

Collaborative Practices Inventory (CPI)

Agency Collaboration principles and practices can also be measured using the Visionary Focus (VF) (items 1-8) and People and Relationships (PR) (items 9-16) subscales of the Collaborative Practices Inventory (CPI) developed by Elder (1994) of the Carlson Learning Company. The modified CPI is presented below using a 4-point Likert-scale format (“Rarely” to “All or Almost all of the Time”). The VF (designed to assess the shared vision of collaboration of the program from the point view of its staff members and the overriding goals derived from this vision) and PR (designed to assess the degree to which the program from the point of view its staff members are aware of the unique differences of others in attempting to make collaboration work) subscales contain 8 items each.

The CPI was designed to help individuals or groups who are involved or about to be involved in collaborative efforts understand their practices and behaviors when working with others. The practices and behaviors listed in the CPI have been identified through research as those contributing to the success of collaborative leaders. Both the VF and PR subscales underwent rigorous psychometric testing as documented in previous work by the consultant with an overall scale alpha of .88 and subscales VF .91 and PR .85, respectively.

Recommended data collection, analyses and interpretation: The language of the items contained in the VF and PR subscales of the CPI were modified such that they were in the third person (“we try...”) as opposed to the first person (“I try...”) to reflect partner intent. The question each item addresses is listed below. Score ranges are 0 - 64 overall and 0 - 32 for each subscale. Scores of 33 and above overall and 17 and above per subscale are reflective of good collaborative practices.

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As part of our Collaboration with Other agencies (the collaborative group)...	Never/ NA 0	Rarely 1	Some of the Time 2	Most of the Time 3	All or Almost All the Time 4
We try to emphasize to the collaborative group the needs of the clients over the needs of member agencies.	0	1	2	3	4
We relate everything that is done in the collaborative effort to the vision established by the group.	0	1	2	3	4
We keep the importance of the clients' needs before everyone during our collaborative discussions.	0	1	2	3	4
We promote change required for collaboration by relating it to a shared vision.	0	1	2	3	4
When change is difficult, we help members see how it relates to our mission and goals.	0	1	2	3	4
We make sure the group stays on task to achieve its purpose.	0	1	2	3	4
We help the group evaluate the impact of our decisions on the clients.	0	1	2	3	4
We believe it is necessary to take risks to achieve our ultimate purpose.	0	1	2	3	4
We deal directly with conflict and encourage discussion to resolve it.	0	1	2	3	4

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As part of our Collaboration with Other agencies (the collaborative group)...	Never/NA 0	Rarely 1	Some of the Time 2	Most of the Time 3	All or Almost All the Time 4
We let people know when we value their contributions to the collaborative effort.	0	1	2	3	4
We encourage diversity in the contributions of group members.	0	1	2	3	4
We look for different approaches to working with people.	0	1	2	3	4
We find it easier to work with people when we understand their needs and values.	0	1	2	3	4
We share credit with others for what we accomplish through collaboration.	0	1	2	3	4
We use humor to help people overcome their differences.	0	1	2	3	4
We help people work through differences in values and beliefs.	0	1	2	3	4
We think about what we bring to the table when working with a partner organization	0	1	2	3	4

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COLLABORATION QUESTIONS

A. Vision

Information Collected	Scale	Questions Addressed
Try to emphasize need of client over program/ agency	Vision*	Measures provider effort to emphasize the needs of the client over those of the program/agency
Relate everything done to vision of group	Vision	Measures provider ability to relate everything done to vision of group
Keep importance of client needs before Everyone during collaboration discussion	Vision	Measures provider ability to keep importance of client need before everyone during collaborative discussions
Promote change required for collaboration by relating to shared vision	Vision	Measures provider ability to promote change required for collaboration by relating to shared vision
Help members see how change relates to mission	Vision	Measures providers ability to help members see how change relates to mission
Make sure group stays on task	Vision	Measures provider ability to make sure group stays on task
Help group evaluate impact of decision on clients	Vision	Measures provider ability to help group evaluate impact of decision on clients
Believes necessary to take risks to achieve ultimate purpose	Vision	Measures provider belief that risk taking is necessary to achieve ultimate purpose

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COLLABORATION QUESTIONS

B. Relationship

Information Collected	Scale	Questions Addressed
Deal directly with conflict and encourage discussion to resolve it	Relation*	Measures provider ability to deal directly with conflict and encourage discussion to resolve it
Let people know the value of their contribution to collaborative effort	Relation	Measures provider ability to let people know the value of their contribution to collaboration
Encourage diversity in contribution of group members	Relation	Measures provider ability to encourage diversity in contribution of group members
Look for different approaches to work with people	Relation	Measures provider ability to look for different approaches to working with people
Find easier to work with people when understand values/needs	Relation	Identifies if provider finds it easier to work with people when understand values/needs
Share credit with other for what is accomplished through collaboration	Relation	Identifies if provider shares credit with others for what is accomplished thru collaboration
Use humor to help people overcome their differences	Relation	Measures provider use of humor in helping people overcome their differences
Help people work through differences in values and beliefs	Relation	Measures provider's ability to help people work through differences in values and beliefs

***Vision** - Scale measures the overall extent to which you and your team believe your partner or potential partner have a shared vision and set of goals for how the program/agency provides services.

***Relation** - Scale measures the overall extent to which the provider, your partner, or potential partner believe that attention should be paid to addressing and resolving differences.