

- A commitment to engage in partnering
- A commitment to honest and open communication
- A commitment to collaborative problem-solving and a dispute resolution process
- A statement of the goals and objectives of the partnering effort

The charter should be signed by all participants. Often the charter is then duplicated with the signatures on them and distributed to team members and other organizational stakeholders. This reminds the team members of their commitment. Their signatures on the document also send a signal to their subordinates and others in the organization that the participants' credibility is on the line.

If specific targets are set in the charter, they should be balanced between realism on the one hand and genuine commitment and effort on the other. In the excitement of first coming together as a team, it is possible to have an inflated sense of how much change can be accomplished. Unrealistic goals can discourage a team as much as goals that are too modest. The following pages are sample charters from several Corps related cases.

STAGE 2: SUSTAINING A PARTNERING TEAM

A good partnering workshop is like the first quarter of a game. The outcome is usually still determined by how the rest of the game is played. It's as important to do a good job sustaining the team as it is to do a good job forming the team.

This stage doesn't follow a predictable sequence, but studies show that most effective partnering includes these elements:

- Developing an implementation plan
- Setting up ways to monitor how the team is working together
- Participating in periodic follow-up sessions
- Creating ways to reinforce team identity
- Participating in joint training or gaining new skills needed by the team
- Celebrating team successes