

Collaboration Standards Assessment

Instructions

The Collaboration Assessment examines the effectiveness of interactions required to accomplish work with a specific group of people.

The Collaboration Assessment consists of 40 questions categorized by the "4 C's" - **C**ommunication, **C**ommitment, **C**oordination, and **C**apability. The instrument also encourages written comments that provide behavioral examples, clarification, and/or suggestions for improvement

The assessment assumes that beyond the interactions required for general success, every task also demands specific and unique interactions of the people involved. Many of the questions will rate differently depending on the task at hand and the people involved.

For example, a marketing creative team requires different interactions of communication than the interactions of communication required of a factory management team. Therefore, understanding the group of people you are rating and the definition of the task they are involved in is very important to the usefulness and validity of this survey. Examples of groups and tasks include:

1. Group: Project team, Task: the project
2. Group: Several project team leaders, Task: integrating solutions
3. Group: Executive Committee, Task: strategic planning
4. Group: Sub-set of Executive Committee, Task: a specific corporate initiative
5. Group: Scientists of different disciplines, Task: creating multi-discipline solutions

Each question requires you to indicate the group's effectiveness on a 5-point scale:

1 = Ineffective

2 = Adequate

3 = Effective

4 = Very Effective

5 = Exceptionally Effective - Among the Best in the World.

The intent of the scale is to cause you to expand your frame of reference to evaluate effectiveness relative to the "Best in the World." When using this scale:

Ask yourself "With respect to this area of Collaboration, is this team so exceptionally effective, it is among the best in the world?" If the answer is yes, then put an "X" under that scale point.

If the answer is no, then ask yourself "How far from 'world class' is this team with respect to this area of Collaboration?" Then select the scale point that best represents your assessment.

If the item is not relevant or if you have insufficient information to make a judgment, then "X" N/A.

Please note that the assessment forces you to generalize your response to include the entire group. You are not rating interactions between individuals; rather you are rating the general strength or weakness of the group in each dimension. The assessment serves to identify specific dimensions that may be important for the group to address.

Commitment

The people involved in this effort...

	NA	Ineffective	Adequate	Effective	Very Effective	Exceptionally Effective – Among the Best in the World
1. Are rewarded for appropriate results.						
2. Share values important to how the job is accomplished.						
3. Care about the groups' charter or mission.						
4. Consistently meet individual objectives.						
5. Care about the success of colleagues						
6. Meet commitments to each other						
7. Understand their contribution to the mission or charter						
8. Conduct work ethically						
9. Stay focused and "on task."						
10. Implement decisions effectively						

Communication

The people involved in this effort...

	NA	Ineffective	Adequate	Effective	Very Effective	Exceptionally Effective – Among the Best in the World
11. Speak up for the good of others						
12. Speak up to improve performance						
13. Communicate clearly						
14. Speak candidly						
15. Approach conflict productively						
16. Provide relevant and constructive feedback to each other						
17. Communicate in styles appropriate for the task at hand						
18. Share information readily						
19. Hold productive meetings						
20. Keep each other informed						

Coordination

The people involved in this effort...

	NA	Ineffective	Adequate	Effective	Very Effective	Exceptionally Effective – Among the Best in the World
21. Make decisions effectively						
22. Are organized optimally						
23. Plan effectively						
24. Use administrative support effectively						
25. Use productivity technology effectively						
26. Follow appropriate policy and procedures						
27. Meet schedules						
28. Consider how their efforts interface with others' efforts						
29. Pace their work appropriately						
30. Act according to plans						

Capability

The people involved in this effort...

	NA	Ineffective	Adequate	Effective	Very Effective	Exceptionally Effective – Among the Best in the World
31. Fulfill their roles effectively						
32. Apply appropriate expertise and knowledge						
33. Develop skills and expertise required for future success						
34. Coach, mentor, and teach as appropriate						
35. "Onboard" new members effectively						
36. Access organizational resources required to be successful						
37. Adapt as necessary						
38. Take appropriate risks						
39. Meet performance expectations						
40. Leverage others' capabilities when appropriate						

Comments

In the spaces below, please provide comments and observations about this team's Collaboration behavior that support or further clarify your ratings, and/or provide specific suggestions for improvement. Respond in the context of this task and the people currently involved in this task

Communication - How could communication be improved?

Commitment - What would encourage more commitment?

Coordination - What would enable better coordination of efforts?

Capability – What capabilities should be improved upon?

General comments

Using the Tool: Guidelines for a Collaboration Review Meeting

The Collaboration Assessment is design to help groups of people who are in collaboration with each other to identify areas of strength and weakness in the current collaboration. The tool serves as a conversation starter for groups to improve collaboration.

Guidelines for a Collaboration Review Meeting include:

Ensure each person who completes the assessment focuses on the same group of people and the same task. While the tool could be used to assess corporate-wide collaboration, the tool will generate more practical improvements when the scope of the collaboration is more specifically defined. For example, "Today we are assessing the dimensions of collaboration required for _____ (define the group membership) as we _____ (define the task)."

Complete and discuss the assessment during a short span of time. The assessment offers a snapshot of the present moment for the people and task at hand. As time progresses, the task and the quality of collaboration changes. For example, early project interactions may require more creative engagement while late project interactions may require a higher degree of coordination.

The numerical ratings must be normalized through conversation. One person's three is another's four. The important exchange involves the question: "What specific examples have led to your rating?" As you ask this question, you will uncover another level of nuance to each dimension and the group will begin to generate ideas for improvement.

Begin your discussions of the assessment with a few of the dimensions that score the highest. Devote some time to understanding the specific elements that lead to success in those dimensions.

Next discuss which of the dimensions are most important to the collaboration at the moment. Do not strive for consensus. Simply listen for the subset of dimensions that seem to matter most to each person. Focus the remainder of the conversation on those areas identified as most critical.

Pay particular attention to the dimensions that people deem critical and that receive most variance in ratings. These are typically the dimensions that cause the most destructive conflict in the collaboration. They are also the dimensions that offer the most opportunity for improvement. Use these dimensions to build your agenda for further discussion.

Discuss each critical dimension. Include perspectives from all group members. Once the dimension is understood, generate ideas for improvement. End with action plans and commitments in each dimension discussed.

Use the final comments page to discuss any other critical items that have not yet been discussed. Once each issue is understood, generate ideas for improvement. End with action plans and commitments for each issues discussed.

Thank participants for their engagement. Consider asking for a final impromptu rating on the group's ability to review performance based on the interactions in the current meeting. If people rate the meeting as a 4 or a 5, then the group has done nice work. If ratings are less than 4, consider an Outside Insights facilitator for the next review meeting.