

Drivers Pyramid

**Why do we want
to engage in this
partnership?**

P·ACT



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to engage in
this partnership?**



Pre-requisite tools:
None

Next tools:
- Capability Match
- Typology Compass

Drivers Pyramid

Why do we want to engage in this partnership?

Impact-driven partnerships often fail due to misalignment on goals. Each organization is driven by different motivations and expectations that often cannot all be fulfilled through the partnership. This tool enables partners to surface, share, prioritize and clearly define a common set of goals that ALL partners collectively commit to achieving through the partnership.

Drivers Pyramid [Mural template](#)



Why should we use it?

To align on the partnership goals which all partners should commit to.



What will we accomplish?

Clarify our own and our partners' individual drivers.

Identify our common drivers and the must-have individual drivers for each partner.

Establish and define a list of shared goals that the partners will commit to.

Step-By-Step

Step 1

Identify individual drivers



Step 2

Define partnership goals



Step 3

Establish partnership commitments

Step 1:

Identify individual drivers

1.1 Individually, list all the motivations bringing your organization to join this partnership. These are your individual drivers.

1.2 Organize your list of individual drivers along the Driver Hierarchy Pyramid:

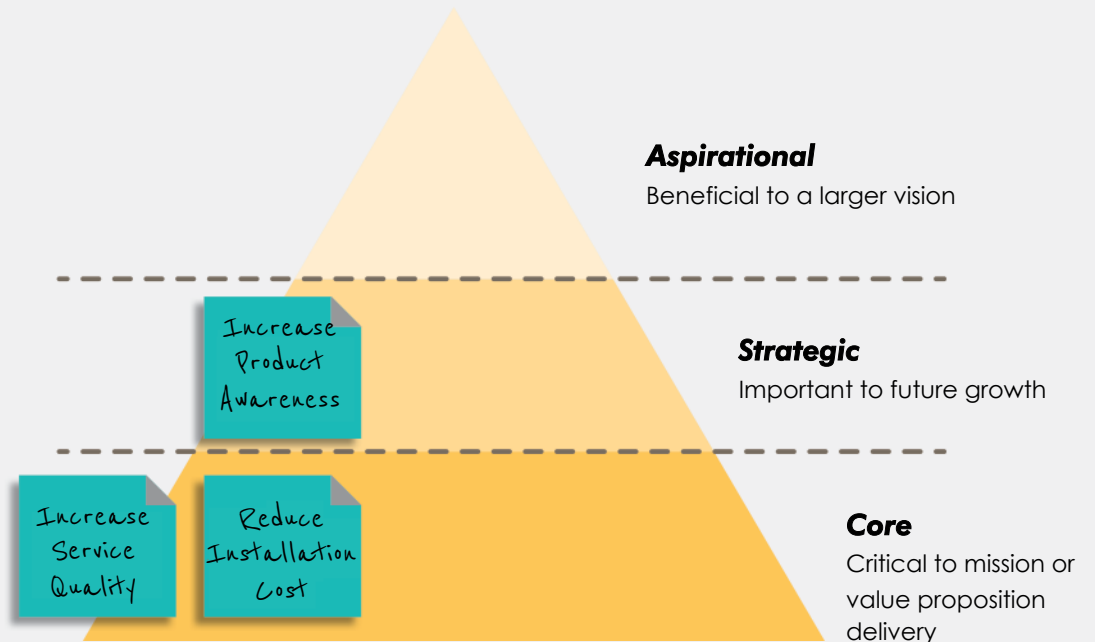
- **Core:** These drivers are critical to fulfill your organization's mission and/or to deliver your value proposition.
- **Strategic:** These drivers will be important to execute on your organization's future growth strategies.
- **Aspirational:** These drivers will help you build towards a longer-term vision.

Example:

○ **Partner 1**
EcoAct: Recycled plastic timber products

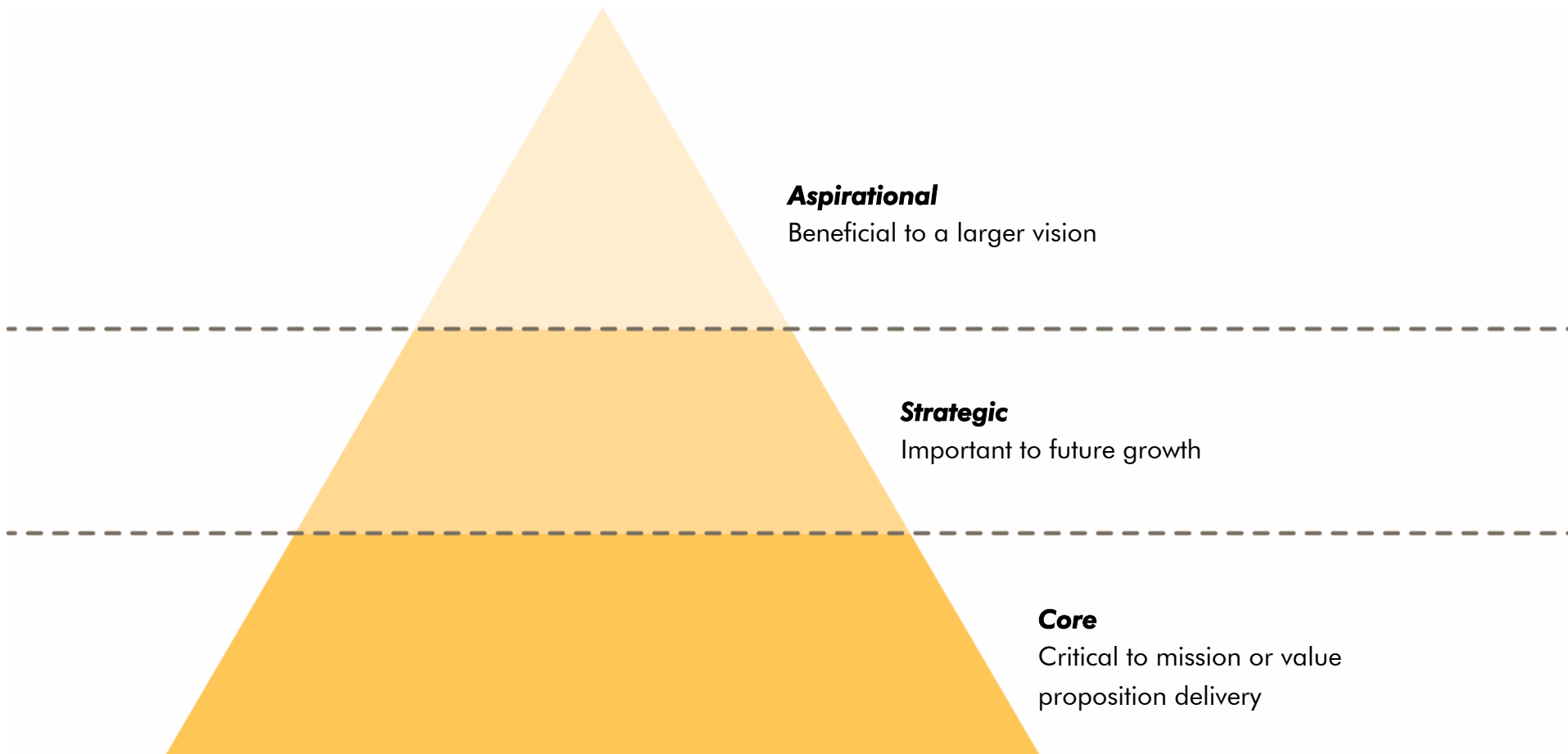
○ **Partner 2**
FixChap: Online marketplace for handyman services

Driver Hierarchy Pyramid



Worksheet 1:

Driver Hierarchy Pyramid



Step 2:

Define partnership goals

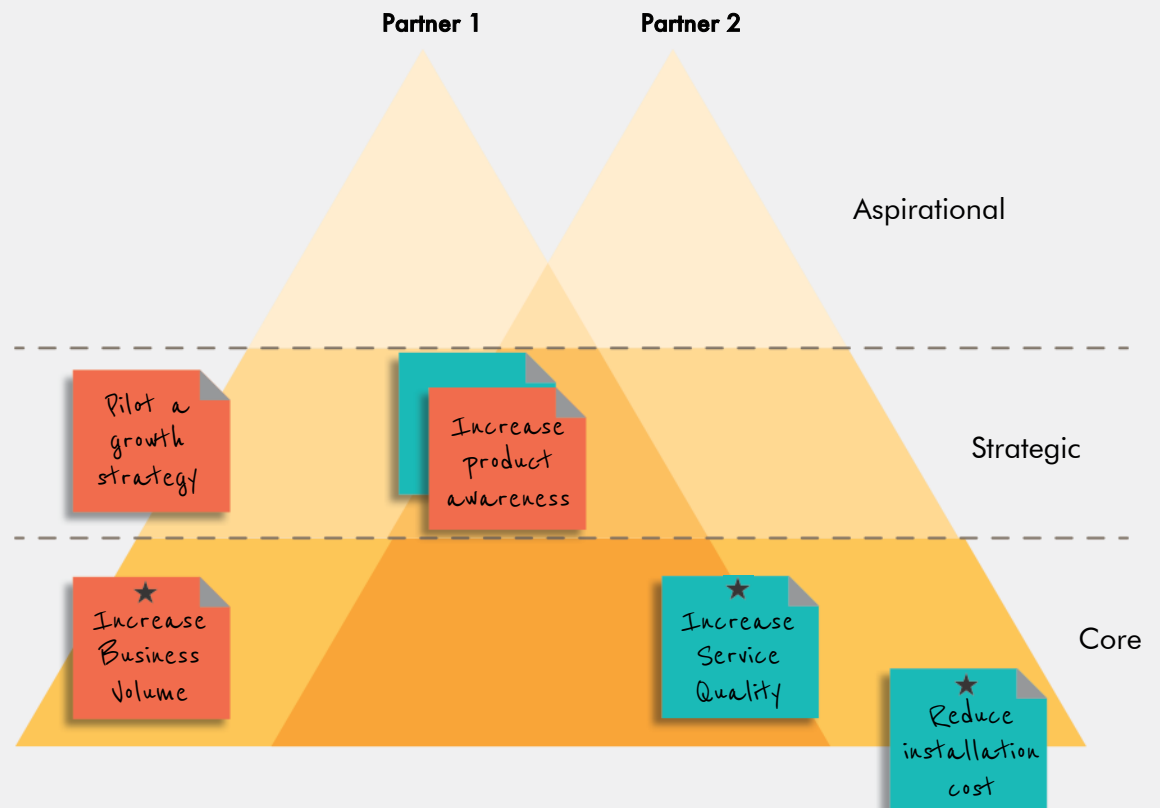
- 2.1** Share your drivers with your partner(s). Take turns explaining each one and its placement on the pyramid.
- 2.2** Identify any drivers that are shared by more than one partner. These are your **common drivers**. Rearrange them towards the center of the pyramid.
- 2.3** Identify, among the remaining individual drivers, those that are essential for any of the partners to move forward with the partnership. These are your **individual must-have drivers**. Identify them with a star or a colored sticker.

The combination of the Common drivers and the Individual Must-Have drivers makes the list of the **partnership goals** that ALL partners should commit to.

Example:

Partner 1
EcoAct: Recycled plastic timber products

Partner 2
FixChap: Online marketplace for handyman services



Step 3:

Establish partnership commitments

3.1 Together, fill in the **Partnership Commitment Table** with the details for your agreed upon partnership goals. These are the partnership goals that ALL partners will commit to make happen. This commitment means that all partners become equally accountable for working towards each one of the partnership goals. For each goal, discuss and clarify:

? WHAT value do we expect the partnership to generate in order to fulfill this goal?

? WHO are the individual(s) or organization(s) who will receive this value?

3.2 *Discuss the following questions*

- ? Are we all committed to this list of key drivers?**
- ? Are there any issues identified requiring further negotiation before moving forward?**

Example:

- Partner 1**
EcoAct: Recycled plastic timber products
- Partner 2**
FixChap: Online marketplace for handyman services.

Partnership Commitment Table

Why?	Who?	What?
Partnership goal	Who receives the value	What value will be generated
Increase in product awareness	EcoAct and FixChap	Increased brand awareness
Increase service quality	EcoAct customer	Faster, better quality service, reduce damage
Increase business volume	FixChap and their handymen	Increased income
Reduce installation cost	EcoAct customer	Lower total price

Worksheet 2:

Partnership Commitment Table

WHY?

Partnership Goals

WHO?

Who receives the value?

WHAT?

What value will be generated?

Facilitation tips

Step 1 *Individual brainstorming*

- Make sure that each participant comes up with 3-6 individual drivers during the brainstorming.
- Not all the drivers can be Core drivers. Challenge participants to think critically about the level of priority for each driver they have brainstormed.

Step 2 *Sharing + collective decision making*

- Encourage participants to ask questions to clarify the definition and nuances around each driver.
- Encourage keeping the list to 3-6 goals. It may be hard for people to let go of drivers that are important to them. So remind them that while they can have other individual drivers, the partnership goals should focus only on those that they will hold each other accountable for.

Step 3 *Collective definition*

- It is important that at the end of the meeting everybody feels strongly committed to each of the goal on the list. Push for more discussion if you feel it is needed. Print the goals on a card and give it to each participant to use in future conversations.