**Collaboration Initiative Research Questions**

1. *(a) ‘People value and look to work collaboratively with other organisations’* as opposed to(b) ‘People do not value nor look to work collaboratively with other organisations’
2. *(a) ‘People work to create an overarching objective and strategy that brings organisations together to collaborate’* as opposed to (b) ‘There is a lack of desire between the organisations to create an overarching agreed objective and/or strategy that brings them together to collaborate’
3. *(a) ‘Organisations plan together from the outset to work collaboratively’* as opposed to (b) ‘Organisations do little to no planning together that hinders both collaboration and daily working’
4. *(a) ‘Organisations are selected for a contract as to how their cultures align and support collaboration’* as opposed to (b) ‘Organisations are selected for a contract on the basis of cost without regard to whether their cultures align or foster collaboration’
5. *(a) ‘Individual and organisational goals are aligned around effective collaborative working*’ as opposed to (b) ‘Individual and organisational goals get in the way of working collaboratively’
6. *(a) ‘People are open and look to feely share their thoughts and information’* as opposed to (b) ‘People guard both their organisations and territory’
7. *(a) ‘Communication flows horizontally across and between the organisations’* as opposed to (b) ‘Communication is vertical within each organisation with limited flow between the organisations’
8. *(a) ‘People look to build trust, relationships, and share information’* as opposed to (b) ‘People are wary of trusting, sharing, and building relationships with others’
9. *(a) ‘Leadership is focused on building inclusivity and collaboration’* as opposed to (b) ‘Leadership is organisational centric, and thus, vertically focused’
10. *(a) ‘Organisational processes change to encourage, build and support collaboration with others’* as opposed to (b) ‘Existing organisational processes remain unchanged and stifle collaboration’
11. *(a) ‘People come with a ‘win-win’ mindset and work for the benefit of all involved’* as opposed to (b) ‘People come with ‘win-lose’ mindsets that underpins ‘the seeking of glory and the laying of blame’’
12. *(a) ‘Meetings are focused around clear goals that fosters collaborative problem-solving’* as opposed to (b) ‘Meetings are poorly coordinated with little if any collaborative problem-solving’
13. *(a) ‘There is clear recognition and understanding of the benefits of collaboration in minimising the costs of disagreements and disputes’* as opposed to (b) ‘There is a failure to recognise and understand the costs of disagreement and disputes of poor collaboration’
14. *(a) ‘If and when there is problem all parties come together quickly to resolve things’* as opposed to (b) ‘When there is a problem things can quickly turn to finger pointing, conflict, or disputes’
15. *(a) ‘Effort is put from the outset to ensure that past issues, beliefs, and relationships do not impact collaboration’* as opposed to (b) ‘Past poor relationships and issues can and do influence relationships and the current situation’
16. *(a) ‘Trust is built through the creation of open and honest relationships’* as opposed to (b)) ‘Trust is based in the clauses of the contract/s between the parties’
17. *(a) ‘All of the parties invest resources into jointly developing collaborative skills and working’* as opposed to (b) ‘People receive no training in the principles of collaboration nor how to work collaboratively’
18. *(a) ‘The daily focus of everyone is upon working collaboratively together towards joint achievement of the mission/goal’* as opposed to (b) ‘The daily focus is upon ‘fire-fighting’ with little to no time spent working collaboratively’
19. *(a) ‘Collaboration requires change, risk, and the dissemination of responsibility’* as opposed to (b) ‘Maintaining the status quo is safe requires little change, and has no risk nor loss of control’