

# Strengthening Your Region's Workforce for New Opportunities



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# If one can borrow, why build or buy?

More than ever, in today's climate where cash is king and credit is tight, partnerships are a smarter, swifter, more proactive and economical way to pursue strategic opportunities and gain competitive advantages. But partnerships, by their very nature, are notoriously difficult to plan, execute and maintain over time.



# Partnership Process

- **Effective Engagement:** analyze the fit between potential partners and assess complementary skills and capabilities, building management processes and fostering collaboration.
- **Intentions Attitudes and Commitments:** Explores issues such as management structure and conflict resolution to ensure partnerships start off on the right footing.
- **Communication:** Building trust and overcoming cultural misunderstandings, the process of building trust and discipline, developing cross cultural awareness.
- **Resources and Sustainability:** Adapting and adjusting the collaboration over time: Focus on overcoming ongoing challenges that can cause a partnership to stumble.



# Effective Engagement

Partner engagement is essential to achieve successful outcomes. Engagement can be measured through the extent to which businesses in the region's targeted industry or key decision-makers in partner organizations are knowledgeable and involved in collaborative efforts.



# Effective Engagements: ask yourself

- Do I view the partnering approach as crucial to achieve our goals?
- Do I believe that my partners want the partnership to succeed?
- Am I committed to the outcomes of the partnership?
- Do we have the skills, competencies and technologies to succeed in our joint efforts?
- Do I adhere to the partnership's principles?
- Do I seek and give helpful feedback from / to my partners?
- Do I follow through on my commitments?
- Do I show respect for my partners even when they are not present?



# Intentions, Attitudes, and Commitments

- Do we share an understanding of the benefits and risks of partnering?
- Are we aligned around a shared vision and shared values?
- Do we freely share our ideas even when they are at odds with others?
- Are we open to changing our viewpoint about other stakeholders?
- Are we giving each other the benefit of the doubt?
- Have we developed a culture of transparency among ourselves and around the partnership?

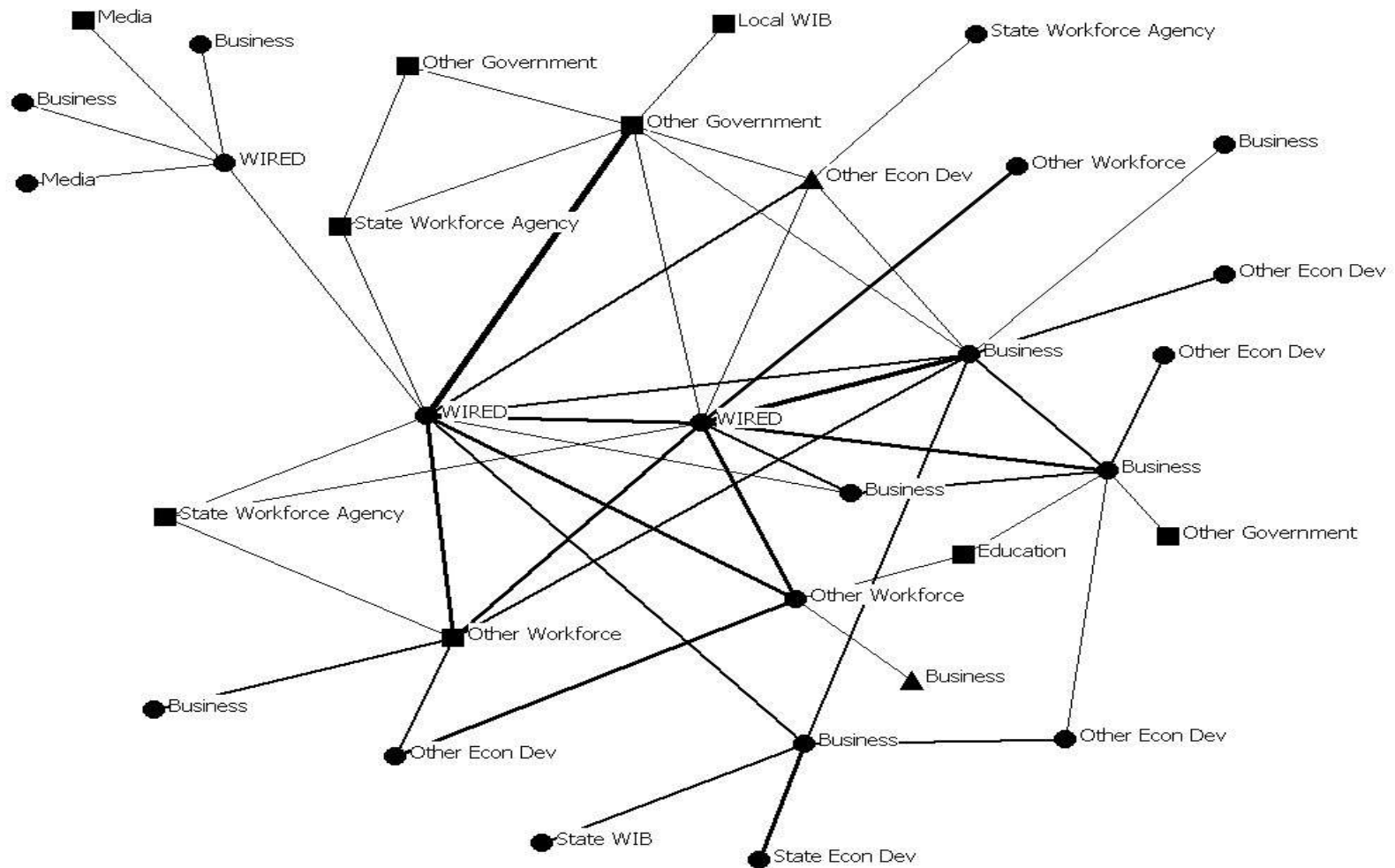


# Communication

Effective communication is necessary for effective collaboration. Internal communication promotes a common vision of the goals and strategies of the collaboration. External communication can increase public awareness and support, and catalyze institutional changes that may involve individuals or entities outside of the collaboration.









# Communication: ask yourself

- Is our partnering agreement clear and well understood by everyone?
- Are incentives in place for the partners to think and act for the benefit of the partnership?
- Do we have the structures and ground rules in place to work effectively together?
- Do I listen actively to my partners?
- Are we freely sharing information with our stakeholders?
- Are our strategic priorities clear to everyone concerned?
- Do we set and respect high standards of quality in everything we do?



# Resources and Sustainability

Sufficient resources and long-term strategic planning are relevant for regions to meet the goals of the Initiative and realize regional economic transformation. The adequacy of resources and the sustainability of those resources beyond the initial investment are important factors in regions' long-term effectiveness.



# Resources and Sustainability: ask yourself

- Do I support the development needs of my partners?
- Do I acknowledge my partners for their accomplishments?
- Are we continually looking for opportunities to learn, change, and improve?
- Are we bringing the best and most complementary resources to make the partnership successful?
- Do we institutionalize the partnership so that it can continue working without us?



# Challenges

- Outcomes
- Funding Source, Regulations
- Reporting

