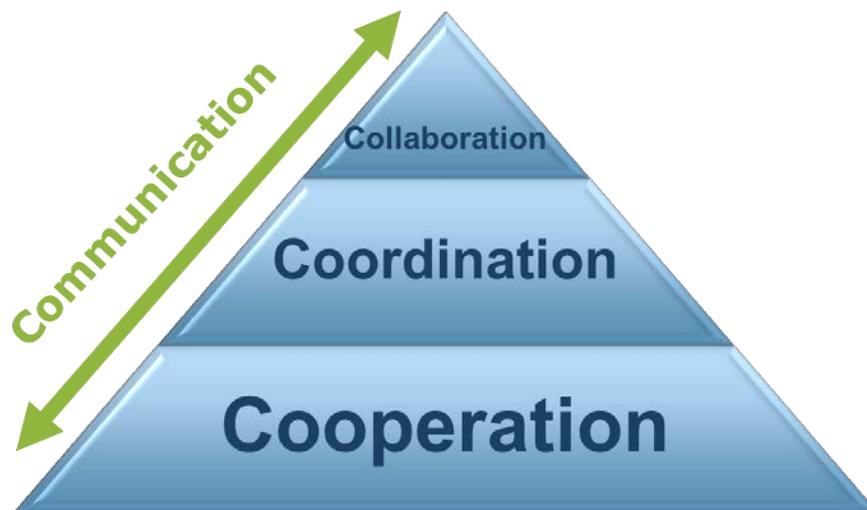




Collaboration Pyramid

Communication is key and critical throughout the partnership at every level. It helps partners develop strategies, implement them, and then review them to determine what is and is not working, which will help determine what needs to improve. Communication can be written, verbal, and nonverbal, and the need for all types increases and becomes more intense at each stage or level of the collaboration pyramid.

- Cooperation, which is at the base of the pyramid, involves building relationships and getting to know one another, and sharing and networking at informational meetings and events. This period sets the stage for deeper, longer-term relations.
- Coordination is the second level of the pyramid, building on cooperation. It involves partners implementing projects and activities together, such as applying for grants. It also involves working together to address program or community needs, such as providing joint staff training, sharing resources, providing family opportunities, and planning or hosting a community fair.
- Collaboration is the top of the pyramid and is hard to sustain over time. It involves shared or collaborative leadership that initiates a common vision and purpose and willingness to work collaboratively toward this shared vision and purpose. Collaboration also involves shared fiscal/legal responsibilities, and partners will need to determine how to lead their respective staff and stakeholders in the same direction. This level of the pyramid is about duration and intensity—sustaining joint leadership to continue to work as partners toward the common and shared purpose and intent.



◆ Cooperation	◆ Coordination	◆ Collaboration
<ul style="list-style-type: none"> ▪ Shorter-term, informal relations ▪ No clearly defined mission, structure, or planning <p>Each organization shares little, retains authority, keeps resources separate, risks nothing</p>	<ul style="list-style-type: none"> ▪ Formal relationships ▪ Understood mission ▪ Coordinated effort ▪ Longer-term, specific interaction ▪ Planning and division of roles ▪ Open communication channels between organizations ▪ Risk increases ▪ Power can be an issue <p>Resources and rewards are shared</p>	<ul style="list-style-type: none"> ▪ Durable relationships ▪ A new, committed structure ▪ Full commitment ▪ Common mission ▪ Comprehensive planning ▪ Well-defined communication ▪ New structure determines authority ▪ Risk is much greater ▪ Partners contribute resources and reputation ▪ Power can be unequal <p>Resources, results, and rewards are shared</p>
◆ Lower Intensity		◆ Higher Intensity

Adapted from Kagan, S. L. (1991). *United we stand: Collaboration for child care and early education services*. New York, NY: Teachers College Press.; Winer, M., & Ray, K. (2003). *Collaboration handbook: Creating, sustaining, and enjoying the journey*. St. Paul, MN: Amherst H. Wilder Foundation. Used with permission. All rights reserved. www.FieldstoneAlliance.org

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