

Partnership Development

Identifying Strategic Links and Building Effective Relationships

Kingston: November 27-29, 2012



Register at: irc.queensu.ca or call toll-free: 1-888-858-7838



Queen's IRC open programs and practice-based research help next-generation leaders **resolve** disputes, **champion** change, and **align** people and purpose.

Organizations are defined by the web of relationships required to operationalize strategy. Increasingly, organizational units must work closely together to streamline processes, share customer intelligence, or reduce costs. How well is your organization managing these internal relationships? How smooth are its dealings with its customers, competitors, and supply chain? Has it experienced a merger or struck an alliance? Indeed some of the biggest organizational challenges involve coordination among units, as well as coordination with suppliers and other business partners.

In *Partnership Development*, you learn how to help their clients define the key relationships that must be developed and nurtured. Diagnostic tools and interventions will be explored to help you define partnering protocols to create the necessary coordination and flow. Guidelines and processes for building and re-building organizational relationships will be applied and practised.

Learning Outcomes

By the end of the week, you will be better positioned to:

- Apply diagnostic tools to identify high-leverage cross-border linkages: shared know-how and resources, coordinated strategy, vertical or horizontal goals, new business creation
- Design and implement a partnering protocol between two or more units
- Apply a step-by-step road map to structuring and developing effective partnerships, internally or externally
- Identify and implement trust-building, and trust re-building, activities
- Establish and leverage partnering champions

Organizational Benefits

- Identification and creation of new value and opportunities
- Resolution of significant organizational issues with key stakeholders
- Creation of new networks of disparate groups

Essentials

Date and Location

Three Days

Kingston: November 27-29, 2012

Please refer to our website, irc.queensu.ca, for the latest information on venues.

Fee

\$3,395

Who Benefits

People management practitioners, team leaders, and consultants who are involved in creating and sustaining internal or external partnerships and networks

Takeaways

- Partnering Workbook
- Case studies of organizations that have mastered the art of partnering





Tour of the Program

a) Building the Framework

Prepare yourself: a lot of ground will be covered over the three days of this program. Identifying potential partners and cultivating and sustaining strong organizational relationships require you to have a keen understanding of your own interests and a soft touch to build trust and manage conflict.

The program focuses on four key areas of partnership development:

- **Strategic relationships:** internal, external, organizational, personal
- **Relationship partnering:** alignment, opportunities and challenges, issue resolution, renewal
- **Trust:** procedural and personal trust, empathy, intention, attribution
- **Managing conflict:** relationship cultures, common versus satisfied interests, Circle of Conflict

b) Which Relationship is Worth Developing?

Develop a nuanced understanding of internal versus external and organizational versus personal relationships. Your session leaders will show how to qualify strategic relationships that are worth focusing on.

In your qualifying analysis, consider the importance of:

- Expanded resources: size, scale, or scope
- Speed and flexibility: new ventures or markets
- Complexity: specialized resources, technology, or expertise
- Enlarged footprint: geographic markets, product lines, local customization

c) Trust Building and Trust Busting

Trust—both personal and procedural—is at the very foundation of all productive relationships. With your group, explore the keys to building trust. Learn the distinction between personal and procedural trust. With the help of a compelling case study, develop a deeper understanding of “attribution theory,” which

is an understanding of the ways people explain and interpret events.

From this module, you will come away with:

- An understanding of the Trust Model
- Confidence building measures you can apply to your own situation

d) Working the Model

A central element of the Relationship Partnering Model is the alignment of interests. Using a case study, learn how to apply this concept in various settings, such as joint ventures, the supply chain, and within your own department.

You will also understand how to:

- Identify challenges and opportunities in a possible partnership
- Use the Circle of Conflict to diagnose challenges and anticipate potential roadblocks

e) Defusing Time Bombs

Despite good intentions and great pre-planning, issues inevitably arise that can derail a partnership. In this module, you will acquire the skills to resolve such issues. Working with fellow learners on a case study, you will identify boundaries and design an issue resolution process.

Learn about:

- The care and feeding of relationships
- Preventive maintenance and ground rules to manage conflict
- A renewal process to breathe fresh life into moribund relationships.

Interactive Learning

Put your learnings into action in a simulation that will force you to develop partnering protocols and work through competing interests.

Facilitators and Speakers

Gary Furlong

Gary is a principal with Agree Dispute Resolution with extensive experience in mediation, negotiation, alternative dispute resolution, and conflict resolution.

As a mediator and neutral, Gary has worked in the areas of workplace, harassment, wrongful dismissal, commercial, shareholder, and organizational conflicts. Gary is one of the leading partnering facilitators both in the construction industry, as well as in the area of joint ventures and strategic alliances. He has been a mediator for a number of organizations, including the Ontario College of Teachers, the Law Society of Upper Canada, and the Professional Engineers of Ontario.

As a trainer and facilitator, Gary has worked with all levels of government and governmental agencies in the areas of conflict assessment, mediation, and conflict systems design consulting. In addition, he has worked extensively with major Canadian corporations such as the Royal Bank of Canada and Purolator Courier.

Gary is currently on the executive of the Ontario Bar Association ADR Section, is past president of the ADR Institute of Ontario, and holds a Master of Laws in ADR from Osgoode Hall Law School, as well as the Chartered Mediator designation. He is a fellow of the International Academy of Mediators, and author of "The Conflict Resolution Toolbox" (Wiley & Sons 2005) and "The Construction Dispute Resolution Handbook" (LexisNexis 2004). Gary was recently awarded the McGowan National Award of Excellence by the ADR Institute of Canada.

Jim Harrison

Jim is an international consultant focused on relationship management, senior level strategy, and business development skills for large organizations.

He has a background in financial services and professional writing, and has more than 18 years experience in consulting, training, and development. He teaches in North America, Europe, the U.K., Australia, and Asia, and has facilitated training programs for Manulife, Clarica, Deutsche Bank, HSBC, and Bank of Nova Scotia. He designed and delivered a sales and negotiating program for Group Insurance Representatives that supported significant increases in business for a major group life insurance supplier.

Jim received his B.Sc. in Finance from Florida State University and Masters Degree in English from University of California, Irvine.

In addition, Jim has won the Canadian Junior Golf Championship and the Ontario Amateur Golf Championship.

The roster of speakers may change. We will do our best to keep you informed of program changes.

Registration Kiosk

Partnership Development

- **Kingston:** November 27-29, 2012: \$3,395

We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca

Telephone: Reserve by calling toll-free: 1-888-858-7838

Fax: (613) 533-6812

E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees

Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register and pay two months before the start of a program and save \$300 on the tuition of four- and five-day programs, and \$150 on two- and three-day programs.

Register three people **from the same organization in the same program at the same time**, and receive a **10% discount** on program fees. Register five or more people **in the same program at the same time**, and receive a **20% discount**.

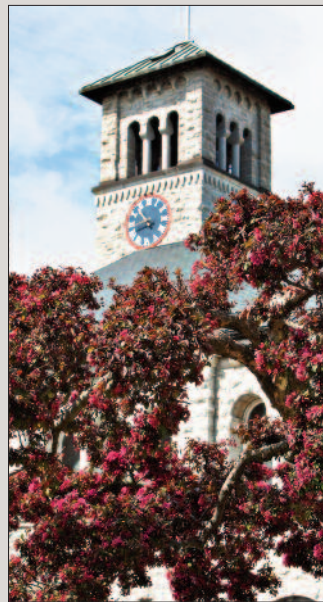
If you know you will be pursuing a Queen's Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only *one* discount may be applied.

Cancellations and No-Shows: Substitutions are permitted with no penalty at any time. Transfers and cancellations are permitted with no penalty **up to 3 weeks prior to the program start date**. There will be a \$500 fee charged for cancellations, transfers, and no-shows **within 3 weeks of the program start date**.

Location and Accommodation

Please refer to our website, irc.queensu.ca, for the latest information on venues.



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