



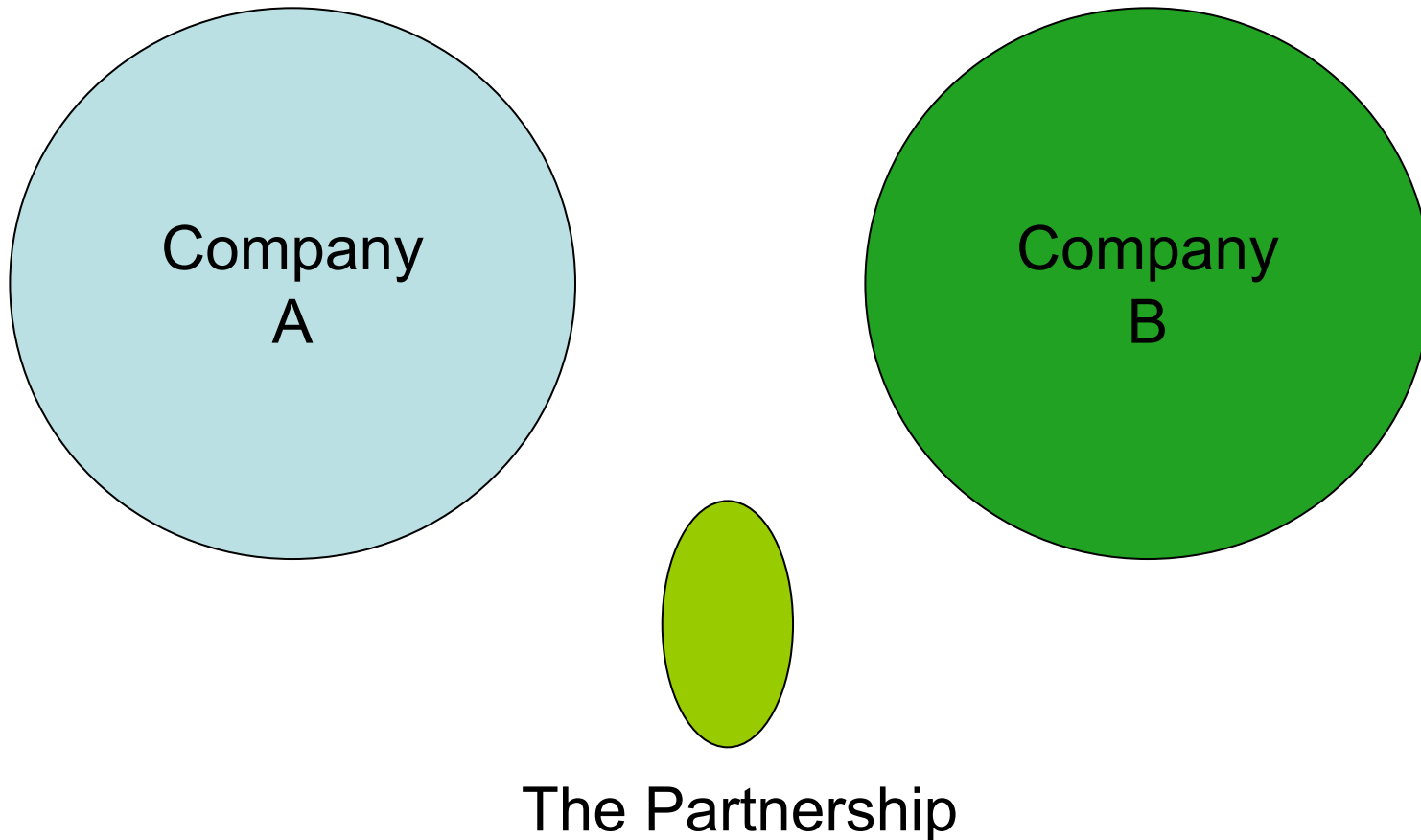
# Creating Value at the Partnership Interface

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ORGANISATION ARCHITECTS

# What is a partnership?



# The Challenges

- For the partnership to flourish we need to align all parties across many areas
  - Vision
  - Boundaries and commitments
  - Working Styles
  - Agreement on outcomes
  - Rules of operation
  - Ways of working

# The Challenges

- To operate to the highest degree of efficiency we need to:
  - Ensure that the teams operating at the interface have optimal technical and team operation skills
  - Ensure that collaborators have the ability to work across cultural, organisational and physical divides

# The Challenges

- Oh yes – and by the way, this needs to be done at high speed, low cost and with no changes to staffing

# Who interacts at the interface?

- The Sponsors and senior decision makers
- The operational team that manages the partnership or alliance
- Individuals who work together on teams or in one-to-one collaborations

# What needs to be achieved by those operating at the interface?

- Sponsors and senior decision-makers
  - An aligned vision
  - Agreements on time, quality, and resource commitments
  - Agreeing the position of pre-existing and new IP
  - Agreeing an image and communication strategy
  - Leadership selection for the interface team
  - A mandate for the interface team

# What needs to be achieved by those operating at the interface?

- The operational team that manages the partnership or alliance
  - The forming of the “team” with clarity on team capability and individual skills
  - A clear set of operational objectives
  - A description of the outcome of the program
  - Clarity of the rules of operation of the team including a project operating style, agreement on regulatory and quality standards, a risk management approach and team roles and responsibilities.
  - A team image and communication plan



# What needs to be achieved by those operating at the interface?

- Individuals who work together in teams or in one-to-one collaborations
  - An ability to work together in a cross-cultural, geographically separate environment, where each party has different working processes
  - The following skills need to be practiced:
    - [Directive skills](#)
    - [Remote operating skills](#)
    - [Cross-cultural operating skills](#)
    - [Review skills](#)
    - [Meeting skills](#)

# Schedule of Activities

- The sponsor level agreements are ideally in place at the point of contract agreement.
- The team formation, agreements and operating structures are ideally in place shortly after contract agreement
- Skills are built on a just-in-time basis

# Questions

# Techniques

## An Aligned Vision

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- The vision of each party in the partnership is captured
- The items in the vision are classified in the following categories:
  - Concurrence
  - Neutral
  - Conflict
- Concurrence areas are accepted, neutral areas are assessed by the opposing party and accepted / downgraded to conflict and conflict issues are resolved
- Failure to resolve places the partnership at high risk

# Techniques

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Agreement on time, quality and resource constraints

- Each party states their expectations of their own and other parties' time, quality and resource commitments, defining upper boundaries
- Each party reviews all commitments
- Each party agrees to their own and others' commitments
- An escalation process to handle changes and conflict is agreed

# Techniques

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Agreement on pre-existing and new IP

- Each sponsorship team should jointly confirm that IP agreements for both pre-existing and newly generated IP are in place

# Techniques

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Agreeing an image and communication strategy

- The image that the partnership portrays to the market may be of different importance to each party. For a small Biotech company it may be critical to future investments. For a large pharma company it may be an entrance into a new arena. The desired image of the partnership and the approach to communicating the image should be agreed in a facilitated session

# Techniques

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Leadership selection for the interface team

- The sponsor group should decide on what form of leadership approach the interface team should have. Possibilities include a single leader or leadership from each party.
- The following leadership skills are important when considering a candidate:
  - team optimisation, project management and cross cultural skills



# Techniques

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The forming of the “team” ....

- Determine the nature of the program and select individuals with optimal technical and team skills
- Do an analysis on team makeup
- Understand the team capability and areas of weakness
- Position approaches for bridging any gaps
- Share capability information between team members to ensure awareness of skills are quickly identified

# Techniques

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A description of the outcome of the program

- The safest way of ensuring that all parties concur about the outcome is to define it. The outcome of the project should be defined in the following terms:
  - content
  - structure
  - usage
  - value
  - lifecycle

# Techniques

## Project Operational Style

- Understand each of the parties' approach to operating across the following dimensions:
  - Planning, Decision Making, Resource Allocation, Priority Setting, Accountability, Progress Reporting, Consolidation, Knowledge Transfer
- Do a gap analysis and understand the areas of significant difference

# Techniques

Agreement on regulatory and quality standards

- Understanding of the nature on quality standards may differ across different partners, be they pharmaceutical, biotech, academia or suppliers
- Different parties may understand regulatory standards differently
- Regulations and quality standards need to be explicitly stated and agreed up-front

# Techniques

## Directive Skills

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- The skills that allow you to establish clarity of vision across partners and the ability to stay aligned.
- Skills include
  - visioning
  - direction setting
  - planning

# Techniques

## Remote Operating Skills

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- The nature of collaborations normally requires different parties to work on remote sites and often with infrequent contact.
- The complexity is increased in that often the collaborators are somewhat distant from the interface management team and remain strongly in their own organisations.
- Building skills in enabling distance networking and infrequent interaction are necessary.

# Techniques

## Cross-cultural operating skills

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- Being aware of the differences in organisational culture will help all personnel respect approaches made by partners.
- Cultural differences may result from the country location, organisational values and size.
- Exploring dimensions such as collective vs. individual decision making and targeted vs. relationship approaches will help ensure cultural dimensions do not fail the partnership.

# Techniques

## Review Skills

[Press to  
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- The team and other collaborators across parties need to learn quickly and establish individual and team capability.
- Consistent and simple review and learning skills are required for team review, process review, outcomes review and learning



# Techniques

## Meeting Skills

[Press to  
Return](#)

- Building on existing skills base to ensure that partners allow each other to contribute actively during meetings.
- Important skills to focus on are active listening and constructive idea development to overcome differences in approach.