

Stages of Collaborative Development

	Stage 1: Formation	Stage 2: Foundation	Stage 3: Fruition	Stage 4: Future
People	Bring people together for the first time, identify and invite potential members (and identify who else should be there), take time early in the process to build relationships, establish transparency	Members confirm roles and responsibilities within the collaboration as well as with the home organization and constituency, formalize relationship with the Forest Service and others, celebrate and socialize together	Renew the effort, stay adaptable and flexible, consider whether new/different people need to be involved for implementation, plan how to replace people who leave, add new members, celebrate and communicate successes	Involve the community and build support, communicate work to outside audience
Trust	Choose convener(s) and/or facilitator, gain group agreements during meetings, involve all participants and respect their perspectives, build relationships, hold members accountable to the group and process, focus on interests not positions	Expect conflict and create a conflict resolution process, clarify the issues generating conflict, resolve the unresolvable by exploring creative alternatives, create shared learning opportunities	Build in regular evaluations of the collaborative process and achievement of group objectives, address new and/or recurring conflicts, conduct joint fact-finding (multiparty monitoring), share results with all, recognize that conflict may resurface	Continue from stage 3, stay true to original spirit and intent of collaborative, be clear about group expectations when new people enter the collaborative, create strong feedback loops for monitoring and evaluation
Structure	Clarify initial leadership and organizational structure (committees), develop clear communication channels, identify spokespeople	Further develop structure (table, wheel, other), determine clear roles, secure resources, ensure that logistical support is ongoing and recognized	Create joint systems and agreements, make needed organizational changes, consider whether to hire staff or contractors	Change the system as needed, consider formalizing structure (nonprofit incorporation and board of directors), spin off aspects of work, consider a fiscal sponsor, or complete mission/objectives and disband
Focus of Work	Identify initial "zone of agreement" and vision, establish agreements regarding member responsibilities, specify desired results, strategize about how to achieve results, develop messages (for media and people outside the collaborative), think strategically about what this group can achieve that existing groups can not	Strengthen relationships among group members, build communications systems, reward and recognize members, determine decision-making process, establish agreements with the Forest Service, learn together as a group	Review the vision, lay out an action plan, implement work plan, create accountability standards for the implementation phase (may be different from planning), renew or revise agreements with the Forest Service; measure, analyze and communicate results	Consider next steps, regenerate as appropriate based on group objectives, build institutional memory, consider whether the group's zone of agreement can expand in scope to larger projects or trickier issues or return to original purpose of collaborative
Documents	Vision and/or purpose statement, code of conduct, list of participants, meeting minutes, basic governance document	Bylaws or charter (with decision-making protocol), MOU with the Forest Service and others, meeting minutes, document describing roles and responsibilities and committee descriptions, conflict resolution process, transparent system to manage \$	Articles of incorporation, job description(s), work plan, multiparty monitoring plan, group self-evaluation form, budget, meeting minutes, financial reports, organizational chart	Strategic plan, work plan, new member "packet", communications strategy