

Collaborative Effectiveness Assessment Activity

Instructions

Purpose: The purpose of this activity is to stimulate your thinking about some of the elements of effective collaboration. The information is for your own use. We will not be collecting it.

1. Take about 10 minutes to quickly complete the tool on the next page, according to the following directions:

- **Step 1:** Think about the collaborative groups you belong to. Choose one as the focus of this activity.
- **Step 2:** Assess the current status of the collaborative based on the 5-point assessment scale (1=less developed, 5=more developed). Write this number in the far right column labeled “Effectiveness Score.”
- **Step 3:** Prioritize each of the elements according to how important you think this element is to the success of your collaborative. Write the result in the left hand column (High, Medium, or Low). You may want to *strengthen your overall collaborative* by prioritizing as “high” those activities that are not highly developed (a score of 1 or 2). You may want to *build on your successes* by prioritizing as “high” those activities that could be developed even further (a score of 3 or 4).

2. Take a couple of minutes to write your responses to questions a)-c) below:

a) Which of the elements of collaboration effectiveness are most important to the success of your collaborative group?

b) Circle the elements you ranked as “more developed” (a score of 4-5).

c) Circle the elements you ranked “less developed” (a score of 1-2).

3. Next, take 15 minutes to discuss the responses to questions a)-c) among participants seated at your table.

Collaborative Assessment Activity

Take about 5 minutes to complete the tool according to directions on the previous page.

Priority (H, M, L)	Less Developed		More Developed		Effective- ness (1-5)
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u> <u>5</u>	
	Clarity of mission/Strength of vision				
	Collaborative members lack a clear understanding of the collaborative's mission/vision	⇒	All collaborative members have a clear understanding of the collaborative's mission/vision		
	The collaborative takes actions that are not related to the mission	⇒	The collaborative bases its actions on a focused mission		
	The collaborative has defined the mission narrowly to carry out one activity	⇒	Our mission is comprehensive and looks at the big picture		
	Communication/Link to others				
	The collaborative works largely in isolation of the community	⇒	The collaborative's work is effectively integrated with the community, including meaningful participation by the constituency we serve		
	The collaborative's efforts do not translate into meaningful influence in the larger community	⇒	The collaborative influences key decision-makers, government agencies, and other organizations		
	The collaborative is seen largely as self-serving or irrelevant	⇒	The collaborative has successfully maintained or increased its credibility		
	The Collaborative Environment				
	Members of the collaborative are unmotivated and lack inspiration	⇒	Members of the collaborative are motivated and inspired		
	Members distrust one another and/or the collaborative leadership	⇒	The collaborative has an honest and open environment, and lines of communication are always open		
	The collaborative allows conflicts to go unresolved	⇒	The collaborative effectively addresses and resolve conflicts		
	Building Membership Capacity				
	Members are recruited haphazardly	⇒	Members are recruited based on the goals of the collaborative		
	The collaborative seems to be controlled by just a few people	⇒	The collaborative encourages inclusion and participation by all members by working to empower them		
	New members are uncertain about how to integrate themselves into the group	⇒	New members are welcomed and effectively oriented to the group		
	The collaborative does not draw on the specific abilities, capacity, and perspectives of members	⇒	The collaborative develops specific roles and responsibilities for members based on their resources and skills		
	Management				
	The administrative structure of the collaborative is not clear	⇒	The collaborative maintains clear roles, responsibilities, and procedures		
	Deadlines are rarely met and staffing is insufficient to meet goals	⇒	Activities, staffing and deadlines are effectively coordinated to meet goals		
	Meetings are perceived as unproductive	⇒	Meetings have clear objectives that meet the group's needs		

COLLABORATION MULTIPLIER

Enhancing the Effectiveness of Multi-Field Collaboration

Collaboration Multiplier is an interactive tool for strengthening collaborative efforts across diverse fields. A multi-field approach has proven vital for tackling today's complex social challenges. Whether the goal is promoting health equity, strengthening local economies, reducing greenhouse gas emissions, or enhancing community safety, improving our well-being requires community-wide changes that include strengthening government policies and the practices of key organizations. Multi-field collaboration expands available resources, strategies, and capabilities to achieve outcomes that could not be accomplished by one field alone.

Collaboration Multiplier provides a systematic approach to laying the groundwork for multi-field collaboration. The tool guides organizations through a collaborative discussion to identify activities that accomplish a common goal, delineate each partner's perspective and potential contributions, and leverage expertise and resources. *Collaboration Multiplier* is based on the understanding that different groups and sectors have different views of an issue and different reasons for engaging in a joint effort. For example, a collaborative formed to increase access to healthy food in underserved neighborhoods can more effectively engage partners by recognizing that each has their own goals. A grocery store operator might expand fresh food offerings to enhance sales and profits, a health department would support the effort to improve health, and the Mayor might

see enhanced food retail as fundamental for a flourishing community. *Collaboration Multiplier* helps surface these perspectives and forge strategies that advance their objectives simultaneously.

Collaboration Multiplier can be used in different stages of collaboration. It can be used by a newly formed or established partnership that wants to strengthen its collective effort, or it can be used by an individual or small set of organizations that recognize the value of a diverse partnership and want to think strategically about whom to invite to the table.

The Collaboration Multiplier Process

Collaboration Multiplier occurs in two phases:

1) Information Gathering and 2) Collaboration Multiplier Analysis

In the first phase, the key sectors and fields that can contribute to a solution are identified. Then key information from the *perspective of each field* (or prospective field) is collected according to a common set of categories. Specific categories vary based on the particular collaboration, but typical examples include:

- **Importance:** Why is this issue important?
- **Organizational Goals:** What are the goals related to this issue?
- **Audience:** Who is the primary audience/constituency?
- **Expertise:** What unique expertise does this field bring to the collaborative?

Partner	Importance	Organizational Goals	Expertise	Assets & Strengths	Key Strategies	Desired Outcomes	Partnership	Organizational Benefit

- **Assets/Strengths:** What resources (skills, staff, training capacity, funding) can be brought to the table?
- **Key Strategies:** What key strategies/activities are currently implemented relevant to this issue?
- **Desired Outcomes:** What specific results/outcomes are desired as a result of this collaboration? What does success look like?
- **Data:** What data is collected, and how?
- **Partnership:** Which partners/participants can be brought to the table to enhance outcomes?
- **Organizational Benefit:** What is the benefit of participating in this collaborative?

Compiling this information can provide a “big picture” snapshot for partners and lays the groundwork for a collaborative discussion.

In the next phase, the collaborative engages in a “collaboration multiplier analysis” to discuss the implications based on the information collected. Some key areas of discussion can include:

- What partner strengths can the collaborative utilize? How do you leverage each partner’s expertise?
- What results and outcomes can be achieved together?
- What strategies/activities can two or three partners work together on?

Collaboration Multiplier serves as a starting point for appreciating what different fields can bring to the table and for building effective interdisciplinary efforts through partnership. After completing the two-phase process, partners can begin developing a comprehensive strategy to achieve their shared vision. To support strategic efforts, *Collaboration Multiplier* is designed to complement and inform Prevention Institute’s *Spectrum of Prevention*, a tool for developing multifaceted activities for effective prevention, and *The Eight Steps to Effective Coalition Building*, a step-by-step guide for coalition development and sustainability. Effective collaboration can be a powerful force for mobilizing individuals to action, bringing health and safety issues to prominence, forging joint solutions, and developing effective policies. By working through *Collaboration Multiplier*, partners will see the fruits of their efforts grow exponentially.

For more information, visit Prevention Institute’s website at www.preventioninstitute.org or e-mail prevent@preventioninstitute.org.

COLLABORATION MULTIPLIER EXAMPLE: TRAFFIC SAFETY COALITION

Goal: Decrease traffic-related crashes and fatalities

Phase I: Information Gathering

(This is a sample; expected levels of detail would be greater)

	Expertise	Desired Outcomes	Strategies
Public Health	Population-based prevention approaches and data collection of injury rates	Reduce unintentional injuries among all travelers, including drivers, pedestrians, bicyclists, disabled, elderly	Facilitate environmental and policy changes (i.e., pedestrian/bicycle-friendly street design, car seats, seat belts, driving under the influence, bicycle helmets)
Law Enforcement	Expertise in legal requirements and crash investigations and has the authority to enforce traffic laws	Increase compliance to traffic safety laws	Enforce traffic laws, patrol neighborhoods, implement check points, cite reckless drives, and participate in educational campaigns
Transportation Engineering	Road and sidewalk design that provides safe travel for multiple modes of transportation	Prevent traffic crashes and reduce severity of injuries if a crash occurs	Promote safety regulations for occupants and vehicles n Implement street designs that promote safety
Optometry	Understanding of how people visualize traffic signs and signals	<ul style="list-style-type: none"> • Improve vehicle displays, traffic signals, and road signage • Better driver assessment for licensing purposes 	Utilize color and design features to increase driver attention to traffic signals and signs

Phase II: Collaboration Multiplier Analysis

Public Health

Expertise:

Population-based prevention approaches and data collection of injury rates

Desired Outcomes:

Reduce unintentional injuries among all travelers, including drivers, pedestrians, bicyclists, people with disabilities, elderly

Key Strategies:

Facilitate environmental and policy changes (i.e., pedestrian/bicycle-friendly street design, car seats, seat belts, DUI, bicycle helmets)

Law Enforcement

Expertise:

Expertise in legal requirements and crash investigations and has the authority to enforce traffic laws

Desired Outcomes:

Increased compliance to traffic safety laws

Key Strategies:

Enforce traffic laws, patrol neighborhoods, implement check points, cite reckless drivers, and participate in educational campaigns

Shared Outcomes

- Improved transportation infrastructure and systems
- Ability for motorists, bicyclists, pedestrians, people with disabilities, and elderly to travel easily and safely
- Decrease in traffic-related injuries and deaths

Partner Strengths

- Subject matter expertise
- Authority and ability to implement policies and environmental changes
- Understanding of motor vehicle patterns and individual transportation behaviors
- Knowledge of street and vehicle design

Joint Strategies/Activities

- Incorporate health and safety elements into transportation planning
- Promote complete streets policies
- Connect roadways to complementary systems of trails and bike paths
- Implement smart growth strategies, including transit-oriented developments

Transportation Engineering

Expertise:

Road and sidewalk design that provides safe travel for multiple modes of transportation

Desired Outcomes:

Prevent traffic crashes and reduce severity of injuries if a crash does occur

Key Strategies:

- Promote safety regulations for occupants and vehicles
- Implement street designs that promote safety (e.g., traffic calming)

Optometry

Expertise:

Understanding of how people visualize traffic signs and signals

Desired Outcomes:

- Improved vehicle displays, traffic signals, and road signage
- Better driver assessment for licensing purposes

Key Strategies:

Utilize color and design features to increase driver attention to traffic signals and signs

Part II: COLLABORATION MULTIPLIER ANALYSIS

COLLABORATOR 1

Expertise/Resources:

Results/Outcomes:

Key Strategies:

COLLABORATOR 2

Expertise/Resources:

Results/Outcomes:

Key Strategies:

COLLABORATOR 3

Expertise/Resources:

Results/Outcomes:

Key Strategies:

WHAT RESULTS/OUTCOMES CAN BE ACHIEVED TOGETHER?

WHAT PARTNER STRENGTHS CAN THE COLLABORATIVE UTILIZE?

WHAT STRATEGIES/ACTIVITIES CAN 2+ PARTNERS WORK TOGETHER ON?
WHO TAKES THE LEAD (L) AND WHO PLAYS A SUPPORTIVE (S) ROLE?

COLLABORATOR 4

Expertise/Resources:

Results/Outcomes:

Key Strategies:

COLLABORATOR 5

Expertise/Resources:

Results/Outcomes:

Key Strategies:

COLLABORATOR 6

Expertise/Resources:

Results/Outcomes:

Key Strategies:

Evolution to Effective Prevention Diagnostic Scale

Priority (H, M, L)	Less Developed		More Developed		Effectiveness Score (1-5)
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	
	DATA comes from...				
	Anecdote-based initiatives	⇒		Data-driven programming	
	Disciplines developing their own data sources	⇒		Shared data sources	
	PROGRAM focuses on...				
	Short-term “fix it” approaches	⇒		Long-term objectives and outcomes	
	Risk factors only	⇒		Risk <i>and</i> resiliency factors	
	Changing individual behavior	⇒		Changing behavior, norms, and policies	
	Prevention primarily through education and brochures	⇒		Multifaceted prevention activities	
	OUTREACH				
	Target audience is unclear	⇒		Target audience is clear and defined	
	Organizational mission and vision are unclear	⇒		Organizational vision and mission are clear and defined	
	Website is obscure and difficult to use	⇒		Website effectively relays a clear message and encourages participation	
	INTERNAL OPERATIONS				
	Wrong number/frequency of meetings	⇒		Number/frequency of meetings is just right	
	Meetings do not result in effective outcomes and follow through	⇒		Meetings effectively enhance objectives	
	Little to no training to increase staff skills is available	⇒		Appropriate training to increase staff skills is available	
	Organizational practices are antithetical to program objectives	⇒		Organizational practices are reflective of program objectives	
	PARTNER LINKAGES				
	Work is independent of direct service/community-based organizations	⇒		Group establishes links with direct service/community-based organizations	
	Partnerships are missing or do not effectively expand resources/information	⇒		Existing linkages enhance the organization’s overall mission	
	Government is not seen as part of the solution	⇒		Inter/intra-governmental partnerships are used to effectively implement action plans	
	POLICY is...				
	Driven by 2- and 4-year election cycles	⇒		Driven by local policy development and action plans	
	Reactive to problems as they achieve media/public attention	⇒		Proactive in planning and preventing problems before they occur	
	STRATEGY AND EVALUATION				
	Strategy based on ad hoc decisions	⇒		Strategy based on integrated approach	
	Strategy requires new stand-alone programs	⇒		Strategy uses existing organizations and institutions	
	Evaluation employs formulaic models not designed to meet specific program needs	⇒		Evaluation employs well developed techniques appropriate for program needs	