Partnership Power Map

1 / Trace a consequential decision

Use one recent decision with real stakes. Record what happened, including what stayed outside formal meetings. Complete independently before comparing accounts; distinguish observation from interpretation.

Decision summary

What was decided, when, and why did it matter? Note the outcome or current status.

Partnership: _____ Completed by / perspective: _____ Date: _____

Stage	Prompts for reflection	Your account / evidence
Agenda	Who defined the issue and timing? Whose concerns or voices were absent?	
Options	Who framed the choices and evidence? Which alternatives never reached the table?	
Authority	Who could approve, refuse or veto? Where did formal rights differ from actual influence?	
Delivery	Who controlled the money, people, data or access needed? Who could delay or stop delivery?	
Consequences	Who benefited, carried risks or absorbed the work? Could those affected influence or challenge the decision?	

Reflective practitioner / organisation development (OD) tool. Not a validated scoring instrument; use qualitative accounts, not scores or rankings.

Partnership Power Map

2 / Map partners, compare accounts and agree an action

Use the same decision as page 1. Each person completes their own map first. Record specific examples and uncertainties; unequal power is not automatically a problem. Copy this page for additional partners.

Decision / reference: _____ Completed by / perspective: _____

Partner Name / organisation	**Formal authority** Approval, voting, veto or statutory rights	**Resource control** Funding, people, data, expertise or access	**Dependency and alternatives** Needs from others; ability to refuse, replace or leave	**Informal influence** Agenda, framing, credibility, networks or private access	**Involvement / consequences** Voice at each stage; benefits, work and risks carried
1.					
2.					
3.					
4.					

Compare independently completed accounts

Where do accounts agree or differ? Whose perspective is missing? Where do governance and actual influence diverge, and does this undermine legitimacy or commitment? Retain differences; identify evidence to check.

Practical action	**Owner**	**Review**
What will change in decision rights, access, voice or ways of working?	Who will take it forward?	When, and what evidence of change?