

Wilder Collaboration Factors Inventory – Spokane Collaborative July 2020

Factor	Whole Group (38)	Affordable Housing (10)	Child Abuse and Neglect (7)	Behavioral Health (23)
<i>History of collaboration and cooperation in the community</i>	3.7	3.6	3.9	3.6
<i>Collaborative group seen as a legitimate leader in the community</i>	3.5	3.5	3.4	3.6
<i>Favorable political and social climate</i>	4.1	3.8	4.0	4.2
<i>Mutual respect, understanding, and trust</i>	4.2	4.0	4.4	4.2
<i>Appropriate cross section of members</i>	3.7	3.5	3.4	3.8
<i>Members see collaboration as being in their self-interest</i>	4.4	4.2	4.4	4.4
<i>Ability to compromise</i>	3.9	3.7	3.9	4.0
<i>Members share a stake in both process and outcome</i>	4.0	3.9	3.9	4.1
<i>Multiple layers of participation</i>	3.6	3.5	3.6	3.6
<i>Flexibility</i>	4.1	3.9	4.1	4.1
<i>Development of clear roles and policy guidelines</i>	3.6	3.3	3.7	3.8
<i>Adaptability to changing conditions</i>	4.0	4.0	4.0	4.0
<i>Appropriate pace of development</i>	3.9	3.8	3.7	4.0
<i>Evaluation and continuous learning</i>	3.8	3.5	3.6	3.9
<i>Open and frequent communication</i>	4.1	3.8	4.0	4.2

Factor	Whole Group (38)	Affordable Housing (10)	Child Abuse and Neglect (7)	Behavioral Health (23)
<i>Established informal relationships and communication links</i>	3.7	3.5	4.0	3.6
<i>Concrete, attainable goals and objectives</i>	4.0	3.7	4.0	4.1
<i>Shared vision</i>	4.0	3.8	4.1	4.1
<i>Unique purpose</i>	4.1	3.7	4.4	4.1
<i>Sufficient funds, staff, materials, and time</i>	3.6	3.7	3.4	3.7
<i>Skilled leadership</i>	4.3	3.9	4.4	4.4
<i>Engaged stakeholders</i>	3.7	3.6	3.7	3.7
<i>At least one partnership made or strengthened</i>	66%	60%	71%	65%

How to interpret scores:
Scores of 4.0 or higher show a strength and probably don't need special attention
Scores from 3.0 to 3.9 are borderline and should be discussed by the group to see if they deserve attention.
Scores of 2.9 or lower reveal a concern and should be addressed.

Factors Related to the ENVIRONMENT
<p>1. History of collaboration or cooperation in the community</p> <p>A history of collaboration or cooperation exists in the community and offers the potential collaborative partners an understanding of the roles and expectations required in collaboration, which helps them trust the process.</p>

<p>2. Collaborative group seen as a legitimate leader in the community The collaborative group (and by implication, the organizations within the group) is perceived within the community as reliable and competent – at least in relation to the goals and activities it intends to accomplish.</p>
<p>3. Favorable political and social climate Political leaders, opinion-makers, those who control resources, and the general public support (or at least do not oppose) the mission of the collaborative group.</p>
<p>Factors Related to MEMBERSHIP CHARACTERSTICS</p>
<p>4. Mutual respect, understanding, and trust Members of the collaborative group share an understanding and respect for one another and their respective organizations: how they operate, their cultural norms and values, their limitations, and their expectations.</p>
<p>5. Appropriate cross section of members The collaborative group includes representatives from each segment of community that will be affected by its activities. The group engages members at the appropriate time and at an appropriate level of involvement.</p>
<p>6. Members see collaboration as being in their self-interest Collaborating partners believe that they will benefit from their involvement in the collaboration and that the advantages of membership will offset disadvantages, such as slower decision-making processes.</p>
<p>7. Ability to compromise Collaborating partners are able to compromise, since the many decisions within a collaborative effort cannot possibly fit the preferences of every member perfectly.</p>
<p>Factors Related to PROCESS AND STRUCTURE</p>
<p>8. Members share a stake in both process and outcome Members of a collaborative group feel “ownership” off both the way the group works and the results or products of its work.</p>
<p>9. Multiple layers of participation Every level (upper management, middle management, front line) within each partner organization has involvement in the collaborative initiative. Each layer brings different assets to the collaboration and may need to be involved to different degrees and at different times.</p>
<p>10. Flexibility The collaborative group remains open to varied ways of organizing itself, shifting its internal structure, and performing activities to accomplish its work.</p>
<p>11. Development of clear roles and policy guidelines The collaborating partners jointly develop a set of shared operating principles. They clearly understand their roles and responsibilities and are committed to carrying them out.</p>
<p>12. Adaptability to changing conditions</p>

The collaborative group has the ability to make changes – even to major goals, members, etc. – in order to deal with changing conditions in the external environment.

13. Appropriate pace of development

The structure, resources, and activities of the collaborative group change over time to meet the needs of the group, without overwhelming its capacity, at each point throughout the initiative.

14. Evaluation and continuous learning

The collaborative group has an established process for measuring its activities and effectiveness; collaborating partners review these measurements, learn from them, and use them to guide improvement.

Factors Related to COMMUNICATION

15. Open and frequent communication

Collaborative group members interact often, update one another, discuss issues openly, foster transparency, and convey all necessary information to one another and to stakeholders outside of the group.

16. Established and informal relationships and communication links

In addition to formal channels of communication, members establish personal connections – producing a better, more informed, and more cohesive group.

Factors Related to PURPOSE

17. Concrete, attainable goals and objectives

Goals and objectives of the collaborative group are clear to all partners and can be realistically attained.

18. Shared vision

Collaborating partners have the same vision, with clearly agreed-upon mission, operating principles, objectives, and strategy. The shared vision may exist at the outset of collaboration, or the partners may develop a vision as they work together.

19. Unique purpose

The mission and goals, or approach, of the collaborative group differ, at least in part, from the mission and goals, or approach, of the member organizations.

Factors Related to RESOURCES

20. Sufficient funds, staff, materials, and time

The collaborative group has adequate, consistent financial base, along with the staff and materials needed to support its operations. It allows sufficient time for the activities necessary to achieve its goals and includes time to nurture the collaboration.

21. Skilled leadership

The individuals who provide leadership for the collaborative group have organizing, facilitation, and interpersonal skills, such as emotional intelligence and cultural competence, and carry out their roles with fairness. Thus, the leaders are granted respect or “legitimacy” by the collaborative partners.

22. Engaged stakeholders

The collaborative maintains sufficient connections between itself and external actors affected by its activities.