

Levels Of Working Together

Working together can take place at relatively simple or sophisticated levels. At the simplest level, community residents, groups and organizations may network to share information and support one another. At the highest level, group members will set up a formal, documented structure for collaboration, with a long-term commitment to pursue a shared mission.

Level	Purpose	Structure
I.	<ul style="list-style-type: none"> • Share information • Provide mutual support • Stimulate dialogue leading to common understanding 	<ul style="list-style-type: none"> • Informal relationships and communication • Connections among individuals rather than whole organizations • No shared authority or joint planning • Few shared decisions
II.	<ul style="list-style-type: none"> • Share resources for common issues • Provide coordination • Limit duplication of services • Engage in short-term joint projects 	<ul style="list-style-type: none"> • Individual relationships are backed by organizations • Semi-formal links and communication • Roles somewhat defined • Authority rests with individual agencies, but there is shared commitment to coordinate efforts • Some shared leadership • Some group decisions
III.	<ul style="list-style-type: none"> • Develop shared vision and mission • Facilitate long-term collaboration • Build inter-dependent systems to address issues • Pursue joint funding 	<ul style="list-style-type: none"> • Formally defined roles • Highly developed communication • Collaborative planning for joint strategies and evaluation • Dispersed leadership with shared control over collaborative efforts • Formal governance • Extensive, shared decision-making • Increased sharing of resources • Possible creation of a new organization

Adapted from Hogue, T. (1993). Community Based Collaboration: Community Wellness Multiplied. Chandler Center for Community Leadership, Oregon State University, Bend, OR, and from the works of Martin Blank, Sharon Kagan, Atelia Melaville and Karen Ray.