

## The Wilder Collaboration Factors Inventory

This questionnaire can help your group inventory its strengths on the factors that research has shown are important for the success of collaborative projects. The questionnaire is designed for use by people who are planning or participating in collaborative projects.

There are no right or wrong answers. Your opinion is important, even if it is very different from the opinions of others. When your group sees the results, you all will learn how people feel—whether they all feel the same or different about the questions.

Unless your group has decided to put names on the questionnaires, your answers will not be associated with your name and will be grouped with the answers of others.

### Instructions

Please follow the instructions *exactly*. They are very simple:

1. Read each item.
2. Circle the number that indicates how much you agree or disagree with each item.
3. Do not skip any items.
4. Return your form as instructed by your group leader or facilitator.

You might want to do something a bit differently, but we have learned from experience that your group will get the most benefit if you fill out the questionnaire as the instructions describe. Some special situations:

#### **“Don’t know”**

If you feel you don’t know how to answer an item, or that you don’t have an opinion, circle the “neutral” response, the number 3.

#### **Opinion falls “in between two numbers”**

If you feel that your opinion lies in between two numbers, pick the lower of the two. Do not put a mark in between the two numbers; and do not circle both of them. For example, if you feel your opinion lies between 1 and 2, circle the 1.

## The Wilder Collaboration Factors Inventory

\_\_\_\_\_  
*Name of Collaboration Project*

\_\_\_\_\_  
*Date*

If you have been asked to provide your name or the name of your organization, please do so below.

\_\_\_\_\_  
*Respondent Name*

\_\_\_\_\_  
*Organization*

*Include your name or the name of your organization on the line above only if instructed to do so.*

### Statements about Your Collaborative Group

| Factor  | Statement   | Strongly<br>Disagree | Disagree | Neutral,<br>No Opinion | Agree | Strongly<br>Agree |
|---|---|----------------------|----------|------------------------|-------|-------------------|
| <i>History of col-<br/>laboration or<br/>cooperation in<br/>the community</i>       | 1. Agencies in our community have a history of working together.  | 1                    | 2        | 3                      | 4     | 5                 |
|   | 2. Trying to solve problems through collaboration has been common in this community. It's been done a lot before.   | 1                    | 2        | 3                      | 4     | 5                 |
| <i>Collaborative<br/>group seen as a<br/>legitimate leader<br/>in the community</i> | 3. Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.   | 1                    | 2        | 3                      | 4     | 5                 |
|   | 4. Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work. | 1                    | 2        | 3                      | 4     | 5                 |
| <i>Favorable<br/>political and<br/>social climate</i>                               | 5. The political and social climate seems to be "right" for starting a collaborative project like this one.   | 1                    | 2        | 3                      | 4     | 5                 |
|   | 6. The time is right for this collaborative project.  | 1                    | 2        | 3                      | 4     | 5                 |
| <i>Mutual respect,<br/>understanding,<br/>and trust</i>                             | 7. People involved in our collaboration always trust one another.   | 1                    | 2        | 3                      | 4     | 5                 |
|   | 8. I have a lot of respect for the other people involved in this collaboration.   | 1                    | 2        | 3                      | 4     | 5                 |
| <i>Appropriate<br/>cross section<br/>of members</i>                                 | 9. The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.  | 1                    | 2        | 3                      | 4     | 5                 |
|   | 10. All the organizations that we need to be members of this collaborative group have become members of the group.  | 1                    | 2        | 3                      | 4     | 5                 |
| <i>Members see col-<br/>laboration as in<br/>their self-interest</i>                | 11. My organization will benefit from being involved in this collaboration.   | 1                    | 2        | 3                      | 4     | 5                 |

| Factor   | Statement  | Strongly Disagree | Disagree | Neutral, No Opinion | Agree | Strongly Agree |
|--|--|-------------------|----------|---------------------|-------|----------------|
| <i>Ability to compromise</i>                             | 12. People involved in our collaboration are willing to compromise on important aspects of our project.  | 1                 | 2        | 3                   | 4     | 5              |
| <i>Members share a stake in both process and outcome</i> | 13. The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.   | 1                 | 2        | 3                   | 4     | 5              |
|  | 14. Everyone who is a member of our collaborative group wants this project to succeed.   | 1                 | 2        | 3                   | 4     | 5              |
|  | 15. The level of commitment among the collaboration participants is high.  | 1                 | 2        | 3                   | 4     | 5              |
| <i>Multiple layers of participation</i>                  | 16. When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be. | 1                 | 2        | 3                   | 4     | 5              |
|  | 17. Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.   | 1                 | 2        | 3                   | 4     | 5              |
| <i>Flexibility</i>                                       | 18. There is a lot of flexibility when decisions are made; people are open to discussing different options.  | 1                 | 2        | 3                   | 4     | 5              |
|  | 19. People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.   | 1                 | 2        | 3                   | 4     | 5              |
| <i>Development of clear roles and policy guidelines</i>  | 20. People in this collaborative group have a clear sense of their roles and responsibilities.   | 1                 | 2        | 3                   | 4     | 5              |
|  | 21. There is a clear process for making decisions among the partners in this collaboration.  | 1                 | 2        | 3                   | 4     | 5              |
| <i>Adaptability</i>                                      | 22. This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.  | 1                 | 2        | 3                   | 4     | 5              |
|  | 23. This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.   | 1                 | 2        | 3                   | 4     | 5              |
| <i>Appropriate pace of development</i>                   | 24. This collaborative group has tried to take on the right amount of work at the right pace.  | 1                 | 2        | 3                   | 4     | 5              |
|  | 25. We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.  | 1                 | 2        | 3                   | 4     | 5              |

| Factor  | Statement   | Strongly Disagree | Disagree | Neutral, No Opinion | Agree | Strongly Agree |
|---|---|-------------------|----------|---------------------|-------|----------------|
| <i>Open and frequent communication</i>                            | 26. People in this collaboration communicate openly with one another.   | 1                 | 2        | 3                   | 4     | 5              |
|   | 27. I am informed as often as I should be about what goes on in the collaboration.  | 1                 | 2        | 3                   | 4     | 5              |
|   | 28. The people who lead this collaborative group communicate well with the members.   | 1                 | 2        | 3                   | 4     | 5              |
| <i>Established informal relationships and communication links</i> | 29. Communication among the people in this collaborative group happens both at formal meetings and in informal ways.                        | 1                 | 2        | 3                   | 4     | 5              |
|   | 30. I personally have informal conversations about the project with others who are involved in this collaborative group.                    | 1                 | 2        | 3                   | 4     | 5              |
| <i>Concrete, attainable goals and objectives</i>                  | 31. I have a clear understanding of what our collaboration is trying to accomplish.   | 1                 | 2        | 3                   | 4     | 5              |
|   | 32. People in our collaborative group know and understand our goals.  | 1                 | 2        | 3                   | 4     | 5              |
|   | 33. People in our collaborative group have established reasonable goals.  | 1                 | 2        | 3                   | 4     | 5              |
| <i>Shared vision</i>  | 34. The people in this collaborative group are dedicated to the idea that we can make this project work.                                    | 1                 | 2        | 3                   | 4     | 5              |
|   | 35. My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.                           | 1                 | 2        | 3                   | 4     | 5              |
| <i>Unique purpose</i>   | 36. What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself. | 1                 | 2        | 3                   | 4     | 5              |
|   | 37. No other organization in the community is trying to do exactly what we are trying to do.  | 1                 | 2        | 3                   | 4     | 5              |
| <i>Sufficient funds, staff, materials, and time</i>               | 38. Our collaborative group has adequate funds to do what it wants to accomplish.   | 1                 | 2        | 3                   | 4     | 5              |
|   | 39. Our collaborative group has adequate "people power" to do what it wants to accomplish.  | 1                 | 2        | 3                   | 4     | 5              |
| <i>Skilled leadership</i>   | 40. The people in leadership positions for this collaboration have good skills for working with other people and organizations.             | 1                 | 2        | 3                   | 4     | 5              |

## Factors Score Sheet

Note: This score sheet allows for up to six different organizations to be involved. If the collaboration involves more organizations, copy the sheet and renumber the groups. Write the group's name at the top of each column. Enter the number of people from each organization who took the inventory where it says "n =". To get the "factor average" for that factor, first add the totals for all the statements about a particular factor and divide by "n". Then divide that number by the number of questions related to the factor. (If you are not keeping organization scores separately, use only the column marked "Whole Group.")

Here's an example:

Three raters complete The Wilder Collaboration Factors Inventory and want to know where their group stands in terms of "Flexibility." They consult the questionnaire and see that items eighteen and nineteen relate to this factor. Their individual ratings for these items are as follows:

|         | Item 18 | Item 19 |
|---------|---------|---------|
| Rater 1 | 4       | 2       |
| Rater 2 | 5       | 2       |
| Rater 3 | 3       | 3       |

The raters follow steps (1) and (2) to yield an average score of 3.2 for "flexibility."

$$(1) 4 + 5 + 3 + 2 + 2 + 3 = 19$$

$$(2) 19/6 = 3.2$$

Note that all factors do not have the same number of questions. For example, "Ability to compromise" has only one question, while "Members share a stake in both process and outcome" has three questions. You will need to change the divisor in step (2) above to match the number of ratings for each factor.

To calculate scores on collaboration success factors as rated by the representatives of a specific organization within a collaborative group, simply follow steps (1) and (2) using only the ratings of individuals from the organization of interest. That is, add together all of the ratings by individuals from that organization and divide by the total number of ratings added.

### Automatic scoring online

If you have access to the Internet, you can score this inventory online. Log on to the following URL and follow the instructions there: [www.wilder.org/pubs/inventory/collaboration.html](http://www.wilder.org/pubs/inventory/collaboration.html).