BUILD PARTNERSHIPS
TOOLS FOR STRATEGICAL LIBRARY DEVELOPMENT

01

NO LIBRARY WITHOUT PARTNERSHIPS

THE LIBRARY'S OBJECTIVES CANNOT BE REACHED WITHOUT PARTNERSHIPS – THE LIBRARY IS A RELATIONAL BUSINESS AND IS NOTHING IN ITSELF [1]

If Denmark is to have varied and contemporary libraries, they must be open by involving users and must collaborate across organisations, sectors and competences. Consequently, each library must form a strategy to specify where it wants to go, what it wants to offer, to whom it wants to direct its work and with whom it wants to collaborate. Partnerships are a necessity and always will be.

Collaboration is not new to libraries. They collaborate with others to complete specific tasks or to carry out specific activities. However, it is not often that the collaboration becomes a central tool for fulfilling the library's overall objectives.

What is new is that the collaboration must be pro-fessionalised and formalised in order to develop new partnerships. Partnerships must contribute to the innovation of libraries and what they have to offer, and they must be used strategically to fulfil the libraries' overall objectives. Libraries must prepare a strategy, establish clear objectives and develop their organisations in order for the partnerships to improve resources, appreciation and motivation.

Partnerships in Aarhus and Roskilde
Roskilde Libraries and Citizens' Services and Libraries in Aarhus have joined forces to create the project *Out of the Box!* to address the fact that the libraries of Aarhus and Roskilde both face great and new challenges that cannot be overcome without a comprehensive collaboration with external partners.

The city of Roskilde is working to develop a musical centre of excellence and Roskilde Libraries want to support and contribute to this effort. Therefore, Roskilde Libraries have entered into a number of partnerships with the aim of experimenting and disseminating the arts on various platforms.

In 2014, a new Main Library will open in Aarhus. The new library must offer a comprehensive service where citizens, organisations and businesses are involved in a continuous development process. The aim is to turn the new library into a major player in Aarhus, the international city of knowledge and culture.

Roskilde and Aarhus are both using partnerships as a means to develop their libraries and support the overall visions of their respective cities.

What does Build Partnerships! consist of?
This guide collects advice, considerations and examples of how libraries can professionalise partnership work. The guide identifies essential questions and considerations and compiles facts and examples about subjects such as developing a strategy, preparing the organisation and communicating in and around the partnership. *Build Partnerships!* has identified these subjects as essential for working with partnerships.

The guide is compiled in such a way that individual sections can be read independently. At the same time, the guide has been written so that the contents and

1. Reply from *Five quick questions to managers* at the Danish Agency for Libraries and Media's annual meeting for managers in 2010.

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measures can be used on a small or large scale depending on the size of the library as well as its resources, objectives and partnerships.

The guide can be used in combination with the blog, www.bygpartnerskaber.dk, which provides examples and a tool box to use in partnership work. The material on the blog is mainly in Danish.

The content of the guide and the blog is based on national and international experience and literature. It is also based on practical knowledge and research. Moreover, the guide includes contributions from library employees, managers and strategists as well as current and potential partners and partnership strategists from other sectors. The blog provides an overview of the sources consulted as well as suggestions for further reading.

NO LIBRARY WITHOUT PARTNERSHIPS

PROFESSIONALISE! PARTNERSHIP WORK IS ABOUT BEING PROFESSIONAL IN EXTERNAL RELATIONS. FORMALISE YOUR EXTERNAL COLLABORATIONS AND INCORPORATE IT INTO EVERYTHING YOU DO!

02

WHAT ARE PARTNERSHIPS?

BRIEFLY, A PARTNERSHIP CAN BE DEFINED AS A FORMALISED COLLABORATION RELATION THAT IS BUILT ON EQUALITY AND RESPECT. THE PARTNERS CREATE SOMETHING WHICH THEY WOULD NOT CREATE BY THEMSELVES AND THUS THE PARTNERSHIP BECOMES A WIN-WIN SITUATION.

Partnerships can be created on various scales, around specific activities or in an intentional setting. Roskilde Libraries have partnerships with the following:
• The Roskilde Festival—developing an alternative festival area
• Denmark's Rock Museum—library services in the future museum
• Eplehuset—on the use of iPads
• Local unions—on IT training
• The Museum of Contemporary Art—disseminating contemporary art.

Citizens' Services and Libraries have partnerships with the following:
• International Community—providing services for newcomers
• Save the Children Denmark—homework cafés
• Aarhus Stiftstidende (local newspaper)—disseminating computer games
• Aarhus University—developing products and knowledge
• FO-Aarhus—Free Education Association and FOF Aarhus—events and development.

What is the purpose of partnerships?

Partnerships are a means of generating an exciting, varied and comprehensive library for citizens. Therefore, partnerships should be used as a means of accomplishing the library's objectives. However, partnership work is an objective in itself as partnerships strengthen the library's relationship with the surrounding society.

Partnerships can be incorporated into all areas in which library services need to be strengthened and can function as a strategic tool to achieve the library's overall objectives. When a library wishes to professionalise working with partnerships, it is necessary to focus on the purpose of the organisation's partnerships overall and on the objectives of the individual partnerships.

The overall purpose of entering into a partnership could include:
• Having the opportunity to experiment and uncover new opportunities
• Creating better connections with the local community
• Creating contacts with new users
• Reaching current users in new ways
• Creating and strengthening political or strategic relations
• Using resources in new ways
• Gaining new knowledge about specific target groups
• Gaining new competences

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- Having the opportunity to disseminate or offer new services.

The local circumstances will often determine the nature of the partnership, e.g., where the partnership will undertake a political or networking strategy.
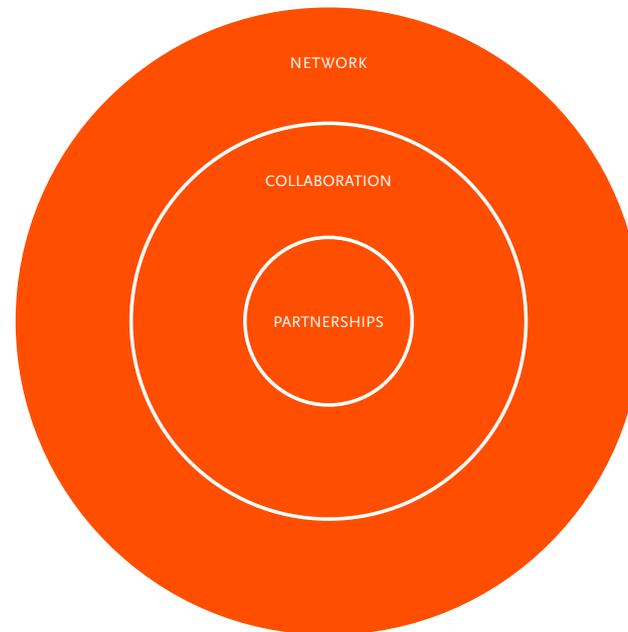
Example

THE COMMUNITY AS CENTRE

The Salt Lake City Library bases the majority of its strategic work on partnerships. The community is at the centre of this strategy, which is expressed in three statements:
- The library belongs to the community
- The library must be evidence of the community's goals
- Citizens of the community should not be able to imagine the community without the library

Salt Lake City Library listens to and involves the community through processes that crystallise the wishes of its users and institutions. The library takes these wishes as its starting point and collects them in a number of organisational focus areas.

The *Why are partnerships a strategic tool?* chapter describes the difference between overall partnership work and individual partnerships. The *Which strategic considerations should the library take into account regarding partnerships?* chapter identifies the areas of work where partnerships can be developed.

Why does *Build Partnerships!* speak of partnerships rather than collaboration?
All libraries collaborate with external partners to some extent and many different definitions determine when relationships change from collaboration to partnership.

The network circle is a method to help understand one's work based on relationships. The circle can help evaluate the degree of formalisation in a library's relationships with external parties. Often, relationships between libraries and external parties change over time. The intensity of the relationship either increases and

NETWORK

COLLABORATION

PARTNERSHIPS

develops into a partnership, or the level of engagement decreases and changes from a partnership into a collaboration or network contact. Network contacts develop into collaborations when there is an activity that requires collaboration. When the activity ends, the collaboration turns back into a network contact. If, on the other hand, the activity is repeated or developed and placed in a larger organisational framework, the collaboration becomes a partnership.

In *Build Partnerships!*, a partnership contains the following characteristics:
• The partnership is initiated with the aim of supporting the library's strategy and contributes to fulfilling the library's overall objectives
• The intention of the partnership is to create something that the parties could not have created by themselves
• A number of methods are used that contribute to professionalising the relationship
• It is clear whether the partnership creates a specific activity with a fixed duration or whether the partnership forms an intentional framework around a number of possible, non-time specific activities
• It establishes clear agreements on expectations, distribution of roles, results, etc.
• It is built on equality, respect and the intention to turn the partnership into a win-win situation for all parties.

This interpretation of partnerships provides libraries with the opportunity to work professionally with its partners. The development and extent of the partnerships depends on the resources available in the individual library and its surroundings.

No matter what definition of 'partnership' is used, the key component is professionalising external relations by focusing on the strategic objectives, working in a reflexive manner by continuously considering the purpose of the partnership and ensuring the library is open to external factors.

A partnership also consists of a number of phases or modules which generate various tasks and focus points. The tool box (www.bygpartnerskaber.dk) contains an example of how to divide a partnership into 12 phases.

You can also find a number of definitions of partnerships and a review of the ways in which partnerships can develop individual organisations (in Danish).

Facts

DISTINCTION BETWEEN FOUNDATIONS, SPONSORSHIPS AND PARTNERSHIPS:

Partnerships are a relational method in which the library creates something new with its partners. Sometimes, the partnership is bound by a contract, sometimes it is not. The library must be open to the path taken by the partners and they must find a third path together. Sponsorships and foundation grants are usually awarded fixed activities and the donors can set up demands and rules with which the library must comply. The library must be familiar with the required restrictions and it must determine to what extent it is willing to compromise in order to obtain the funds.

Outsourcing and buying services (conditions for delivery as well as consultancy support) is a contractual matter in which a clearly defined task is specified in advance. The task is distinctly defined beforehand.[2]

What does innovation have to do with partnerships?
If in future we need to fill the intellectual needs of the knowledge society, our business models must be developed and the best place to start is by seeing ourselves through the eyes of others. The library of a knowledge society is supported by our entry into binding partnerships. Partnerships help us view our tasks and ourselves through new perspectives and they contribute new competences that develop our services. In short: Innovation is best ensured through binding collaborations. [3]

Many definitions of innovation exist, but overall, innovation is a process that processes new knowledge and generates new ideas of which the best are developed into new opportunities. This process leads to subsequent action, thinking about or working on it in some manner.

Many different methods and approaches bring about innovation including user-driven innovation and col-laboration-driven innovation. The CLIPS (Collaborative Innovation in the Public Sector) research project defines collaboration-driven innovation as *the formation and implementation of new knowledge and creative ideas resulting from mutual learning facilitated by negotiated interaction among users, professionals, public managers, politicians, consultants, interest organisations and private firms.*

Partnerships can be used to bring about collaboration-driven innovation and are an important basis for generating innovation in libraries. This is because partnerships link various types of knowledge, working methods and worldviews. Therefore, collaborative activities provide better conditions for potential innovation.

When a partnership is entered to create something new, it is important to remember that innovation can only occur if the organisation is open and ready to seize the new ideas, services and activities that emerge through the partnership. Therefore, the organisation must be prepared to make room for innovative working processes where the results and path are unclear and in which there is no chance for an overview. According to PhD Jonathan Antonio Edelman from Stanford Univer-sity, the process of innovation is uncomfortable and uncertain, and is a basic premise of the innovation process. Therefore, it is important for the library's management to break away from the culture of 'no mistakes' in order for employees to feel comfortable working innovatively in an uncertain field which is the premise of innovation work.

Partnerships are more likely to result in innovation if the partners have:
• The right working conditions
• Motivation for developing together
• A need or problem they must solve

Regardless of whether a partnership is entered into with the direct aim of bringing about innovation, the library always agrees to work and think in new ways, to some extent. The external partner may question circumstances, ways of thinking and work processes that the library's employees take for granted. Therefore, engaging with new work cultures provides the opportunity to work in new ways. Partnerships can also contribute to a different organisational identity and can have an internal

2. Erland Kolding Nielsen, Head of The Royal Library
3. Mogens Vestergaard, Head of Bibliotekschefforeningen (Library Manager's Association) and Head of Roskilde Libraries
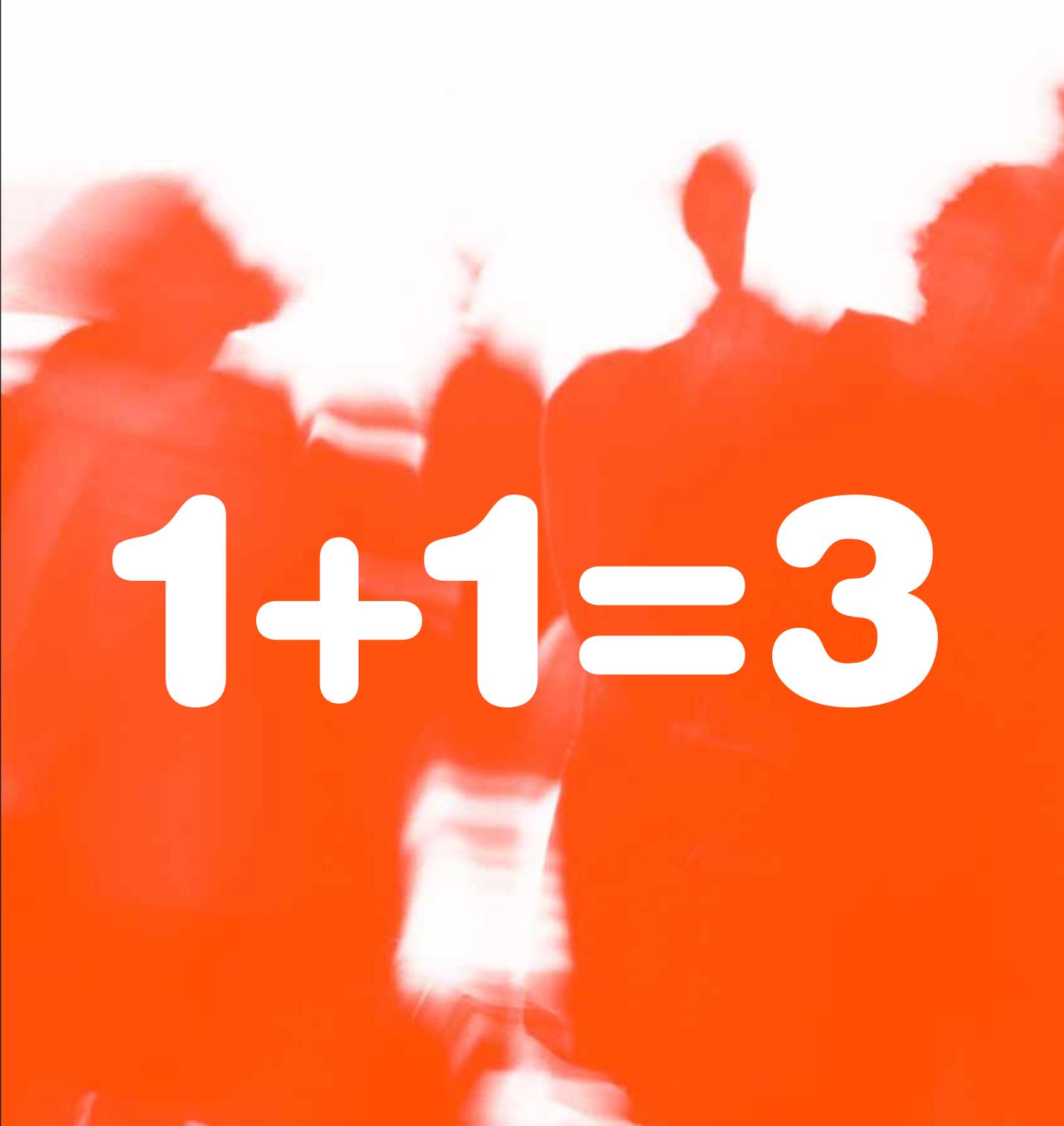
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effect on the organisation without necessarily entailing the development of, e.g., new services

Example:

A NEW SERVICE FOR THE CHILDREN OF DENMARK

The partnership between DR Ramasjang (Danish Children's TV-channel) and the Aalborg Libraries on the *At Eye Level with the Children of Denmark* project was an innovative partnership. It was formed because the libraries and DR Ramasjang both wanted to create better library and TV services for tweens. Comprehensive changes occurred in the Aalborg Libraries in the partnership period.

The result of the collaboration was that DR Ramasjang's editorial office moved into Aalborg Main Library, a TV-studio was established in the children's library, and 30 minutes of live television for tweens was broadcast from the main library five days a week. All of the country's children's libraries were involved

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in the broadcasts and in the activities surrounding Ramasjang Live.

Innovation occurred as a result of the partnership because two different partners joined forces for a common objective, were ready to work hard and were able to handle the differences between two organisational cultures and working methods, which involved a spontaneous approach and a long-term planning strategy simultaneously.

FOCUS THE LIBRARY! PARTNERSHIPS CAN HELP STRENGTHEN THE LIBRARY'S SERVICES, RELATIONS AND DEVELOPMENT OPPORTUNITIES. CLARIFY WHERE YOUR LIBRARY IS HEADED AND USE PARTNERSHIPS TO GET THERE!

03

WHY ARE PARTNERSHIPS A STRATEGIC TOOL?

Build Partnerships! talks about partnerships on two levels:
- Overall partnership work
- Individual partnerships

A library can enter into individual partnerships without focusing on its overall partnership work. However, if a library wishes to use partnerships as a strategic tool, wants to enter into several parallel partnerships, and wants to use the partnerships to innovate and fulfil its objectives, then it is necessary to stay focused on the overall partnership work.

Overall, partnership work is the framework for working with partners. It consists of:
- Preparing the library for partnership work
- Developing a library strategy including partnerships as an important element or forming a distinct partnership strategy
- Creating an overview of and consistency in the library's partnerships and the methods it uses.

Some libraries choose to develop a specific strategy for partnerships while others include partnership work in their overall organisational strategy. Regardless of the approach, the strategic work must reflect what the library hopes to achieve through the partnership and must act as a tool for selecting the right partners and projects that can contribute to fulfilling these objectives. It is important to point out that forming a strategy does not rule out the opportunity to enter into innovative partnerships. A strategy can easily create openness towards new and unknown projects while providing direction for the organisation if it highlights the fact that innovation is part of the library's work culture.

Furthermore, the strategy must enable employees to understand and view the library as a whole and it must visualise the options that employees have. Comprehensive partnership work requires employees to think and operate across the entire library.

Developing a strategy generates interest in the future activities of the library and provides an incentive to enter into partnerships. Consequently, it is important that the strategy process be as open as possible by including key persons from the entire library so that many different perspectives can be heard.

An effective strategy can also be used to position a library by communicating its intentions for partnership work and describing its core values. This makes it easier for potential partners to understand the benefits of collaborating with the library and to gain insight into potentially relevant projects. The library may also consider inviting its current partners into the strategy development process as they will often be able to see and suggest things the library is not able to see.

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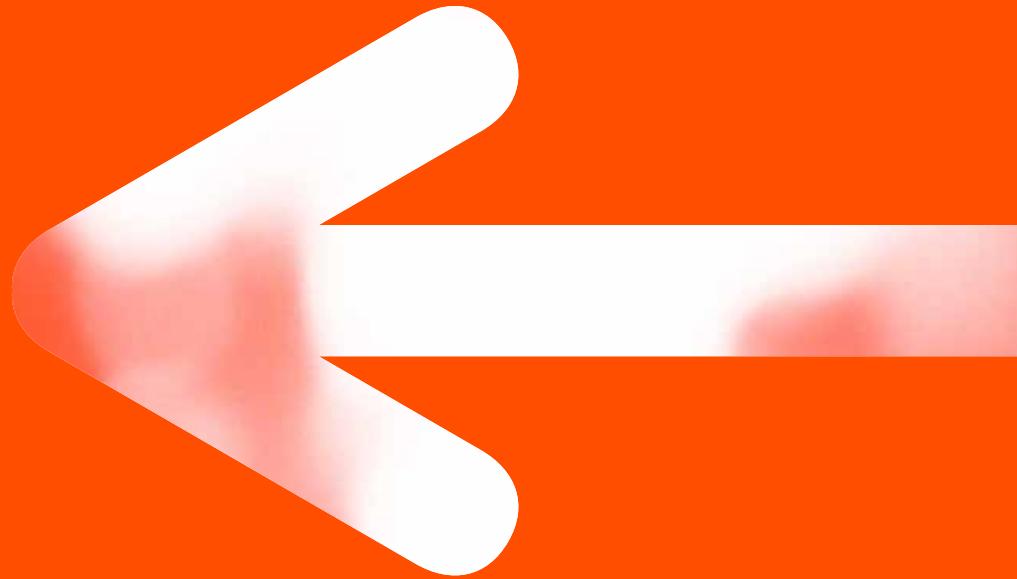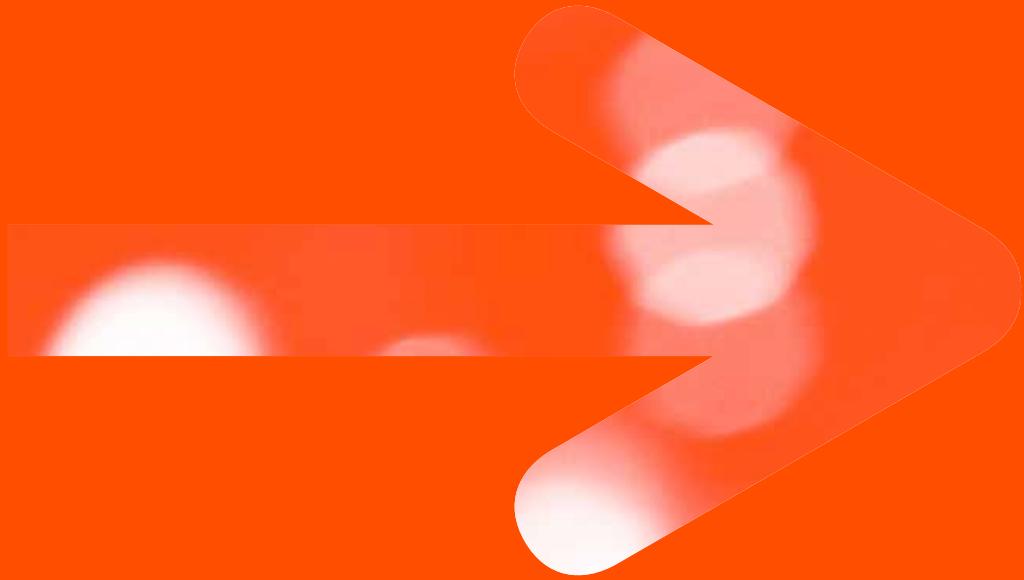
Example

THE MAIN LIBRARY INVOLVES ITS EMPLOYEES IN STRATEGY DEVELOPMENT

Aarhus Main Library's strategy was developed through dialogue between its management and employees. The management team determined the main points of the new strategy in a seminar, and the staff were involved in daily meetings where they were allowed to ask questions based on these points. The library employees then discussed the questions in various teams and reported their results in a blog. After a week, all the main points were discussed by all the employees and feedback was given. Management and team management used the feedback to collect and qualify the strategy and it put the final strategy into perspective. The library used this process to develop its strategy through several drafts. This process did not result in complete agreement between the employees on the final version, but they all had the opportunity to influence it.

⬡ **The tool box** (www.bygpartnerskaber.dk) contains a document called *Involving employees in the strategy process*, which consists of suggestions for how libraries can create a strategy process that involves staff (in Danish).

How can the library draw up a partnership strategy?
The library model developed by Dorte Skot-Hansen, Henrik Jochumsen and Casper Hvenegaard Rasmussen for the *Public Libraries in the Knowledge Society* report (2011) is a great tool for developing library strategies.

The library model describes the library's overall role in society as a supporter of:
• Experience
• Empowerment
• Involvement
• Innovation

The model outlines the ways in which libraries can fill these roles by working in four overlapping library spaces: the inspiration space, the learning space, the meeting space and the performative space.

The model can:
• Provide a frame for a discussion about the library's purpose and legitimacy
• Map the library's current services and functions
• Prioritise individual spaces
• Develop programmes that support individual spaces.[4]

In addition to describing the library's overall objectives and focus areas, the model can also be used to understand partnership work. In this context, it can be used to:
• Gain an overview of current partnerships
• Gain an overview of inadequacies in the library's current services and functions
• Identify development options for new partnerships
• Expose partnerships that do not contribute adequately to the fulfilment of the library's objectives

4. Dorte Skot-Hansen, head of centre, mag.art.

EXPERIENCE

INSPIRATION SPACE

LEARNING SPACE

EXCITE

EXPLORE

INNOVATION

EMPOWERMENT

CREATE

PARTICIPATE

PERFORMATIVE SPACE

MEETING SPACE

INVOLVEMENT
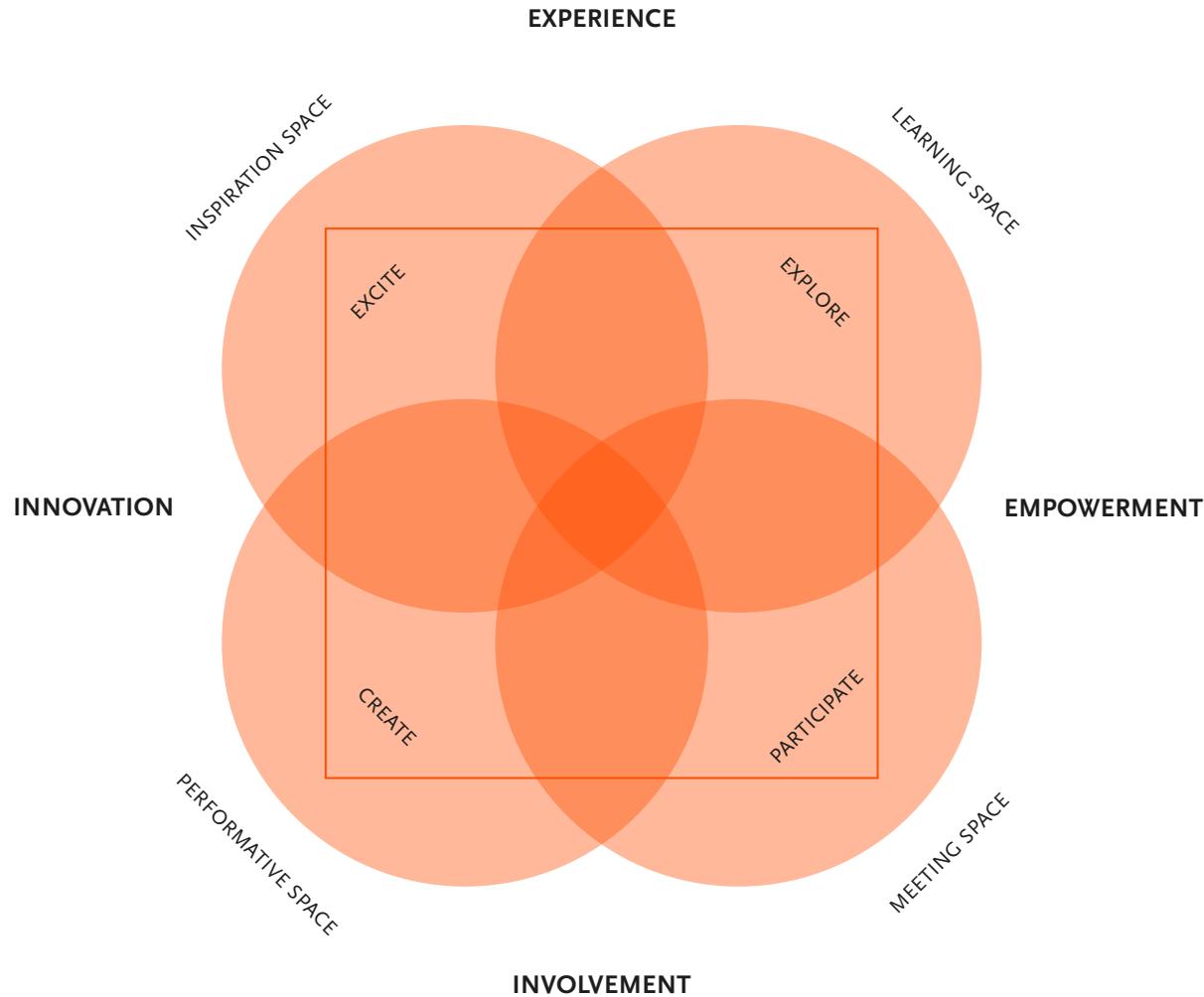
- Gain an overview of potential partners that are already part of the library's network

Overall, the model can identify areas where the library is strong and areas where further effort is necessary. It can also be used to indicate focus areas for future strategies and which partners the library should attempt to work with.

In order to ensure a good outcome from the partnership, it is crucial for the library to have a clear strategy with clear objectives. Focusing on fulfilling these objectives will ensure that the library enters into the right partnerships, the output of the partnerships will match the consumption of resources and unnecessary or useless partnerships will be terminated.

THE MUSICAL LIBRARY
(INSPIRATION SPACE)

THE DIGITAL LIBRARY
(LEARNING SPACE)

THE LIBRARY AS
A MEETING SPACE
(MEETING SPACE)

THE DYNAMIC LIBRARY
(PERFORMATIVE SPACE)
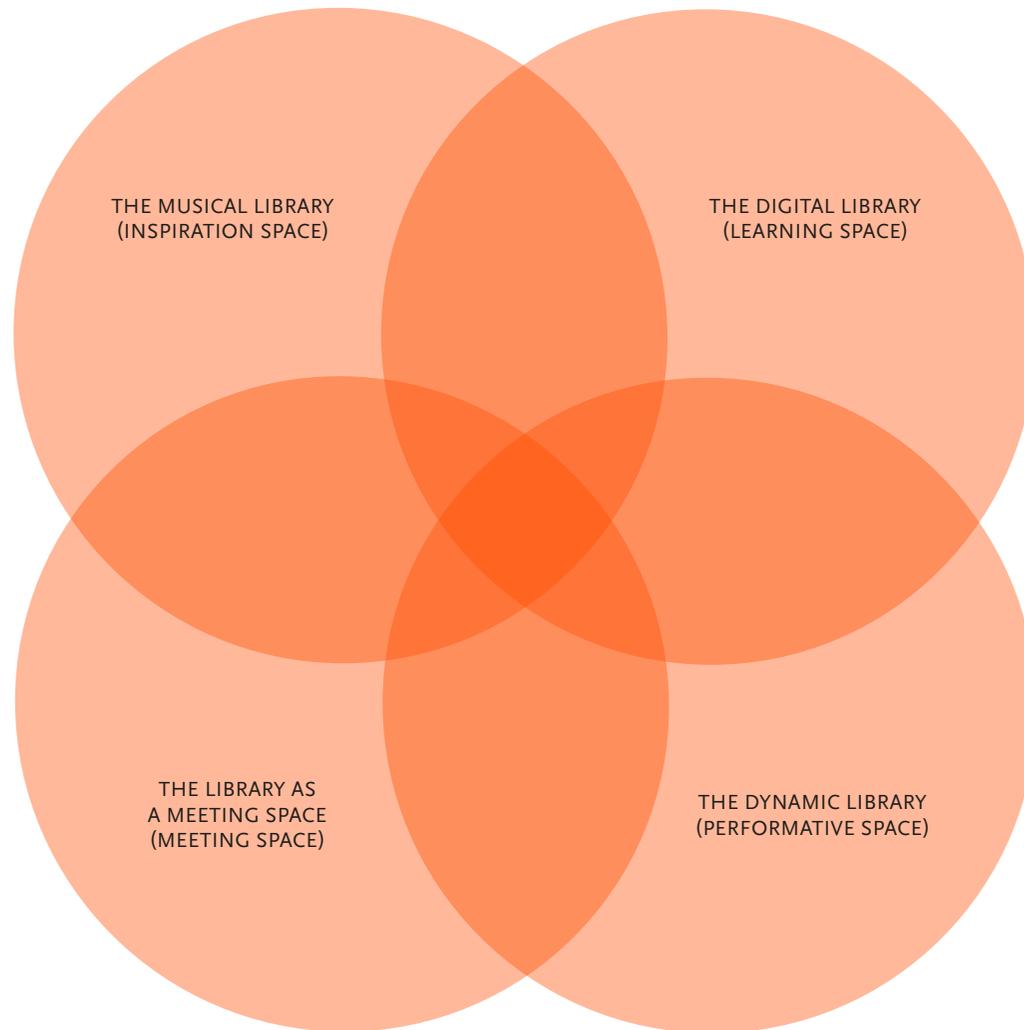
Example:

ROSKILDE LIBRARIES FORM A LIBRARY POLICY

When Roskilde Libraries developed a new library policy, *The New Library Model* was used as a framework to develop the library's future focus points.

The four overall roles—experience, empowerment, involvement and innovation—were discussed in relation to Roskilde Libraries' local context, the central library tasks and the library's wish to contribute to the general development of libraries.

Starting from the model's four spaces and local circumstances, Roskilde Libraries' new focus points were identified as: the musical library (inspiration space), the digital library (learning space), the library as a meeting space (meeting space) and the dynamic library (performative space).

The entire staff of employees participated in the mapping process where all of the library's services were

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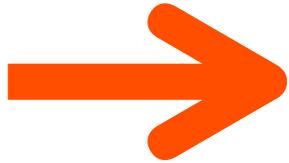
outlined. An overview of the strengths and weaknesses of Roskilde Libraries was created. The existing network and partners were mapped out, making it clear which existing partners would be able to contribute to the library's new focus areas. The mapping process required input from the entire organisation in order to develop new ideas, prioritise tasks and form relations with potential partners.

Today, the model works as a management tool for the way in which employees, management, politicians and partners work with and talk about the library's focus areas.

The tool box
www.bygpartnerskaber.dk provides a description of Roskilde Libraries' idea development process (in Danish).

BE STRATEGIC!

PARTNERSHIPS CAN BE USED AS A METHOD TO FULFIL YOUR OVERALL OBJECTIVES. CREATE A STRATEGY WITH CLEAR OBJECTIVES FOR YOUR LIBRARY AS WELL AS FOR YOUR PARTNERSHIPS. STICK TO IT AND COMMUNICATE IT!

04

WHO CAN THE LIBRARY COLLABORATE WITH AND ON WHAT PROJECTS?

The individual partnership should always take as its starting point the library's overall strategy or partnership strategy and fit into the library's overall partnership work. The library can work with anyone who is able to contribute to fulfilling the strategy.

Different partners can fulfil different objectives, offer various competences and enter into different organisational and collaborative cultures. There is a vast difference between what individual sectors can contribute; therefore, it may be profitable to enter into collaborative relationships across the public, private and civil society.

A number of partnership definitions and innovation experts underline the necessity of working across sectors in order to generate greater complexity, a wider field of competences and to challenge daily working procedures, which forms the basis for innovation described in the *What does innovation have to do with partnerships? section.*

If partners are very different, getting to know each other and forming a basis for collaboration may require extra time. In this case, it is worth considering that different partners and purposes require different working efforts, relations and collaborative cultures. However, it is also necessary to consider whether the potential output will compensate for the extra use of resources that a partnership of this kind will require.

It is often easier to enter into a partnership in which a shared set of values exists than entering into a partnership with a partner that has a completely different set of values. However, partnerships with completely different partners may provide the necessary opportunity to think innovatively.

Example

TIME AND CLARITY IN RELATIONSHIPS

The San Francisco Public Library collaborates continuously with KQED, a digital public TV and radio station in the San Francisco area. KQED considers partnerships necessary to achieve their results and, consequently, have a variety of partners. KQED believes that a number of elements must be in place for a partnership to be successful:

- Clarity in the division of roles
- Good partnerships depend on personal relationships with recurring people
- Identifying the right people in the organisation at the right level
- High level of knowledge about each other's organisations

It is the experience of KQED that a great deal of time must be spent in the preliminary phase where objectives and roles are discussed. Therefore, KQED recognises that partnerships require a lot of work to achieve success.

The tool box
www.bygpartnerskaber.dk provides a resource map of the various sectors that contribute to a partnership (in Danish).

How does the library find its partners?
Partnerships can develop in two ways, roughly speaking: it emerges around an existing need, or an existing net-

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work develops into a partnership because they discover a need they wish to fulfil together.

It is important to have a good overview of the library's existing network and the library's local community because a number of obvious partnership opportunities are found here. At the same time, it is important to be proactive and to reach out to new partners; new opportunities may arise continuously and the library must be aware of these.

It takes time to search for and select partners and then to formulate the premise for the collaboration. There must be enough time to contact the management of the potential partners and to gain knowledge of their organisational design, professional areas of responsibility, decision-making processes and competences.

It is also important that the respective employees get to know each other. Most partnerships involve some degree of geographic distance; therefore, communication predominantly takes place via e-mail or telephone. If time is not spent on generating trust and familiarity between employees, misunderstandings can easily occur

and obvious opportunities for learning and development may be overlooked.

Example

HOW TO SAY NO!

The California Academy of Science (CAS) is a 150-year-old institution that combines a museum (natural history) with education and research. Partnerships are a basic part of the organisational design and working method of CAS. For instance, they collaborate closely with San Francisco Public Libraries. CAS carries out a strict selection process for new partnerships. This ensures that individual partnerships fulfil the overall objectives of the organisation, measurable criteria for success exist and resources are not wasted. For this purpose, CAS has developed a *How to Say No* tool that consists of a number of questions that can be used to select a potential project or partner:

1. Is the program/project on target with the Academy's mission and vision? Is there internal enthusiasm for the project?
2. Does the project support other Academy divisions' objectives, too? Does this project support a strong Academy portfolio overall?
3. Is there potential for growth, scalability and the multiplier effect?
4. Will it result in a measurable and lasting impact?
5. Will it expand our audiences and reach?
6. Will it meet the needs of our audiences?
7. Are there opportunities for exceptional partnerships associated with this initiative?
8. Will it allow the Academy to lead and excel?
9. Will we learn from this? Does it provide professional development opportunities for staff?
10. Do we have the capacity and resources to do this work, or can we get the resources? Is it fundable? [5]

The tool box
www.bygpartnerskaber.dk provides an interview guide for selecting partners (in Danish).

5. Brian Bannon, San Francisco Public Library. Translated and adapted by the project.
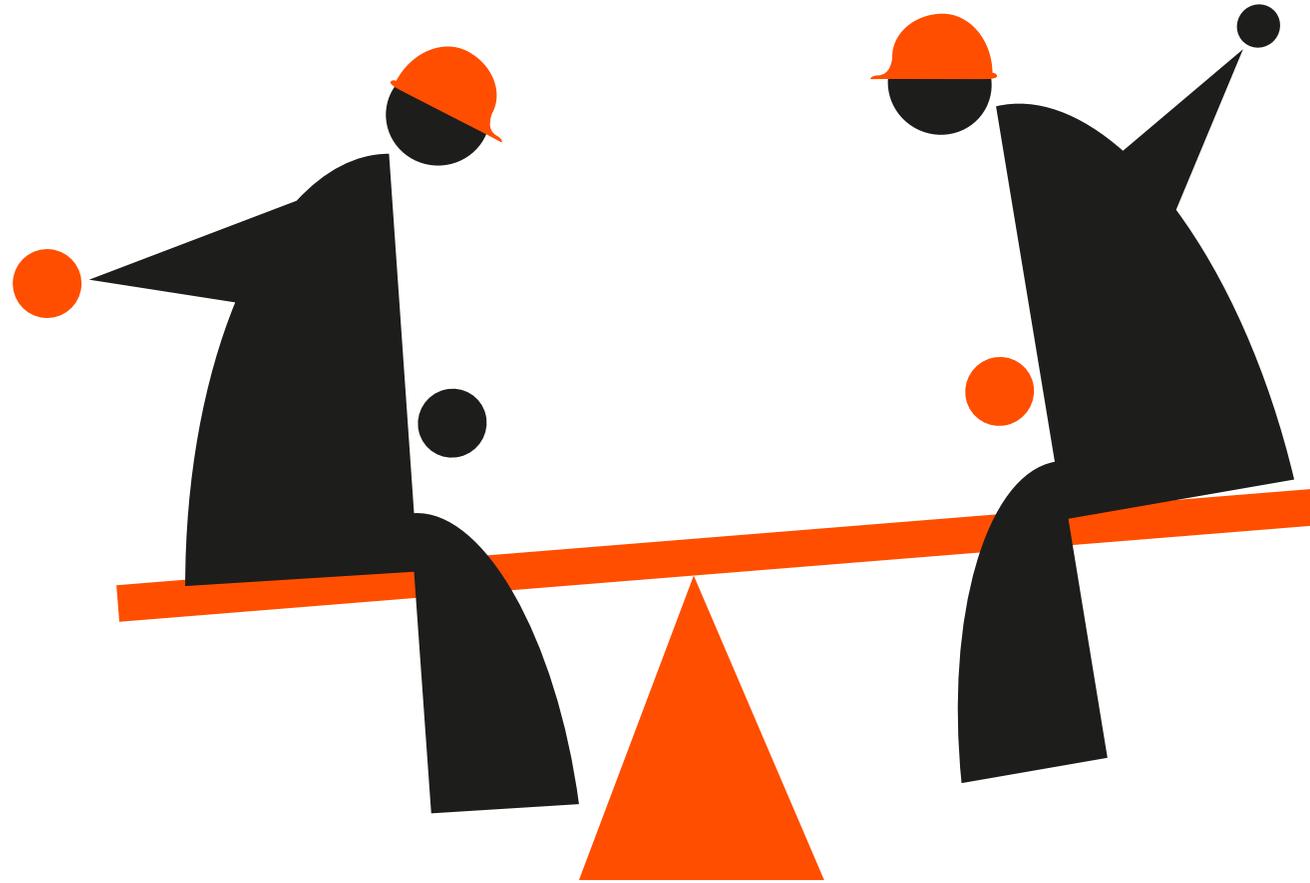
CHOOSE PARTNERS CAREFULLY! EVERYONE WHO CAN CONTRIBUTE TO FULFILLING YOUR OBJECTIVES CAN BECOME A PARTNER, BUT YOU MUST CHOOSE THE RIGHT ONES IN ORDER TO ACHIEVE THE GREATEST POSSIBLE BENEFIT. ESTIMATE YOUR PARTNERS' POTENTIAL AND DO NOT RULE OUT ANYONE IN ADVANCE!

05

HOW CAN THE LIBRARY WORK ON ITS NETWORK?

The library should create an overview of its existing network and of potential partners in the local community. This can be done in various ways. It is important to decide what you need to know about your network and how you can use a network overview in the organisation.

An overview of the library's network will allow the entire library staff to see who is in contact with external partners and in what areas. This tells employees which colleagues to approach when they need to discuss individual partners, which minimises the risk of several employees contacting the same external partner. An overview of the common interfaces a partnership may have across the library is simultaneously created, which can be used to document the ways in which a partnership develops over time. Finally, this network provides an overview of where new potential partners may be found and within which areas new networks should be cultivated.

Choosing to document the library's network may be hard work, but it also provides a clear image of the library's external contacts. However, it is worth considering whether the effort of creating such a map corresponds to the library's partnership goals.

It is not enough to have an overview of the network; it also needs to be nurtured. Although the library is not directly involved in projects or partnerships with their entire network, contacts must be maintained and time must be spent on expanding opportunities for collaboration when they emerge.

The tool box
www.bygpartnerskaber.dk provides an overview of the elements that can be used to design a network database (in Danish). Below are examples of different levels of data collection and mapping.

Example

MAPPING AT THE MAIN LIBRARY IN AARHUS

In the autumn of 2010, the project *Out of the Box!* developed and tested a process for developing a mapping network. The Main Library involved the entire organisation the process of creating an overview of existing partnerships and possible collaborations in Aarhus as well as nationally and internationally. The process also took employees' wishes and needs for external collaboration into account.

This process resulted in a map of the Main Library's partners and a visualisation of future focus points. The process also clarified the partnership work that was taking place throughout the entire organisation. Finally, mapping was used to bring into focus the library's partnership work externally.

After the data was collected, the Main Library connected the age of users with the existing partnerships to

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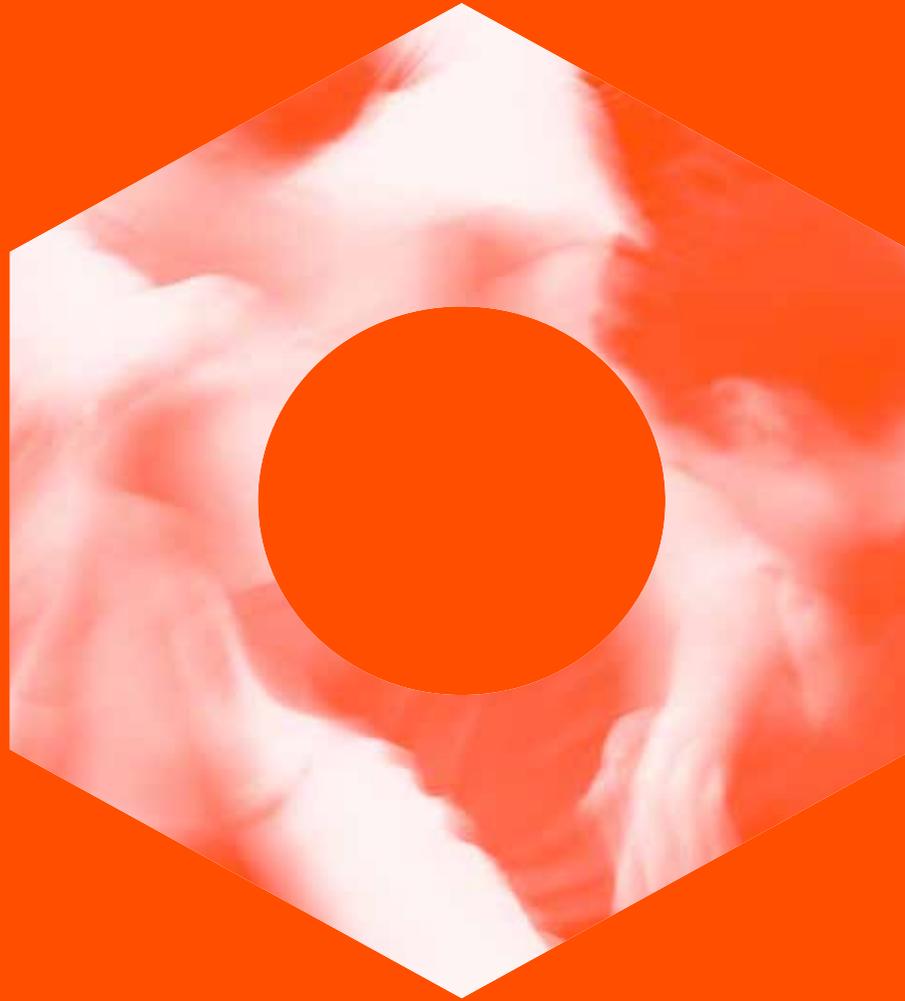
determine which age groups were lacking partnership efforts. There were a number of perspectives to choose from such as coupling the collected materials with the library model to provide an overview of the library spaces that require attention or generating thematised clusters of partnerships.

The tool box
Approaches, tools and a film about the mapping process can be found in the toolbox (www.byg-partnerskaber.dk) (in Danish).

OVERVIEW OF FRIENDS OF THE HOUSE

Friends of the House is the name of a notice board that hangs by the entrance of the secretariat at Musicon in Roskilde. Visitors can put up their business cards or the employees of Musicon can put up business cards from external contacts. This network board is not adequate to create a detailed network overview, but it can provide a quick overview with minimal effort and allows employees to stay connected to the organisation's network. At the same time, the board sends a message to the guests of Musicon and its partners about who Musicon is already collaborating with. The business cards do not specify which Musicon employee the guest has been in contact with, and the board may be more useful if this was specified.

COMBINING A NETWORK DATABASE AND WEBSITE

The Williamsburg Regional Library has a detailed network database. Since the database is internal, the library has combined it with a website on partnership development. The website has four groups of recipients with different information needs:
- Library staff and board members
- Partnership managers
- Partnership development groups
- Existing and prospective partners

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STRENGTHEN THE NETWORK! A NUMBER OF POTENTIAL PARTNERS EXIST AMONG YOUR CURRENT CONTACTS AND IN YOUR LOCAL COMMUNITY. GAIN AN OVERVIEW, ORGANISE AND MAINTAIN YOUR NETWORK!

06

WHAT WILL THE PARTNER GAIN FROM COLLABORATING WITH THE LIBRARY?

Many libraries have difficulties conveying their profile, intention, objectives and demands. This is often because libraries reflect trends in society and function as a service agency for all citizens. This means that libraries are required to have an open profile. It can be difficult to communicate such an open profile to external partners and it may be unclear what the library wants and how it is able to collaborate. If the library sets up clear and comprehensible objectives and demands it becomes possible to have an open profile while making the library comprehensible to external collaboration partners.

Example

AN OPEN PROFILE AS A MOTIVATING FORCE

In November 2011, the Main Library of Aarhus invited external players to a theatre workshop about collaborating on knowledge dissemination. One of the recurring questions was what the Main Library wanted to do and where the lines for collaboration were drawn. The staff explained that the Main Library does not have a distinct profile, but is an inclusive and dynamic place that reflects the latest trends and needs of the citizens and its partners. In order for the Main Library to have such an open profile, it needed partners who could help ensure diversity. Therefore, the library's desire for an open profile served as a motivating factor for entering into new partnerships. However, the workshop clearly demonstrated that an open yet distinct profile could exclude or deter some collaboration partners. In order to overcome this challenge, the library's strengths and weaknesses were identified and addressed collaboratively. In terms of knowledge dissemination, two polarities were created:
• Reflection versus topicality
• Planning versus spontaneity

The Main Library is already skilled with absorption and reflection. Consequently, the library requires collaboration partners who are strong in topicality to allow depth and topicality to interact. Library employees are skilled planners, but may find it difficult to work with what is unplanned and spontaneous. Therefore, collaboration partners whose work was based on a principle of spontaneity and topicality were sought after.

What are the library's strengths and assets?
In order for all the parties to profit from the collaboration, it is important to focus on what the library can gain from the partnership and what the partners can gain. Characteristics for most libraries include:
• A broad contact surface
• Great confidence from society
• Nice facilities, e.g., for debates and exhibitions
• Access to resources
• Long opening hours
• One of the largest number of visitors in the city
• A widely represented user group

Besides these general strengths, individual libraries have specific strengths and advantages that they can use. This is a good signal internally as well as externally because it visualises assets and strengths. It also serves as

an eye-opener for employees and as advertisement and negotiation foundation for potential partners.

Developing an overview by involving the entire staff is efficient. This may come about by having the entire staff of employees present and discussing the list across departments and disciplines, or by having individual departmental meetings after which representatives present the results. By involving several employees across different departments, greater internal knowledge of the contributions by the individual departments is generated, which may generate new aha-experiences. The overview must be continuously revised and developed so it is always up to date and it must be designed so the library employees are happy to distribute it.

It is a good idea to ask current or potential partners to describe why they see the library as an important collaboration partner and what is useful to them in their partnership with the library. Often, collaboration partners are able to contribute angles and perspectives that library employees would not have thought of otherwise.

The overview should be concrete and should contain competences as well as physical and financial resources.

Information such as how many people visit the library every week or year, descriptions of the library's user groups and examples of the library's digital resources could also be displayed.

Example

WHAT DOES THE MAIN LIBRARY OF AARHUS CONTRIBUTE?

In the autumn of 2010, the entire Main Library's staff of employees was involved in a process that entailed the individual teams forming a list of what the Main Library can contribute and what specific teams can contribute to a collaboration. Next, the list was compiled, carefully developed and qualified by the Main Library's management team. Initially, a leaflet was created on which the list and contact information appeared, but it quickly became redundant and out-of-date. Therefore, the solution was to create a flyer called *We can—Will you?* and the lists and contact information were placed on the

website (www.aakb.dk/hovedbiblioteket). This created a dynamic product that was more suitable for a changing organisation.

What do partners say about collaborating with libraries?
Organisations generally enter into partnerships with libraries with a similar purpose to the libraries, e.g., building relationships with the local community, experimenting, gaining new knowledge and competences, using resources in a different way and gaining new platforms for dissemination. Partners specifically point out that collaborating with libraries provides the opportunity to:
- Get in contact with user groups
- Test products
- Develop products
- Visualise themselves in a different context
- Gain access to a comprehensive, national network

Naturally, evaluations of these collaborations vary based on the organisation. It will always depend on the organisation and the staff at both ends. One of the more frequent comments is that collaboration with libraries can be complicated and difficult, and libraries often feel as though they are doing all the work. This may be due to the libraries' culture of details, systematisation and written words, which creates a number of tasks that partners deem unimportant.

Libraries are consolidated organisations with fixed administrative procedures for most tasks. Some partners find this difficult to handle while others see it as a strength because the library is very organised and systematised, which helps them in areas where they are weak. However, partners would generally like libraries to be more spontaneous overall.

Many commercial partners find it difficult to interact with libraries. This likely reflects many libraries' resistance and hesitation towards partnerships with the business world. However, this is also due to the differences between various municipalities regarding whether advertisements for commercial businesses are allowed in municipal environments.

The most significant motivating factors for the business world to enter into partnerships with libraries are financial benefits and the development of options for profit. This does not have to be an obstacle for establishing good partnerships between libraries and businesses. Businesses need visibility, access to networks, help with developing products and ways to create a social profile. Libraries need a number of competences and products that are only available in the business world. It is worth considering whether libraries have constructed a barrier that is too high to collaborate effectively with businesses.

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WHAT WILL THE PARTNER GAIN FROM COLLABORATING WITH THE LIBRARY?

SHOW WHO YOU ARE! POTENTIAL PARTNERS DO NOT KNOW WHAT YOU COULD COLLABORATE ON AND WHAT THEY CAN GAIN FROM COLLABORATING WITH YOU. KNOW YOUR LIBRARY'S STRENGTHS AND COMMUNICATE THEM CLEARLY!

07

DOES THE LIBRARY'S ORGANISATION HAVE AN INFLUENCE ON THE GAINS OF PARTNERSHIP WORK?

In many ways, a partnership project places the same demands on a library as a development project, and individual partnerships are certainly possible in principle without large impacts on the organisation itself. Working in a goal-oriented and long-term manner with partnerships as one part of a strategy may often challenge a classical organisational structure. The approach requires an organisation that is willing to adapt to such an extent as traditional libraries and their structure are not able to.

The organisation design of many libraries is based on departments that focus on a physical area of the library space. Therefore, the library's organisation often takes an (introverted) focus as its starting point for day-to-day operations.

Today, demands are made on libraries to be lively and have inspiring spaces; therefore, most partnerships will involve services that span the library's departmental structure. In order to experience the full benefit of partnership work, the library must consider how to develop and promote a work culture that is spontaneous and flexible yet stable in its day-to-day operations and long-term planning. If day-to-day operations are given too much attention, it becomes a problem for partnership work. Day-to-day operations must be completed, but if the library wishes to pursue partnerships, it is important to make room for things that may come up spontaneously through collaboration.

It is worthwhile to analyse the organisational design of the library in order to find out how to pursue partnership work that produces good results in the best possible manner. The library should examine whether the current structure promotes or inhibits the flexibility, readiness and openness that is required for innovation. Is there enough time and space for day-to-day operations and partnerships to co-exist? Is the organisation capable of long-term planning at the same time as making room for spontaneity? Does it come naturally to the current departments to initiate and create ownership for potential partnerships? Can the organisation's network be built and tended to, and is knowledge sharing taking place in the current organisation?

Example

CROSS-DISCIPLINARY TEAMS STRENGTHEN COLLABORATION

When Roskilde Libraries established their four overall, strategic and political objectives—The Musical Library, the Digital Library, the Library as a Meeting Point, and the Dynamic Library—teams were assembled across departments and professional competences. These teams were in charge of coordinating and developing specific focus areas, e.g. by building networks and establishing partnerships with relevant players. This new organisation was established because Roskilde Libraries estimated that the classical library structure was impeding flexibility and openness towards developing new library services with their partners. The respective teams gathered expertise from across the organisation in order to prepare the library for external development work.

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Should the library have centralised or decentralised management of partnership work?

Networking and partnership work concern the organisation overall, but it may be necessary to ensure that responsibility for the effort is taken. In the USA, there are examples of libraries hiring partnership managers. In Danish libraries, this does not come naturally. In the *Five Quick Questions for Managers* inquiry (2010), 95% of respondents did not see the relevance of appointing a partnership manager.

Considering the organisation of most Danish libraries, it seems logical to appoint one or more network coordinators.

Coordination work must ensure the structure of relational work in the organisation in order to:

• Be in control of partnership agreements
• Utilise the proper methods
• Support internal communication
• Collect results of evaluations and knowledge sharing
• Ensure visibility of partnership work.

The person responsible should also act as a supervisor for the employees in their daily work, and he/she can help make sure that the partnership work is communicated to the entire organisation.

When the time comes to decide whether to appoint a network coordinator, it is important to evaluate whether he or she will have the necessary support from management and sufficient decision-making authority to establish solid external relations. Moreover, the library must keep in mind that putting one person in charge of coordination may be a disadvantage because partnerships are often based on personal relationships and, therefore, it is risky to let the entire partnership rest on such a fragile foundation.

As the decision to appoint a coordinator is made, it is necessary to determine simultaneously if the administration of partnerships should be centralised around management, controlled by employees or whether it should be a combination of the two. No matter how the library chooses to organise this work, management must always be involved. External collaboration often entails new questions and essential decisions; therefore, management must have continuous knowledge of the partnership work in order to react quickly and flexibly to unexpected situations.

Example

COMMUNITY PARTNERSHIP DEVELOPMENT DIRECTOR AND NETWORK GROUP

At Williamsburg Regional Library, a Community Partnership Development Director was appointed as part of the library's management team. The director plans, organises and implements methods and procedures to manage the library's partnerships.

The Community Partnership Development Director takes part in planning and evaluating partnerships and continuously compares existing and potential partnerships to the library's objectives. He is also responsible for a number of external activities as well as the network database. Furthermore, he is the chairperson of the Community Partnership Development Group.

The Community Partnership Development Group consists of representatives from all departments of the library as well as the management team that handles business relations. The group generates ideas and coordinates partnerships across the library, ensures a connection between internal and external parties and delivers recommendations and qualifies employees' specific partnership ideas. The group also tracks what activities take place in the local community and draws up a list of trends and opportunities for partnerships on a yearly basis. This list is incorporated in the yearly plan of action.

Example

CENTRALISED AND DECENTRALISED ORGANISATION

The California Academy of Science combines the horizontal and vertical system of government. A number of employees manage partnerships as their regular workload, but most employees are involved in carrying out activities in individual partnerships. Furthermore, they work in a goal-oriented manner to explain that partnerships are essential for the organisation. Although working with partnerships takes place in a decentralised manner and is carried out by individual employees, the partnerships are always rooted in the management team to ensure that individual partnerships are authorised and can be supplied with the right competences and resources.

The tool box
www.bygpartnerskaber.dk contains examples of various ways to organise partnership work. The tool box also contains an overview of the advantages and disadvantages of the top-down and bottom-up approaches (in Danish).

What does organisational design mean to partnership work?
As mentioned previously, part of the partnership work is about preparing the organisation for partnerships in order to ensure that the organisation's formal structure is supportive. However, it is also important to be aware of whether the organisational culture prepares the ground for new partnerships and new ways of working and finding solutions. For instance, will the organisation be able to collaborate with external partners? What if the collaboration goes cuts across the library's departments?

The libraries that already work on an inter-departmental basis across professional distinctions internally are likely to find partnership work less challenging in external contexts. Therefore, libraries can benefit from examining their current work culture and organisational design and considering whether internal interdisciplinarity should be given more support. If the library's partnerships are going to be successful, employees must be open to new possibilities and appreciate trying anything experimental and stimulating as an objective in itself. They must be open to new working procedures and must be interested in testing new ways of working. Are the employees willing to take a chance or is the culture of 'no errors' so prevalent that employees are afraid of failing?

>

BETTER TOGETHER!

Example

THE LIBRARY MEETS VOLUNTEER CULTURE

In the partnership between Roskilde Libraries and the Roskilde Festival, the usual work culture and organisation of the library was confronted with an organisation that is primarily based on volunteer work. This was demanding for the library's staff. For example, they were required to work on the project outside of regular working hours. Acknowledging that the motivation of volunteer partners lies in the social community with other volunteers was also a requirement. Furthermore, the volunteers had different competences and different reasons for helping with the festival. The festival often serves as a platform for building a CV and developing competences. The library had to be prepared to work with people who lacked experience and was required to support the volunteers more than their usual staff.

Which competences does the library have and which ones should it obtain?
The library staff are required to employ different competences depending on which partnership or project they are involved with. Some may require traditional professional library competences, but some require employees to develop and use other skills.

Motivation is a decisive factor to employ new and unaccustomed skills. Employees who wish to develop through partnership work do not consider differences between their own organisation and the partner to be a barrier, but rather an option to learn and try new things. Motivation can be generated and supported via support for the partnership from management, adequate communication about the partnership and an appreciation for the overall objectives of the partnership.

It may challenge and provoke their professional identity if employees take on roles that they normally would not connect with their job description and which make them uncomfortable. Often, library employees feel that partnerships change the traditional subject areas within which they feel capable and experienced.

Consequently, it may be a good idea to prepare employees for these challenges and let them adjust to a partnership by developing their own competences and tasks. Of course, it is not possible to prepare employees for every possible challenge that may arise in a partnership, but the library is well on its way if employees understand the necessity of:
- Using themselves and their profession
- Being open and flexible towards new working methods and work areas
- Adapting one's professional competences and work habits to match the partner's reality

It may be useful to start a trainee or apprenticeship program in which the employees who have the competences for working with partners involve other employees so they realise what working in and with partnerships entails.

When it comes to recruitment, a partnership-oriented library should identify the applicant's competences that may support partnership work. It is obviously a good idea to look for employees with project experience,

communication skills, networking experience in the local community or networking competences in general.

It is also an advantage to involve the partners when a partnership is being explained to the employees of the organisation. When the partners become visible and their faces become known, they seem less like strangers and the staff will feel a sense of community with them. At the same time, a partner may be able to articulate the gains of a partnership, which management or those responsible for the partnership may find difficult to put into words.

Example

THE MUSIC DEPARTMENT CHANGES ITS WAY OF THINKING

The *Rockbib* partnership between Roskilde Libraries and the Danish Rock Museum began a process whereby the music department was expanding their presentation of music into an increasingly relational experience for the users.

The music department wished to change the fundamental mindset in the department. For instance, they identified the purpose of the music library and simultaneously changed the layout of the music department to allow the museum to move in.

The partners held *a funeral workshop* in which the music library *died*. The music department's employees listened while the employees of the Danish Rock Museum selected the things they wanted to inherit from the music department. Specifically, the employees of the museum walked around the music department placing Post-Its on all the things they would like to keep and explained their choices along the way.

The music department was surprised by the results and found that the employees of the Rock Museum had attached importance to things in the music library that the library employees did not normally think of as decisive in their presentation of music. This started a professional discussion because there were a number of things the museum's employees did not attach impor-

tance to but the library employees found decisive in their daily presentation of music.

When the music department's materials were sorted and discarded in order to make space for presentation in the room, the employees saw themselves in a different light and the music library became a space for presentation. Today, this manifests itself in a layout that is less heavy on materials, invites more interaction and encourages people to stay in the room for longer periods.

The tool box
www.bygpartnerskaber.dk provides a description of the process undertaken by the Roskilde music library. The tool box also identifies the competences library employees should have to execute such a project (in Danish).
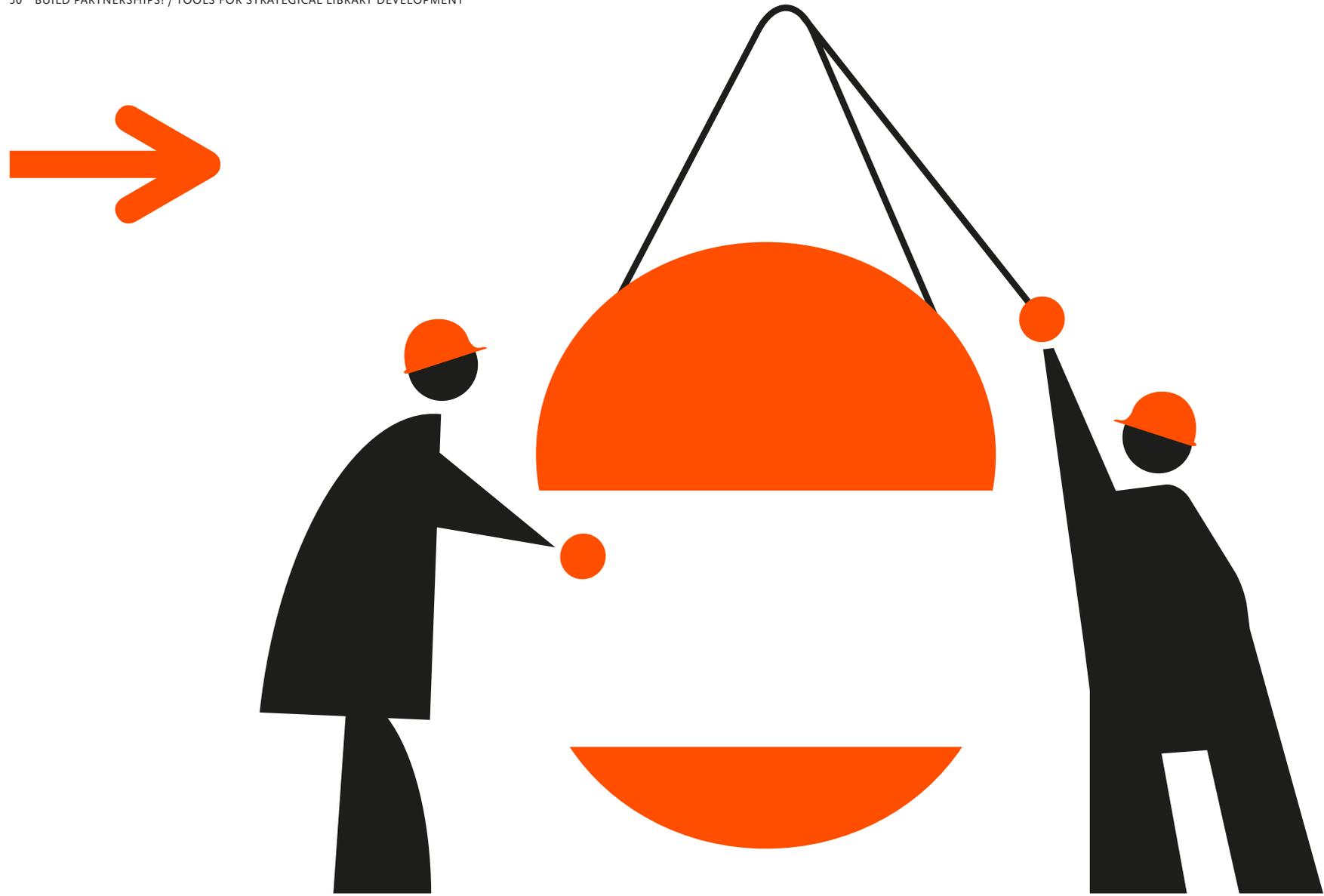
PREPARE THE ORGANISATION!

YOUR ORGANISATION MUST BE ABLE TO SEIZE THE OPPORTUNITIES THAT ARISE THROUGH PARTNERSHIP WORK. MAKE SURE THAT YOUR EMPLOYEES HAVE THE COMPETENCES AND FEEL UP FOR WORKING WITH PARTNERS AND DEVELOPMENT!

08

HOW DOES THE LIBRARY SUPPORT PARTNERSHIPS?

IF A PARTNERSHIP IS TO FUNCTION WELL, IT MUST BE CONTINUOUSLY NURTURED AND SUPPORTED. GOOD COMMUNICATION, CLEAR AGREEMENTS AND CONTINUOUS EVALUATION ARE IMPORTANT TOOLS IN THIS REGARD AND THEY ARE INEXTRICABLY LINKED.

How does the library make clear agreements?
It is important for partnerships to be based on clear agreements. A clear agreement is not necessarily in writing, but everyone must share the same opinion concerning the agreement. When a partnership is initiated, the partners must decide the terms of their agreement and

they must be able to carry out the agreement that has been drawn up.

It is possible to distinguish between an oral agreement, a collaboration agreement and a contract. It is often an advantage to have the agreement in writing.

In a few cases, it may be necessary to enter into legally binding contracts. This is relevant if, e.g.:
- You are dealing with large financial investments
- You need to clarify who has the rights to a shared product
- It is necessary to ensure the confidentiality of private or sensitive organisational data

In most cases, it is enough to draw up a collaboration agreement. The advantage of this type of agreement is that it is possible to adjust it as necessary in order to keep the agreement dynamic. In this way, the agreement can contribute to support new opportunities while making progress.

When an agreement is entered into, the partners should prioritise:
- The definition of the rules
- Matching their expectations
- Making clear what the individual partners wish to attain
- Making clear who controls different tasks
- Making clear who has overall responsibility of the project
- Defining the joint objectives
- Organising budget and time consumption

These points make up part of the written agreement. No matter the degree of formalisation, the agreements works best if it serves as a reminder of what the partners hope to achieve, how and when they hope to achieve it. Therefore, such an agreement can ensure that the framework will serve both parties even if changes occur in the partnership, e.g. changes to management. Furthermore, the agreement is a useful starting point for evaluating the partnership and is an excellent means of communicating internally and externally.

As a minimum, the agreement should include:
- Background—the motivation for the collaboration
- Organisation—the distribution of roles and division of responsibilities

6. Trine Nielsen while employed at Koda *Partnerskaber*
http://iva.dk/e2010/Trine%20Nielsen.pdf

>

- Description of the professional content—the activities, expected outcomes and criteria for success and failure
- Internal and external communication methods
- Timetables
- Finances (if applicable)
- Evaluation plan

After these things are settled, it is easier to make sure the individual partnerships are met with equality and mutual respect and that the partnership becomes a win-win situation for everyone involved. It is especially important to discuss how to ensure equality, respect for results and common ground in partnerships where there is a difference in the resource contribution of each organisation.

Example

A WRITTEN AGREEMENT IS NOT ALWAYS THE ANSWER

Drawing up a written partnership agreement is not always suitable. For example, the hip-hop festival organised by *Aarhus Took It* and *Mindspot* (a youth library service in Aarhus) collaborated for five consecutive years to carry out events at the libraries in the days leading up to and during the festival. The partners had a clear agreement about who was responsible for what and when. Each year, an evaluation was carried out after the festival and an agreement was made to determine when planning for next year's event would begin.

The partners dismissed the idea of a written agreement. *Aarhus Took It* believed that it would be destructive for the dynamics of the collaboration. Their reason was that the hip-hop community changes so fast that any written criteria for success would quickly become outdated and insignificant.

It should be mentioned that both *Mindspot* and *Aarhus Took It* considered their collaboration to be a partnership with fixed oral agreements. The partnership is now disbanded as no more *Aarhus Took It* festivals will be held, but *Mindspot* now collaborates with the people behind *Aarhus Took it* on other initiatives.

The tool box

www.bygpartnerskaber.dk provides examples of partnership agreements and standard agreements that can be downloaded for one's own use (in Danish).

Why is communication so important?

Communication in and around partnerships is essential for success. Communication between partners and in the partner organisations must be in order.

A lack of, or faulty communication is often the reason for partnerships failing or not thriving. Partnerships are based on trust, which quickly dissolves if there is a lack of communication on and knowledge of:

- The respective organisations

- Changes in the organisation that will affect the partnership
- Mutual expectations
- Roles and tasks of the individual partners and employees involved

When one or two parties work to create something together, it is necessary to know each other's standpoints, working methods and culture. In most cases, collaboration partners are not physically located in the same place; therefore, there is an even greater need to know what is happening in each organisation. Partnership activities can easily take place out of the manager's sight; therefore, it is important to make sure that knowledge, clear agreements and clear communication exist between managers so that decisions can be made and adjusted on time.

There are various stages in conversations between partners. First, partners should get to know one another before mapping out collaborative activities. Next, the conversation should be directed towards action and, finally, towards agreement. The tool box (www.bygpartnerskaber.dk) provides a list of questions that can be used in the conversations with partners (in Danish).

Example

DIGITAL MEETING ROOMS AND FIXED STRUCTURES FOR MEETINGS

In the project partnership for *Out of the Box!,* communication was ensured with shared digital platforms and project rooms as well as weekly telephone meetings. Furthermore, a fixed structure for physical meetings between the project group, the steering group and the researcher supporting the project was established. The importance of following the structure for meetings was clear to the partners. Frustration and misunderstandings occurred when physical meetings were cancelled or the fixed structure for the weekly telephone meetings failed. The combination of speaking with the partners on the telephone and frequently taking the time to sit down and work together were the keys to success for *the Out of the Box!* project.

What about internal communication?
Communication in the respective organisations is also a frequent source of problems because partnerships depend on the organisations' support. A lack of support can emerge if:
- The organisation does not recognise the meaning of the partnership
- The organisation cannot see anything happening in the partnership
- Management does not engage itself in the task

Internal communication is the most difficult task. Employees directly involved with a partnership often do not prioritise making time for internal communication. They forget that the rest of the organisation does not know what occurs in the partnership and they take for granted that their colleagues agree with them on which tasks are important.

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The tool box
www.bygpartnerskaber.dk provides a list of ideas on how to ensure that internal communication occurs in the organisation (in Danish).

Why should the partnership be evaluated continuously?
Evaluation is often considered an activity that takes place at the end of a collaborative project. However, evaluation is more beneficial if it is carried out continuously because it provides the chance to make adjustments along the way and allow for unexpected challenges. Therefore, evaluation should be incorporated into the partnership as a recurring and continuous process of reflection.

Continuous evaluation should be prioritised by both parties. This is where the parties carry out the matching of expectations, keep an eye on progress and measure output and results. It is important that the partners agree on when evaluations should take place in advance, e.g. bi-yearly or yearly. This means that an evaluation plan must be incorporated and planned at the time of entering into the partnership.

When evaluations are carried out, it is important that both the partnership and the product of the partnership are evaluated. The partners should evaluate the collaboration together and separately. The partnership organisations must evaluate whether they gained what they expected from the partnership (the results should be compared to their own expectations, resources, objectives, finances, etc.) and an assessment of whether the partnership resulted in a sufficient outcome should be carried out.

Example

REFLECTION IN A PARTNERSHIP

During the *Out of the Box!* partnership, a continuous reflection on progress and communication was conducted by holding so-called 'touchdown' meetings every six months. A touchdown meeting consisted of a two-day meeting in which the project group recapped the project. Based on this information, the timetable was revised and a detailed activity plan for the upcoming six months was completed. The second day was spent nurturing the project. First, the project group determined how the members of the group felt about the partnership. If there were visible problems, possible solutions were agreed upon.

In practical terms, the touchdown meetings were inspired by the *Strategic Reflective Communication method*. The project manager prepared questions that were answered by the project group participants in writing before each touchdown meeting. Each group member read his or her answers aloud and suggestions for changes were created based on the answers. Some examples of questions include:

1. Project work:
- How do we ensure good dynamics in the project?
- How did the project structure work out? Should anything be adjusted?

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2. Progress and results:
- Evaluation of what has taken place during the project: can we use it?
- Are there enough things happening?
- Should more things be happening?
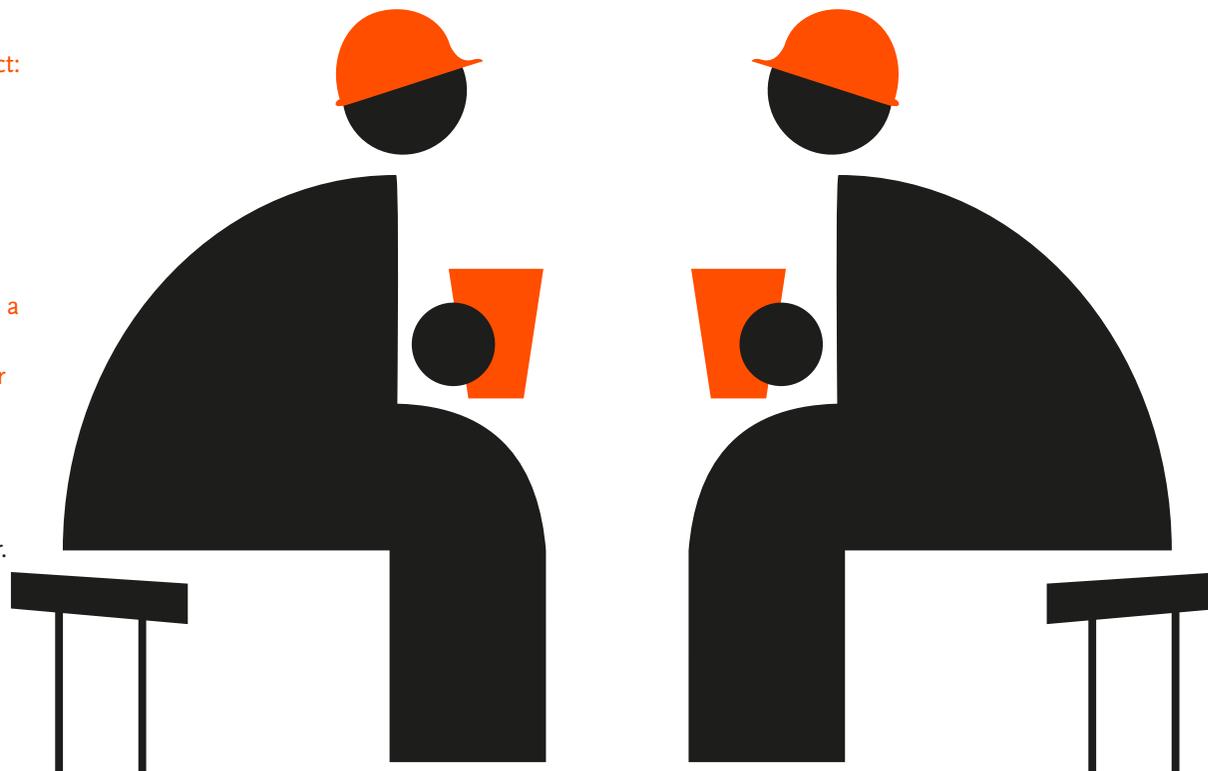- How can we make sure more things happen?

3. Partnerships:
- What new things have you learned about working in a partnership?
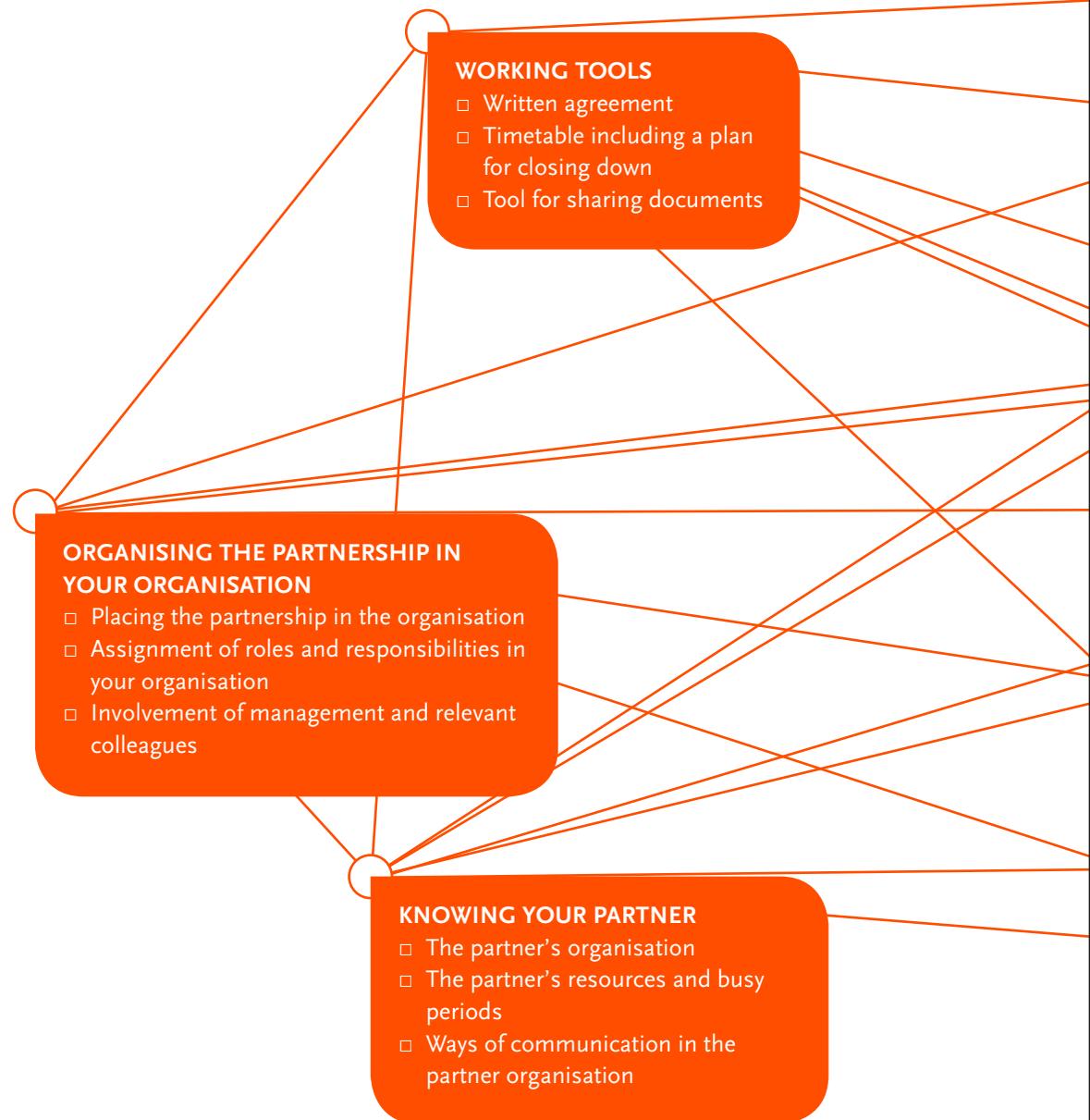- What do you think is most important to focus on for the project?

The tool box
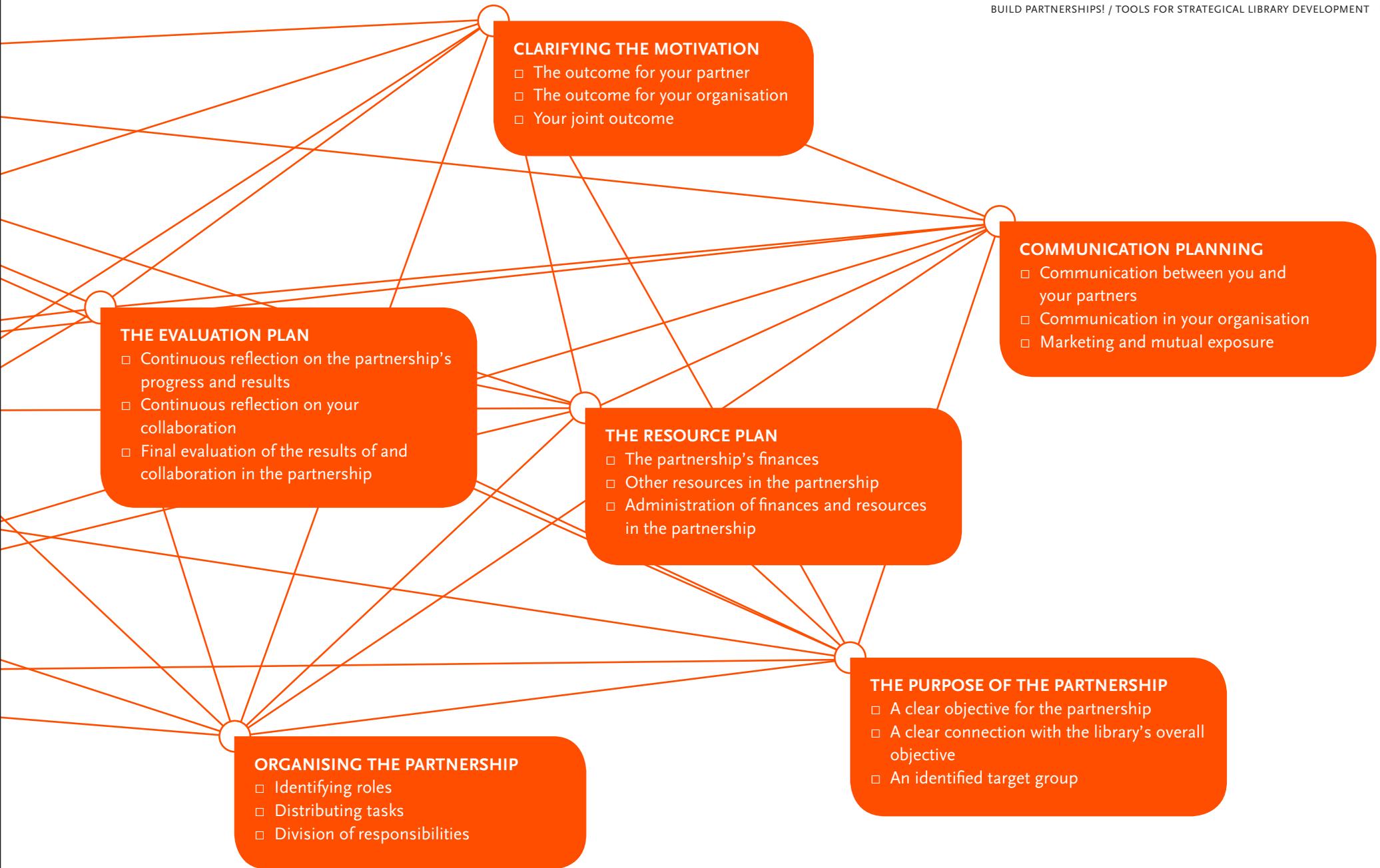Effective questions and evaluation methods can be found in the tool box (www.bygpartnerskaber.dk) (in Danish).

NURTURE THE PARTNERSHIP!

YOUR PARTNERSHIPS DEMAND AN ESTABLISHED FRAMEWORK AND ONGOING NURTURANCE. MAKE SURE YOU HAVE GOOD COMMUNICATION, CLEAR AGREEMENTS AND CONTINUOUS EVALUATION!

ARE YOU ON TOP OF...

WORKING TOOLS
- ☐ Written agreement
- ☐ Timetable including a plan for closing down
- ☐ Tool for sharing documents

ORGANISING THE PARTNERSHIP IN YOUR ORGANISATION
- ☐ Placing the partnership in the organisation
- ☐ Assignment of roles and responsibilities in your organisation
- ☐ Involvement of management and relevant colleagues

KNOWING YOUR PARTNER
- ☐ The partner's organisation
- ☐ The partner's resources and busy periods
- ☐ Ways of communication in the partner organisation

CLARIFYING THE MOTIVATION
- ☐ The outcome for your partner
- ☐ The outcome for your organisation
- ☐ Your joint outcome

COMMUNICATION PLANNING
- ☐ Communication between you and your partners
- ☐ Communication in your organisation
- ☐ Marketing and mutual exposure

THE EVALUATION PLAN
- ☐ Continuous reflection on the partnership's progress and results
- ☐ Continuous reflection on your collaboration
- ☐ Final evaluation of the results of and collaboration in the partnership

THE RESOURCE PLAN
- ☐ The partnership's finances
- ☐ Other resources in the partnership
- ☐ Administration of finances and resources in the partnership

THE PURPOSE OF THE PARTNERSHIP
- ☐ A clear objective for the partnership
- ☐ A clear connection with the library's overall objective
- ☐ An identified target group

ORGANISING THE PARTNERSHIP
- ☐ Identifying roles
- ☐ Distributing tasks
- ☐ Division of responsibilities

BUILD PARTNERSHIPS TOOLS FOR STRATEGICAL LIBRARY DEVELOPMENT

BETTER TOGETHER!