Coalescing Around Issues Rubric

Coalescing Around Issues	Depth of Interaction			
	Informing* Level (Sharing/Sending)	Networking† Level (Exchanging)	Collaborating‡ Level (Engaging)	Transforming¶ Level (Committing to Consensus)
Acknowledging and valuing diversity.	A core group of interested stakeholders disseminates information to potentially interested stakeholders, across roles, to inform them about issues and invite them into the discussion.	Stakeholders from diverse roles exchange ideas and resources with one another. Clarification of role-specific vocabulary is at beginning stages. Outreach to others with a specific focus on roles not yet involved continues.	Diverse stakeholders engage in dialogue about issues. Differences are acknowledged and explored. A common vocabulary begins to emerge.	Diverse stakeholders with diverse perspectives are engaged through multiple ways in active collaborative dialogue about issues in order to reach consensus about priorities and future research, policy and practice opportunities.
Researching and agreeing on relevant data.	Personal and professional experiences (anecdotal) are the primary source of evidence for consideration.	Stakeholders consider what other data beyond personal stories could be a source of evidence and begin collecting relevant data and resources.	Stakeholders identify relevant data from across disciplines and examine for common themes for understanding (collective analysis).	Through consensus, stakeholders agree on the anecdotal and research data from various perspectives and sources relevant to the issue.
Decision making through consensus.	Core group identifies an issue of importance.	Stakeholders contribute to the discussion, bringing in other perspectives.	Stakeholders contribute to and create a shared vocabulary. They reach across systems to review, critique and revise and/or confirm the issue to be addressed.	Through consensus, stakeholders determine the specific aspects of the issue that the group will move forward to influence.
Coalescing to move to future work together.	Core group intentionally shares with others, who are not already stakeholders, the reason for caring about this issue, meeting one-on-one with targeted persons, organizations, etc.	Stakeholders are intentional about inviting new members into the group work and being purposeful in getting the people in the same room to work together.	Stakeholders develop grounding documents (mission, vision, guiding principles and ground rules). Stakeholders develop and agree on a process of continued communication that fits their needs.	Through consensus, stakeholders develop a set of actionable goals that define the work scope of the effort. Relationships are built for strategic advantage.

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‡Collaborating — Engaging people in trying to do something of value and working together around the issue.

¶Transforming — Doing things the partnership way (leading by convening, working cross-stakeholder, sharing leadership, building consensus).

Ensuring Relevant Participation Rubric

Ensuring Relevant Participation	Depth of Interaction			
	Informing* Level (Sharing/Sending)	Networking† Level (Exchanging)	Collaborating‡ Level (Engaging)	Transforming¶ Level (Committing to Consensus)
Ensuring diversity among relevant stakeholder representatives.	A core group of interested stakeholders disseminates information to potentially interested stakeholders, across roles, to inform them about issues and invite them into the discussion.	Stakeholders from diverse roles exchange ideas about who else might be important to this issue (relevant stakeholders). Outreach to others with a specific focus on roles not yet involved continues. Ideas about method preferences, accessibility and responsibilities are exchanged.	A process of welcoming and orienting is in place for new members. Inclusion and participation supports are in place.	Supports for participation are a natural way of working together. All in the group take responsibility for inviting and orienting new members of the group.
Creating opportunities for engagement on the issue.	A core group of interested stakeholders invites others to participate in various ways (on- or off-site).	Stakeholders share preferences for on-site and virtual methods of communication.	The group develops guidance on when to convene. Stakeholders consider suggested communication methods that meet the needs of the members and match methods with purposes and/or types of engagement activities.	The group considers and utilizes, as appropriate, multiple methods for engagement (online, face-to-face, conference calls, etc.). Methods are utilized and modified as needed. Flexibility in method use is demonstrated.
Working together to facilitate understanding of the issue and diverse perspectives.	A core group initiates an environmental scan to determine who else has resources to contribute to the work.	Stakeholders from diverse roles exchange information and share work that has been done previously. An environmental scan is conducted and others with expertise, materials and resources are invited into the group.	Stakeholders contribute to and create a shared vocabulary. They reach across systems to review, critique and revise/confirm the issue to be addressed.	Stakeholders demonstrate disagreement is a way to reach agreement. A common vocabulary is used. The question of who else needs to be involved continues to be addressed.
Evolving leadership roles.	Core group members identify and share a variety of different roles and functions that can occur within the group as it evolves.	Stakeholders discuss roles and responsibilities and determine who is interested in assuming specific roles for distinct periods of time or in relation to a particular subissue or activity. Flexible leadership is emerging.	Group members work together and assume roles and responsibilities appropriate to their knowledge, skills and interests. Shared leadership is emerging.	Shared responsibility and accountability for all roles and activities is evident. Roles are flexible and different people assume them at different times as needed.

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Doing the Work Together Rubric

Doing the Work Together	Depth of Interaction			
	Informing* Level (Sharing/Sending)	Networking† Level (Exchanging)	Collaborating‡ Level (Engaging)	Transforming¶ Level (Committing to Consensus)
Engaging diverse participants in completing the relevant work.	The expanded group (after coalescing) informs others about the proposed work and the anticipated outcomes, along with the opportunity to participate.	Each group agrees to become the conduit for its members to learn and be involved.	Stakeholders work together to share unique perspectives and begin the work. Efforts to find others who might be important to this work are ongoing and intentional.	Partners who have experienced working together with a diversity of individuals cannot think of any other way to work. This type of engagement is internalized and expected.
Evolving leadership roles.	The expanded group informs its constituents that the effort is underway and opportunities for engagement continue.	Stakeholders share levels of expertise in organization, facilitation, etc. Members begin to identify and ask individuals to facilitate certain activities.	Meeting facilitation is shared among members of the group. Flexibility in leadership is evident based on comfort and skill levels of the individuals.	Members of the group demonstrate willingness to work together to accomplish a common goal. Flexibility in leadership is evident. When a designated facilitator becomes unavailable another steps up from the group.
Working together to understand and articulate the issue.	The expanded group communicates evolving ideas, issues and resources.	The expanded group seeks opportunities for their constituents to respond to the current ideas, issues and resources.	Stakeholders consistently revisit their structures for interaction and revise as needed.	Group members agree and clearly articulate the work through the products created and/or their discussions with others.
Working together to plan and implement action.	The expanded group identifies strategic ways in which to customize messages for its audience and helps them to act.	Participants exchange ideas about the work and how it could be accomplished, possible action steps and timelines.	Through shared decision making, stakeholders create a well-developed action plan. They share responsibility and are actively engaged in implementation of the plan. Transparency and open communication occurs between and among different levels.	Vertical and horizontal influence occurs as a result of implementation of the action plan. Practitioners influence policy and policy influences practice.

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Bringing It All Together Individual Reflection Rubric

Leading by Convening	Depth of Interaction			
	Informing Level* (Sharing/Sending)	Networking† Level (Exchanging)	Collaborating‡ Level (Engaging)	Transforming¶ Level (Committing to Consensus)
I am a learner and a leader.	• I state clearly that I am here to learn from others. • I state clearly that I am willing to share leadership.	• I acknowledge that leading comes through skill development. • I ask others to come to the table as learners and to lead as they feel comfortable.	• I rely on leadership from those with influence and expertise as needed. • I know now that in the role of leader I am still a learner.	• I move with ease in and out of the learner and leader roles.
When meeting a new challenge or issue, I cross environments.	• I consciously seek out others with interest in the challenge/issue and share my information and questions with them. • I consciously ensure that others I seek out are coming from differing roles, experiences and perspectives.	• I exchange questions, ideas and resources with others. • I clarify role-specific vocabulary. • I consciously ask who or what perspective is still needed to make the best decisions and invite them into the conversation.	• I engage in dialogue about the challenge/issue with as many differing perspectives in the room as possible. • I use communication systems that support working across environments (conference calls, electronic media, etc.).	• I no longer need to bring the process of crossing environments to the conscious level. • I invite and engage with others automatically.
I rely on a blended leadership style to address new challenges and issues.	• I analyze data around the issue. • I share my perspectives with others. • I ask others to share data and perspectives.	• I listen carefully to what others have to share. • I ask clarifying questions. • I offer possible solutions.	• I call on others in the group to lead or facilitate discussions. • I ensure that each person has an opportunity to share. • I encourage consensus decision making. • I consciously build relations that attend to the human as well as the technical side of working together.	• I use with automaticity activities and strategies that support relationship building. • I acknowledge that all stakeholders have a role and their interactions produce value.

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