

Developing and Nurturing Partnerships with Other Organizations

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Introduction

Developing successful internal and external partnerships is key to the overall success of our Records & Information Management programs.

Objectives

- Create strategy for developing partnerships with internal and external organizations
- Identify areas of improvement with current partnerships
- Apply tips to build informal networks throughout the organization

*We don't accomplish anything in
this world alone...*

Sandra Day O'Connor
U.S. Supreme Court Justice

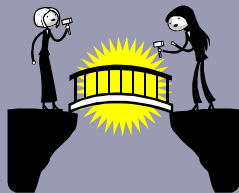
Challenges in the Workplace

- Restricted budgets
- Limited resources
- Busy schedules
- Operate in matrix environments
- Responsibility without requisite authority

...Getting work done within our organization

Value of Partnerships

- Maximize resources
 - > People
 - > Money
 - > Time
- Leverage
 - > Expertise
 - > Experience
 - > Equipment



Partnerships are NOT

- About getting everyone to do exactly as you want...

Partnerships ARE

- About developing mutually beneficial relationships...



Successful Partnerships

- Based on
 - Common interests
 - Clear measurable goals
 - Trust
 - Communication
 - Genuine agreement

What Makes a Good Partner?

- Deliver results
 - Credibility
 - Accountable
 - Operates with focus and drive
 - Acts with respect for timelines
 - Thinks on behalf of the group



What Makes a Good Partner?

- Self-manages
 - Operates with integrity
 - Organizes and prioritizes time wisely
 - Learns from mistakes
 - Leads by example

Why Partnerships Fail

- Not understanding objectives
- Not sharing information
- Politics and job insecurity
- Technical difficulties
- No clear chain of command
- Lack of response after promise is made

Strategies for Building Successful Partnerships

Strategy for Building Successful Partnerships

- Vision
 - Clear objective
 - Measurable goals
 - Defined business value
- Organizational support
 - Executive sponsor
 - Resources (time, people, budget)

Strategy for Building Successful Partnerships

- Planning
 - Operational standards
 - Decision making process
 - Conflict resolution
- Metrics
 - Measure progress

Strategy for Building Successful Partnerships

- Shared accountability
 - Relationships
 - Respect
- Communication
 - Establish and maintain rapport
 - Formal meetings
 - Status reports
 - Informal means
 - Team building

Potential Roadblocks

- Corporate culture
 - Collaborative
 - Competitive
 - Silos
- People
 - Open to change
 - Resistant to change

Everyone is a Potential Partner



Who are Your Internal Partners?

- Administration
- Corporate Communications
- Compliance
- Facilities
- Finance
- Human Resources
- Information Technology
- Internal Audit
- Legal / Litigation
- Marketing
- Operations
- Procurement / Purchasing
- Risk Management
- Safety
- Security
- Tax

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Identify Common Interests

- Compliance with laws and regulations
- Cost reductions
- Efficiency/productivity improvements
- Employee awareness & education
- Improve services
- Process change
- Protection of company assets
- Risk mitigation

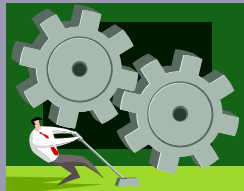
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Leverage Relationships

- Utilize core strengths
 - Complement skills
- Share resources
 - Time
 - Money
 - Intellect
- Achieve goals together



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Strategies for Building External Partnerships

Emphasize need to...

- Clearly define and **document**:
 - Scope
 - Roles and responsibilities
 - Budget
 - Timelines / milestones
 - Deliverables
 - Communication plan
 - Escalation process

Who Are Potential External Partners?

- Consultants
- Contract employees
- Service providers
- Software vendors
- Government agencies
- Competitors
- Industry peers

Identify Common Interests

- Continued business
- Stable relationship
- Financial success
- Shared values

Leverage External Relationships

- Draw on outside partners for full advantage
 - Experience
 - Expertise
 - Skills
 - Resources

Leverage External Relationships

Be aware of...

- Ethical issues
- Legal issues
- Anti-trust issues

Improve Your Current
Partnerships

Evaluate

- Identify
 - Create a list of partners
 - Include internal and external partners
 - Include past and present partners
- Capture
 - Description of the partnership
 - Key contacts (include titles)
 - Current activity
 - Intersection points

Evaluate

- Ask yourself...
 - Are you the facilitator of the partnership?
 - Is there a clear purpose?
 - Understood goals?
 - Metrics to review?
 - Defined benefits?
 - Are there regular communications?
 - Formal and informal?
 - Is it an equal relationship?
 - Is there a mechanism for problem resolution?

Identify Strengths and Weaknesses

- What works in the partnership?
- What does not?
- Determine areas in need of tuning
- Involve your partners



Strengths

- Focus first on the strong points
- List three things that work
- Ask key contact in partnership do the same
- Apply to all partnerships



Weaknesses

- List three shortcomings in the partnership
- Ask the same of your key contact
- Identify the "gap"
- Address problems



Take Action!

Develop a plan to...

- Improve the partnership
- Dissolve the partnership



Take Action!

- Define objectives
- Identify measurable goals
- Develop metrics to measure success
- Implement communication plan
- Change the contractual relationship
 - Modify contract terms
 - Standard Operating Procedures (SOPs)
 - Service Level Agreements (SLAs)
- Change key contacts

Improve Your Networking Skills

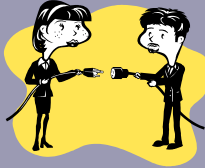
Networking Basics

"The new currency won't be intellectual capital. It will be social capital - the collective value of whom we know and what we'll do for each other. When social connections are strong and numerous, there is more trust, reciprocity, information flow, collective action, happiness, and, by the way, greater wealth."

James Kouzes
Chairman Emeritus of Tom Peters Company

Networking Basics

- Networking is a fundamental business skill
- It is all about building relationships
- We want to work with people we know and trust



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Networking Tips

- Develop a strategy
 - What do you want to accomplish?
 - Target your networking
 - Manage your contact information
- Get involved
 - Organization
 - Profession
 - Online business networking

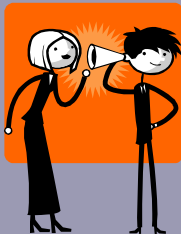
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Networking Tips

- Practice good communication skills
 - Be approachable
 - Initiate discussions
 - Speak clearly
 - Ask open-ended questions
 - Listen / hear
- Participate
 - Set goals for yourself



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Networking Tips

- Build and maintain relationships
 - Follow-up regularly
 - Help others
 - Thank those that help you
- Have fun!
 - Relax
 - Enjoy yourself
 - Be yourself

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Networking Tips



Don't underestimate the power of lunch!

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Nurture Relationships

- Work on relationships every day
- Cultivate positive relationships
- Recognize others successes
- Treat everyone with respect



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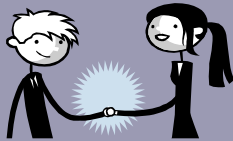
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Apply your skills within your organization

- Know your organizational culture
- Know your organization's mission / vision
- Who are the decisions makers?
- Who are the risk takers?
- Seek out peers and co-workers
- Know how can you and your team contribute

Conclusion

- We can develop successful partnerships within and outside our organizations
- Key to the overall success of our Records and Information Management programs.



Thank you! Any questions?