

# Cultivating and Managing the University – MEP Partnership

## Force Field Analysis: INSTRUCTIONS

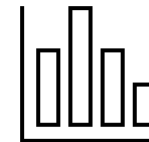
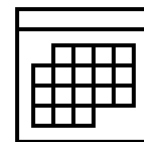
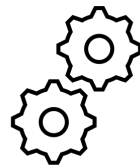
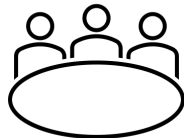
(see also the example on slide 3)

The following tool has been created based on what is sometimes called a “force field analysis,” in which a team looks at some future outcome or state, then assesses two opposing forces for creating that state: drivers and barriers.








Using this adapted force field analysis, you can assess the drivers of and barriers to achieving a future state of “The Ideal University-MEP Partnership,” which we will define broadly as *a partnership that creates positive technology adoption outcomes for small- and medium-sized manufacturers.*

1. First in the blue column, list 3 – 6 characteristics of the ideal partnership. What does that partnership look like? Does the ideal partnership include shared resources? Shared vision? Revenue generation? No right answers here—you should fill in what you and your partners think are the key characteristics of the ideal partnership, which is creating positive outcomes for SMMs.
1. Next, in the green cells, identify as many key drivers for the future state as you can. If the blue column describes “where our partnership is going,” the items in the green part of the table represent “what’s going to get us there.”
1. Finally, in the orange cells, identify as many potential barriers as you can. These items are “what is getting in our way (or might get in our way) as we work on getting there.”
2. Consider the following four elements in your drivers and/or barriers. Copy and paste the icons into the cells where you address these, to highlight their inclusion.

1) partnership principles   2) key staff, relationships   3) workflow and communication   4) aligning timelines   5) goals and metrics



<b>Drivers:</b> What kinds of things are we putting in place to create the future state? What are we not yet putting in place but will likely have to?	<b>Future State:</b> Ideal Partnership, Positive Outcomes for SMMs	<b>Barriers:</b> What has gotten in the way, or what we worry might get in the way, of our efforts of creating the ideal partnership—one that creates positive SMM outcomes?		

<b>Drivers:</b> What kinds of things are we putting in place to create the future state? What are we not yet putting in place but will likely have to?	<b>Future State:</b> Ideal Partnership, Positive Outcomes for SMMs	<b>Barriers:</b> What has gotten in the way, or what we worry might get in the way, of our efforts of creating the ideal partnership—one that creates positive SMM outcomes?		
Partnership agreement that values contributions of both partners. 	Training MEP staff on technology so they are comfortable talking with SMMS about it. 	Partnership generates a shared set of goals for collaboration.	Miscommunication about expectations regarding timelines and vetting process 	Can't get students started on project until beginning of semester; slows timelines. 
Agreement about how we vet potential SMMs for the technology and hand off. 	Aligning start times for projects to ensure that full teams of undergrad and graduate students plus faculty can be on board as project launches. 	Partnership develops common understanding of responsibilities for moving toward those goals.	Metrics for universities (students, research funding) don't align with MEP metrics (short term impact for SMMs) 	
		Each partner brings assets to the partnership that both value, including knowhow, financial resources, equipment, ideas for new grants to support the project, staff to vet SMMs, develop financial viability models, and supervise students.		
		Partners share credit for the accomplishments achieved from the partnership.		