



Legal Leadership's

Getting a GRIP on Collaboration Template

1. **G: Goal Clarity: Has the leader communicated and reinforced GOAL CLARITY?**

- *Do all team members understand WHAT our objectives, outcomes and deliverables are?*
- *Do all team members understand WHY we are pursuing them now?*
- *Are the Goals and objectives communicated CONSISTENTLY?*
- *Do we all AGREE on the team's goals, objectives and priorities?*

2. **R: Role Clarity: Has the leader assured that at all levels there is ROLE CLARITY?**

- *Have we INVENTORIED our skills and experience to determine the capabilities at our disposal?*
- *Do we all know what each of us is supposed TO DO at all stages of the team's activity?*
- *Do we all agree that we are the right person for our role? Do we "have the right people on the bus?"*
- *Do we understand the CONNECTIONS and RELATIONSHIPS between our roles? Do we all know who is accountable to whom -- both on the org chart and on specific tasks?*
- *Do we all understand the BOUNDARIES of our authority, responsibility and accountability?*
- *Do we know how we will allocate AUTHORITY, RESPONSIBILITY and ACCOUNTABILITY?*

3. I: INTERACTIONS: What about communication, “buy-in” and trust?

- *Are the team’s COMMUNICATION CHANNELS & PATHWAYS clear and consistent? Do team members know when, how, how often and about what to communicate with each other?*
- *Is the POWER STRUCTURE & PECKING ORDER clear, fair and enforced?*
- *Does the leader DELEGATE tasks and responsibilities easily and effectively?*
- *Is the leader assuring that ALL VOICES are being heard? Does the leader champion diversity and insist that all STYLES accepted and respected?*
- *Can the leader articulate and enforce the group's positive behavioral NORMS and VALUES?*
- *How will DISAGREEMENTS be resolved?*
- *Are individual performers’ motivational INCENTIVES supported?*
- *How will the leader curb UNPRODUCTIVE BEHAVIOR, CONFRONTING CONFLICT & DIMINISHING DISCORD?*
- *How will the team on-board and ASSIMILATE new team members?*

4. P: PROCESSES: Does the leader understand and communicate what to do, how to do it, how we interact with each other, and how we'll measure progress and performance?

- *Does the leader have clear and concrete plans, priorities, procedures and standards for EACH DELIVERABLE?*
- *Does everyone on the team we have SUFFICIENT RESOURCES? (PTM = People, Time & Money)*
- *Has the leader specified how the practice group will MONITOR and COORDINATE our efforts?*
- *Does the leader -- or his designates -- provide frequent, behavior-based FEEDBACK? (Form, formality, frequency, causes and consequences)*
- *Does the leader have the courage and perspective to TEST OUR ASSUMPTIONS and REALITY-TEST progress?*
- *Has the leader thought through CONTINGENCY PLANS if things go off course?*
- *Does the team regularly perform POST PROJECT REVIEWS to support continuous process improvement?*