

# Factors Elevating Collaborative Group Processes (or alternatively, dragging them downward) Ver8

## Collaborative attitude

- Respect, appropriate levels of trust
- Flexibility and willingness to engage in self reflection
- Use of reliable data and processes
- Work to satisfy the bona fide interests of all stakeholders
- Sufficient transparency, data are freely shared and explained
- Healthy balance of creativity, pragmatism and risk

## Collaborative structure

- Issues are suitable for collaboration
- All needed participants are qualified and motivated representatives
- "Results driven" process
- Participants are accountable to the process and each other
- Participants effectively address diversity and power symmetry
- Adaptation – the process is flexible and responsive to change and new perspectives
- Participants work both on the task as well as their functioning relationship

## Collaborative Group Processes

## Efficient effective communication

- Conversation replaces debate
- Willingness to listen and learn from each other
- Use of reliable data and processes



## Factors elevating the processes

## Factors pulling processes downward



Wrong program pace - too little time allowed for complex matters

Lack of collaborative leadership

Unrealistic expectations

Lack of clarity about the desired outcomes

Lack of needed data or expertise to assess the data

Dysfunctional participants - perhaps caused by long history of conflict, participants who seek to undermine the process,

low disclosure, hidden agenda, misrepresentation, denial - avoidance, or desire to punish

Faux participation - participation is for "show" or merely to confront the other

External pressures - for example, outside parties, senior management, politics

Group reluctance to make needed decisions

Bias, decision errors, barriers and "noise" - such as oversimplification of the conflict, exaggeration of the conflict, overconfidence in own judgment, decision shortcuts, stereotyping, reactive devaluation, unwanted decision variability