

Effective Collaboration - Roles that Make It Work

Effective Collaborative Component Sub task/objective	Evidence	Qualities Required to Accomplish & Who could do it...
<p>In order for any of the objectives listed in <i>Effective Collaboration Self-Assessment Tool</i> to be accomplished effective meetings must take place. This is often the first and foremost obstacle for coordinators who take on all of the work at every level for meetings. Let's break down some of the tasks and look more closely at signs of success!</p>		
<p>Collaborative and Task Groups - Meetings</p>		
<p>Active Participation During Meeting</p>		
<p>Talking</p>	<p>Participants feel their presence and contributions are important to the group, its work and success as indicated by the fact that EACH PARTICIPANT contributes at least once during the course of the meeting. Conversation is active and flowing, though thoughtful silences and times of contemplation are accepted and welcome.</p>	<p>Ability to think about project issues and a willingness to express own ideas. Ability to be quiet and listen if one is talkative and/ or has lots of ideas. Ability to speak up when one has thoughts to share if s/he is a quiet person. Willingness to come to the meeting, focus on it's agenda and be 'on' even when there is lots to do outside the meeting room. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.</p>
<p>Asking questions</p>	<p>Participants feel their presence and contributions are respected and appreciated by all the group members as indicated by the fact that EACH PARTICIPANT raises difficult questions regardless of positions of authority in the room. Furthermore, THE QUESTIONS THAT EVERYONE IS THINKING ARE BEING ASKED.</p>	<p>Ability to think critically about the various aspects of the work. Willingness to risk comfortable relations to ask the questions that get to the heart of issues, challenge status quo and encourage open, honest and respectful communication. Ability to frame questions respectfully. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.</p>
<p>Acknowledging and Resolving Conflict</p>	<p>Participants are able to put the highest good of the group and its common goals above individual agendas as indicated by the fact that THE 'ELEPHANTS' IN THE MEETING ROOM ARE UNVEILED AND TALKED ABOUT. In other words, there are not several "meetings outside the meeting" where the real concerns are being discussed.</p>	<p>Ability to identify and separate out personal agendas and issues from those of the whole group. Willingness to listen to another person's perspective and respond with respect and compassion. Ability to state inconsistencies without blame. Ability to change one's mind. Ability to accept responsibility for one's own issues or mistakes. Commitment to the common goals and outcomes of the overall project. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.</p>

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Clear decision making processes	No one leaves the room wondering what 'just happened' or 'so now what?'. Everyone understands why a decision was made and agrees to support it even if it doesn't go <i>exactly</i> as they would have liked.	Alert attentiveness during key moments of the meeting. Ability to speak up when issues are not clear. Presence of mind and clarity with one's perspective and the issue at hand. Willingness to hold one's opinion and position without "going with the flow" and at the same time commitment to the common goals and good of the project. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.
Making decisions	Participants know where the process is at, what work is completed and what work needs to be done.	Ability to truly hear an opposing view. Ability to change one's mind. Ability to see a concept or idea in a new light or perspective. Commitment to participate in the decision making process and then to stick by a decision once the group has made it. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.
Volunteering for tasks	There are seldom long silences (or any silences) when the facilitator is asking who will do what.	An understanding of one's own strengths, interests, and resources. A willingness to contribute to the group process and the project work. Ability to say, "I will do that." WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.
Bringing information back to the group	Participants have key information, in the time frame allotted to present back to the group. (See linking key participants to appropriate agenda items above.)	Ability and willingness to do the work one has volunteered for in a timely manner and bring back to the group. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.
Holding each other to commitments	There are no meetings outside the meeting about individual people or work. The work is getting done. Members are comfortable with the timeframes and the manner in which the work is getting done.	Ability to address concerns with a fellow team member (one on one and/or at group level) when someone has said one thing and done another (regardless of an individual's status or authority). Ability to identify and address discrepancies in verbal and written communications and in work one has done. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.

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Equalizing power	Non-English speaking members of the group participate as much or more than English speaking members. Members with more evident positions of authority or those who possess more 'clout' participate 'elbow to elbow' with others. Parents and students feel VERY comfortable sharing their perspectives and asking questions.	Ability to address concerns with a fellow team member (one on one and /or at group level). An understanding of ones own strengths, interests, and resources. Ability to truly hear an opposing view. Ability to identify and separate out personal agendas and issues from those of the whole group. Ability to be quiet and listen if one is talkative and /or has lots of ideas. Ability to speak up when one has thoughts to share if s/he is a quiet person. Ability to accept responsibility for one's own part. Willingness to put the greater good of the group process and project work first. WHO: EVENTUALLY EACH AND EVERY MEMBER OF THE GROUP.
Note-taking	Participants have in hand, in proper language, a clear and accurate written record of groups work to date (key decisions and agreements) and any other pertinent information.	Understanding of purpose of meeting and goal of work / project. Light Clerical Skills. Access to materials. Ability to record key ideas, decisions and agreements clearly and succinctly in writing. Confidence to ask questions when information is not clear and /or group not on track. Ability to work with translator who will create non-English written copy of group records. WHO: Anyone connected to the project with above skills.
Facilitation – is a means to an end. Good facilitation skills will serve the group much better than in depth knowledge of the work and a preconceived idea of where it needs to go.	Meeting begins and ends on time, unless extended by group consent. EACH PARTICIPANT understands the purpose, content, order and flow of business as indicated by active participation, thoughtful /helpful comments and input. Key ideas and issues are addressed in some way (immediately, 'parking lot', tied to another agenda item, etc.) Everyone participates. Facilitator is not the only person talking during the meeting. Is able to introduce a topic and let the conversation flow, tying up ends as they are presented.	In-depth knowledge of group facilitation. Clear, loud, well paced verbal communication skills. Ability to listen objectively, patiently and compassionately. Enough understanding of the project to tie together input and comments to the common purpose and work of the meeting and the overall goals. Ability to separate out for the group issues that arise related to group process, current agenda or to other work and goals. Ability to be silent and not rescue the group when people need to take responsibility for participation and input. Ability to draw out quiet participants and hold off overly active participants respectfully. WHO: Anyone with the above skills. (Note: It may be helpful if this person is outside the group membership as an objective observer and facilitator of the group process.)

