Capability Match

Why are we the right group of partners?
**Pre-requisite tools:**
- Drivers Pyramid

**Next tools:**
- Cultural Fit
- Value Proposition
Capability Match

Why are we the right group of partners?

Organizations engaging in partnerships for social impact often make broad assumptions about their partner’s capabilities or their willingness to mobilize certain assets for the partnership. This tool enables partners to verify their assumptions about their respective capabilities, and to identify any tension or gaps that may require further negotiation or engagement of other partners in order to fulfil the partnership goals.

Why should we use it?

To assess whether the group of partners collectively have the critical capabilities needed to fulfill the partnership goals.

What will we accomplish?

Define the capabilities required to fulfill the partnership goals.

Assess the group of partners against the required capabilities.

Establish a plan to address any tensions and gaps in capability fit.

Step-By-Step

Step 1: Define capability requirements

Step 2: Assess partners’ capabilities

Step 3: Address tensions and gaps
Step 1:

Define capability requirements

1.1 Together, use the Drivers Pyramid tool to identify your partnership goals.

1.2 For each of the partnership goals individually, ask yourself: What capabilities does our partner(s) need to absolutely have in order to achieve success around this particular goal? All partners can contribute criteria to all partnership goals.

1.3 For each goal, share your brainstormed criteria and align on a final list. Start with the criteria for your common drivers then move to discuss those for your individual must-have drivers.

Example:

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

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

**Partnership Goal** | **Criteria: What capabilities do we need to achieve success?**
--- | ---
Increase service quality | Partner can cross advertise
Increase service quality | Partner needs to fulfill requests in less than 48 hours
Reduce installation cost | Partner average service quality rating needs to be > 4 stars
Access new customers | Partner price per installation needs to stay below $30
Partner needs to serve customers within target profile
Step 2: Assess partners’ capabilities

2.1 Self-assess your organization against the list of criteria. Ask yourself:

- Can our organization fulfill this criteria? And, to what extent?
- What competencies or resources can we contribute?
- How unique is our contribution compared to other potential market actors?

Use color coded stickers or other markers to record your assessment against each criteria.

**Example:**

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

<table>
<thead>
<tr>
<th><strong>Partnership Goal</strong></th>
<th><strong>Criteria: What capabilities do we need to achieve success?</strong></th>
<th>Partner 1</th>
<th>Partner 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase product awareness</td>
<td>Partner can cross-advertise</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve service quality</td>
<td>Partner needs to fulfill requests in less than 48 hours</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Partner average service quality rating needs to be &gt; 4 stars</td>
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<td></td>
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</tbody>
</table>

- **= Cannot meet criteria**
- **= Meets partially or developing capability to meet criteria**
- **= Meets criteria**
## Worksheet 1:

### Capability Match Table

**Drivers**: What capabilities do we need to achieve success?

**Criteria**: What capabilities do we need to achieve success?

**Capability Assessments**: Who can contribute to what?

<table>
<thead>
<tr>
<th>Drivers</th>
<th>Criteria:</th>
<th>Capability Assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>What capabilities do we need to achieve success?</td>
<td>Who can contribute to what?</td>
</tr>
</tbody>
</table>

- Partner 1
- Partner 2
- Partner 3
- Partner 4

= Cannot meet criteria

= Meets partially or developing capability to meet criteria

= Meets criteria
Step 3:

Address tensions and gaps

3.1 Reflect together on the resulting collective self-assessment map. Not all criteria need to be fulfilled by all partners, but ALL partners need to feel that ALL criteria are sufficiently fulfilled.

- What criteria are under-fulfilled? Why?
- Can we negotiate on certain criteria to reach a better fit?
- Can we develop the missing capabilities within our group?
- Do we need to engage other actors? Who might they be?

3.2 Identify and record any agreed upon next steps and establish a plan and timeline to execute on them.
Facilitation tips

Step 1
Collective brainstorming

- Make sure that all participants are contributing ideas and opinions to each driver.
- Align on the criteria for each driver before moving to the next.

Step 2
Individual self-assessment

- Sometimes partners may have the capability but not be able or willing to use it for the partnership. The self-assessment should reflect and capture this.

Step 3
Collective reflection

- Ensure the group assigns responsibility and a timeline for each item on their action plan.

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