# **The Essential Elements of Coordination, Cooperation and Collaboration**

## **Vision and Goals**

**Coordination**The basis for coordination is usually between individuals.

Missions and goals of individual organizations are not taken into account.

Interaction is on as needed basis.

**Cooperation**  
Individual relationships are supported by organizations we represent.

Missions and goals of individual organizations are reviewed for compatibility.

Interaction is usually around one specific project or task of definable length.

**Collaboration**Commitment of our organizations and leaders is fully behind us.

Common mission statement and goals are created.

One or more projects are undertaken for longer-term results.

## **Structure, Responsibilities, and Communication**

**Coordination**

Relationships are informal; each organization functions separately.

No planning is required.

Information is conveyed at occasional intervals.

**Cooperation**

Consortium members take on needed roles, but they function relatively independently of each other.

Some project-specific planning is required.

Communication roles are established and definitive channels are created for interaction.

**Collaboration**

New organizational structures and/or clearly defined and interrelated roles that constitute formal division of labor are created.

Comprehensive planning is required that includes developing joint strategies and measuring success in terms of impact on needs of consumers.

Beyond communication roles and channels for interaction, many levels of communication are created - as clear information is keystone of success.

## **Authority and Accountability**

**Coordination**

Authority rests with individual organizations.Leadership is unilateral, and is centrally controlled.

All authority and accountability rest with individual organization which acts independently.

**Cooperation**

Authority rests with individual organizations, but there is cooperation among the consortium members.

There is some sharing of leadership and control.

There is some shared risk, but most of authority and accountability falls to individual organization.

**Collaboration**

Authority rests with the consortium; individual organizations accept authority of the consortium.  
Leadership is dispersed, and control is shared and mutual.

Risk is shared equally by all organizations in the consortium.

## **Resources and Rewards**

**Coordination**

Resources are separate, serving individual organization's needs.

Rewards are specific to each organization

**Cooperation**

Resources are acknowledged and can be made available to others for specific projects.

Rewards are mutually acknowledged.

**Collaboration**

Resources are pooled or jointly secured for longer-term effort that is managed by the consortium.

Organizations share in products; more is accomplished jointly than could have been individually.