Partnership – It’s Not About You and It’s Only About You

Opening Doors and Creating Momentum
What Makes it Possible?

- A Relationship of Basic Trust between:
  - Department of Mental Health
  - Mo HealthNet (medicaid)
  - State Budget Office
  - MO Coalition of CMHCs
  - MO Primary Care Association

- Transparent use of data instead of anecdotes to explore and discuss issues

- Willingness of all partners to tolerate and share risk

- Principled Negotiation and Motivational Interviewing
# Partnership Principles

<table>
<thead>
<tr>
<th>DON’T</th>
<th>DO</th>
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<tr>
<td>Talk about your need first</td>
<td>Ask about their needs first</td>
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<td>Expect to get something</td>
<td>Give something</td>
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<td>Limit assistance to a project</td>
<td>Assist wherever you can</td>
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<td>Make it about this deal</td>
<td>Make it about the next 10</td>
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<td>Push a specific position</td>
<td>Pursue common interest</td>
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<td>Withhold information</td>
<td>Reveal anything helpful</td>
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<td>Let them take their lumps</td>
<td>Take one for the team</td>
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Partnership Mentor - Dancing

- You have to know your Partners location, center of gravity, and velocity before doing anything
- Communicating clear and consistent intentionality is essential
- Successful motion is about where your center goes not what happens with your extremities (demonstration projects are a waste of time)
Effective Partners open doors then get out of the way. They don’t push or pull in a particular direction.

You have to lead at the level that your Partners are able to follow

Really good partners switch off leading and following

If your Partners don't look good it's your fault

Always thank your Partners no matter how well or poorly things went
Repeat Your Message Relentlessly

Segment your audience and tailor your leadership message for each audience. Everyone doesn't respond to the same images and motivations.

Communicate a lot more about the successes than the shortcomings.

Small gifts help a lot.

Sometimes reality is a group consensual delusion - if you can get everybody to agree that something is so then it becomes so.
Other Partnership Mentors

- The Boy Scouts —
  - Often the most effective way to lead is being the first one to very publicly follow someone else's direction
  - Make it Fun

- Keith Schafer - Keep communications clear and simple. A single page that your aunt or store clerk could read and understand.

- Dorn Schuffman - Character makes it happen both for individuals and organizations

- Getting to Yes – Principled Negotiation
What I Figured out on My Own

- Organizational culture and professional culture are really important
- Error on the side of Action
- Effective Leaders Are Unrealistically Optimistic
- Most people are surprisingly hungry to get some good leadership - and ready to follow
- Consistent immediate responsiveness increases your influence and power
- Rituals are important and powerful
Most Important Principle

- Perfect is the Enemy of Good
- Use an Incremental Strategy
- If you try figure out a comprehensive plan first you will never get started
- Apologizing for a failed prompt attempt is better than is better than apologizing for missed opportunity
RISKS
If you never try anything new, you’ll miss out on many of life’s great disappointments.
Character

From GR *charakter* – to engrave

- The essential quality or nature
- Reputation
- The complex *accustomed* mental and moral characteristics and *habitual* ethical traits marking a person, group, or nation, or serving to individualize it
Your Character is your propensity to behave in certain ways

Character = Habits

Character is both revealed and formed by how we respond to opportunities or crises
Behaviors that Promote Trust

> **Character**
  - Talk Straight
  - Demonstrate Respect
  - Create Transparency
  - Right Wrongs
  - Show Loyalty

> **Competence**
  - Deliver Results
  - Get Better
  - Confront Reality
  - Clarify Expectations
  - Practice Accountability

> **Character & Competence**
  - Listen First
  - Keep Commitments
  - Extend Trust

S.M.R. Covey, *The Speed of Trust*
Transformation =
Changing Who You Are

It’s about Character
DYSFUNCTION

The only consistent feature of all of your dissatisfying relationships is you.