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Harvard Business Review, Harvard Business Review, Daniel Goleman, Richard E. Boyatzis, Morten Hansen
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Harvard Business Review, Harvard Business Review, Daniel Goleman, Richard E. Boyatzis, Morten Hansen : **HBR's 10 Must Reads on Collaboration (with featured article *quot;Social Intelligence and the Biology of Leadership,quot;* by Daniel Goleman and Richard Boyatzis)** before purchasing it in order to gage whether or not it would be worth my time, and all praised HBR's 10 Must Reads on Collaboration (with featured article *quot;Social Intelligence and the Biology of Leadership,quot;* by Daniel Goleman and Richard Boyatzis):

1 of 1 people found the following review helpful. "If you want to go fast, go alone. If you want to go far, go together." Ancient African proverb By Robert Morris This is one in a series of volumes that anthologizes what the editors of the Harvard Business Review consider to be "must reads" in a given business subject area, in this instance collaboration. I have no quarrel with any of their selections, each of which is eminently deserving of inclusion. Were all of these ten articles purchased separately as reprints, the total cost would be at least \$60 and the practical value of any one of them exceeds that. Given the fact that US now sells this one for only 119.52, that's quite a bargain. The same is true of volumes in other series such as "HBR Guide to..." "Harvard Business Review on..." and "Harvard Business Essentials." I also think there is great benefit derived from the convenience of having a variety of perspectives and insights gathered in a single volume. In all of the volumes in the "HBR 10 Must Reads" series that I have read thus far, the authors and their HBR editors make skillful use of several reader-friendly devices that include "Idea in Brief" and "Idea in Action" sections, checklists with or without bullet points, boxed mini-commentaries (some of which are "guest" contributions from other sources), and graphic charts and diagrams that consolidate especially valuable information. These and other devices facilitate, indeed accelerate frequent review later of key points later. Those who read this volume will gain valuable information, insights, and counsel that will help them to forge strong relationships up, down, and across their organization, build a collaborative culture, bust silos (often disguised as human beings, "the living dead"), harness informal knowledge sharing, select the right collaboration(s) outside their business, manage conflict wisely, and know when *not* collaborate. The healthiest organizations are those with a workplace culture within which personal growth and professional development are most likely to thrive. With rare exception, the improvement and development are driven by collaboration at all levels and in all areas of the given enterprise. Both are a never-ending process, a journey, not an ultimate destination. Hence the wisdom of the ancient African proverb. In the first article, Herminia Ibarra and Morten T. Hansen pose this question: "Are You a Collaborative Leader?" According to the HBR editors of this volume, "In their research on top-performing CEOs, Insead professors Ibarra and Hansen have examined what it takes to be a collaborative leader. They've found that it requires connecting people and ideas outside an organization to those inside it, leveraging diverse talent, modeling collaborative behavior at the top, and showing a strong hand to keep teams from getting mired in debate." Consider this passage from Lao-tse's Tao Te Ching: "Learn from the people. Plan with the people. Begin with what they have. Build on what they know. Of the best leaders, when the task is accomplished, the people will remark, 'We have done it ourselves.' Not everyone has the temperament or inclination to be a collaborative leader but the most effective C-level executives do. The other nine articles cover separate but related subjects: "Social Intelligence and the Biology of Leadership" (Goleman and Boyatzis) "Stringing Minds Together" (Abele) "Building a Collaborative Enterprise" (Adler, Heckscher, and Prusak) "Silo Busting: How to Deliver on the Promise of Customer Focus" (Gulati) "Harnessing Your Staff's Internal Networks" (McDermott and Archibald) "Want Collaboration? Accept and Actively Manage Conflict" (Weiss and Hughes) "Shattering the Myths About Enterprise 2.0" (McAfee) "When Internal Collaboration Is Bad for Your Company" (Hansen) "Which Kind of Collaboration Is Best for You?" (Pisano and Verganti) Although the term "emotional intelligence" first appeared in a 1964 paper by Michael Beldoch, Daniel Goleman is generally given credit for popularizing the concept with his eponymous book published in 1995. He and Richard Boyatzis are the co-authors of one of the ten articles, "Social Intelligence and the Biology of Leadership," published in HBR in 2008. Emotional intelligence and social intelligence share many of the same values (notably empathy and attunement) that are evident in relationships with others. Almost twenty years ago, Goleman and Boyatzis came across as pioneers in a relatively new field that most business leaders preferred to avoid. What seems obvious today was hardly credible then. Consider their concluding remarks: "As we explore the discoveries of neuroscience, we are struck by how closely the best psychological theories of human development map to the newly charted hardwiring of the brain. Hard-bitten executives may consider it absurdly indulgent and financially untenable to concern themselves with such theories [importance of play to accelerated learning and the importance of a solid base to innovative thinking] in a world where bottom-line performance is the yardstick of success. But as new ways of scientifically measuring human development start to bear out these theories and link them directly with performance, the so-called soft side of business begins to look not so soft after all." Those who think the material in the ten HBR articles is "dated" because it was published years ago obviously haven't read even one of them, much less all ten. That is especially true of "Social Intelligence and the Biology of Leadership."

2 of 2 people found the following review helpful. Good Content; Awful Audio Reading By LUCK There are some great articles on collaboration in this collection. It's an important topic that most businesses have no idea how to deal with. Unfortunately, the audio version is stifled by the incredibly mechanical reading of the content. I listen to audio content (books, podcasts) all the time, and can get through most anything. But the reading on this was so bad that I just couldn't listen to the audio anymore and had to turn it off.

6 of 6 people found the following review helpful. Good practical information By Bhaanu Madhineni Though initial chapters had information that was nothing new for me later chapters had exactly the information what I was

looking for: What are the requirements to make collaboration work, How others have succeeded in getting results using collaboration.

Join forces with others inside and outside your organization to solve your toughest problems. If you read nothing else on collaborating effectively, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you work more productively with people on your team, in other departments, and in other organizations. Leading experts such as Daniel Goleman, Herminia Ibarra, and Morten Hansen provide the insights and advice you need to: Forge strong relationships up, down, and across the organization Build a collaborative culture Bust silos Harness informal knowledge sharing Pick the right type of collaboration for your business Manage conflict wisely Know when not to collaborate

About the Author For over 30 years, Bob has worked with Senior Executive Teams and Boards on their most vital strategic and organizational challenges, both as a consultant and a corporate executive. He is considered one of the world's leading strategic facilitators, having designed and conducted offsites in sixteen countries with companies ranging from Fortune 10 multinationals to German mittelstand family businesses. Bob is the author of four Harvard Business articles: Off-Sites That Work (June 2006, co-authored with Logan Chandler), When Teams Can't Decide (November 2008), Who Really Makes The Big Decisions in Your Company? (December 2011), and Leadership Summits That Work (March 2015, co-authored with Cary Greene). HBR named When Teams Can't Decide one of ten 'must read' articles on teams No Bio No Bio No Bio No Bio