

Collaboration Continuum Matrix for Working Together

	Networking	Coordinating	Cooperating	Collaborating
Definition	Exchanging information for mutual benefit	Exchanging information for mutual benefit, and altering activities to achieve a common purpose	Exchanging information for mutual benefit, altering activities, and sharing resources to achieve a common purpose	Exchanging information for mutual benefit, altering activities, sharing resources, and enhancing the capacity of another to achieve a common purpose.
Relationship	Informal	Formal	Formal	Formal
Characteristics	Minimal time commitments	Moderate time commitments	Substantial time commitments	Extensive time commitments
	Limited levels of trust	Moderate levels of trust	High levels of trust	Very high levels of trust
	No necessity to share turf	No necessity to share turf	Significant access to each other's turf	Extensive areas of common turf
Primary Focus	Information exchange	Making access to services or resources more user-friendly	Sharing of resources to achieve a common purpose	Enhancing each other's capacity to achieve a common purpose
Resources	No mutual sharing of resources necessary	No or minimal sharing of resources necessary	Moderate to extensive sharing of resource and some sharing of risks, responsibilities, and rewards	Full sharing of resources, and full sharing of risks, responsibilities, and rewards

Source: Himmelman, A. T. (2002, January). Collaboration for a Change [Definitions, Decision-making models, Roles, and Collaboration Process Guide]. HIMMELMAN Consulting, Minneapolis, MN.