



Thank you for completing the Cross-agency Collaboration Pulse Check.

Your overall team result is:



# Emerging

Laying the groundwork

## About your pulse check

Your results show that your collaboration efforts are **emerging** with some key essentials still taking shape.

Your collaboration practices and processes may be inconsistent, informal, or dependent on individual effort rather than shared routines. This can make progress fragile and limit effectiveness.

Use your results to identify priority areas, focus on establishing consistent approaches and start building stronger ways of working together.

## How to read your results:

### ● Low

#### Needs priority attention.

Gaps here may hold your collaboration back. Take action to strengthen this essential across the team.

### ● Medium

Some good practices may be in place but are **not yet consistent**. Build on what's working and embed stronger ways of working together.

### ● High

This is an established area for your team. Use it **to support areas** that are less developed.

## Your pulse check results

Select each collaboration essential to [find resources and tools to use in practice](#).

Collaboration essential	What does this essential involve?	Result
<u><a href="#">1. Build trusting relationships</a></u>	Trust is what makes collaboration possible. It creates the confidence to share openly, take risks together and know others will follow through. Without it, progress is often fragile.	
<u><a href="#">2. Foster a shared purpose</a></u>	A clear, shared purpose keeps people moving in the same direction. When everyone is committed to the same outcomes, collaboration becomes focused and meaningful.	

<b><u>3. Embed diverse perspectives and experience</u></b>	Strong collaborations draw on a wide range of voices and expertise. Bringing different perspectives to the table helps create more inclusive, creative and effective solutions.	
<b><u>4. Understand and address power dynamics</u></b>	Collaboration involves people with different levels of influence and authority. When you recognise these differences and actively work to share decisions more fairly, it helps make sure everyone's voice is heard and respected.	
<b><u>5. Navigate tensions and conflicts constructively</u></b>	Differences of opinion are natural. The way they're handled can either strengthen trust or break it down. Constructive approaches turn conflict into an opportunity for growth.	
<b><u>6. Reflect and learn</u></b>	Collaboration is rarely a straight path. Taking time to reflect and learn from what's working (and what isn't) helps teams to improve their approach and build resilience over time.	
<b><u>7. Share information through open communication</u></b>	In good collaborative practices, transparency is key. Sharing information clearly, consistently and openly helps to build confidence, avoid duplication and keep everyone on the same page.	
<b><u>8. Clarify roles and responsibilities</u></b>	Collaboration works best when everyone knows what they bring and what is expected of them. Clear roles and agreed responsibilities prevent confusion, reduce overlap and support accountability.	
<b><u>9. Respond to resourcing constraints and enablers</u></b>	People, time and funding shape what is possible. By recognising and actively responding to both constraints and enablers, teams can plan realistically, adapt effectively and optimise the use of resources.	
<b><u>10. Adapt to meet evolving needs</u></b>	In government work, contexts often change and priorities shift. Collaborations that adapt and remain flexible are better equipped to respond to emerging challenges and seize new opportunities.	

[Learn more about the essentials](#) and how they support effective collaboration.

## Your Pulse Check responses

		Essential	Response
Part 1	Q1) We regularly make time to strengthen personal connections in the team.	1	
	Q2) We talk openly and respectfully about the challenges we face in our work.	1	
	Q3) Small wins, as well as bigger milestones, are noticed and celebrated.	1	
	Q4) We <b>don't</b> balance work demands with opportunities for informal check-ins to strengthen relationships.	1	
	Q5) We have frequent staff turnover, which makes it hard to maintain working relationships and build trust.	1	
Part 2	Q1) We actively reflect and stay open to new ideas to improve how decisions are made within the collaboration.	4	
	Q2) We have structured debriefs or review sessions where everyone openly discusses what worked, what didn't and why.	6	
	Q3) We maintain feedback loops and reporting systems to help keep work on track or make adjustments.	6	
	Q4) We <b>don't</b> document and share lessons learned from our collaboration so key insights and learnings are lost.	6	
	Q5) We use reflective practices, such as retrospectives, that lead to visible changes in policies, processes or day-to-day practices.	6	
Part 3	Q1) We clearly define and update the roles and responsibilities of everyone involved in the collaboration.	8	
	Q2) We <b>don't</b> have shared systems and processes (e.g., project management tools, workflows, and milestones) that make it easy to identify who is responsible for what and by when.	8	
	Q3) We have clear, documented responsibilities and are empowered to own our tasks.	8	
	Q4) Our roles and responsibilities sometimes overlap, causing confusion and potential for conflict.	8	
	Q5) Everyone completes an onboarding process that explains our purpose and culture, so we know how we all can contribute.	2	
Part 4	Q1) Together, we created a single and concise purpose statement and refer to it regularly.	2	
	Q2) When unforeseen issues arise, we meet quickly to identify solutions and shift resources if needed.	10	
	Q3) We <b>don't</b> change course once work begins because our governance structures are too rigid.	4	
	Q4) We <b>don't</b> have processes in place to help us resolve conflicting priorities that could affect our shared purpose.	2	
	Q5) We <b>don't</b> effectively communicate how individual contributions align with the shared purpose.	2	
Part 5	Q1) We have shared feedback channels across the collaboration to identify and action evolving resourcing needs.	9	
	Q2) We have rigid processes meaning plans <b>don't</b> change, even when evidence suggests they should.	10	
	Q3) We <b>never</b> pivot resources because budget and staffing approvals are rigid.	9	
	Q4) We use learnings from our work to review the way we use our resources.	9	
	Q5) Centralised control over resources and information limits our ability to respond to changing priorities.	4	
Part 6	Q1) We have documented data-sharing guidelines and agreements that support our work.	7	
	Q2) We receive the necessary training to effectively use shared digital platforms and tools for our work.	7	
	Q3) When disagreements arise, we have a documented and well-understood resolution processes that we follow.	5	

	<b>Q4</b> ) We've completed cultural-competency training and apply what we've learnt in our everyday practice.	<b>3</b>	
	<b>Q5</b> ) We <b>don't</b> have the opportunity to practice or refresh our negotiation, mediation and active listening skills.	<b>5</b>	
Part 7	<b>Q1</b> ) We have regular opportunities to raise differing perspectives and use structured activities to explore tensions or issues.	<b>5</b>	
	<b>Q2</b> ) We keep an updated stakeholder map and use it to ensure people with different skills, perspectives and lived experiences are involved in decisions.	<b>3</b>	
	<b>Q3</b> ) We <b>don't</b> involve neutral facilitators or mediators in complex disputes.	<b>5</b>	
	<b>Q4</b> ) When we make a commitment, we deliver and if we can't, we are open about why plans have changed.	<b>1</b>	
	<b>Q5</b> ) Our stakeholder and community consultations feel inauthentic and feedback from diverse groups <b>does not</b> influence decisions.	<b>3</b>	
Part 8	<b>Q1</b> ) We routinely share relevant data to inform decisions.	<b>7</b>	
	<b>Q2</b> ) We <b>don't</b> share reports or findings, so useful information often stays in silos.	<b>7</b>	
	<b>Q3</b> ) We try new ideas without fear of getting it wrong.	<b>10</b>	
	<b>Q4</b> ) Different IT systems, data formats or privacy rules limit real-time access to data.	<b>7</b>	
	<b>Q5</b> ) Time and resource constraints mean we are pushed to deliver a solution before testing and adapting.	<b>10</b>	

## How to use these results

These results give you a snapshot of how your team is applying the essentials of successful collaboration. Use them to guide conversations with your team, highlight areas to strengthen and identify practical steps to build stronger ways of working together.

**How you work together can change over time.** As projects evolve, priorities change, or new challenges arise, you can return to this tool to reassess your collaboration and refocus your efforts with your team.

## For more information

If you have questions, need support, or want to provide feedback contact [engage@psc.qld.gov.au](mailto:engage@psc.qld.gov.au) or [complete the feedback form](#).

This tool was developed by the [Public Sector Commission](#) (2025).