

## Reflexive Monitor Process Checklist

	Comments	Intervention needed?	How/what?
Take time to understand the problem from many different views		Yes/No	
1. Are people trying to understand the problem before jumping to solutions?	People take the time to explore the problem further before providing solutions	Yes/No	
	There is a mix of behaviours: some people are considering the problem others are proposing solutions		
	A range of solutions are immediately provided by almost everyone (e.g. technologies, education plans)		
2. Are different views represented?	A range of people are present and giving a range of views	Yes/No	
	There is a range of people but some obvious views are not represented		
	There are only a few views represented among the participants		
3. Is there agreement on the nature of the problem?	All participants have agreed on the nature of the problem	Yes/No	
	Half of the participants agree on the nature of the problem		
	There is general disagreement on the nature of the problem e.g. people hold their own views		
4. Do the participants understand each other's views, needs and interests?	All the participants are able to articulate each other's views even though they might not agree	Yes/No	
	Half of the participants are able to articulate each other's views		

	None of the participants are able to articulate each other's views		
Be inclusive		Yes/No	
1. Is everybody that we need for creating change engaging with the project?	Everyone that affects or is affected by the problem is present	Yes/No	
	Some of the people that affect or is affected by the problem are present		
	Very few participants that affect or affected by the problem are present		
2. Is there a feeling among the participants that we are working on this problem together?	All the participants of the participants feel that they are working together on this problem	Yes/No	
	Some of the participants feel that they are working together on this problem		
	Most of the participants feel that they are not working together on this problem		
3. Are we treating all the participants as partners?	All the participants make collective decisions and share responsibility for the groups actions	Yes/No	
	Some of the participants are making decisions and share responsibility for the groups actions		
	Only a few participants make decision and take responsibility for the groups actions		
All sources of knowledge		Yes/No	
1. Do we value everybody's input equally?	"I don't see how that is relevant" OR "I don't think you understand the issue"	Yes/No	
	"Thank you for your input" OR "I'm not quite sure how this relates to the topic"		
	"I've never thought about it that way" OR "Thank you for your contribution, that is really insightful"		

2. Are there any voices or opinions dominating the discussions?	Is everyone listening to each other?	Yes/No	
	There is 1 or a few participants talking over everyone else		
	Nobody is listening to each other and they keep interrupting each other		
3. Are we integrating all participant sources of knowledge to create novel approaches?		Yes/No	
Learning and listening together		Yes/No	
1. Are we open to new ideas?	"We've never tried that, but it sounds like a good idea"	Yes/No	
	"Possibly, but shall we try the other options first"		
	"No, we don't do it like that"		
2. Are we actively listening to each other's ideas and views?	"That is a great idea, I really like it. Perhaps we can use that and add in this part?"	Yes/No	
	"		
3. Are (historical) relationships between the participants changing? In what direction?	The ways that people work together are changing, e.g. the council wants to participate in the research rather than only funding things	Yes/No	
	The ways that people work together are slowly changing and have shifted slightly, e.g. the council is checking in regularly on how the research is progressing.		
	Things continue the way it also was been, e.g. the research is commissioned by the council and is presented back at the end.		
4. Are we defending entrenched positions?	Traditional adversaries are working together	Yes/No	

	Traditional adversaries are starting to discuss and listen to each other		
	Traditional adversaries are still holding the same positions and are not communicating		
5. Are participants views evolving over time? (Benchmarking)	All the participants views have evolved over time	Yes/No	
	Some of the participants views have evolved over time		
	None of the participants views have evolved over time		
Shared vision		Yes/No	
1. Is there a shared vision?	The group has taken the time to work on the problem definition and everybody has bought in to it	Yes/No	
	The group has discussed what the problem should be but hasn't bought into it yet.		
	The problem definition was assumed, however everybody still sees this differently		
2. Do we have a feeling of joint responsibility towards achieving a shared vision?	All participants feel responsible, because they recognize they can't do it on their own and they know where their role starts and finishes.	Yes/No	
	Some of the participants feel responsible, however it is unclear what the roles are amongst the different participants		
	None of the participants feel responsible, they all think somebody else should solve the problem/ One of the participants think they can do it on their own and don't want to include the others.		
3. Are we acting to bring about the shared vision?	"Let's get together to discuss further how we get this going and define some actions"	Yes/No	
	"We'll meet at the next planned meeting to think about this a bit more"		

	<p>"I'm not able to do anything at this moment" OR " I don't have time to think about this in the coming 6 months"</p>		
4. Do we regularly revisit the shared vision?	<p>At key points in time people are asking: "Do the actions still connect to the vision?" OR "Is the vision still appropriated given the recent discussions?"</p> <p>On an occasional basis people are asking: "Do the actions still connect to the vision?" OR "Is the vision still appropriated given the recent discussions?"</p> <p>People want to keep moving regardless of the shared vision: "The vision is set, let's just do it!" OR "There is no need to keep looking back at it, we now need to work on solutions"</p>	Yes/No	
5. Are we measuring progress towards the shared vision?	<p>Monitoring and evaluating progress within the project is done systematically</p> <p>Monitoring and evaluating progress is done occasionally</p> <p>Progress isn't monitored and evaluated throughout the project, but only at the end.</p>	Yes/No	
Be honest, open and constructive		Yes/No	
1. Are there underlying tensions within the group?	<p>People are happy to mix and have random conversations about all topics with each other. There is a lot of eye contact</p> <p>Some people are happy to mix but avoid certain people or topics</p> <p>The participants stick to their 'allies' and won't discuss a certain topics. The participants avoid looking at each other when certain issues are mentioned.</p>	Yes/No	
2. Are people stating their positions or views?	All participants have an open and free conversation about their views.	Yes/No	

	Some of the participants are expressing their views		
	None of the participants are expressing their views – awkward silence.		
3. Are people comfortable doing that?	Full eye contact with the other participants	Yes/No	
	Some avoidance of eye contact between some of the participants		
	Complete avoidance of eye contact between participants		
4. Is there trust among the participants?		Yes/No	
5. Are we willing to constructively work through differences of opinion?	“Ok, let’s talk about this and work it out” OR “Let’s get this issue sorted” OR “You think A, I think B, let’s find some middle ground”	Yes/No	
	Recognizing there is an issue, however not willing or able to work it through.		
	“I’d say we need to do this and we need to do it now”		
Sticking with the process		Yes/No	
1. Is our process frustrating the participants?	All of the participants are happy to work through issues and take time to do so with everybody that needs to be included.	Yes/No	
	“Yes, it is frustrating but we see the need for doing it”		
	“It is too slow (or too fast), too many people, too hard to work with them”		
2. Do we take enough time to get each step right?	All the participants are comfortable enough with the state they are in to continue	Yes/No	
	Some of the participants are comfortable enough with the state they are in to continue		
	None of the participants are comfortable enough with the state they are in to continue		

3. Are we working through conflict as it arises?	All participants are willing to work through conflict when it arises (with help of an RM)	Yes/No	
	Some of the participants are willing to work through it when it arises		
	None of the participants are willing to work through conflict or don't notice when it arises.		
4. Are we committed to do things differently to create innovative solutions?	"Yes, we want to do things differently because what we've been trying isn't working"	Yes/No	
	"I'm not sure if what we are doing is working, maybe it is time to try something different?"		
	"Let's continue with what we are currently doing with a few modifications to see if that works"		
Be flexible and adaptable		Yes/No	
1. Are we clear what is expected of the participants?	All participants are clear on what roles, timeframes and behaviours are expected of them (guidelines)	Yes/No	
	Some of the participants on what roles, timeframes and behaviours are expected of them (guidelines)		
	None of the participants on what roles, timeframes and behaviours are expected of them (guidelines)		
2. Do we recognize our own and each other's strengths and weaknesses?	"You guys are really good at this, why don't you do it?"	Yes/No	
	"I don't know you can contribute, but maybe we can talk about it"		
	"We can do it all, what do we need you for?"		
3. Are we willing to change direction if needed?	"I really don't think this is working, maybe we should try something else?"	Yes/No	

	“Let’s give it a bit longer, and see in a few weeks’ time if it is still not working”		
	“We made the plan, let’s stick to it”		
4. Are we willing to bring in new people if needed?	“We probably don’t have the right expertise at the table; maybe we should invite A to our next meeting?”	Yes/No	
	“Is there somebody that we know that can do this for us?”		
	“I don’t think the group needs to get any bigger”		
5. Are we willing to change roles or take on other responsibilities to meet shared vision?	“I normally wouldn’t do that but I’m happy to give it a go” OR “ We would normally do this ourselves but you would be better at it/have more time to do it/ Are better located to do it/it will be a good learning opportunity for you”	Yes/No	
	“Let’ think about these roles a bit later”		
	“I don’t have time to do this” OR “I always do this, therefore I should do it now”		
Be aware of wider context		Yes/No	
1. Do we take external influences into account?	“How does the change in the NZ Dollar affect our problem?” OR “What if we have another drought?”	Yes/No	
	“The weather might be something that could potentially affect this idea but let’s deal with that when it happens”		
	“This solution will (have to) work no matter what” OR “This is suitable for every farm in every location”		
2. Are we looking out for external influences?	“What is happening with the exchange rate right now?” OR “Did anyone see the long term forecast?” OR “Did you see that on the news last night?”	Yes/No	



	Some of the participants are trying to include some external influences. "I really should try to keep up with what is happening out there"		
	The participants have a tunnel vision when it comes to their problem		
3. Are we aware of other project activities which could impact (positively or negatively) on our project?	All participants are well networked and know who's working on what, when and where. "Did you know about A's project on X? They might have some information on this topic"	Yes/No	
	Some of the participants are well networked and know who's working on what, when and where		
	None of the participants are well networked and but have no knowledge on who's working on what, when and where.		
Process		Yes/No	
1. Is our process allowing time for participants to build trust?	There is enough time in the process for participants to get to know each other and socialise	Yes/No	
	There is some time in the process for participants to get to know each other and socialise		
	No time is allowed in the process for participants to get to know each other and socialise		
2. Are we clearly recording events and decisions?	All events and decision are recorded and the responsibility for recording these is allocated	Yes/No	
	Some events and decisions are recorded; it is unclear whose responsibility this is.		
	None of the events and decisions are recorded, it hasn't been considered		

3. Is our process allowing for creativity?	There is enough time in the process for creative thinking, brainstorming, to undertake activities that in first instance seem unrelated	Yes/No	
	There is some time in the process for creative thinking, brainstorming, to undertake activities that in first instance seem unrelated		
	No time is allowed in the process for creative thinking, brainstorming, to undertake activities that in first instance seem unrelated		
4. Are we clearly reporting back to the participants?	After every event or meeting notes are taken and shared with all the participants (also those that couldn't attend), and someone is responsible for this?	Yes/No	
	Once in a while notes are shared with all the participants (also those that couldn't attend), it is unclear for this responsible for this		
	No notes are taken and it hasn't been considered		
5. How do we deal with outsiders?	All participants are welcoming and happy to include others and share views and insights.	Yes/No	
	Some of the participants are welcoming and happy to include others and share views and insights.		
	None of the participants are welcoming and happy to include others and share views and insights.		
6. Are we well enough resourced to meet our objectives?	None of the participants are complaining about a lack of time or money to undertake activities	Yes/No	

	Some participants are complaining about a lack of time or money to undertake activities		
	All of the participants are complaining about a lack of time or money to undertake activities		
7. Is our process empowering participants?	“I can see what I need to do and how I can go about it” OR “I really feel we can make a difference”	Yes/No	
	“I know what I need to do, but I need some more training to be able to do it”		
	“I feel restricted in what I can do and say”		
8. Do we have the institutional support from our own organisations?	“My organisation is happy to fly me in for that meeting” OR “ My organisation can see the value of us meeting again soon”	Yes/No	
	“There is room to negotiate but I’ll have to have some more evidence to support my argument”		
	“I don’t think I will be able to convince management to do that”		
Do we as a group have the mandate to do this?	This group has the respect and the permission of the industry at large to undertake the activity	Yes/No	
	This group has the respect and permission of some of the industry to undertake the activity		
	This group has no permission or respect of the industry to undertake this activity		
Other topics:			
Project team	See above.	Yes/No	
Does the RM have the mandate to do this?			
Roles and responsibilities		Yes/No	