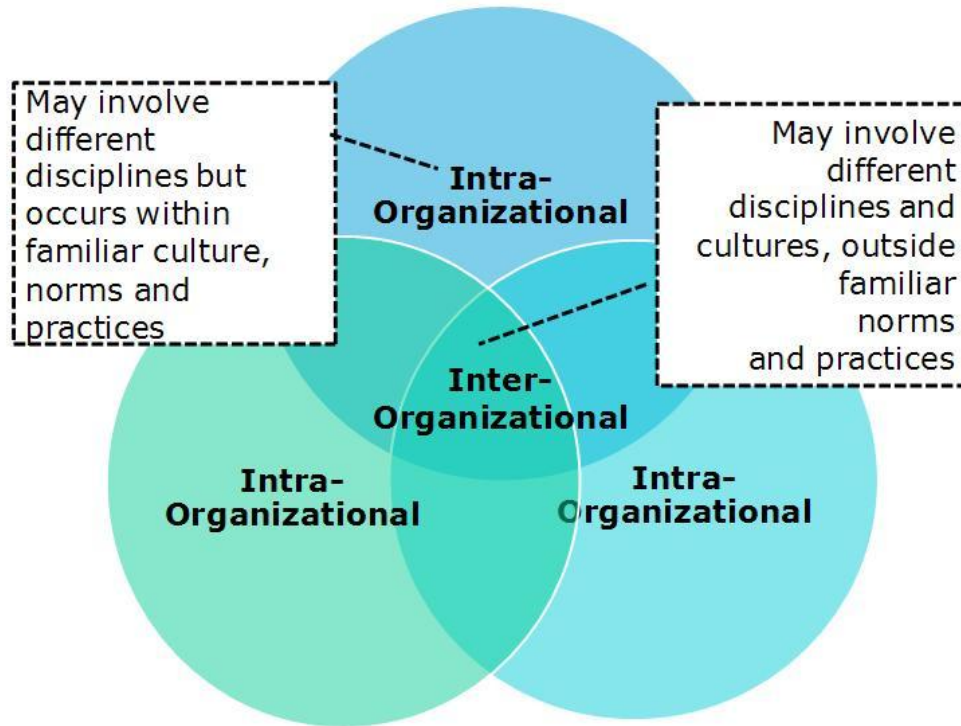


People collaborate within and across organizations & disciplines.



E-Collaboration: "an interactive process that engages two or more participants who work together to achieve outcomes they could not accomplish independently." When the interactive process uses Informations and Communications Technologies (ICT), we call it "electronic" collaboration.

Collaboration can occur within or across organizations. A question for a planning process is: does the project occur within an existing company, governmental agency, educational institution, non-profit or NGO- or between organizations?

1. *Inter-organizational Collaboration* may involve differences in knowledge bases, world views, approaches, leadership or decision-making styles, language and jargon, cultures and norms. Inter-organizational collaborations may include interdisciplinary projects, partnerships, or alliances.
2. *Intra-organizational Collaboration* may involve different disciplines and perspectives, but occurs within a common framework of organizational policies and practices, cultures and norms. Intra-organizational collaborations may include participatory decision-making, shared leadership, work teams or collaborative learning.