27. Are the resources just mentioned represented among the assets of your stakeholders?

28. Did you consider all the players who have capacity to influence whether your outcome can be achieved and weigh the pros and cons of involving each?

29. Did you assess the resources (human, material, informational, and financial) you may need to accomplish your outcomes?

30. Did you assess the desirability and likelihood of recruiting each of these named stakeholders before making contact?

31. Do you believe that the appropriate stakeholders are members of—or are represented in—the collaboration? If not, who do you think is missing?

32. When you identified an individual *within a desired organization* who proved to be either not suitable or recruitable, did you then identify another prospect within that organization who is both suitable and recruitable?

Phase 5: Frame and Recruit

33. Did you develop a unique and tailored strategy to recruit each prospective partner?

34. Did your preplanning include consideration of who—from the perspective of each prospective partner—should make the overture and what—from the perspective of each prospective partner—will satisfy the prospect's self-interests and enthuse him or her about participating in your collaboration?

35. Recognizing that *attendance* and *participation* are not synonymous, has care been taken to sustain an attitude of recruitment during the early phases of the collaboration?

36. Have there been discussions with each partner to confirm or solidify the connection between their self-interests and the emerging mission and operation of the collaboration?

BUILDING ADMINISTRATIVE STRUCTURES AND SYSTEMS

Phase 6: Leaders, Structure, Roles, and Rules

37. In building the collaboration, did you address the Dimensions of collaborative leadership outlined in Chapter 8?[4]

38. In itinerant collaborations, these functions may be informally assumed and shared by partners during the brief duration of the initiative.

39. In sustained collaborations (see pages 19–20), has attention been paid to ensure adequate levels of continuity, responsibility, and accountability for fulfilling those functions introduced in Chapter 8 that may bear most importantly on the success of the collaboration?

40. In sustained collaborations, has there been reflection on the question of whether formalization of leadership, structure, functional roles, and operating rules would help or hurt the collaborative process?

41. Has the collaboration strategically moved toward formality, with attention paid to ensure that all partners are comfortable and invested in the structure, leadership, roles, and rules?

42. Or did the collaboration move too abruptly or prematurely, scaring away some partners who have attended and could contribute to the collaboration but who may not have felt adequately connected to the collaboration or supported by their organizations to formally commit in this fashion?

43. Were routine meeting dates established for the collaboration (and, if relevant, for its parts)?

44. Have routine communications been developed and deployed to keep all essential players informed of the coalition's work?

45. If need be, has the collaboration's convening leadership been available to stay on in the role of administrative leadership until the group's cohesion and its members' commitment were strong enough to support the move to formal decisions?

Phase 7: Develop an Action Plan

46. Did the collaboration develop strategic plans with benchmarks so that all its members know where the collaboration is going and can *measure* where it's been?

47. Have the plans (or their summaries) been circulated, reviewed, and endorsed by all partners and their institutions at strategic times?

48. Have partners been encouraged to discuss the collaboration's action plan in terms of how specific portions connect to the institutional missions and self-interests that they represent?

BUILDING A CULTURE OF COLLABORATION

Phase 8: Begin With Successes

49. Did the collaboration begin with short-term plans that targeted successes around either its most urgent or least controversial goal?

50. Has the collaboration's action plan been built on these early successes?

51. How has the collaboration leveraged early successes as a tool for organizing, focusing, encouraging, and leading? (For example, have these early successes become part of the folklore? Are they routinely referred to in publications?)

Phase 9: Build Bonds Between Partners

52. How has the collaboration paid attention to building the essential bonds between collaborative partners?

53. Has an internal environment of trust, loyalty, and high professionalism been created early on so that later on, partners are willing to make the compromises that will certainly be demanded in the context of collaborative decision making?

54. What has been done to make sure that collaborative partners—both individual representatives and lead decision makers in the institutions they represent—feel good about their continued participation in the collaboration?

Phase 10: Celebrate Successes

55. Has the collaboration celebrated its successes with internal recognitions to strengthen these bonds?

56. Has external publicity been used as a tool to build momentum, support, and pride among partners and key external constituencies?

Phase 11: Assess, Adjust, and Reinforce Bonds

57. Do leaders really know if individual partners feel well-connected to and supportive of the collaboration?

58. What tactics have been used—one on one or in the whole group—to make sure that this connection is considered and attended to?

59. How does this collaboration routinely measure, adjust, and reinforce the bonds between collaborative partners in the collaboration?

ACCOUNTABILITY, SUSTAINABILITY AND RENEWAL

Phase 12: Goal-Centered Accountability

60. How does the collaboration measure its progress?

61. Does it have clear indicators of success?

62. Are these indicators known to all members of the collaboration?

63. Are they connected to its goals?

64. Are they reviewed and updated routinely?

65. Are they owned by the partners and partner institutions?

66. How does what is measured relate to what is done?

67. Are systems of accountability created and connected to these goals?

68. Do partners understand and talk about their goal-centered accountability?

Phase 13: Scaffold the Change

69. How do you make sure that the *facilitative changes* you make within your collaboration last long enough to fulfill your purpose?

70. How do you make sure that the *targeted changes* you accomplish with your collaboration last long enough to fulfill and justify your purpose?

71. Have you considered not only how you will achieve your *targeted change,* but what needs to be done to help ensure that it sticks, survives, or is sustainable?

72. Have you calculated—and can you describe—the forces that may erode the change you accomplish and include in your planning what steps may be taken to mitigate their effects?

73. Regarding *facilitative change,* have you taken time to reflect on whether the *structures, roles,* and *rules* (see above) that you put in place early on to facilitate operations inside the collaboration, continue to be efficient and productive as the membership, accomplishments, and goals of the collaboration have evolved?

74. Who makes sure that the details of convening and managing the work of the collaboration gets done?

75. From your perspective, how important is the purpose of this collaboration?

76. How would you rate your satisfaction with the pace of the collaboration?

77. How would you rate your satisfaction with the productivity of the collaboration?

78. How would you rate your satisfaction with the leadership of the collaboration?

79. How would you rate your satisfaction with your own participation in the collaboration?

Phase 14: Revisit and Renew Mission

80. Are the collaboration's partners aware and routinely reminded of the mission and goals of the collaboration?

81. Does the collaboration stop to revisit its mission, especially at significant benchmarks or when there are changes in external conditions?

82. Is the collaboration flexible enough to explore the pros and cons of all possible options, including (a) modifying the mission or operating ground rules, (b) retaining them intact, (c) expanding or redirecting the mission, (d) taking a vacation, or (e) disbanding?

83. Does a change in mission affect the collaboration's consideration of decision makers, stakeholders, and others?

84. On the other hand, does the collaboration keep abreast of external changes that may introduce new decision makers, stakeholders, or others?

NOTES

1. We use "in your own words" so as to encourage respondents to avoid reciting their collaboration's mission statement. Similarly, we use "reason" and not "purpose" so as to avoid recitation of memorized mission statements.

2. Note, this person may or may not be the person "in charge"; rather, she or he persistently and dependably makes sure that the collaboration is fed, nourished, and attended to during each phase of its development.

3. In some collaborative environments, partners may be more inclined to use terms like *deliverables, products, outcomes,* etc., than *targeted outcomes.*

4. This question will offer an important contribution even if you do nothing more than reflect on the presence or absence and quality of attention paid to each Dimension within your collaboration.