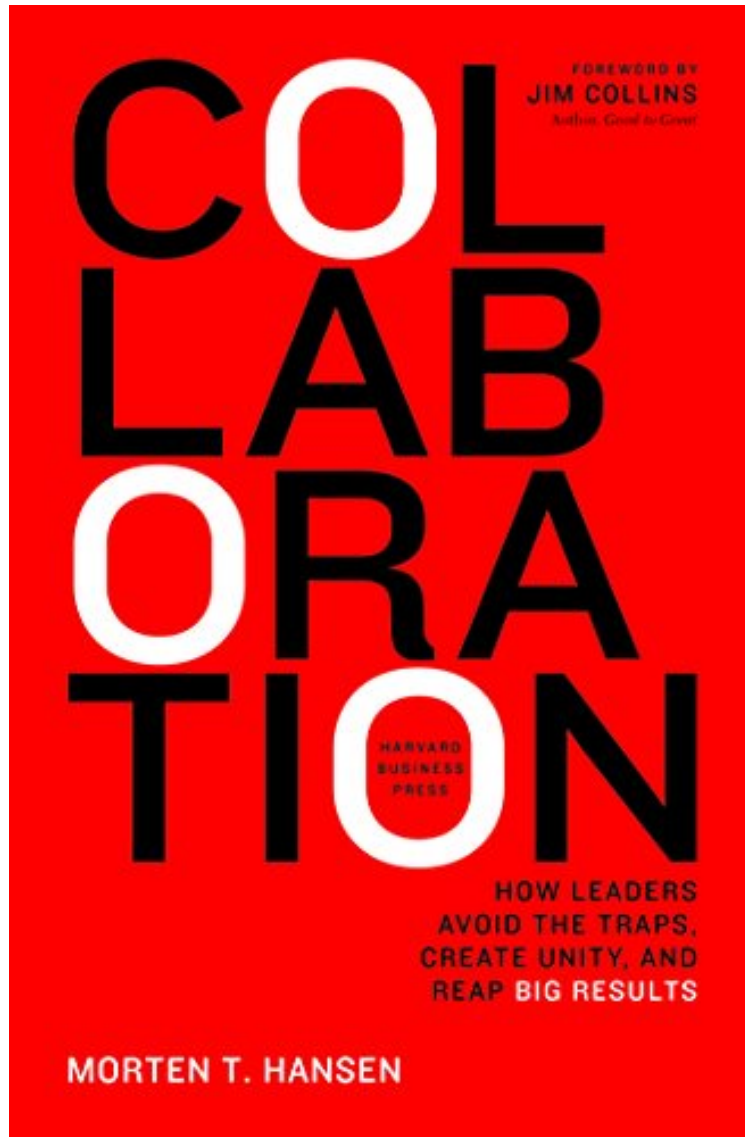


# Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results

*Morten Hansen*

*ePub | \*DOC | audiobook | ebooks | Download PDF*



[Download](#)

[Read Online](#)

#71924 in eBooks 2009-05-12 2009-05-12 File Name: B004OC07NU | File size: 40.Mb

**Morten Hansen : Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results** before purchasing it in order to gage whether or not it would be worth my time, and all praised Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results:

9 of 9 people found the following review helpful. Favorite Book on Collaboration By John Gibbon Recently I read a few books on the general topic of collaboration. My favorite was Morten Hansen's "Collaboration." Published by Harvard Business Press and written by an INSEAD/Berkeley professor, it is naturally very business focused. It

emphasizes the importance of cultural issues, it suggests several best practices, and it provides many case studies. Hansen begins by enumerating several collaboration "traps": -collaborating in hostile territory - overcollaborating (it is refreshing for an author to suggest that his thesis and the title to his book isn't universally applicable) -overshooting the potential value -underestimating costs -misdiagnosing the problem -implementing the wrong solution He suggests that the solution to these traps is "disciplined collaboration ... the leadership practice of properly assessing when to collaborate (and when not to) and instilling in people both the willingness and ability to collaborate when required" The three steps in disciplined collaboration are to: -evaluate opportunities for collaboration - spot barriers to collaborate -tailor collaboration solutions In general, his case for collaboration is that it provides better innovation, better sales, and better operations - all of which can lead to sales growth, cost savings, and asset efficiency. The four barriers to successful collaboration are: -not invented here syndrome -hoarding -search problems - transfer issues The three levers to tear down these barriers are: -unify people, reduce motivational barriers and get buy-in toward a common goal -encourage T-shaped management that rewards both independent results and cross-unit contributions. -create nimble, not bloated networks across organizations that deliver results Finally the author discusses how you grow to be a collaborative leader. 0 of 0 people found the following review helpful. Insightful read By Customer I would recommend this book to a HR practitioner or leader wanting to learn about how to improve collaboration in their organisation. Lots of practical ideas. 0 of 0 people found the following review helpful. New book, fast delivery :) By Customer New book as described :)

In *Collaboration*, author Morten Hansen takes aim at what many leaders inherently know: in today's competitive environment, companywide collaboration is an imperative for successful strategy execution, yet the sought-after synergies are rarely, if ever, realized. In fact, most cross-unit collaborative efforts end up wasting time, money, and resources. How can managers avoid the costly traps of collaboration and instead start getting the results they need? In this book, Hansen shows managers how to get collaboration right through "disciplined collaboration"-- a practical framework and set of tools managers can use to:

- Assess when--and when not--to pursue collaboration across units to achieve goals
- Identify and overcome the four barriers to collaboration
- Get people to buy into the larger picture, even when they own only a small piece of it
- Be a "T-Shaped Manager," collaborating across divisions while still working deeply in your own unit
- Create networks across the organization that are not large, but nimble and effective

Based on the author's long-running research, in-depth case studies, and company interviews, *Collaboration* delivers practical advice and tools to help your organization collaborate--for real results.

Hansen's book is a good and practical read an excellent example of making academic research accessible  
Federal Computer Week