STAGES OF WORKING TOGETHER: NETWORKING TO COLLABORATION

	NETWORKING	COOPERATING	COORDINATION	COLLABORATING
PURPOSE	Exchanging information for mutual benefit.	Altering activities for mutual benefit.	Sharing resources for mutual benefit.	Enhancing the capacity of each other for mutual benefit and common purpose.
AGENDA	Better relationships.	Avoid duplication.	Divide up new Resources. Share resources.	Develop integrated service system, community system of care involving • Joint decision making • Common forms • Common training across agencies etc.
FOCUS	Staff	Client	Program	System
SCOPE	Individual agency functioning.	Individual provider/ agency functioning.	Cross-agency functioning Generally limited to one service population/issue.	Cross-agency/systems functioning. Multiple population groups/issues.
EXAMPLE	Show and tell	Coordinating times for home visits.	Making van, space, staff available to another agency.	Pooling resources, designating a lead agency, joint responsibility.
ORGANIZATION	Informal, limited to periodic meetings.	Informal.	Formal structure.	Formal structure including workgroups.
MEMBERSHIP	Whoever comes; service providers and supervisors.	Service providers. Supervisors.	Agency directors. Supervisors.	Agency directors or surrogates with authority to allocate resources; Community representatives.
LEADERSHIP	Whatever is necessary to maintain meetings.	Facilitative.	Autonomous, facilitative. Lead agency in control.	Shared leadership. Lead agency responsible to collaborative body.
GOVERNANCE	n/a	Informal agreements.	Formal interagency agreement on allocation of resources	Formal interagency agreement on allocation of resources, respective responsibilities. Institutionalizing systems change.
LEVEL OF TRUST, MANAGEMENT OF CONFLICT	Low trust /minimal conflict. Protecting turf.	Some trust/conflict Recognize we all can benefit.	More trust. Recognize and manage conflict when it arises.	High trust. Develop strategies for dealing with conflict before it arises.
COMMITMENT of MEMBERS	Just have to show up.	Work together at meetings or informally one on one.	Work on agenda outside of meetings.	Work on agenda (structure and issues) outside of meeting.