



Partnering

Organisations need people to work effectively - both within a team and between teams.

Teamwork Between Teams

Organisations need people to work effectively both within groups and between groups. For example, successful product or service development requires the efforts of several teams, not just groups working in isolation. Bringing a product or service to market requires close coordination between engineering, design, marketing and other groups. In these situations, very strong teamwork within teams can actually get in the way of their effectiveness together. It can lead to an 'us against them' attitude in which teams resist each other's demands and even compete with each other for resources, rewards or recognition.

A major issue for many organisations is therefore building effective partnering relationships across groups. Partnering becomes critical when groups or teams with different interests must work together toward mutual goals.

Partnering can result in significant improvements in working relationships between:

- Internal departments
- Customers and vendors
- Manufacturers and distributors
- Contractors and subcontractors
- Parties to a joint venture or strategic alliance
- Unions, staff and management.

Partnering can produce substantial savings and efficiency gains in your organisation by reducing duplication of effort, errors and rework, misunderstandings and turf wars.

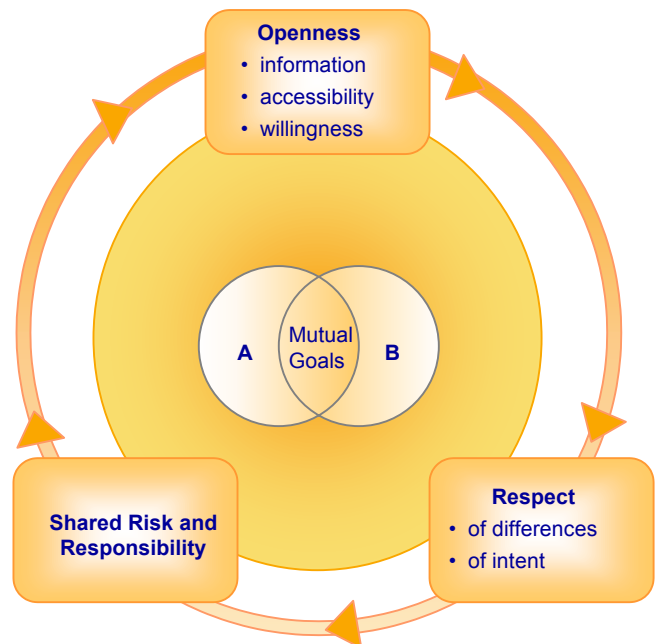
The Persona Partnering program involves a Partnering survey distributed to members of the relevant groups. It measures the effectiveness of working relationships between groups. The partnering report provides detailed feedback including areas for improvement and recommendations. Follow up training can then be provided based upon the survey results.

Benefits

Partnering results in greater clarity of mutual goals and more effective working relationships between teams. It can help organisations:

- Build solid working relationships between teams, groups or organisations that have different interests, agendas or objectives.
- Eliminate or reduce costly and time-consuming competition among internal departments.
- Develop clarity and prevent misunderstandings from the beginning of a relationship.
- Increase quality, reduce time and costs which improves productivity in areas that require the effort of more than one department.
- Provide effective and efficient customer service and increase customer retention.

The Spirit of Partnership



Partnering is a way of working interdependently with other groups or organisations to achieve maximum benefits for both parties.

Features of Partnering

- **Partnering Survey.** The survey is distributed to members of the relevant departments. It measures the effectiveness of working relationships between or among teams.
- **Partnering Report.** Reports are prepared for each team. They summarise the perceptions of you as partners and include practical advice for improvement.
- **Training and Coaching.** Based on the results of the survey, a follow up training and coaching module provides a base for additional training, planning and decision making about how to more effectively meet mutual goals, minimise the effects of conflicting goals, and how to best support each other.

Organisations Use Partnering to:

- Break down communication barriers and eliminate blame shifting
- Increase quality, reduce time and costs
- Increase productivity in areas that require the effort of more than one department
- Increase customer retention through more effective, efficient and consistent customer service
- Re-design or re-engineer interdepartmental processes
- Maximise the effectiveness and ensure the success of joint ventures and strategic alliances
- Build a culture of the 'customer comes first', rather than an organisation where people are focused on serving the interests of their own group
- Improve internal employee and management relationships by learning to build a culture of respect, openness and shared responsibility in working together.

Credentials

Partnering was developed by Dr Donald Tosti and Ms Stephanie Jackson. Dr Tosti is a recognised expert in performance-based approaches to organisational effectiveness for over two decades and has extensive experience in both management and human resource development. His consulting activities include work in leadership, management, culture change and strategic alliance. Ms Jackson specialises in the analysis and evaluation of performance and organisational systems, and the design of behavioural and skills-based change programs. She has successfully managed and been involved in the design of programs to facilitate culture change and to develop leadership management and supervisory skills.

About Us

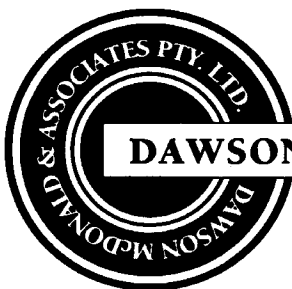
Dawson McDonald is the Australian Partner of the internationally recognised Persona International group, that offers business solutions to organisations throughout 45 countries. Company Principals, John Dawson and Carmel McDonald have been consulting, coaching, training and recruiting for Australian businesses for over a decade, following extensive industry experience.

About Persona

Persona International is a worldwide provider of learning, development and assessment tools and methodologies for organisations facing challenges in change leadership, communication, organisational alignment, sales, customer service, and management.

Corporations that have benefited from Persona Programs include:

General Electric	Microsoft	Exxon Mobil
Pfizer	Xerox	Applied Materials
BMW	Vodafone	British Airways
Mitsubishi	Dell Computer	Japan Airlines
Disney	IBM	Credit Suisse
Coca Cola	Alcatel	American Express
Hitachi	Motorola	Sony Music Entertainment



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