

HCTC
Federal • State • Private Industry

Health Coverage
Tax Credit

Working in Outsourced Partnerships



1. **Ask about everything – and that means *everything***
 - the devil is in the details
 - so is the angel
2. **Assume *nothing***
 - what you think you know isn’t close to what your partner knows
3. **Repeat back to your partner everything you hear about doing the work - yes, once again, *everything***
 - saying it out loud reveals gaps and misunderstandings
 - now you can clarify needs and outcomes, *before* things have a chance to get messed up
 - or use this to stop things from getting worse
4. **Build the relationship – it is as important as doing the work**
 - most projects fall apart because relationships aren’t working, not because technology or process fails
 - investing in the relationship is *never* a waste of time
5. **Provide *twice as much* communication as you normally do – talking and listening - *no kidding!***
6. **Double your communication by using multiple modes of communicating on the *same* issue**
 - listen more than you talk
 - ask your partner to tell it back to you
 - discuss in groups or with someone else who has a different thinking style (get some translation help)
 - write it down in email (but don’t ever make this the sole source of information!)
 - write a personal note
7. **Get crystal clear on how decisions are made, who is accountable**
 - who decides
 - who must you consult
 - you must you inform
8. **Build relationships with multiple partners, not just the person you are accountable to for day to day interaction – tops, peers, bottoms**
 - broaden and deepen your understanding of your partner
 - establish a broad based network that allows you to move things quickly

- 1. Contractor gets crystal clear on what the process owner needs to know and approve**
 - Trial and error
 - Repeated clarification and feedback
- 2. Clarity on what to check out with the process owner shows up in daily interactions**
 - email trails
 - daily conversations
 - shared participation in meetings
 - information circulating down through supporting team members
- 3. Process owner is rarely surprised by actions or decisions made by a contractor**
- 4. Outsourced team members become well known to process owner so that numerous, trusted people are available to help the process owner**
- 5. Outsourced team lead and team members provide a “heads up” on schedule**
 - two weeks or more preview of expected interactions and approvals
 - adequate lead time to prepare and handle contingencies
- 6. Contractor works preliminary issues before bringing to process owner**
 - Just enough to be effective, but not so much that process owner can’t “catch up” to the thinking and have original input
- 7. Process owner is kept abreast of discussions that will go into problem solving mode before they get handled**
- 8. Contractor identifies assignments for process owner**
 - Able to clearly delineate work that requires process owner shaping
 - Able to prioritize work and appropriately assign it to team members, process owner, or the right combination
- 9. Willing to build the relationship that works with their particular process owner**
 - Gear interactions to the process owner’s thinking style and work style
 - Combine the best way to work with the process owner with what’s best for the program