Dimensions of Collaborative Dynamics Framework
Factors that influence successful cross-sector and multi-organizational collaboration
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Motivation	
History	Description: The contextual precursors of the change initiative, including the systemic context of the problem being addressed, prior reform activities employed to address the problem, and prior partner/stakeholder interaction. Guiding Questions: ● *Antecedents* - What prompted the formation of the change initiative? ● *Problem Complexity* - What are the systemic variables of the change problem, including the drivers and barriers for reform? ● *Reform Activity* - Who was doing what in the change space before the change initiative formed? ● *Partner Interaction* - How did partners and stakeholders in the initiative interact prior to the change initiative?
Value	Description: The perceived value of forming and continuing to engage in a collaborative initiative for participating individuals and organizations. Guiding Questions: ● *Benefits* - What are the benefits of engaging in the collaborative? ● *Costs* - What are the costs of engaging in the collaborative?
Commitment	Description: Individual and organizational commitment to the mission, group norms and processes, and activities of the change initiative. Guiding Questions: ● *Mission Commitment* - How committed are stakeholders and partners to the mission of the initiative? ● *Process Commitment* - How committed are stakeholders and partners in implementing group norms/processes? ● *Resource and Time Commitment* - To what extent do stakeholders and partners invest time and resources in developing and implementing the activities of the initiative?

Group Norms and Processes	
Congruity	Description: The extent of congruence across and among partners and stakeholders in the change initiative, which includes factors of commonality, autonomy, interdependence, and coordination. Guiding Questions: • *Commonality* - To what extent do stakeholders and partners share common values, change goals, and an understanding of the problem? • *Autonomy* - To what extent to stakeholders and partners retain the values, goals, identities, and logics of their home institutions and organizations? • *Interdependence* - To what extent do stakeholders and partners rely on each other to enact the mission and activities of the initiative? • *Coordination* - How are change activities coordinated across multiple stakeholders and partners in the initiative?
Interaction	Description: The nature of the mediums and mechanisms used in the change initiative to communicate, exchange knowledge, build connections and relationships, and resolve conflict. Guiding Questions: • *Communication* - How does communication occur in the change initiative? • *Knowledge Exchange* - How is knowledge shared and exchanged in the change initiative? • *Connections and Relationships* - How are internal and external connections and relationships forged, maintained, and dissolved? • *Conflict Resolution* - How are conflicts addressed?
Trust and Respect	Description: The extent that individuals believe in the reliability and character of fellow partners and stakeholders in the change initiative and respect diverse perspectives and ideas. Guiding Questions: • *Trust* - To what extent do partners and stakeholders trust each other? How does trust develop? • *Respect* - To what extent do partners and stakeholders respect the diverse opinions and perspectives of their colleagues in the initiative? How does respect develop?

Accountability	Description: The articulation, distribution, and execution of project roles and responsibilities in the change initiative in alignment with clear, mutual expectations for project members. Guiding Questions: ● *Roles and Responsibilities* - How are roles and responsibilities defined, delegated, and executed in the change initiative? ● *Expectations* - What do project staff, stakeholders, and partners expect from each other in the execution of their roles and responsibilities?
Equity, Diversity, and Inclusion	Description: The wide representation and substantive involvement of stakeholders and partners affected by the problem of interest and equitable distribution of power to the benefit of diverse groups. Guiding Questions: ● *Implementation* - How does the change initiative incorporate equity, diversity, and inclusion across all areas of the project? ● *Involvement* - What stakeholders and partners are included or excluded in developing, implementing, leading, and improving the change initiative? ● *Power* - How is power distributed and levied in the change initiative?
Governance	Description: The process used to develop, decide, and implement rules, policies, and strategic directions of the change initiative. Guiding Questions: ● *Decisions* - How does the change initiative make decisions to develop and implement rules, policies, and strategic directions? ● *Transparency* - To what extent are decisions about rules, policies, and strategic directions *transparent* to all stakeholders and partners in the change initiative?
Improvement	Description: The development and implementation of shared metrics (and other data collection) related to group dynamics, project activities, and project outcomes in service to organizational learning and ongoing improvement in the change initiative. Guiding Questions: ● *Collection* - How does the change initiative conceptualize and collect data about group dynamics, project activities, and project outcomes? ● *Application* - How does the change initiative use data to drive organizational learning and project improvement?

Support Resources	
Availability	Description: The availability of key resources in support of the change initiative, such as funding, staffing, technology, time, expertise, and a backbone organization. Guiding Questions: ● *Perceived Need* - What are the perceived resource needs of the change initiative to support project functioning? ● *Access* - To what extent are needed resources accessible and available to the change initiative and project staff, stakeholders, and partners?
Allocation	Description: The balanced or imbalanced distribution of key resources within the change initiative to support project functioning and the implementation of change activities. Guiding Question: ● *Distribution* - How are resources distributed in the change initiative?
Leadership	
Structure	Description: The leadership structure of the change initiative including who leads (formal and informal) and the extent that leadership responsibilities are distributed or hierarchical. Guiding Question: ● *Identification* - Who serves, formally and informally, as a leader in the change initiative? ● *Assignment* - How are leadership responsibilities assigned in the change initiative?
Attributes	Description: The qualities of formal and informal leaders in the change initiative that help bring together diverse individuals and organizations, empower stakeholders and partners, establish legitimacy for the project, and create enthusiasm for collective change. Guiding Questions: ● *Convene* - How do leaders convene diverse stakeholders and partners? ● *Empower* - How do leaders empower diverse stakeholders and partners? ● *Build Legitimacy* - How do leaders build legitimacy for their change initiative? ● *Create Enthusiasm* - How do leaders create enthusiasm for the change initiative?

Foundational Literature of the Framework

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