

Cooperation, Coordination, and Collaboration

A Table Describing the Elements of Each ³²

<i>Essential Elements</i>	Cooperation	Coordination	Collaboration
Vision and Relationships	<ul style="list-style-type: none"> • Basis for cooperation is usually between individuals but may be mandated by a third party • Organizational missions and goals are not taken into account • Interaction is on an as needed basis, may last indefinitely 	<ul style="list-style-type: none"> • Individual relationships are supported by the organizations they represent • Missions and goals of the individual organizations are reviewed for compatibility • Interaction is usually around one specific project or task of definable length 	<ul style="list-style-type: none"> • Commitment of the organizations and their leaders is fully behind their representatives • Common, new mission and goals are created • One or more projects are undertaken for longer-term results
Structure, Responsibilities, and Communication	<ul style="list-style-type: none"> • Relationships are informal; each organization functions separately • No joint planning is required • Information is conveyed as needed 	<ul style="list-style-type: none"> • Organizations involved take on needed roles, but function relatively independently of each other • Some project-specific planning is required • Communication roles are established and definite channels are created for interaction 	<ul style="list-style-type: none"> • New organizational structure and/or clearly defined and inter-related roles that constitute a formal division of labor are created • More comprehensive planning is required that includes developing joint strategies and measuring success in terms of impact on the needs of those served • Beyond communication roles and channels for interaction, many "levels" of communication are created as clear information is a keystone of success
Authority and Accountability	<ul style="list-style-type: none"> • Authority rests solely with individual organizations • Leadership is unilateral and control is central • All authority and accountability rests with the individual organization which acts independently 	<ul style="list-style-type: none"> • Authority rests with the individual organizations, but there is coordination among participants • Some sharing of leadership and control • There is some shared risk, but most of the authority and accountability falls to the individual organizations 	<ul style="list-style-type: none"> • Authority is determined by the collaboration to balance ownership by the individual organizations with expediency to accomplish purpose • Leadership is dispersed, and control is shared and mutual • Equal risk is shared by all organizations in the collaboration
Resources and Rewards	<ul style="list-style-type: none"> • Resources (staff time, dollars, and capabilities) are separate, serving the individual organization's needs 	<ul style="list-style-type: none"> • Resources are acknowledged and can be made available to others for a specific project • Rewards are mutually acknowledged 	<ul style="list-style-type: none"> • Resources are pooled or jointly secured for a longer-term effort that is managed by the collaborative structure • Organizations share in the products; more is accomplished jointly than could have been individually

³² Adapted from the works of Martin Blank, Sharon Kagan, Atelia Melaville, and Karen Ray.