

Transforming Places / Improving Peoples' Lives - The Strategic Partnership 'Cooperation / Coordination / Collaboration' Spectrum

CHARACTERISTICS <i>(the look and feel that partners experience or observe)</i>	COOPERATION <i>(the act of working together with someone or doing what they ask you)</i>	COORDINATION <i>(to make many different things work effectively as a whole)</i>	COLLABORATION <i>(the situation of two or more organisations working together to create or achieve the same thing)</i>
1) Accountability:	To own organisation.	To own organisation and project.	To the strategic partnership and its membership.
2) Actions:	Adjusting to the project needs.	Joint project planning and delivery.	Transformational systems change.
3) Alignment:	Joint project team.	Hub and Spoke Network.	Partnership Ecosystem.
4) Communications:	Ad-hoc; infrequent.	Formal and structured.	Formal and informal networks; 'we not I' mindset.
5) Culture:	What is in this for me and my organisation?	What is in this for my organisation and us?	What is in this for our customers / communities / place?
6) Delivery Drivers:	Operational outputs.	Alignment of outputs and outcomes.	Strategic transformational outcomes.
7) Emotional Attachment:	Low; to the project only [Must Do].	Medium; to the potential possibilities [Could Do].	High; to the strategic partnership & its vision [Can Do].
8) Focus:	Project delivery.	Joined-up partnership delivery programme.	Tackling complexity and wicked problems; shared value.
9) Goals:	Independent.	Semi-independent.	Interdependence; shared vision.
10) Information Sharing:	Closed.	Only if others share as well.	Open.
11) Meeting Style:	Project / task orientated.	Backbone organisation agenda driven and stylised.	Dynamic & engaging; reflects scale of ambition.
12) Partnership Development:	None.	No system but ad-hoc tools and approaches utilised.	Value-driven systemic approach; impact maximisation.
13) Partnership Manager:	None; usually a lead project manager.	Ad-hoc; usually not a trained partnership practitioner.	Experienced and skilled partnership practitioner.
14) Power:	Remains with organisations.	Remains with organisations.	Distributed and shared.
15) Relational Timeframe:	Short-term.	Based upon duration of delivery.	Long-term; indefinite.
16) Resources:	Remain within organisations.	Some shared resources.	Dedicated pooled resources.
17) Risk:	Low Risk / Low Reward.	Risk avoidance.	Shared High Risk / High Rewards.
18) Transformational Impact:	Low.	Medium.	High; transforming places / improving peoples' lives.
19) Trust & Relationships:	Low trust levels based upon unstable relationships.	Medium trust levels based upon existing relationships.	High trust levels based upon mature relationships.
20) Working Style:	Adherence to project brief and timescales.	Ensuring alignment to partnership delivery programme.	Co-creation, agility, innovation, experimentation.