

# Collaboration Culture Maturity Model

The purpose of this maturity model is to enable small groups to identify their currently prevalent attitudes and approaches to collaboration, then to agree what they would like them to be in the future, and to set plans in place to bring about that change.



|            | Level:                          | 1. Self-interested                                  | 2. Siloed                                                      | 3. Mobilised                                                   | 4. Engaged                                                    | 5. Co-creative                                              |
|------------|---------------------------------|-----------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|
| Arrival    | Preparation and punctuality     | Sorry, the last meeting overran. What's this one?   | Just made it. Was there any pre-reading I should do?           | I will refresh myself on the notes I made for this             | I'm all prepared with time to refocus on what's ahead!        | I am prepared, early & using silent time to 'centre' myself |
|            | Primary concern at arrival      | How will this impact on me and my work?             | What will this mean for our team and our work?                 | How can I better support the wider business?                   | How can I best serve the potential of this meeting?           | What version of me will I use to maximise value-add?        |
|            | Meeting environment             | Facilities adversely affect people's mood/attitudes | Largely okay, but inconveniences some of what we need          | Enables 'moving around' and easy use of most tools             | Enables full participation using multiple channels/levels     | Actively contributes to success like another team member    |
| Alignment  | Clarity of purpose/intent       | Collaboration often lacks an objective or agenda.   | Objectives tend to lack clearly defined deliverables           | Objectives define a tangible outcome, but may be static        | Defined outcomes are specific to context & evolving needs     | Objectives & agenda are always agreed in advance            |
|            | Alignment with purpose          | I am unclear of the value of the meetings I attend  | I am unsure of the value of my attending some meetings         | The value-add from my participation is very clear to me        | Each meeting furthers both my goals and the business          | Every meeting is an exciting means to progress our vision   |
|            | Care and service to others      | Charity begins (& ends) at home. Look after #1      | Look after your mates and they will look after you             | Success requires that we pull together across teams            | Our role is to serve a better future for our stakeholders     | Our role is to serve a better future for humanity           |
| Activity   | Where collaboration takes place | Exclusively via meetings (including 1:1s) & emails  | Shared files etc. may be used for off-line preparation         | Social media fora are often used to support debate             | Collaboration utilises a wide range of web-based tools        | More collaboration is done off-line than via meetings       |
|            | Paradigm of meetings            | Almost exclusively presentation & debate            | Largely sedentary but with basic tools like brainstorming      | Includes some tools which use 'wall space' & moving around     | Frequent use of range of best-practice tools & syndicates     | Best-practice meeting tools utilised for all meetings       |
|            | Creative participation          | Views & ideas dominated by vociferous sub-set       | Quieter views/ideas included via 'going round the table'       | Multi-participation techniques ensure creative input from all  | Participation & creative input balanced across all attendees  | Meetings are exciting, vibrant and inspiring for all        |
| Attention  | Valuing diversity and justice   | I have rights and my ideas must be respected        | We should listen to all voices - IF they make sense to us      | We should strive to include & make sense of all voices         | We grow from seeking and being open with diversity            | I am a steward of ensuring value from diversity             |
|            | Attending to others             | They are wrong - there is little point in listening | I'm listening for a gap or a flaw so that I can argue my point | I am trying to reconcile your logic with my own                | I want to be able to see things through your eyes             | I want to really understand what is on your heart & why     |
|            | Managing inner condition (IC)   | I am who I am. Period.                              | If I stop & think about my IC, I can tell if I'm 'closed'      | I periodically check my IC & get back to 'open'                | I sense my IC all the time, but keeping 'open' is still tough | I have learned how to stay 'open' in all circumstances      |
| Actions    | Ability, confidence, courage    | Success lies in keeping your head down              | We have to play our part if responsibility lies with us        | We have to stand up to be counted if success requires          | We learn & grow when we step out of our comfort zones         | The richness of life lies in moving beyond ourselves        |
|            | Spheres of responsibility       | I try to avoid any goals or targets for myself      | We set goals where we can control the result ourselves         | We set goals where we can rely on others to deliver            | Goals are our means to draw partners to innovate with us      | Goals are our way to dream and deliver the impossible       |
|            | Courage & commitment            | I try my best to avoid all actions from meetings    | I take actions & complete them if I can find the time          | I take actions & plan them into my schedule/calendar           | I commit to, & would bet on, the delivery of all my actions   | I take professional pride in ensuring delivery of actions   |
| Assessment | Attitude to feedback            | Feedback is largely ill-informed judgement          | Feedback can be useful in well-chosen circumstances            | Feedback is valuable insight into the impact we have on others | Feedback is key to developing my service and influence        | Where practical, feedback should be part of everything      |
|            | Meeting assessment              | We do not assess meeting effectiveness              | We capture feedback on some meetings                           | We track meeting effectiveness using trend graphs              | We analyse trends to improve meeting effectiveness            | Everyone takes systematic responsibility for meetings       |
|            | Attitude to risk and agility    | We do not make errors in our area                   | We rarely make errors & if we do its rarely our fault          | Making errors is inevitable and we learn from them             | We have a positive approach to errors and experimenting       | We celebrate errors as a sign of our agile approach         |