



## Keys to Effective Collaboratives

This exercise can be a good way to begin the conversation with your collaborative by gaging where you are strong as a collaborative and where you can improve.

Have each member rate your collaborative on the following:

Keys	Rating Scale (1-4): 1= Very Inaccurate - 4= Strongly Accurate			
	1	2	3	4
<p><b>Conditions:</b> Teams must have the resources that they need to be successful, leaders must show that teamwork matters, and good team performance must be recognized and reinforced. You can have the best team in the world but if the conditions are not optimal for teamwork, organizations won't get the behavior, cognition, or attitudes needed.</p>				
<p><b>Cooperation:</b> Team members must like being on their team. This means that members need to trust each other and each member needs to contribute to the team's work. When members fail to contribute (the "social loafing" syndrome), teams may experience greater conflict and reduced satisfaction and performance.</p>				
<p><b>Coordination:</b> Effective teams foster mutual support, adaptability, and flexibility. Effective teams coordinate their processes to match the requirements of their tasks. For example, teams dealing with emergencies should increase their communication by verbalizing their plans and sharing their information.</p>				
<p><b>Communication:</b> Communication occurs in a precise, timely and clear manner. Effective teams have protocols in place for exchanging information, their members communicate face-to-face as often as possible, their members contribute equally, and contributions are succinct and to-the-point.</p>				



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<b>Cognition:</b> Team cognition is unique from individual cognition and involves a shared understanding of tasks and member roles. Effective teams have a shared understanding of their tasks, member roles and capabilities, and their equipment.				
<b>Coaching:</b> Leaders promote teamwork and care about team members. Effective team leaders facilitate their teams by building trust, establishing norms, engaging in teambuilding, and focusing on the conditions that promote success.				
<b>Conflict:</b> Effective teams provide a climate where it is safe to deal with conflict. This climate is called psychological safety, and is promoted by active listening, looking for common ground, and expressing concern for the relationships between members by focusing on problems not people.				
<b>Clarity:</b> Clarity in mission or goals, roles and responsibilities – What we are trying to do; Why my agency should be involved; How my agency can contribute to the mission; Who does what, when, why and with whom. Team members know their precise roles and responsibilities.				

Based on the “8C’s” developed by Dr. Eduardo Salas

Calculate the total for each “C”. The highest scores indicate the strongest areas.

**Discussion Questions based on your ratings:**

- Which “C” is our strongest?
- Which “C” varied the most? (i.e. received inconsistent ratings cross members)
- Which “C” needs the most improvement?
- What is one thing we can start doing right now to improve our lowest-rated “C”?