



Developing Leadership Competencies

9. PARTNERING

Competency Descriptors by Level

Supervisor

- Determine how expertise will be shared with external partners
- Monitor working relationships with partners

Middle Manager

- Recognize opportunities to enhance outcomes through partnerships
- Make progress on joint projects
- Recommend when adjustments, fine tuning or termination of partnerships is required



Suggested Readings

- *PSC: A Practical Guide to Partnerships* available from Training and Development Canada's Training Reference Centre (1994)
- *The Power of Partnering: Vision, Commitment and Action*, J.G. Sujansky (Pfeiffer and Company, 1991)
- *The Partnership Handbook* available from Human Resources Development Canada (www.hrdc-drhc.gc.ca)
- *Mastering the Art of Creative Collaboration*, Robert Hargrove (McGraw-Hill Ryerson, 1998)
- *Caught in the Middle: A Leadership Guide for Partnership in the Workplace*, Rick Mauerer and John Mariotti (Productivity Press, 1996)

Videos

- *Building Strategic Relationships*