

CONTINUUM OF RELATIONSHIPS

	Cooperation	Coordination	Collaboration
<i>Key Relationships and Work</i>	Shorter-term informal relations that exist without any clearly defined mission, structure, or planning effort. Cooperative partners share information only about the subject at hand. Each organization retains authority and keep resources separate so virtually no risk exists.	More formal relationships and understanding of missions. People involved in a coordinative effort focus their longer-term interaction around a specific effort or program. Coordination requires some planning and division of roles and opens communication channels between organizations. While authority stills rests with individual organizations, everyone's risk increases. Power can also be an issue. Resources are made available to participants and rewards are shared.	A more durable and pervasive relationship. Participants bring separate organizations into a new structure with full commitment to a common mission. The collaborative structure determines authority, and risk is much greater because each partner contributes its resources and reputation. Power is an issue and can be unequal. Partners pool or jointly secure the resources, and share the results and rewards.
<i>Examples</i>	One group of Southeast Asian Mutual Assistance Associations meets each month to exchange information on service approaches. They update each other on the latest techniques, on pending changes in legislation, and on which funders are likely to support their program types.	The Council of Agency Directors meets monthly to help plan for human service delivery. This often requires more than the exchange of information because the participants must work out philosophical differences and agree on a range of plans. But they do not share the vision of a larger purpose.	A group of Hispanic organizations comes together to address the need for job development and training. They are looking at long-term plans to develop businesses that will provide jobs. They will involve government training services (to help secure grants and provide job training).
<i>Intensity</i>	Lower intensity	Moderate intensity	Higher intensity

From Michael Winer and Karen Ray, *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*. Amherst Wilder Foundation: St. Paul, Minnesota 1994.