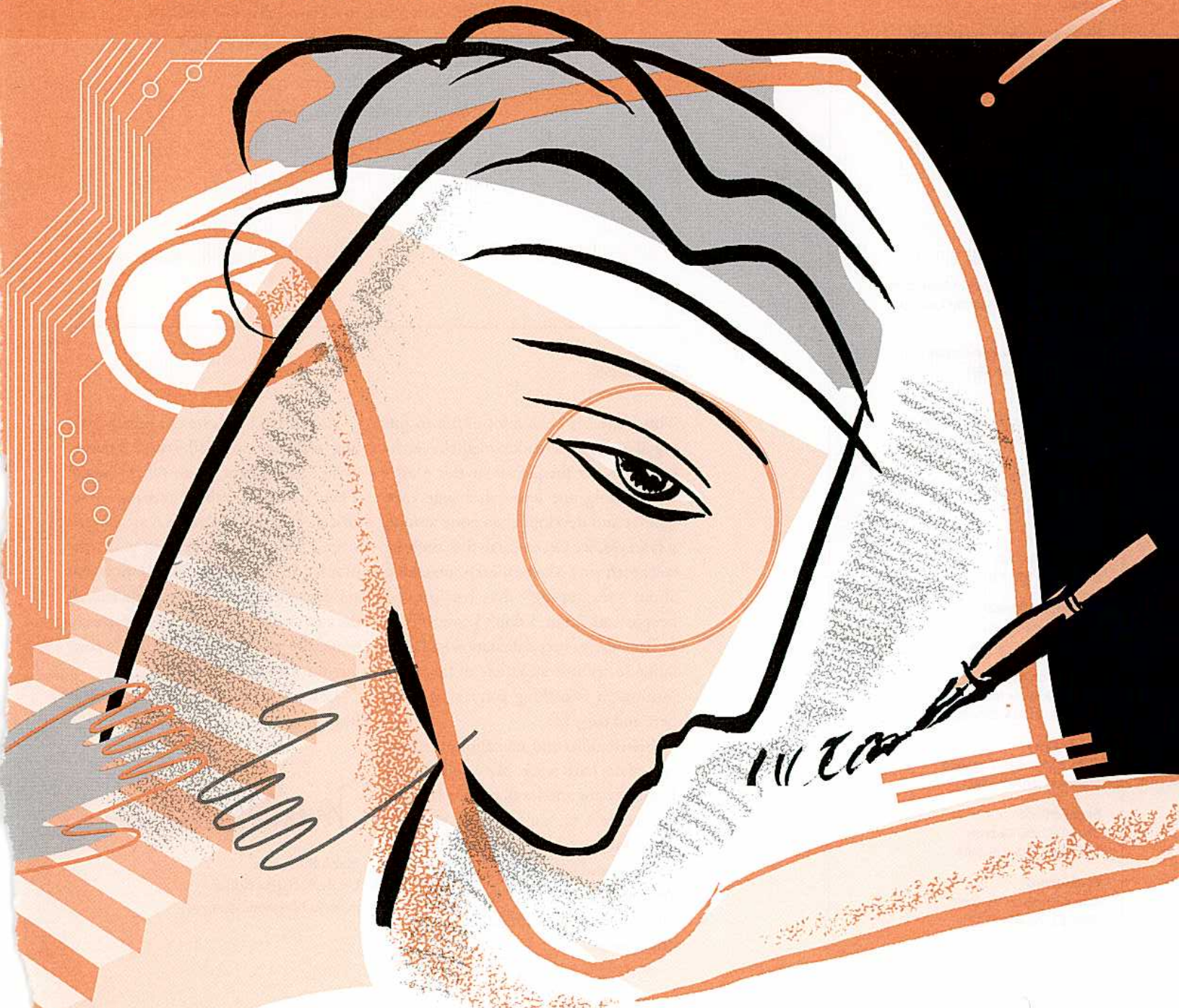


Leader's Digest

A CONTINUING MANAGEMENT EDUCATION FORUM

SUMMER 2000



MODERNIZATION AT ITS MOST BASIC LEVEL

PEOPLE, POLICIES AND PROCEDURES

Book Review

Partnering Intelligence

Partnering for strategic advantage has become a common way of doing business today, yet many struggle with how to successfully leverage partnerships. Stephen Dent, an organizational consultant, presents the Partnership Continuum™ model—a process for integrating the stages of relationship development with those of partnership development so that lasting strategic alliances are built. He shows how to develop the power of partnerships through a systematic approach to mastering the core competencies of “PQ,” Partnering Quotient—the attitudes, skills and behaviors that build successful partnerships.

The book is divided into three parts: Part One describes the concept of partnering intelligence—what it is, why it’s important and how it affects your ability to build successful partnerships. Part Two provides an overview of the Partnership Continuum™ model and walks you through the four stages of partnership development: assessing, exploring, initiating and committing stages. Part Three focuses on developing your individual partnership skills by looking at all six dimensions of the PQ Assessment.

This book is easy to read, understand and put to practical use. The questionnaires are straightforward and easy to

score. The thirty-item PQ assessment to determine partnering quotient and interpretation of results form a helpful instrument for analyzing partnering attitude. This is measured by six attributes:

- past/future orientation in decision-making,
- comfort with change,
- win-win orientation,
- comfort with interdependence,
- ability to trust and
- self-disclosure and feedback.

In the interpretation of each response, Dent defines what the statement measures, then offers advice on what to do if you ranked low.

Dent provides the tools and guidance managers, executives and consultants need to create sustained healthy partnerships based on trust and mutual benefits.

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You will find more than two dozen instruments, questionnaires and self-assessment exercises, including a valuable partnering intelligence survey. This is a comprehensive guide for analyzing existing partnerships and setting the foundation for new ones.

Source: *Creating Value for Your Business by Building Strong Alliances* by Stephen M. Dent, 1999, Davies-Black Publishing.

Reviewer: Denise Kaku, Organization Development Consultant, San Jose CA, 408-817-6172.

Book Review

**Managing Transitions:
Making the Most of Change**

Much of William Bridges’ pioneering text has been adapted for use in internal IRS documents. It seems as though there hasn’t been a time in recent memory when we haven’t been experiencing profound change. Texts such as this serve as good reminders that someone out there knows what we’re going through.

In *Managing Transitions*, we’re told that “transition is the psychological process people go through to come to terms with the new situation. Change is external, transition is internal.”

We’re going through a monumental change legislated by Congress. This change not only affects our organizational structure, it affects the way we do business. Understanding that transition involves letting go of something is the first step in managing transition, according to Bridges. Before you can move on to something new, the old way must come to an end.

Often, people experience anxiety, sadness, disorientation or depression when endings take place. Bridges suggests that, in order to deal with these feelings, a manager must first identify who is losing what in the new organization. These losses should be brought out and openly acknowledged in a simple and direct approach. Everyone in the organization has been impacted by the restructuring and people respond differently.

The next stage to managing transitions is managing the neutral zone—that area between the old and new way of