideology and pragmatism in the activities of partnership managers*, British Journal of Management, Vol.14, pp S61-S76

Builds on the theory described in Huxham and Vangen (2000) (leadership in collaborations is a result of **structures, processes** and the **participants** associated) by helping to understand leadership as it is carried out by the **participants**.

The previous study showed that individuals who aimed to act out leadership were often confronted with barriers that prevented the desired outcome from occurring. This study focuses on the activities undertaken by individuals in order to uncover these barriers and challenges.

The broad categories of activities this study focuses on are:

- Managing power and controlling the agenda
- Representing and mobilising member organisations
- Enthusing and empowering those who can deliver collaboration aims

Implications:

- Carrying any one of the "leadership activities" through to completion requires very large amounts of resources in the form of energy, commitment, skill, and continual nurturing on the part of a "leader."
- Leading across the full range of activities and processes that need to be addressed to drive collaboration forward holistically is highly resource consuming.
- The single-mindedness of leaders appears to be central to collaborative success.

Isabella, L. A (2002) *Managing an alliance is nothing like business as usual: Organisational Dynamics, Vol. 31, (1); pp. 47*

Discusses why alliances rarely reach their potential.

Like other articles, this includes the notion that alliances must be:

- Collaborative
- Mutually compatible
- Interdependent of the relationship

This article also reinforces the point that alliances take on a life of their own and that building relationships, balancing them equitably, creating a healthy alliance spirit and dealing with static are all challenges and important aspects of an alliance.

Good alliances also encounter conflicts and problems.

Weiss, E, Miller, R & Lasker, R (2002) *Making the most of collaboration: Exploring the relationship between partnership synergy and partnership functioning, Health, education and behaviour, Vol. 29 (6): 683-698*

This study uses a new measure, 'partnership synergy' to assess the degree to which a partnership's collaborative process successfully combine its participants' perspectives, knowledge, and skills.

Theoretically, high levels of partnership synergy enable partnerships to:

- Think in new and better ways about how it can achieve its goals;
- plan more comprehensive, integrated programs: and
- strengthen its relationship to the broader community

Adding to this (and findings in other articles), partnership synergy is more than a mere exchange of ideas between partners.

The study measures the relationship between partnership synergy and the following dimensions of partnership functioning that are hypothesised to be related to partnership synergy: leadership, administration and management, partnership efficiency, non-financial resources, partner involvement challenges, and community-related challenges.

Results indicate that not all aspects of partnership functioning were equally important for partnership synergy. Partnership synergy was found to be most closely related to leadership success and partnership efficiency.

In brief:

- Achieving high levels of synergy is associated with leadership that effectively facilitates productive interactions among partners by bridging diverse cultures, sharing power, facilitating open dialogue, and revealing and challenging assumptions that limit thinking and action.
- Unless partners are assigned roles that match their particular interests and strengths, they are likely to reduce their contributions to the partnership

Hughes, J & Weiss, J (2007) Simple Rules for Making Alliances Work, Harvard Business review, Nov 2007 Vol 85 (11): 122 – 131

This article emphasises acknowledgment of the interdependence of effective alliances. Through the study of many business alliances, the authors identify that traditional business levers must be supported indeed lead by greater focus on relationship development. A simple and effective summary of the authors' view of the shift required to build sustainable and valuable alliances is contained in a summary table in the article:

Placing less emphasis on.....

Defining the right *business arrangement*
Creating *ends* metrics (measurements)
Eliminating differences
Establishing formal alliance management *systems* and *structures*
Managing the *external* relationship with partners

And more on.....

Developing the right *working relationship*
Creating *means* metrics
Embracing differences
Enabling collaborative *behaviour*

Managing your own *internal* stakeholders

Five principles accompany these shifts:

1. focus less on defining the business plan and more on how you'll work together (get below the line and work on really understanding each other)
2. develop metrics pegged not only to alliance goals but also alliance progress (ie the journey is just as important as the destination)
3. instead of trying to eliminate differences, leverage them to create value (hybrid vigour)
4. go beyond the formal governance structure to encourage collaborative behaviour (it's the doing, not the written words that make the difference)
5. spend as much time on managing internal stakeholders as on managing the relationship with your partners (your people will need you to help them see the future)

Some Useful Texts

- Barrett, Richard; 1998 *Liberating the Corporate Soul*, Butterworth-Heinemann Publications, Woburn USA
- Diers, Jim; 2004, *Neighbor Power*, University of Washington Press, Seattle
- Connolly, Mickey & Rianoshek, Richard. 2002, *The Communication Catalyst*, Dearborn Trade Publishing (Kaplan) USA