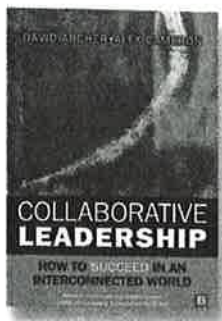


THOUGHT-PROVOKING



Collaborative Leadership: How to succeed in an interconnected world
2009 Archer, D., & Cameron, A.,
Butterworth-Heinemann



Reviewer: John Thomas, Director of Railway Markets and Economics, ORR

This book discusses the increasing importance of collaborative leadership. It provides a practical guide to the key ingredients needed to form successful, sustainable partnerships (as well as the causes of failure).

Accessible, practical and easy to understand, this book emphasises that we now live in an increasingly interconnected world of complexity and change. Collaboration is necessary across companies and countries, and to deal with issues of global significance (e.g. climate change, financial crises, global terrorism).

Relevant to managers across sectors, it recommends that ongoing communication and interaction is crucial. This includes understanding what motivates your partners; appreciating their capabilities; getting the governance right (clarity of purpose, aligned objectives, accountabilities and decision-making processes); spending time understanding and talking about the risks and opportunities; defining how progress is measured and monitored; defining the expected behaviours; accepting that conflict will arise and having a process for dealing with it; agreeing that success will be shared and that when things go wrong there will be no apportioning of blame.

Finally, the authors argue that successful collaboration requires a very different style of leadership. A key attribute is having the courage to let go – trusting others to deliver results that are outside of your sphere of control. This in turn requires leaders to understand and value diversity, be able to lead by persuasion, and have empathy and the ability to build close personal relationships and coalitions. But they also need to be tenacious in the pursuit of results and have the courage to take risk-based decisions in a world without perfect information.

Paperback: 216 pages