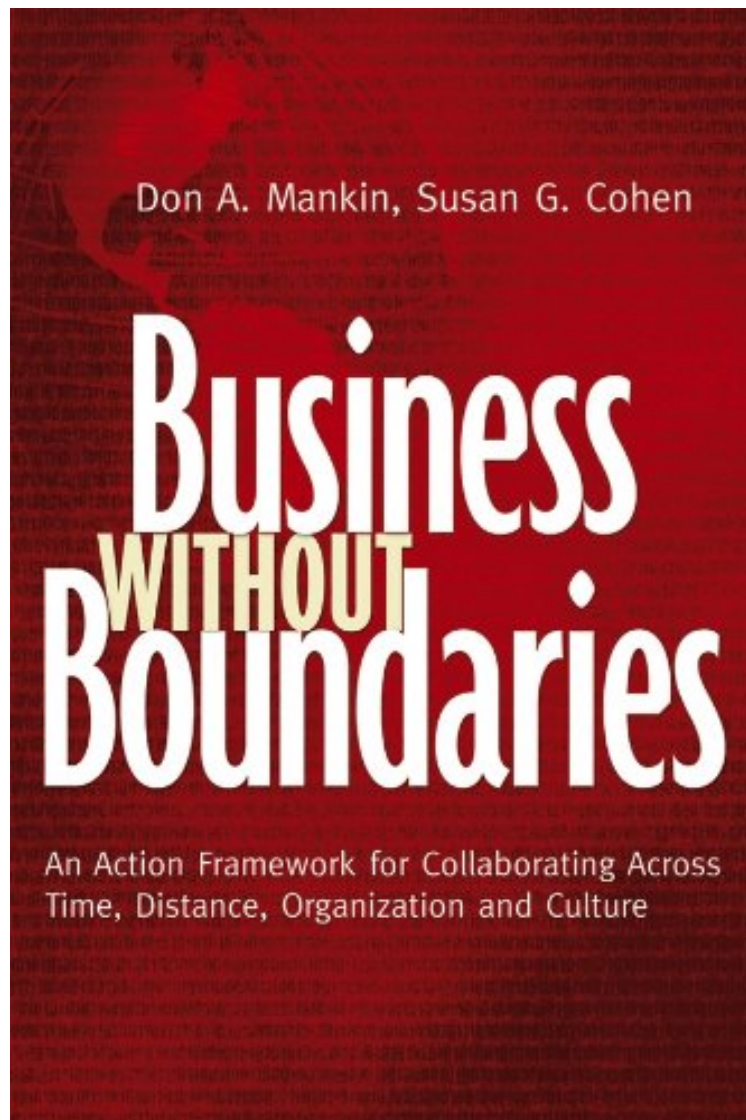


(Download free pdf) Business Without Boundaries: An Action Framework for Collaborating Across Time, Distance, Organization, and Culture

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Don Mankin, Susan G. Cohen

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Don Mankin, Susan G. Cohen : Business Without Boundaries: An Action Framework for Collaborating Across Time, Distance, Organization, and Culture before purchasing it in order to gauge whether or not it would be worth my time, and all praised Business Without Boundaries: An Action Framework for Collaborating Across Time, Distance, Organization, and Culture:

1 of 1 people found the following review helpful. Whether you think you can or think you can't....By Robert

Morris Let's begin with the assumption that many (if not most but certainly not all) limits are self-imposed. Then let us assume that it is in any organization's best interests to eliminate all limits to effective communication, cooperation, and collaboration. If you accept these two assumptions, then you will share my high regard for this volume in which Mankin and Cohen offer a cohesive, comprehensive, and cost-effective four-phase "action framework" to achieve "collaboration [as well as communication and cooperation] across time, distance, organization, and culture." To their credit, they concentrate almost entirely on explaining HOW to apply basic principles, citing benchmark examples which include the John Deere Construction Forestry Technology Program, Radica Games Group, and Solectron Corporation. Obviously, all organizations have boundaries and many of them are essential to achieving success. For example, non-negotiable values to which everyone involved is held accountable. Without appropriate behavior, there would be chaos. Also, there are limits on available resources which means that priorities must be set and then served. No organization can afford to be everything to everyone associated with it. Boundaries are inevitable. That said, Mankin and Cohen assert -- and I wholly agree -- that there is an interdependence of structure and relationships which can enable any organization (regardless of size or nature) to collaborate effectively, and do so "across time, distance, organization, and culture." The core concept of this book is a metaprinciple which is explained in Chapter One. With exquisite care, Mankin and Cohen use an especially apt metaphor -- jazz -- to illustrate how the metaprinciple provides the "theme" and the action framework (please see pages 5-8 and Chapters Seven and Eight) provides the "score." Extending the metaphor, Mankin and Cohen urge their reader to use the theme to improvise on the framework and create collaboration within her or his own organization and such efforts will "transcend all boundaries to produce deeply fulfilling performances." Not all of those who read this book will be willing and able to make and then sustain the commitment required. It may be helpful to recall Henry Ford's assertion that, whether you think you can or think you can't, you're right. If you share my high regard for this book, please check out Arthur Rubinfeld and Collins Hemingway's *Built for Growth: Expanding Your Business Around the Corner or Across the Globe*, W. Chan Kim and Renee Mauborgne's *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*, Constantinos C. Markides' *Fast Second: How Smart Companies Bypass Radical Innovation to Enter and Dominate New Markets*, and *Seeing What's Next: Using Theories of Innovation to Predict Industry Change* co-authored by Clayton M. Christensen, Erik A. Roth, and Scott D. Anthony. 0 of 0 people found the following review helpful. **HOW TO MAKE COMPLEX COLLABORATION WORK.** By Gerry Stern Business is conducted across all types of boundaries through collaborative strategies and arrangements. These collaborative enterprises can be extremely complex. This book explores what these collaborations look like, the challenges they face, and how to make them work. Based on analysis of three case studies, the authors present an action framework to guide executives in building such collaborations. The challenge is to manage complexity so that it enhances and energizes the collaboration instead of destroying it. Success hinges upon the people and the nature and quality of their interrelationships and interactions, the key to which is structure: well-defined roles, expectations, responsibilities, decision-making processes, and the like. Structure offers a zone of stability within which complex collaborations can develop and successfully function. Three-quarters of the book presents and analyzes the cases, offering many insights. The action framework is formally presented in the last two chapters. 0 of 0 people found the following review helpful. An excellent, action-packed advice guide By Midwest Book Review There are plenty of general management advice titles on the market today, but a few stand out from the crowd as specific guides for working establishments - and Don Mankin and Susan G. Cohen's *Business Without Boundaries: An Action Framework For Collaborating Across Time, Distance, Organization, And Culture* is one of them. With more and more business being conducted virtually, mechanisms for collaborative success in virtual e-business and corporate environments becomes all the more important: that's where *Business Without Boundaries* comes in, helping managers with real-world examples and principles for successful virtual collaboration. An excellent, action-packed advice guide.

Traditional forms of collaboration are not sufficient for competing effectively in the more complex and dynamic environment of today's business world. Face-to-face meetings between people of similar backgrounds have given way to increasingly complex working relationships. Organizations must be able to gain rapid access to knowledgeable people to meet constantly changing conditions and demands. More fluid, flexible, and easily reconfigurable collaborative relationships are necessary to produce the innovations that can make or break organizations; even entire industries; and provide the opportunities that attract the talented and motivated employees who will make the difference between success and failure. *Business Without Boundaries* helps managers address these challenges. The authors explore a number of wide-ranging, real-world cases to identify hands-on principles for successful collaboration. They offer managers and executives practical steps and tools for creating, facilitating, and supporting complex collaborations throughout their organizations. And they explain how to "team" across boundaries in the new global economy. The recommendations are specific enough to apply to particular forms of complex collaboration (for example supply chains, global product development teams, interorganizational alliances) but general enough to apply to new forms that have yet to emerge.

ldquo;The very nature of work has changed in our increasingly turbulent economy. We are now expected to work effectively with people we never see. We are expected to coordinate with people in other functions, other companies, other countries. How do we do these things? How do we span enormous distances and transcend traditional boundaries? How do we work in a world that discourages effective collaboration? Drawing from successful cases in highly visible companies, the authors answer these questions. They give us practical guidelines for resolving one of the most difficult issues of our time. This book is a must-read for anyone who seeks to flourish in the modern world of global business." ndash;Robert E. Quinn, professor of business administration, University of Michigan Business School

ldquo;When it comes to organizational effectiveness, no issue is more central or challenging than collaborating across geographic, cultural, and organizational boundaries. This is the first book to make a comprehensive analysis of how to make these complex collaborations work. It offers interesting cases, insightful analysis, and a helpful framework for managers responsible for developing successful collaborations in an increasingly complex and shrinking world." ndash;Edward E. Lawler III, director, Center for Effective Organizations, University of Southern California; and professor of business, University of Southern California, Marshall School of Business

ldquo;A clear and insightful analysis of how functions and businesses can become more productive by improving collaboration. This well-constructed, easy-to-read book offers practical, usable conclusions. It is an essential handbook for any senior executive." ndash;Brian Cunningham, former marketing director, IBM Personal Systems, Europe

ldquo;Today's highly competitive business environment demands successful global collaborations, yet many companies are frustrated trying to create them. This book provides the much-needed road map for success." ndash;Patrick S. Feely, president and CEO, Radica Games, Ltd.

From the Inside Flap

In this era of global commerce, virtual organizations, and e-business, the ability to span functions, levels, and organizations leads to ever more diverse and wide-ranging relationships. Knowledge is the key to success in this economy, and collaboration is the means for gathering and applying this knowledge to achieve success. Traditional forms of collaboration are not sufficient for competing effectively in the more complex and dynamic environment of today's business world. Face-to-face meetings between people of similar backgrounds have given way to increasingly complex working relationships. Organizations must be able to gain rapid access to knowledgeable people to meet constantly changing conditions and demands. More fluid, flexible, and easily reconfigurable collaborative relationships are necessary to produce the innovations that can make or break organizations—even entire industries—and provide the opportunities that attract the talented and motivated employees who will make the difference between success and failure. *Business Without Boundaries* helps managers address these challenges. The authors explore a number of wide-ranging, real-world cases to identify hands-on principles for successful collaboration. They offer managers and executives practical steps and tools for creating, facilitating, and supporting complex collaborations throughout their organizations. And they explain how to "team" across boundaries in the new global economy. The recommendations are specific enough to apply to particular forms of complex collaboration (for example supply chains, global product development teams, interorganizational alliances) but general enough to apply to new forms that have yet to emerge.

From the Back Cover

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