



CREATING HEALTHY PARTNERSHIPS & COALITIONS

Working Session 11:15am – 12:45pm

Facilitated by: Sarah Kerr

11:15 WELCOME & INTRODUCTIONS

11:25 FOUNDATIONAL ELEMENTS

11:35 WHY DO PARTNERSHIPS FAIL?

11:50 GENERATIVE RELATIONSHIP STAR

12:10 15% SOLUTIONS

12:40 CLOSING

RRRISE Quarterly Collaborative Convening
November 5, 2025

Generative Relationship STAR

WHAT IS IT?

The generative relationship STAR is a tool from Liberating Structures that helps reveal relationship patterns that create value or dysfunction. It supports better understanding of how groups are working together that, in turn, lays the groundwork for identifying changes needed to improve the groups performance. You can use this with existing teams and partnerships, or as an exploratory tool when considering a new partnership. The generative relationship STAR is all about noticing and diagnosing relationship patterns.

WHAT DO THE 4 COMPASS POINTS MEAN?

- S** – Separateness: the amount of diversity in perspective, expertise, and background among the group members.
- T** – Tuning: the level of listening deeply, reflecting, and making sense of challenges together.
- A** – Action: the number or opportunities to act on ideas or innovate with group members.
- R** – Reason to work together: the benefits that are gained from collaborating.

HOW DO I USE IT?

- Pick a partnership you are currently engaged with or hope to build toward soon.
- Assess the partnership on each of the compass point attributes, placing a mark along the axis to indicate how functional the partnership is in that area. Questions you can ask yourself:
 - How diverse is the group and in what ways? Do we draw out diverse perspectives among members?
 - How do people demonstrate/behave that shows we're in tune?
 - When and how do we take action? Who decides?
 - How important is it that we work together? How clear is our purpose?
- Transcribe your results onto the Generative Relationship STAR scorecard.
- With a partner, discuss what types of results are generated by the pattern of interactions you have identified, for example:
 - high Tuning + no Action = we get along well but accomplish little
 - high Action + low Tuning = average results, no innovation
 - high Tuning/Action/Separateness + low Reason = many false starts

Partnership name: _____

Separateness or
differences

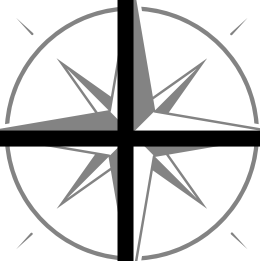
S

HIGH

Reason
to work
together

R

HIGH



HIGH

T

Tuning,
talking,
listening

HIGH

A

Action opportunities

Partnership name: _____

Separateness or
differences

S

HIGH

Reason
to work
together

R

HIGH

HIGH

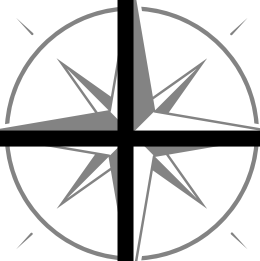
T

Tuning,
talking,
listening

HIGH

A

Action opportunities



Generative Relationship STAR Scorecard

Partnership name: _____

	VERY LOW	MID LOW	MID	MID HIGH	VERY HIGH
Separateness					
Tuning					
Action					
Reason to work together					

What results are generated from the relationship patterns identified above?

Generative Relationship STAR Scorecard

Partnership name: _____

	VERY LOW	MID LOW	MID	MID HIGH	VERY HIGH
Separateness					
Tuning					
Action					
Reason to work together					

What results are generated from the relationship patterns identified above?

15% Solutions

WHAT IS IT?

15% Solutions is another strategy from Liberating Structures. It leans into the wisdom that small, incremental steps are incredibly important and powerful. 15% solutions helps us discover and focus on what each person or group has the freedom and resources to do NOW. At a minimum, these will create momentum, and that may make a BIG difference. 15% Solutions show that there is no reason to wait around, feel powerless, or fearful. They help people pick it up a level. They get individuals and the group to focus on what is within their discretion instead of what they cannot change. With a very simple question, you can flip the conversation to what can be done and find solutions to big problems that are often distributed widely in places not known in advance. Shifting a few grains of sand may trigger a landslide and change the whole landscape.

GREAT REASONS TO USE 15% SOLUTIONS

- Move away from blockage, negativism, and powerlessness
- Help people discover their individual and collective power
- Reveal bottom up solutions
- Share actional ideas and support one another
- Build trust
- Remind ourselves of unused capacity and resources (15% is almost always there for the taking!)
- Reduce waste
- Close the knowing-doing gap

HOW DO I DO IT?

- Pick one of the STAR attributes your partnership scored low on that you want to work to improve.
- Ask yourself:
 - What is my 15%? Where do I and/or my team have discretion and freedom to act? What can we do without more resources or authority?
- Make a list of your ideas on the back of this page.
- Pair up with someone and share/discuss.
- Join with another pair (now there's 4 of you), share and seek/offer consult or ask clarifying questions to help each other refine your 15% solutions.

RECOMMENDED RESOURCES

The Partnering Initiative

www.thepartneringinitiative.org

British organization focused on research, training, and capacity building for strong, impactful partnerships across all sectors.

Things to check out:

- Partnering Guidebooks
- Partnership Learning Center

Liberating Structures

www.liberatingstructures.com

Collection of easy to learn microstructures that foster participation and collaboration in groups of all sizes.

Emergent Strategy

www.adriennemareebrown.net/book/emergent-strategy

Book by adrienne maree brown about getting into right relationship with change, taking inspiration from the natural world. Website has online tools and other offerings.