

TC Workshop

Partnership Building Essentials

Johannes C. Seybold



Guiding Principle

Only the one who considers the advantages for others has the true advantage in mind.

Chinese Proverb

Key Principles of Partner Management

- Every encounter is an opportunity to build partnerships.
- Know your business – and be able to explain it in a nutshell.
- Know your counterpart's business – and tailor your pitch to compliment *their* needs.
- Nurture and maximize old relationships.
- Cultivate and maximize new relationships.
- ‘No’ is not ‘*never*’. ‘Yes’ is only the beginning.

Building Your Network

- Every encounter could be important – the person may be a potential partner, knows potential partners, or can promote/criticize your and the Agency's work in ways not yet known to you.
- Make yourself and the Agency as publicly visible as possible.
- Maximise supporter's networks.
- Keep accurate and descriptive records (i.e. where you met, shared interests, etc.) on new contacts.

Know Your Business

- Understand the Agency's mission and goals and its connection to verifiable challenges.
- Understand the internal and external challenges facing your programme.
- Understand how seemingly unrelated 'hot issues' in politics and society affect the Agency's work.

Know Your Counterpart's Business

- Gather research on the counterpart through formal and informal sources.
- Understand his or her mission and goals.
- Learn as much as possible about the counterpart's formal and informal organizational structure.
- Understand how 'hot issues' in politics and society affect his or her work.

Communication Basics

- Establish personal connections.
- Keep it brief. Can you give your pitch during an elevator ride?
- Present contacts with opportunities, not more work.
- Give contacts memorable bites of information they can use to present your case to others.
- Be prepared.

Tailoring Your Message

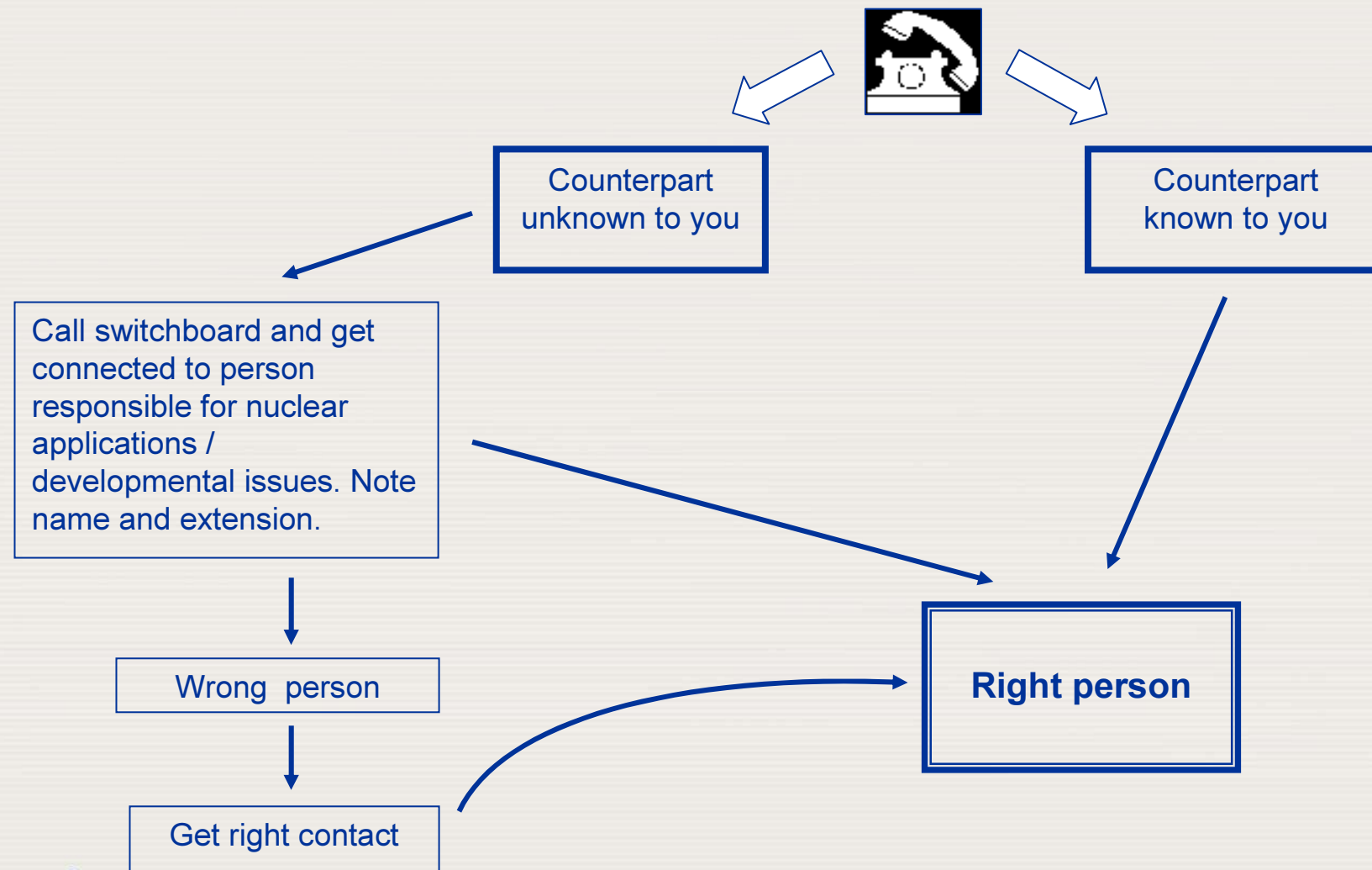
Tailor your message to compliment the counterpart's priorities and motivations:

- Moral Case: Because it is the right thing to do.
- Humanitarian Case: Because the world will be better off.
- Political Case: Because your stakeholders are demanding action.
- Business Case: Because both sides will be better off.

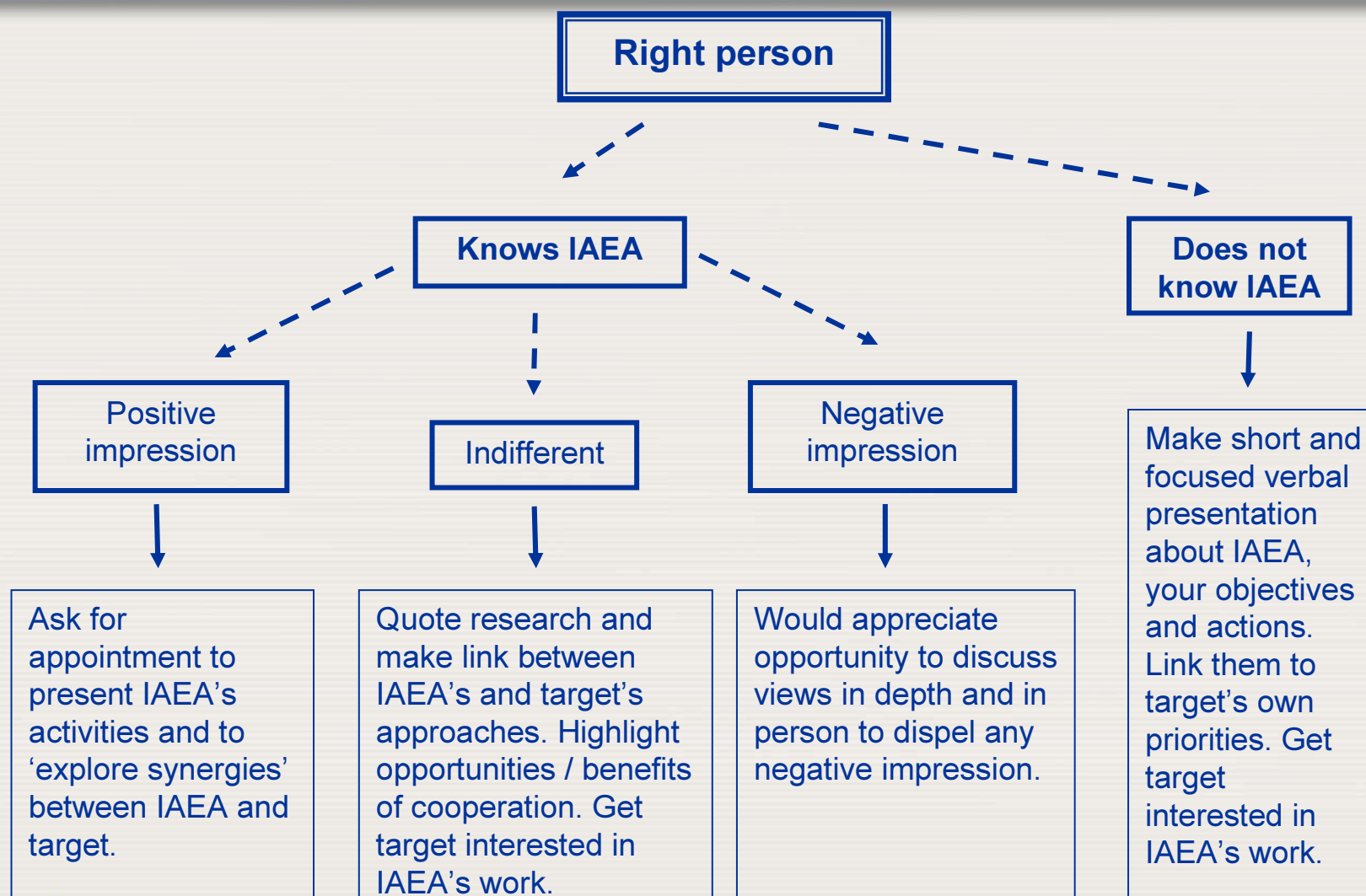
First Contact At What Level?

<i>Hierarchy Level</i>	<i>Pros</i>	<i>Cons</i>
<i>Top Management</i>	Information about aims and importance of project as viewed by decision makers. Contact for broadening scope of collaboration. Political “buy-in”.	Difficult to correct first impressions. Possible resistance at lower levels tasked with taking initiative forward.
<i>Middle Management</i>	Contact has connections to the top as well as to the working level.	Potentially more time intensive. Possibility to talk to the wrong people.
<i>Working Level</i>	Awareness of details and internal processes.	Danger of getting lost in details without obtaining decisions.

Cold Call Action Tree (I)



Cold Call Action Tree (II)



Cold Call Action Tree (III)

Get appointment

Congratulations!

You have your foot in the door – the first step in a long process.

Now it is up to you to sell your programme / project.

Appointment refused

Questions to ask yourself:

- **Was I properly prepared?**
- **How can I improve my approach?**
- **Was it really the right person?**
 - **If yes: Do you know a supporter who can put a word in for you? If you don't, contact a supervisor and try again.**
 - **If no: Get back to switchboard and start all over.**

Meeting Potential Partners

- Allows both sides to put a face behind letters, e-mails and phone calls.
- Explore areas of mutual interest and potential for shared opportunity.
- Balance passion with realism – give an optimistic but constructive assessment of opportunities and challenges facing your programme.
- Be low key – but be persistent. Know what you want.

Are your business cards up-to-date?

Do you carry a sufficient number with you?

Is your mobile phone switched off?

Cultivating New Contacts

- Follow-up initial encounter with letter or e-mail.
- Provide regular updates on your work and achievements.
- Seek appropriate opportunities to help advance *their* work and agenda.

Cultivating & Mobilizing Old Supporters

- Keep supporters well informed about your activities.
- Empower supporters to act as your 'eyes and ears' and unofficial ambassadors.
- Mobilise supporters with specific, well defined tasks and responsibilities.

Managing Rejection

- Don't take rejection personally.
- 'No' could mean '*not now*' versus '*never*'.
- Request constructive feedback on proposal. Use rejection as an opportunity to strengthen your programme.
- Maintain friendly lines of communication.

Managing Success

- Success marks the beginning of the relationship.
- Maintain open, honest and continuous lines of communication with partner.
- Publicly acknowledge partner's support.
- Follow all rules and meet all commitments in donor contract. Communicate with donors if you cannot meet commitments.
- Meet all reporting deadlines.

Thank you

Johannes C. Seybold

Resource Mobilization and Partnership Adviser

Phone: +43 1 2600 26542

e-mail: j.seybold@iaea.org



IAEA

International Atomic Energy Agency