



Reference

# TABLE 1.2 COOPERATION, COORDINATION AND COLLABORATION

*A table describing the elements of each*

From *Collaboration: What Makes It Work* (Mattessich et al., 2001, p. 61) and adapted from works of M. Blank, S. Kagan, A. Melaville, and K. Ray.

Essential Elements	Cooperation	Coordination	Collaboration
<b>Vision and Relationships</b>	<p>Basis for cooperation is usually between individuals but may be mandated</p> <p>Organizational mission &amp; goals are not considered</p> <p>Interaction is on an as needed basis/no time limit</p>	<p>Individual relationships are supported by their organizations</p> <p>Mission and goals of the organizations are reviewed for compatibility</p> <p>Interaction usually around one specific project or task</p>	<p>Commitment of the organization is fully behind the individual</p> <p>Common, new mission and goals are created</p> <p>One or more projects are undertaken for longer-term results</p>
<b>Structure, Responsibilities and Communication</b>	<p>Relationships are informal, each organization functions separately</p> <p>No joint planning is required</p> <p>Information is conveyed as needed</p>	<p>Organizations assume needed roles but still functions separately</p> <p>Some project specific planning is required</p> <p>Communication roles are established and channels for interaction created</p>	<p>New structure and/or formal division of labor are created</p> <p>Comprehensive planning is required including measures of success</p> <p>Many levels of communication and channels for interaction are created</p>
<b>Authority and Accountability</b>	<p>Authority rests solely with individual organizations</p> <p>Leadership is unilateral and control is central</p> <p>All authority and accountability rests with each organization</p>	<p>Authority rests on each organization but there is coordination</p> <p>Some sharing of leadership and control</p> <p>There is some shared risk, but most authority and accountability rests with each organization</p>	<p>Authority is determined by the collaboration to balance ownership</p> <p>Leadership is dispersed and control is shared and mutual</p> <p>Equal risk is shared by all organizations</p>
<b>Resources and Rewards</b>	<p>Resources are separate</p>	<p>Resources are acknowledged and can be made available for a specific project</p> <p>Rewards are mutually acknowledged</p>	<p>Resources are pooled or jointly secured for a long-term effort</p> <p>Organizations share in the products: more is accomplished together than individually</p>