## Information Masters

**the cost versus ROI**

<table>
<thead>
<tr>
<th>Investment</th>
<th>Historical %</th>
<th>determinant of success %</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>2%</td>
<td>20%</td>
</tr>
<tr>
<td>Process</td>
<td>2%</td>
<td>15%</td>
</tr>
<tr>
<td>Organization</td>
<td>2%</td>
<td>10%</td>
</tr>
<tr>
<td>Culture</td>
<td>1%</td>
<td>20%</td>
</tr>
<tr>
<td>Leadership</td>
<td>1%</td>
<td>10%</td>
</tr>
<tr>
<td>Information</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>Technology</td>
<td>82%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Stanley Marcus

Where is it written that the joy of learning belongs to the first decades of life? The truth is, the more years we accumulate, the more urgently we should be encouraged to seek out new physical and mental challenges. The stimulation of the learning process is more rejuvenating than any mythical fountain of youth.

From The Viewpoints of Stanley Marcus
THE READERS OF TODAY ARE THE LEADERS OF TOMORROW

@SandersSays
Cliff & Tag System
we’ve examined what it means to be a collaborative leader. We’ve discovered that it requires strong skills in four areas: playing the role of connector, attracting diverse talent, modeling collaboration at the top, and showing a strong hand to keep teams from getting mired in debate. Read more at location 100

It’s not the number of people they know that makes connectors significant, however; it’s their ability to link people, ideas, and resources that wouldn’t normally bump into one another. In business, connectors are critical facilitators of collaboration. Read more at location 100

Research on creative industries shows that the collaborations that are most successful (whether in terms of patent citation, critical acclaim, or financial return) include both experienced people and newcomers and bring together. Read more at location 173

Collaborative leaders ensure that teams stay fresh via periodic infusions of new players. Read more at location 178

It’s not enough for leaders to spot collaborative opportunities and attract the best talent to them. They must also set the tone by being good collaborators themselves. Read more at location 186

Since the engagement process was adopted, Natura’s executives have become much better at teaming up on efforts to improve the business, which grew by 21% in 2010. The collaborative mind-set at the top has cascaded down to the rest of the organization, and the process has been rolled out to all the company’s managers. Read more at location 211

Note: Invite newbies and create mashups Edit

Note: Could swap out players between DG meetings based on next problem and to keep it lively Edit

Note: Could tie into this in relationship chapter Edit
Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results by Morten Hansen

Along with colleague Martine Haas, I plopped through data on 180 sales teams, hunting for clues about why some teams performed better when they collaborated but others did worse. This study gave us another piece of the puzzle: rules that managers can use in deciding whether or not to collaborate.

According to The Perfect Thing, Steven Levy’s book on the iPod, the team had had to integrate all the pieces from outside Apple and work across several units inside the company. This included Rubinstein’s hardware division, Jeff Robbin’s iTunes division, and Apple’s vaunted industrial design unit, headed by design wizard Jonathan Ive (dubbed the “Armani of Apple”).11 Resolving complicated issues required many interactions between the hardware and software teams.

“We were all working together late at night, and it was highly energized,” recalled Robbin. “It was just an incredible team project. There were no boundaries. The software guys, the hardware guys, the firmware guys, everybody worked together. It was a pretty amazing experience.”

In complex organizational activities, effective collaboration is often a necessary requirement for success.

Sony was a decentralized company whose divisions took pride in competing against each other.

Note: Should not go wide if culture is all about internal conflict resolution.

when leaders promote collaboration in their companies, they get more than they bargain for; people often overdo it.

In all cases, collaboration needs to involve people: if all that is going on is shipping data back and forth between units, that’s not collaboration.

Companywide collaboration differs from traditional teamwork, which often refers to local teams of five to ten people within a business unit, division, or department.

The idea of disciplined collaboration can be summed up in one phrase: the leadership practice of properly assessing when to collaborate (and when not to) and instilling in people both the willingness and the ability to collaborate when required.

collaboration is a means to an end, and that end is great performance.
knowledge IS POWER
The Mentorship Cycle

Identify → Engage → Empower
“Toy Story was a thousand problems solved.”

Ed Catmull, Pixar
Ignite Collaboration Through:

- Drive Paradigm Shift
- Organize With A Big Purpose
- Spin Up A Collaborative Web
Can I ask one more question?

I still don’t get it, help me out.

Sorry to bother you again, but ....
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On these social networks: