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

*By Morten Hansen*



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

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.



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### **Editorial Review**

#### **Review**

“Hansen’s book is a good and practical read — an excellent example of making academic research accessible” – *Federal Computer Week*

#### **About the Author**

Morten T. Hansen is a professor at the University of California, Berkeley, and INSEAD in France. Previously, he was an associate professor at Harvard Business School, where he taught leadership and general management. In addition to his academic career, Hansen has been a management consultant for a number of years with the Boston Consulting Group. He holds a PhD from the Stanford Graduate School of Business.

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