

## Partnership: A Hybrid of Top Down and Bottom Up

	Leading: Top-Down Model	Leading: Bottom-Up Model	Leading by Convening: The Partnership Way
Who	<ul style="list-style-type: none"> <li>Senior administrator(s) drive policy decisions.</li> <li>Designated specialists contribute and carry out work.</li> </ul>	<ul style="list-style-type: none"> <li>Representatives of a cross-stakeholder group have influence in guiding actions and decision making.</li> <li>Dynamic leader(s) convene(s) group.</li> </ul>	<ul style="list-style-type: none"> <li>Groups with authority over the issue join with groups that have influence in the field.</li> <li>Persons with expertise and/or experience share knowledge and skills.</li> <li>Representatives of diverse stakeholder groups engage through consensus to identify issues, solve problems and take action.</li> </ul>
How	<ul style="list-style-type: none"> <li>Invite interested participants to a meeting.</li> <li>Solicit and consider input from participants.</li> <li>Administrators chart path, make decisions and empower others to take action.</li> </ul>	<ul style="list-style-type: none"> <li>Interested parties join together.</li> <li>Creative agreement strategies are used to bring the group to consensus.</li> <li>Group charts the path and direct action.</li> <li>Leaders emerge.</li> </ul>	<ul style="list-style-type: none"> <li>Leading by convening.</li> <li>Sharing perspectives among the members of the group.</li> <li>Sharing leadership opportunities and responsibilities, based on role, expertise and needs of the group in specific contexts or situations.</li> <li>Attending to both the human and technical elements of change; building relationships.</li> </ul>
Why	<ul style="list-style-type: none"> <li>Responsibility resides with the leader. He or she has the most say.</li> <li>Leader driven; autocratic or small core group of people.</li> </ul>	<ul style="list-style-type: none"> <li>Buy-in across groups is desired.</li> <li>Responsibility resides with all.</li> <li>Grassroots investment engages participants and empowers action.</li> <li>Broad commitment to implementation.</li> <li>Sustainable after current leaders have moved on.</li> </ul>	<ul style="list-style-type: none"> <li>Decision makers, practitioners and consumers understand that collective influence has the potential to change outcomes.</li> <li>Stakeholders with authority and influence have a role and their interactions produce value.</li> <li>Building relationships across roles and levels broadens the area of impact and supports sustainability.</li> </ul>