

Collaborative Continuum+*

	Compete	Coexist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Sharing of intentions and activities	Each party aims to out-compete one another; strategic intentions are kept secret	None	Parties may be aware of some of each other's intentions and activities	Each party is aware of each other's intentions and activities generally and tries to avoid stepping on one another's toes	Each party is aware of each other's intentions and activities and how they are or can be mutually beneficial to increase efficiency	Each party is fully aware of each other's intentions and activities, and may co-develop some; they are aligned closely to be mutually beneficial and reinforcing if not optimized to achieve more effective and greater outcomes	Intentions and activities are designed, developed and integrated together to ensure that more effective and greater outcomes can be achieved
Sharing of resources	NA	None	Some informal information sharing (networking)	Some intentional information sharing; may be some discrete activity-based sharing	Formal information sharing to assist coordination and discrete activity-based sharing	Substantial sharing in relation to shared purpose and respective roles	Most or all resources shared in relation to common purpose and respective roles
Sharing measurement, risk & accountability	NA	None	None or occasional informal sharing of some measurement data	Some measurement data may be shared if beneficial to each party	Shared measurement may occur to demonstrate the benefits of improved coordination and to make adjustments; risks and accountabilities are joint in relation to roles	Shared measures are coupled directly to shared outcomes to report on the benefits of collaboration and to make adjustments; some areas of risk are shared by both parties; there is joint and some shared accountability	An integrated performance measurement system is directly coupled to integrated outcomes and used to report on the benefits of the integration and to make adjustments; risk and accountabilities are shared
Level of commitment	NA	None	Slight commitment - "try to keep you posted"	General commitment to not compete, acknowledge one another, possibly mutually supportive	Commitment to roles and complementary effort - "you do this; we will do that" (reduce or no overlap)	Strong commitment in many areas and levels	Complete commitment in all areas and at all levels
Inter-dependence	NA	None	None	None, other than on some level of communication to support cooperation	Each party relies on regular communication and information sharing to ensure effective and efficient coordination	There is considerable interdependence in relation to all aspects of their shared purpose	There is a high level of interdependence in virtually all aspects of the working relationship
Formality of relationship, timeframe, trust	NA	NA	Informal, ad hoc, trust unknown	Informal, short term or temporary, relationship acknowledged, a little initial trust	Formal and informal, regular and may be systematic, coordination may be time-bounded, moderate trust	Relaxed, comfortable, long-term, trustful; operate informally to formally together depending on the situation; each party can often speak for the other	Relaxed, comfortable, long-term, deep trust; operate "as one" in virtually all ways; original affiliations are often totally blurred

* Adapted from "Where does Collective Impact fit on the Collaboration continuum?" <http://www.collaborationforimpact.com/collaborative-approaches/ca-subpage-2/> and "Evaluating Collaboratives – Reaching the Potential" (1998) pp. 4-7 — <http://learningstore.uwex.edu/assets/pdfs/G3658-8.pdf> and experience in helping multi-stakeholder groups collaborate and innovate to address complex challenges - Keith Jones, R. Keith Jones & Associates — www.challengedialoguesystem.net.