

Cooperation, Coordination, and Collaboration

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

Essential Elements	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 • Organization 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 missions 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 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 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 collaborative
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

Types of Collaborative Structures and Ventures

- **Advisory committees** generally respond to organizations or programs by providing suggestions and technical assistance.
- **Affiliation:** A loosely connected system of two or more organizations with a similar interest(s).
- **Alliances:** Formal collaborations whereby organizational decision-making power is shared or transferred and the organizations will continue the alliance for the foreseeable future.
- **Coalition:** An organization of diverse interest groups (usually independent organizations) that combines human and material resources to effect a specific change the members are unable to bring about individually.
- **Consortia** tend to be semi-official, membership organizations. They typically have broad policy-oriented goals and consist of organizations and coalitions as opposed to individuals.
- **Commissions** usually consist of citizens appointed by official bodies.
- **Co-sponsorship:** Two or more organizations share (although not always equally) in providing a program or service.
- **Endorsement:** Providing approval or support of a concept or action already conceptualized or completed by someone else.
- **Federation/Association:** An alliance of member organizations established to centralize common functions.
- **Joint Venture:** A legally formed alliance in which member organizations maintain joint ownership (generally through a joint governance board) to carry out specific tasks or provide specific services
- **Networks** are generally loose-knit groups formed for the purpose of resource and information sharing.
- **Task forces** often come together to accomplish a specific series of activities, often at the request of an overseeing body.

Collaboration: What Makes it Work

<p><i>Research indicates that the following factors influence the success of collaborations.</i></p>	<p><i>Which of these factors seem especially pertinent to the Rainier Beach NAC choice about organizational structure?</i></p>
<p>Environment</p> <ul style="list-style-type: none"> • History of collaboration or cooperation • Collaborative group seen as legitimate leader • Favorable political and social climate 	
<p>Membership Characteristics</p> <ul style="list-style-type: none"> • Mutual respect, understanding and trust • Appropriate cross-section of members • Members see collaboration as in their self-interest • Ability to compromise 	
<p>Process and Structure</p> <ul style="list-style-type: none"> • Members share a stake in both process and outcome • Multiple layers of participation • Flexibility • Development of clear roles and policy guidelines • Adaptability • Appropriate pace of development 	
<p>Communication</p> <ul style="list-style-type: none"> • Open and frequent communication • Established informal relationships and communication links 	
<p>Purpose</p> <ul style="list-style-type: none"> • Concrete, attainable goals and objectives • Shared vision • Unique purpose 	
<p>Resources</p> <ul style="list-style-type: none"> • Sufficient funds, staff, materials and time • Skilled leadership 	

