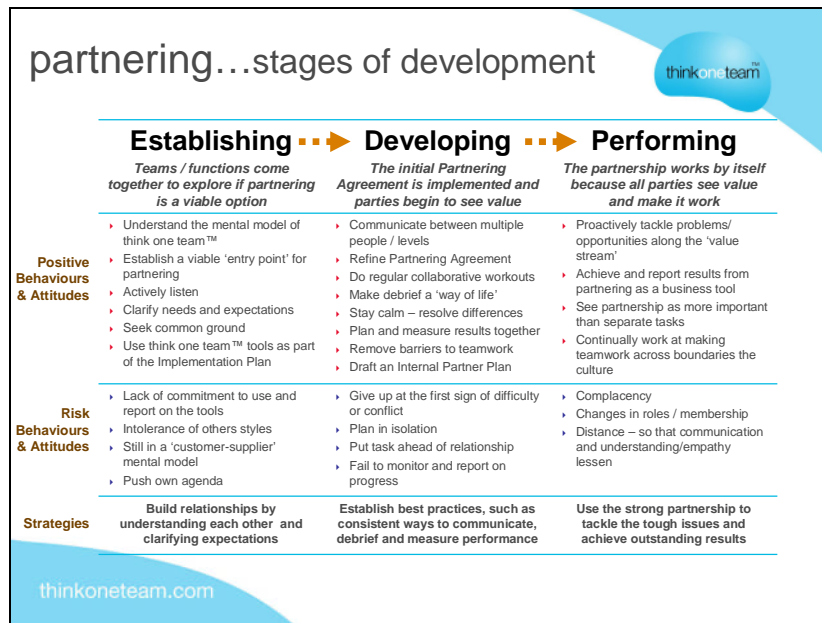


Think One Team™ Partnering Agreements

The creation of a Partnering Agreement is a key step in moving through the early stages in the life cycle of a partnership as illustrated below.



it is the process not the document

What is most important when creating Partnering Agreements is the experience of the parties as they create and refine the agreement. Our process has been developed through experience in applying the think one team™ framework in many different settings. It recognises that some of the keys to creating effective partnerships are:

- Committing to apply the five practices of think one team™
- Being clear about the purpose of the partnership
- Understanding of each other's situation (goals, values, pressures, demands)
- Clarifying expectations so that trust can build
- Facilitating constructive conversations that acknowledge what is shared in common and the real friction points
- Developing specific, measurable two way agreements about how to communicate and to address issues that arise
- Putting rigour around the measurement, debriefing, learning and adaptation
- Commitment and sponsorship by leaders


partnering agreements are not service level agreements

In the *think one team* book, the Service Level Agreements were thrown out and replaced by Partnering Agreements. A Partnering Agreement still contains service standards but they are two-way, and also include the all-important communication and conflict resolution tools / strategies.

The fundamental difference between an SLA and a think one team™ Partnering Agreement is that an SLA is not intended to create partnering, but rather creates a supplier-customer relationship. This type of relationship often reduces the collaborative problem solving that is essential to drive genuine improvements and value add.

this is what the Partnership Agreement will look like at first

The following example illustrates in a simple format, the outputs of the think one team™ partnering process between two functions. This simple visual format is used to create the overall understanding and framework.

example of the visual format 				
Human Resources Team		We share in common	Production Team	
<p><i>These are important</i></p> <ol style="list-style-type: none"> 1. We want a partnership so we can contribute to the success of the business 2. To be the best HR Team 3. Create new performance management process and do recruitment 4. High workload, many partners 5. Conflicting priorities 	<p><i>This is what we expect</i></p> <ol style="list-style-type: none"> 1. Give us detailed specifications 2. Do what you say you'll do (completing HR forms) 3. Be flexible in negotiating time deadlines / priorities 4. Treat us as equal partners 5. Involve us in your business planning 	<ol style="list-style-type: none"> 1. We want the business to be successful 2. Commitment to Think One Team as a culture 3. Wanting to meet our commitments 4. Company values and the same end customer 5. Interested in personal and business growth 	<p><i>These are important</i></p> <ol style="list-style-type: none"> 1. We want a partnership that enables us to have the right people in the right place at the right time. 2. Optimise our use of the capacity of the Plant 3. Implement the Lean initiatives 4. Meet the customer demand 	<p><i>This is what we expect</i></p> <ol style="list-style-type: none"> 1. Professional advice and assistance 2. Quick response to recruitment needs 3. A nominated person to handle our needs 4. Don't promise what you can't deliver
<p><i>This is what we commit</i></p> <ol style="list-style-type: none"> 1. We will meet our commitments – unless unexpected happens – no surprises 2. Keep you informed: think about the impact on your business 3. Deliver recruitment and performance management system 	<p><i>How to share the air</i></p> <ol style="list-style-type: none"> 1. Do monthly debrief on our partnering process 2. More face-to-face less email 3. Acknowledge that recruitment timing is a potential friction point 4. Do regular team workouts – beginning with recruitment specification issue 	<p>Our key agreements</p> <ol style="list-style-type: none"> 1. Two people from each team to be TOT champions 2. Commit to the Communication Plan 3. Hold and report on one joint Workout per month 4. Debrief on a monthly basis -Managers & Supervisors 5. Agree a nominated Account Managers 6. Managers to spend a day in each others' business 7. Report quarterly 	<p><i>This is what we commit</i></p> <ol style="list-style-type: none"> 1. Treat you as an equal partner 2. Take time to ensure that you understand our business 3. To act in accordance with Think One Team principles 	<p><i>How to share the air</i></p> <ol style="list-style-type: none"> 1. Regularly debrief as one team 2. Get you involved in our business planning 3. Be face-to-face whenever possible.

The details as shown are then sharpened using a multi-page Partnering Agreement Template which forms the 'Contract' and defines specific deliverables and behaviours for each of the parties. The implementation is assisted by various think one team™ tools such as Collaborative Problem Solving, Debriefing and measuring Partnering Effectiveness.