

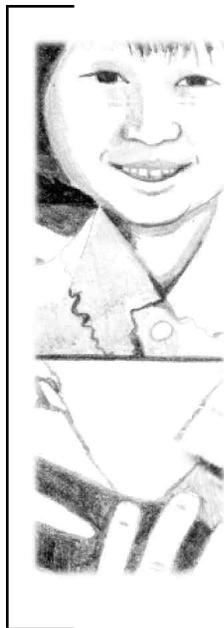
Motivated Partners

In Section 8

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The Vision

Partners can articulate why they are committed to the collaboration and how their contributions foster the success of the collaborative effort. Partners indicate that their contributions are valued and are recognized by all stakeholders and the community at large.

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I can live for two months on a good compliment.

—Mark Twain



Action Steps to Success

Along with a shared vision, expertise, open communication, teamwork, sufficient means, and an action plan, a successful collaboration will keep partners engaged and energized.

Without motivators, partners will lose interest and the collaborative initiative will lose momentum. Motivators prevent apathy, keep the partners engaged, and sustain involvement.

Individuals and organizations become and stay involved with the collaboration because they envision a personal or organizational benefit from engaging in the effort. Furthermore, individuals and organizations bring their own agendas to the community policing collaboration. Successful collaborations motivate partners in a variety of ways, including:

- Supporting individual and organizational agendas.
- Fostering personal relationships between partners.
- Developing formal agreements about the partnership purpose and structure.

- Providing opportunities for meaningful involvement.
- Instituting creative and fun processes for achieving outcomes.
- Showing appreciation.
- Achieving success.

Step 1

Learn Why Partners Have Joined the Partnership and What Organizational or Individual Agendas They Bring with Them.

A successful collaboration will allow partners to verbalize their agendas during the visioning meeting and will develop ways for the various agendas to be met—if they do not interfere with the needs and purpose of the collaboration. Partners must regularly make their needs known to one another, particularly as the collaboration evolves. Information sharing is critical to the partnership.

Step 2

Develop Personal Relationships Among Partners.

Personal relationships among partners are an added incentive for sustaining the collaboration. Recognize that partners who have built meaningful relationships with one another will hold each other accountable.

Step 3

Formalize the Collaborative Relationship.

Consider formalizing the collaborative relationship through a memorandum of understanding among the collaboration’s partners. This formal statement of purpose and roles will provide clarity to the partners and will demonstrate the importance of the continued participation of each organization and individual to achieve the collaborative goal (see Tool 13: Memorandum of Understanding Development Guidelines).

Step 4

Provide Opportunities for Meaningful Involvement.

Another motivator for staying involved is that the involvement is meaningful. Always remember that people would rather feel needed than wanted. For example, if students are recruited to join a problem-solving collaboration, it is vital that they are equal partners who contribute to the shared vision,

have equal power and responsibility, and assume substantial responsibility for successful completion of one or several aspects of the collaboration. Token participation does not further the collaboration. Partners need an opportunity to make a difference.

Step 5

Infuse Creative and Fun Ways to Achieve Outcomes.

Think of ways to accomplish tasks while allowing team members to enjoy the process. Incorporate humor or team-building activities into otherwise uneventful meetings. Use the initiative as an opportunity to infuse creativity and “out-of-the-box” thinking among partners. During planning and work sessions, use processes (e.g., brainstorming) that allow participants to think freely and offer several different ideas in a short period of time (see Section 5, Tool 9: Guidelines for Brainstorming and Tool 10: Brainstorming Activities).

Step 6

Show Appreciation.

Showing appreciation is a motivator that encourages continued participation and involvement. Remember: Praise is like champagne—it is best served while still bubbly. In other words, do not delay rewarding good work. Some specific ways to show appreciation include:

- Incorporating appreciation as a regular part of each meeting agenda.
- Using the community or school newspaper to recognize jobs—“well done.”

- Sending personal thank-you notes to acknowledge contributions.
- Always giving credit when credit is due.
- Acknowledging behavior that should be reinforced (e.g., youth recruitment, timely completion of tasks, etc.).

Step 7

Celebrate Success.

Too often, partners are so serious about the tasks at hand or so focused on the ultimate goal that they forget to have fun and celebrate success. Even the smallest success is important when launching a new initiative. Celebrating an early success in the collaboration may help motivate the team to action and commitment. Changing the status quo demands patience and recognition that each small success contributes to the overall success of the collaboration. Celebrations may take the form of a party, meal, or a press release or other announcement to the community; or the success can be documented in a videotape, scrapbook, or newsletter, or through an award ceremony.



Avoiding the Pitfalls

When motivating partners to focused action and sustaining the momentum in a community policing collaboration, be careful to avoid the following pitfalls. Consider implementing some of the suggested strategies if you have already encountered these challenges. Also, to help diagnose a struggling partnership, please refer to Section 1, Tool 1: Unsticking Stuck Groups/Reassessing the Collaboration, in particular items 25–28, to assess partner motivators.

Pitfall:

Progress may seem slow, or the collaboration seems to falter. Without incentives to work toward the shared vision, partners may become discouraged or prioritize other activities and commitments. It may become increasingly difficult to pull all partners together for a planning meeting or to obtain needed skills or resources. If this happens, overall progress will slow or stop because the collaboration requires the expertise of all of its members.

Solutions:

Publicize accomplishments. Use newsletters, flyers, e-mails, letters, or newspaper articles, as well as announcements over school loudspeakers or at community meetings, to announce partnership successes. Make sure to name partners that made particular contributions. When appropriate, core partners may acknowledge an individual partner's help by writing a letter of appreciation to his/her

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supervisor/parents/chairperson/constituency. Describe future activities and mention members who will be integral to accomplishing those next steps.

Celebrate progress that has been made by organizing a group meal, organizing a social activity, or displaying graphical depictions of the progress.

Brainstorm with the team about how to make being a partner an enjoyable experience. For example, consider changing the meeting location from an office or classroom to the local pizza shop or start meetings (particularly those with extensive agendas) with an icebreaker or warm-up activities (see Tool 14: Sample Icebreaker/Team Building Activity: The Human Spider Web).

Pitfall:

Some partners may begin to feel overwhelmed or like they are “carrying the lion’s share.” If personal agendas are ignored or trivialized, some partners may become less motivated to exert the effort required to sustain the collaboration and progress toward the goal. Subsequently, those whose needs are being met may find themselves taking on additional responsibilities to compensate for those partners who are dropping back.

Solutions:

The collaboration’s core partners or team leader should brainstorm with individual partners that seem to be withdrawing (or with the team as a whole) about the partnership vision, direction of the collaboration, roles of individual members, individual needs related to the project, who

may be missing from the table, and training or resource needs. This discussion must be followed by action. For example, if the withdrawing individual is merely overcommitted, perhaps s/he can designate another organizational representative. If a subset of partners feels unprepared to perform some of the tasks, perhaps the team requires training. If a member does not feel that s/he is making a valuable contribution, assign an integral task to him/her. If the member does not understand how current collaboration activities will achieve the common vision, the team needs to make that link.

Partners who are feeling overwhelmed or overworked may consider approaching another partner and asking for their help. It may be appropriate to acknowledge another partner’s specific expertise as being better suited for the task.



Tools to Plan and Chart Your Progress

Tool 13

Memorandum of Understanding Development Guidelines

A memorandum of understanding (MOU) is a formal agreement among two or more parties. Its purpose is to define the roles and responsibilities of the individuals and organizational partners involved.

At a minimum, the MOU must address:

1. Goals and objectives of the partnership
 - Vision statement.
 - Desired outcomes.
2. Organizational structure
 - Management plan and style.
 - Chain of decision-making authority/responsibility.
 - Procedures for resolving conflict.
 - Confidentiality guidelines.
 - Procedures and guidelines for involving new partners.
3. Clear delineation of roles and responsibilities
 - Substantive areas of primary responsibility and contribution.
 - Management of financial resources.

- Information sharing.
- Supervisory responsibilities, as appropriate.
- Grant management, as appropriate.
- Evaluation.

The MOU must be signed by all partners.

Tool 14

Sample Icebreaker/Team- Building Activity: The Human Spider Web¹⁰

This warm-up activity can be used to build and demonstrate teamwork. It takes approximately 15 minutes.

Directions:

Select from six to eight individuals (or divide participants into groups of six to eight per group).

1. Ask each group to stand in a circle.
2. Each participant should extend his/her left hand to the person opposite him/her.
3. Then, each participant should extend his/her right hand across the circle to a different individual.
4. Now, each group races against the clock or another group to untangle the spider web without letting go of anyone's hands.
5. After concluding the exercise, discuss:
 - What were participants feeling at the start of the exercise?
 - What behaviors added or detracted from achieving the group goals?
 - What lessons can be learned for team building?

¹⁰ Adapted from: Scannell, E.E. and Newstrom, J.W. *Still More Games Trainers Play: Experiential Learning Exercises*. New York, NY: Mc-Graw Hill, Inc., 1991.

Tool 15

Sample Icebreaker/Inspiring Creativity and Problem-Solving

This warm-up exercise works well in a brainstorming session. It takes approximately 5 to 10 minutes.

Directions:

Distribute copies of the Brainteaser Exercise: Word Puzzle handout to all team members.

1. Instruct team members to decipher the puzzle. Allow 5 minutes.
2. Walk through the puzzle, allowing participants to offer their answers.
3. List the correct answers on an overhead projector, chalkboard, or flipchart.

Brainteaser Exercise: Word Puzzle¹¹

<p>1</p> <p>I Q</p> <p>FGH JKLMNOP RST</p>	<p>2</p> <p>EILNPU</p>	<p>3</p> <p>NOXQQIVIT</p>	<p>4</p> <p>arrest you're</p>
<p>5</p> <p>W A L</p> <p>G N I K</p>	<p>6</p> <p>GET IT GET IT GET IT GET IT</p>	<p>7</p> <p>i.e. ●</p>	<p>8</p> <p>Golden Gate H₂O</p>
<p>9</p> <p>END N D</p>	<p>10</p> <p>1. Glance 2. 3. Glance</p>	<p>11</p> <p>G R E N I N O S A</p>	<p>12</p> <p>budget</p>
<p>13</p> <p>gettingitall</p>	<p>14</p> <p>FAIRY WOLF DUCKLING</p>	<p>15</p> <p>LAAST</p>	<p>16</p> <p>WAY PASS</p>

¹¹Adapted from: Scanrell, EE. and Newstrom, J.W. *Still More Games Teachers Play: Experiential Learning Exercises*. New York, NY: Mc Graw Hill, Inc., 1991.

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Answers:

1. High IQ
2. Lineup
3. No excuse for it
4. You're under arrest
5. "J" walking
6. Forget it
7. That is beside the point
8. Water under the bridge
9. Making ends meet
10. Without a second glance
11. Circular reasoning
12. Balanced budget
13. Getting it all together
14. The good, the bad, the ugly
15. Last, but not least
16. Highway overpass

