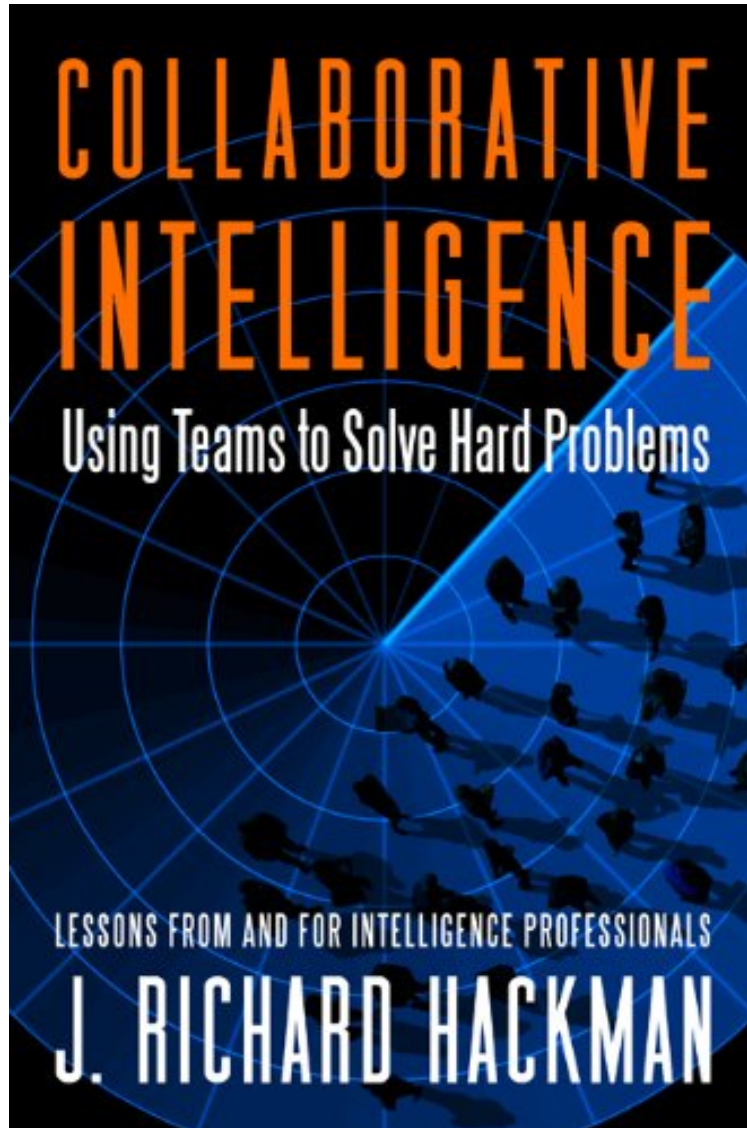


Collaborative Intelligence: Using Teams to Solve Hard Problems

J. Richard Hackman

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J. Richard Hackman : Collaborative Intelligence: Using Teams to Solve Hard Problems before purchasing it in order to gauge whether or not it would be worth my time, and all praised Collaborative Intelligence: Using Teams to Solve Hard Problems:

2 of 2 people found the following review helpful. Can intelligence work help us all? By Magalini Sabina I'm trying to put up a team for an important European Project and at the same time I work in one. When I started reading the book, I thought "Oh, got the wrong one!" Instead, slowly proceeding I found Hackman's book very interesting. Not only because making us dive in the middle of the stream, an absolutely unknown stream (who ever thought of reading something on intelligence teams!), he knows how to sum up previous knowledge and scientific observations on

teamwork in a clear manner, but also because many of the reported observations are absolutely applicable to any kind of team work. The core message of the book are the six conditions to have a team succeed, that are progressively analyzed in different chapters and that I think must be kept in mind when putting up the organization. Another key issue that the Author identifies with great attention is what the team leader should do. The importance of setting the right conditions and choosing people with different backgrounds is stressed and also the relatively new concept of a limited leadership intervention during teamwork. I come from an Italian/European culture (not German!) and the respect of norms is not our cup of tea, in that we usually find them more limiting than useful. However, the part on normative identifications before starting teamwork deserves an extra thought, especially for how the Author states that norms should be agreed upon and not imposed. The book is dense with information and deserves a second reading and even though specific for the discipline it tackles is useful for many situations. By the way look at "Zero Dark Thirty" and you will find many of the topics and behaviours the Hackman talks about.

10 of 11 people found the following review helpful. Intelligence Community version of Leading Teams

By Bas Vodde

Richard Hackman is one of the world's most influential team researchers. He has been researching teams for a very long time and his early work, such as Work Redesign (Prentice Hall Organizational Development Series) are true classics. His earlier Leading Teams: Setting the Stage for Great Performances is my standard recommendation for anyone who works in or with teams. So, I was very excited to get his latest work: Collaborative Intelligence. Collaborative Intelligence is about getting teams to work in intelligence work. This is important to realize before getting this book because the book has a very domain specific focus. In a way, this book could be called "leading teams applied for intelligence teams." The book consists of 3 different clearly distinct parts. The first part is called "The challenge and potential of teams" covers teams in general. It explains different types of teams and what the benefits and drawbacks are of each. The last chapter in this part also covers the important message that you can't make teams great but need to work on the environment in which the teams work in and hopefully grow a great team. The second part is called "six enabling conditions" and describes six environmental conditions that when they are in place, it will be more likely that a team will succeed than when they are not in place. These six conditions are consistent with the ones presented in Richard Hackman's earlier work: Leading Teams. The six conditions are: 1) create a real team, 2) specify a clear purpose, 3) ensure the right people are in the team, 4) create working agreements, 5) create organizational support, and 6) provide proper team coaching. The last part is called "implications for leaders and organizations" and specifically covers how to apply these ideas in intelligence teams. It is a short part with just 2 chapters covering specific challenges in intelligence work. Collaborative Intelligence is a good book, as I would expect from Richard Hackman. Yet, I was slightly disappointed. I had hoped to get more new ideas but instead I discovered this book is mainly applying earlier concepts to the intelligence industry (which I don't work in!). Some of the lessons can be applied to other industries also, so this book was still useful to me. Yet, if you are looking for a book purely on leading and creating teams, I'd still recommend Richard Hackman's earlier work: Leading Teams: Setting the Stage for Great Performances. If you specifically work in the intelligence industry, then this book is perfect!

0 of 0 people found the following review helpful. One Star

By Tx Linda

Extremely boring!

Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration. Interdisciplinary and even inter-organizational teams are necessary to solve the really hard problems intelligence professionals face. Tragically, these teams often devolve into wheel-spinning, contentious assemblies that get nothing done. Or members may disengage from a team if they find its work frustrating, trivial, or a waste of their time. Even teams with a spirit of camaraderie may take actions that are flat-out wrong. But there is also good news. This book draws on recent research findings as well as Harvard Professor Richard Hackman's own experience as an intelligence community researcher and advisor to show how leaders can create an environment where teamwork flourishes. Hackman identifies six enabling conditions—such as establishing clear norms of conduct and providing well-timed team coaching—that increase the likelihood that teams will be effective in any setting or type of organization. Although written explicitly for intelligence, defense, crisis management, and law enforcement professionals it will also be valuable for improving team success in all kinds of leadership, management, service, and production teams in business, government, and nonprofit enterprises.

About the Author

J. Richard Hackman is the Edgar Pierce Professor of Social and Organizational Psychology at Harvard University. He is one of the leading experts in the world on group dynamics, team performance, leadership effectiveness, and the design of self-managing teams and organizations. His book Leading Teams won the George R. Terry Book Award of the Academy of Management in 2004 for the "Most Outstanding Contribution to the Advancement of Management Knowledge." He also authored the classic book Groups That Work (and Those That Don't) and he coauthored Senior Leadership Teams with Ruth Wageman, Debra Nunes, and James Burruss. He is a member of the U.S. Intelligence Science Board.