COLLABORATION is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals.

The relationship includes a commitment to: mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.

ELEMENTS OF COLLABORATION

C OMMUNICATION
O RGANZIATIONAL
L EADERSHIP
L EARNING
A UTHORITY
B ALANCE
O WNERSHIP
R ESOURCES
A CCOUNTABILITY
T IME
I NTERESTS
O PPORTUNITIES
N EEDS

Cooperation, Coordination, & Collaboration
A Table Describing the Elements of Each

Essential Elements	Cooperation	Coordination	Collaboration
Vision and Relationships	• 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	• 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	• 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 & Communication	• Relationships are informal; each organization functions separately • No joint planning is required • Information is conveyed as needed	• 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	• New organizational structure and/or clearly defined and interrelated 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 & Accountability	• Authority rests solely with individual organizations • Leadership is unilateral and control is central • All authority and accountability rests with the individual organizations which acts independently	• 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 organization	• 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	• Resources (staff, time, dollars and capabilities) are separate, serving the individual organizations' needs	• Resources are acknowledged and can be made available to others for a specific project • Rewards are mutually acknowledged	• 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

A Collaboration Checklist
What factors are helping or hindering your collaboration efforts?

Many factors work to make or break collaborations. Here are two lists to help you get a sense of which factors might be at work in your collaborative relationships. Which ones are present in your program? Which ones might need the most work? The following lists detail factors that help or hinder collaboration:

POSITIVE

Factors which <u>help</u> collaboration
- Perception that the collaboration is needed
- Benefits outweigh the costs
- Positive attitudes
- Consensus between administrators and staff
- Players see each other as valuable sources/resources
- Ability to maintain program identity, prestige, and power
- Reward system for staff who reinforce collaboration
- Accessibility to other organizations
- Positive evaluations of other organizations and their staffs
- Similarity or overlap in resources and goals
- Common commitment to families (parents and their children)
- Common definitions, ideologies, interests, and approaches
- Perception of partial interdependence
- Good history of relations
- Procedures have been standardized across organizations
- Occupational diversity of staff that is complementary
- Leaders favor the collaboration
- Chances exist for regular contact and exchange of information
- Existence of boundary-crossing roles
- Compatibility of similarity of organizational structures

NEGATIVE

Factors which can <u>hinder</u> collaborations
- Vested interests of programs or other agencies
- Perception of threat, competition for resources or clients
- Perception of loss of program identity
- Perception of loss of prestige or role as "authority"
- Lower service effectiveness
- Alienation of some families
- Inability to serve new families who would be drawn to the program
- Differing leadership styles
- Differing professional background of staff
- Disparities in staff training
- Different priorities, ideologies, outlooks, or goals for families
- Lack of a common "language"
- Staff members don't favor the collaboration
- Negative evaluations of other organizations
- Imperfect knowledge of other agencies in the community
- Poor history of relations
- Costs in terms of resources of staff time outweigh benefits
- Lack of communication among higher level staff
- Bureaucracies that inhibit internal, external communication
- Centralization of authority, "red tape"
- Little staff time devoted to boundary crossing roles
- Differences in priorities, goals, tasks
- High staff turnover
- Other organizations have little to offer

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COMMUNITY LINKAGES --- CHOICES AND DECISIONS

Levels	Purpose	Structure	Process
Networking	• Dialog and common understanding • Clearinghouse for information • Create base of support	• Nonhierarchical • Loose/flexible link • Roles loosely defined • Community action is primary link among members	• Low key leadership • Minimal decision making • Little conflict • Information communication
Cooperation or Alliance	• Match needs and provide coordination • Limit duplication of services • Ensure tasks are done	• Central body of people as communication hub • Semiformal links • Roles somewhat defined • Links are advisory • Group leverages/raises money	• Facilitative leaders • Complex decision making • Some conflict • Formal communications within the central group
Coordination or Partnership	• Share resources to address common issues • Merge resource base to create something new	• Central body of people consists of decision makers • Roles defined • Links formalized • Group develops new resources and joint budget	• Autonomous leadership but focus is on issue • Group decision making in central and subgroups • Communication is frequent and clear
Coalition	• Share ideas and be willing to pull resources from existing system • Develop commitment for a minimum of 3 years	• All members involved in decision making • Roles and time defined • Links formal with written agreement • Group develops new resources and joint budget	• Shared leadership • Decision making formal with all members • Communication is common and prioritized
Collaboration	• Accomplish shared vision and impact benchmarks • Build interdependent system to address issues and opportunities	• Consensus used in sharing decision making • Roles, time, and evaluation formalized • Links are formal and written in work assignments	• Leadership high, trust level high, productivity high • Ideas and decisions equally shared • Highly developed communication