WORKING TOGETHER:
A PROFILE OF COLLABORATION

THE INSTRUMENT

The research underlying this instrument has been published in:

Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference, 1st ed., by David D. Chrislip and Carl E. Larson, San Francisco: Jossey-Bass, 1994.

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The purpose of this survey is to record your opinions about items that measure collaboration effectiveness. Your honest responses to these items will be extremely helpful. Your responses will be statistically summarized and displayed, along with the responses of others, without identifying you individually.

Collaboration Identification:

You are a member of a group. The group may be called a partnership, consortium, coalition, or team. The group exists to deal with one or more concerns, issues, or goals. The name of the group is below. You will be asked to report the extent to which certain items are true or not true of your group. As you respond to each of the items in this booklet, please keep in mind the group you are describing.

NAME OF THE GROUP: _____

Instructions:

Items are grouped into five categories. To the left of each item is a scale for recording your responses. Read the item, think about the extent to which it describes your group, and fill in or check the appropriate circle.

True	More True Than False	More False Than True	False	
(1)	(2)	(3)	(4)	

The Context of the Collaboration

☐	☐	☐	☐	1. Now is a good time to address the issue about which we are collaborating.
☐	☐	☐	☐	2. Our collaborative effort was started because certain individuals wanted to do something about this issue.
☐	☐	☐	☐	3. The situation is so critical, we must act now.

True (1)	More True Than False (2)	More False Than True (3)	False (4)	
				## The Structure of the Collaboration
☐	☐	☐	☐	4. Our collaboration has access to credible information that supports problem solving and decisionmaking.
☐	☐	☐	☐	5. Our group has access to the expertise necessary for effective meetings.
☐	☐	☐	☐	6. We have adequate physical facilities to support the collaborative efforts of the group and its subcommittees.
☐	☐	☐	☐	7. We have adequate staff assistance to plan and administer the collaborative effort.
☐	☐	☐	☐	8. The membership of our group includes those stakeholders affected by the issue.
☐	☐	☐	☐	9. Our membership is not dominated by any one group or sector.
☐	☐	☐	☐	10. Stakeholders have agreed to work together on this issue.
☐	☐	☐	☐	11. Stakeholders have agreed on what decisions will be made by the group.
☐	☐	☐	☐	12. Our group has set ground rules and norms about how we will work together.
☐	☐	☐	☐	13. We have a method for communicating the activities and decisions of the group to all members.
☐	☐	☐	☐	14. Our collaboration is organized in working subgroups when necessary to attend to key performance areas.
☐	☐	☐	☐	15. There are clearly defined roles for group members.

True (1)	More True Than False (2)	More False Than True (3)	False (4)	

Collaboration Members

☐	☐	☐	☐	16. Members are more interested in getting a good group decision than improving the position of their home organization.
☐	☐	☐	☐	17. Members are willing to let go of an idea for one that appears to have more merit.
☐	☐	☐	☐	18. Members have the communication skills necessary to help the group progress.
☐	☐	☐	☐	19. Members of the collaboration balance task and social needs so that the group can work comfortably and productively.
☐	☐	☐	☐	20. Members are effective liaisons between their home organizations and the group.
☐	☐	☐	☐	21. Members are willing to devote whatever effort is necessary to achieve the goals.
☐	☐	☐	☐	22. Members monitor the effectiveness of the process.
☐	☐	☐	☐	23. Members trust one another sufficiently to honestly and accurately share information, perceptions, and feedback.

True (1)	More True Than False (2)	More False Than True (3)	False (4)	
				The Collaboration Process
☐	☐	☐	☐	24. We frequently discuss how we are working together.
☐	☐	☐	☐	25. Divergent opinions are expressed and listened to.
☐	☐	☐	☐	26. The process we are engaged in is likely to have a real impact on the problem.
☐	☐	☐	☐	27. We have an effective decisionmaking process.
☐	☐	☐	☐	28. The openness and credibility of the process help members set aside doubts or skepticism.
☐	☐	☐	☐	29. There are strong, recognized leaders who support this collaborative effort.
☐	☐	☐	☐	30. Those who are in positions of power or authority are willing to go along with our decisions or recommendations.
☐	☐	☐	☐	31. We set aside vested interests to achieve our common goal.
☐	☐	☐	☐	32. We have a strong concern for preserving a credible, open process.
☐	☐	☐	☐	33. We are inspired to be action oriented.
☐	☐	☐	☐	34. We celebrate our group's successes as we move toward achieving the final goal.

True	More True Than False	More False Than True	False	
(1)	(2)	(3)	(4)	

The Results of the Collaboration

☐	☐	☐	☐	35. We have concrete measurable goals to judge the success of our collaboration.
☐	☐	☐	☐	36. We have identified interim goals to maintain the group's momentum.
☐	☐	☐	☐	37. There is an established method for monitoring performance and providing feedback on goal attainment.
☐	☐	☐	☐	38. Our group is effective in obtaining the resources it needs to accomplish its objectives.
☐	☐	☐	☐	39. Our group is willing to confront and resolve performance issues.
☐	☐	☐	☐	40. The time and effort of the collaboration is directed at obtaining the goals rather than keeping itself in business.

What one change would most improve the effectiveness of this collaborative effort?

_____
_____
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