

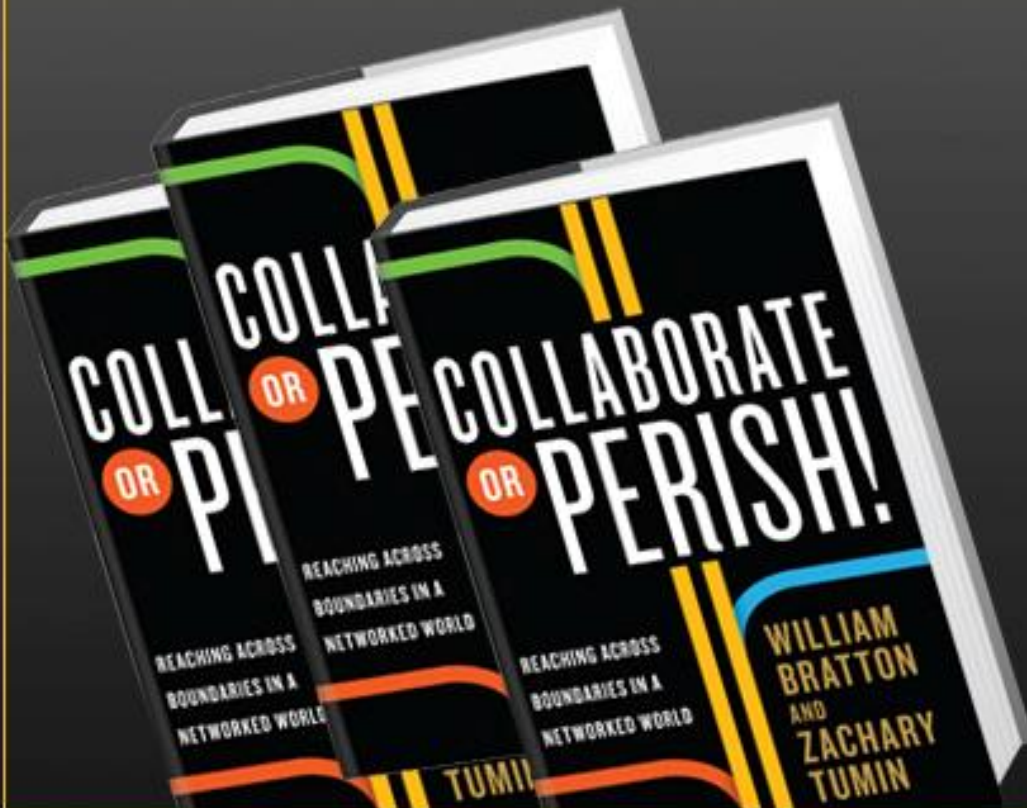
# WHY COLLABORATE?

## FIRST STEPS: BLUE SKY A VISION, RIGHT SIZE A PROBLEM

Facing our great challenges and opportunities, folks have flipped old school on its head. From the battle space to the marketplace, the school room to the political race – folks today are racing to partner, share, and give and get support from all around.

Today, collaboration is the first move you make. It makes the pie bigger for all; everyone does better together than alone. Managed right collaboration gives you unstoppable advantage.

*\* This White Paper provided by William Bratton and Zachary Tumin, Authors of Collaborate or Perish, available in bookstores and online January 17, 2012.*



## WHY COLLABORATE?

"We cannot win unilaterally," US Army LTG Michael T. Flynn told a recent audience of US intelligence community executives.

*"So get over it."* [1]

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## FIRST STEPS: BLUE SKY A VISION, RIGHT SIZE A PROBLEM

Plan to go it alone? We see plenty of leaders and organizations trying to.

“Collaborate?” an executive once asked us. “Sure, I’ll collaborate. If I’m cornered and don’t have a choice.”

That’s old school talking: *collaboration as a last resort*. Good for a zero-sum world of “Eat lunch or be lunch,” as ex-Sun CEO Scott McNealy once declared.

Go it alone *today*? Think again.

Facing our great challenges and opportunities, folks have flipped old school on its head. From the battle space to the marketplace, from the school room to the political race – folks today are racing to partner, share, and give and get support from all around.

Yet a recent headline read: “50 Percent of Organizations Consider Social Business Imperative to Success.” [ii]

We need to ask: What are the *other half* thinking?

Today, collaboration is the *first* move you make. It makes the pie bigger for all; everyone does better together than alone. Managed right collaboration gives you unstoppable advantage.

**GO IT ALONE? think again.**

# ADVANTAGES OF COLLABORATION

## Resiliency

Collaboration with its supply chain partners helped Toyota recover from a disastrous factory fire that threatened the entire Japanese auto industry, and restore production of a precision-machined \$5 brake part...in seven days

## Safety

Collaboration with civic leaders, businesses, and citizens let the men and women of the New York Police Department achieve 10 percent reductions in crime year over year for a city starved for safety and security – and hold those gains for a decade.

## Profitability

Collaboration let Alcoa CEO Paul O’Neill take the company from the brink of financial disaster to global industrial might – and simultaneously achieve astonishing, way-past-benchmark results for safety.

## Advantage

Collaboration across age-old turfs and fiefdoms in the United States Air Force helped General John Jumper convert Predator drones from “stare-only” to weaponized in months – delivering collaboration advantage to warfighters on the ground.

## Victory

Collaboration among Barack Obama’s new media staff, political operatives, and millions of online supporters helped the candidate supercharge timeless goals of campaigning with the energy of the new digital world. Using Facebook, the web, YouTube and email, Obama trounced the favored Clinton and Edwards, and then John McCain in the greatest political contest in the world, the race for the Presidency of the United States.<sup>[iii]</sup>

**HOW DID THEY DO IT? that’s the power of collaboration.**

## EVEN SMART TOYS ARE DUMB

### When Everyone is Connected...

These days no one can go it alone. In the networked world, no one need to.

Everyone is connected. Today, 800 million of your “friends” are on Facebook. None were there a few years ago. In 2011 twenty million joined Google+’s new platform in a matter of weeks. In five years data will grow by 800 percent, 80 percent unstructured from social media.[iv] Today, six billion mobile devices connect to the Internet. By 2020, make that ten billion – *twenty-four* billion if you include sensors, activators, and monitors – the so-called Internet of “things”. [v]

The rate of change is heart-stopping. It’s the “electronic village” Marshall McLuhan foresaw in 1962. Where heavy machines “obey the order of weightless bits” and our time to adapt “shrinks to mere nothingness.”[vi]

We are already there and beyond.

Being connected is important – but it’s no silver bullet. Technology can tip change, and speed it up. But if it were only about technology, the one with the best toys would always win.

### ...Collaboration is the Game-Changer

Where everyone is connected, the game-changer – the force multiplier - is collaboration.

Collaboration unleashes the power of the many to do together what none can do alone.

And collaboration is about people. In the networked world, with everyone connected and change moving fast, success depends more than ever on having the right people saying “yes,” and doing “yes,” fast.

**HOW DID THEY DO IT? that’s the power of people connected.**

## SHARE A PLATFORM. ADD PEOPLE, STIR.

### DARPA Network Challenge

Collaboration let renowned iPhone and Playstation hacker @geohot (George Hotz) mobilize tens of thousands of Twitter followers in the course of a day to find ten red weather balloons launched somewhere in the US – beating well-funded, hugely talented MIT and Georgia Tech teams till the final moments of the DARPA Network Challenge. All in and all done in under nine hours.

### Local Motors, Inc. and the Rally Fighter

Collaboration let Jay Rogers and his Local Motors team engage thousands of automotive enthusiasts online and roll out the superb desert-climate Rally Fighter in twenty-four months – about the time it takes the Big Three to design a new door handle.

### CompanyCommand.com

Collaboration let US Army Captains Tony Burgess and Nate Allen move from swapping back-porch stories as they readied to ship out to Iraq, to 9,000 captains in-theater and around the world sharing the latest innovations real-time and online at [CompanyCommand.com](http://CompanyCommand.com)<sup>[vii]</sup>

**HOW DID THEY DO IT? that's the power of a platform and people.**

## COLLABORATION: IT ALL STARTS WITH A VISION

All collaboration starts with a vision --a blue-sky vision of a better day that lets people put shoulders together to achieve what none can alone.

You may already have a clear vision: it's a better way than today's, maybe faster, or cheaper; or more efficient, effective, or equitable.

Or – you may need to *find* your vision. Here's what you do: take a trend that concerns you because it threatens something you cherish, whether for your business, your community, or your mission. Imagine what tomorrow looks like if no one takes action – if you just keep going with no trend.

You'll find your vision in the opposite state of affairs: a “tomorrow” that's not costly, but cheap, perhaps. Not slow, but fast. Not heavy, but light. Not for a few, but for the many.

Stitch those opposites together, flip them into positives, and you have the makings of a new vision that people can rally around.

### The Power of Vision: Cleveland Federal Reserve Goes Electronic

That's how Russell Ackoff, a professor at Wharton School of Business, helped the Cleveland Federal Reserve get a vision of electronic payments. Way back when it was all paper, Ackoff said, “Your paper volume is rising year over year. Ten years out there won't be commercial floor space in all of Cleveland to handle your workload. Go electronic.”

That's what the Cleveland bank did. The nation – and soon the world – followed.

### The Power of Vision : Colombians Free the FARC Hostages

That's how American forces rallied around a single plan to free the FARC hostages in Colombia. When Ambassador William Brownfield arrived in Bogota, he found unanimity on the overall goal – but deep divisions on how. One side said: rescue. “*Only shooting, no talking.*” The other side said: negotiate. “*Only talking, no shooting.*”

The Colombians favored a middle road – extraction by ruse. Neither shoot nor talk, they executed a brilliant plan that kept both US factions in

the game.

“Better to have a simple strategy with different people giving it different interpretations,” said Brownfield, “than no agreed strategy whatsoever.”[\[vii\]](#)

**HOW DID THEY DO IT? that’s the power of vision.**

## LET THE NETWORK CHIP IN

If you get people started on a vision – and then let them add theirs to yours – little can stop you.

That's the great advantage of the networked world: you don't have to know it all yourself, nor see the end clearly at the beginning. *Frequently you couldn't if you tried.* Nor do you have time: if you wait for "perfect" the world will race ahead without you.

Roll your vision out – but then let the network build, iterate and amplify.

Circumstances will change. By adding their vision to yours, you add their shoulders to the march forward, pulling support, creating value as you go.

### The Network Gets a Vision: Canada Gets Wired

That's what Doug Hull did in Canada. A lower-tier Industry Canada manager, Hull took his vision of linking two schools together over the Internet into the field, and soon there were 20 schools networked then 200 then 20,000 – within three years, every school in Canada. At each stage parents, teachers and students added their vision, politicians clamored to support, business and industry contributed mightily. Content proliferated, jobs abounded, communities restored themselves. No one could have foreseen all this sitting in a cubicle in a Ministry building in Ottawa.

Doug Hull let the network get to work, building the vision.

### The Network Gets a Vision: Wells Fargo Gets a Portal

That's what Steve Ellis did at Wells Fargo – engaged its commercial customers right from the start in the design of the new Commercial Electronic Portal on the Internet. Way ahead of his customers at first-- in 2000 Wells handled less than \$1 trillion in commercial transactions online each year – customers caught on fast. And Wells welcomed that. By now, says Ellis, "eighty percent of things we built, the ideas are our customers'; twenty percent are ours." Wells's systems are now so entwined with its customers', Wells's Danny Peltz said, "It's difficult to see where ours end and theirs begin."

Today, Wells handles \$11 trillion in commercial transactions online annually<sup>[ix]</sup>

How did they do it? Share the vision, let the network add its own there's nothing more powerful.

**HOW DID THEY DO IT? that's the power of a network.**

## TAKE THE FIRST STEP: RIGHT-SIZE THE PROBLEM

Getting started is often the hardest. The best way to get going is to make sure the vision you have is the right size and shape. Is it small enough to make fast progress on? Is it big enough to make a difference? Will it let you get value in the hands of users fast, and show all: “We know how to do this?”

That’s essential.

After the 9/11 attacks, the United States hurried to gain “maritime domain awareness”. The vision: gather and share all the data that government and industry had so that any ship captain or port director could tell “friend” or “foe”, “danger” or “safe” for every ship afloat anywhere in the world – from its crew to its cargo.

This problem was so big the admirals figured it would take 18 months just to make a plan for a plan. Mike Krieger, a civilian in the Defense Department CIO’s office stepped up and said, “I can get you sharing in 9 months. It won’t fix the problem, but it will ‘go against’ it.”

Green-lighted , Krieger’s high-performance team right-sized a small but hugely valuable part of the problem, and brought it to the admirals right on schedule. The result: it tripled the number of ships that captains could “see” standing on the bridge. With value delivered that fast – even partial value that proved the concept – Krieger gained rapid support and massive infusions of capital to build the rest.

In the book we give you four tests you can use to make sure the problem you’re taking on is sized and shaped just right, ready for people to put shoulders against – just as Mike Krieger did.[\[x\]](#)

### Collaboration: It’s Time To Start

Blue sky a vision. Right size a problem. Let the network add their vision to yours. Collaborate right from the start. It’s collaborate or perish out there. Get started now!

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[viii] *Ibid*, Bratton and Tumin

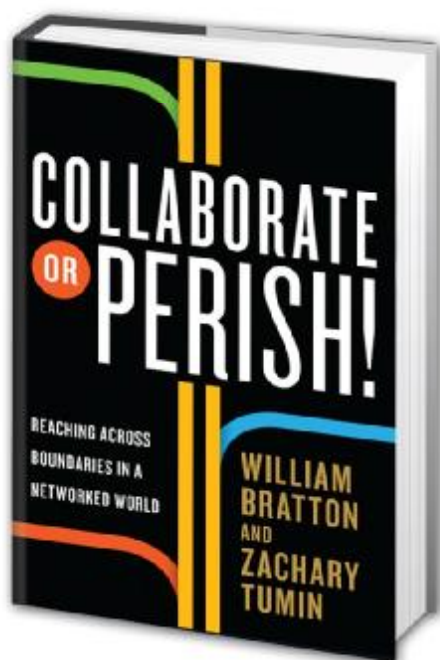
[ix] *Ibid*, Bratton and Tumin

[x] *Ibid*, Bratton and Tumin

# COLLABORATE OR PERISH!

## REACHING ACROSS BOUNDARIES IN A NETWORKED WORLD

BY WILLIAM J. BRATTON AND ZACH TUMIN



In *Collaborate or Perish!*, former NYC Police Commissioner and LAPD Chief William Bratton joins forces with senior Harvard researcher Zachary Tumin to lay out a field-tested, streetwise playbook for collaborating across the boundaries of our networked world. Where everyone is connected, Bratton and Tumin argue, collaboration is the game-changer. Technology helps – but people make it happen. Companies, organizations and governments that can put it all together and collaborate across those boundaries, engaging citizens and voters, customers and suppliers, or leaders and everyday folks will thrive in today's connected world; those that can't, the authors argue, are doomed to perish.

In story after story Bratton and Tumin provide inspiration and example – a playbook for our times, for doing together what no one can achieve alone - collaborating across the boundaries of the networked world.

On Sale: January 17, 2012

Publisher: Crown Business

Price: \$26.00

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