

COLLABORATION - RESOURCES

GENERAL LEADERSHIP RESOURCES

Title	Author	Publisher	Year	Link
The Collaborative Leader	Ian McDermott and L. Michael Hall	Crown House Publishing Limited	2016	Link
Collaboration: How Leaders Avoid the Traps, Build Common Ground, and Reap Big Results	Morten Hansen	Harvard Business Review Press	2009	Link Summary
Getting Collaboration Right	Morten T. Hansen and Herminia Ibarra	Harvard Business Review	2011	Link
Managing Someone Who’s Too Collaborative	Rebecca Shambaugh	Harvard Business Review	2018	Link
How to Capture Value from Collaboration, Especially If You’re Skeptical About It	Heidi K. Gardner and Herminia Ibarra	Harvard Business Review	2017	Link
In Collaborative Work Cultures, Women Carry More of the Weight	Renee Cullinan	Harvard Business Review	2018	Link
Eight Ways to Build Collaborative Teams	Lynda Gratton and Tamara J. Erickson	Harvard Business Review	2007	Link
How To Create A Culture Of Collaboration	Erica Dhawan	Forbes	2017	Link
Collaboration Without Burnout	Rob Cross, Scott Taylor, and Deb Zehner	Harvard Business Review	2018	Link
HBR’s 10 Must Reads on Collaboration	Daniel Goleman, Richard E. Boyatzis, Morten Hansen	Harvard Business Review	2013	Link

IGNATIAN RESOURCES

Title	Author	Publisher	Year	Link
Decree 33: The Relationship of the Society to the Laity and their Apostolate	Jesuit General Congregation 31		1966	Link
Decree 6: Collaboration at the Heart of Mission	Jesuit General Congregation 35	The Portal to Jesuit Studies	2008	Link
Decree 13: Cooperation with the Laity in Mission	Jesuit General Congregation 34	The Portal to Jesuit Studies	1995	Link
Formation for Collaboration	Kevin Kelly	The Way	1986	Link
Why Collaboration	Pedro Arrupe	The Portal to Jesuit Studies	1975	Link
Jesuits and Lay Collaboration: by Design or Default?	Lancy Lobo SJ	Social Justice & Ecology Secretariat		Link
Networking in order to respond better to our mission	Social Coordinators of the Conferences	Promotio Iustitiae, n° 113, p62-71	2013	Link
Collaboration at the Heart of Mission: A Laywoman's View of Jesuit Higher Education	Barbara Busse	Conversations Magazine	2015	Link
Invited to Collaborate	Various authors	Promotio Iustitiae, n° 107	2011	Link
Collaboration between Jesuits and Laity in Mission: Advances, difficulties and challenges	Andrea Ramal		2007	Link
Perspectives on Collaboration: A workbook	Edited by Ralph Metts SJ and Joseph O'Connel SJ	Jesuit Secondary Education Association	1992	Link
On Jesuit-Lay Collaboration		European Tertianship	2016	Link
Collaboration in Jesuit Schools	Mario Fernandes, S.J.	Educate Magis	2017	Link
"Cooperating With Each Other in Mission"	Peter-Hans Kolvenbach, S.J.		2004	Link
Ignatian Spirituality, Collaboration and Development	Michael Edwards	The Way	2010	Link

QUOTES

- “The goal of collaboration is not collaboration itself, but great results” - Morten Hansen
- “Collaboration will be the critical business competency of the Internet age. It won't be the ability to compete, but the ability to lovingly cooperate that will determine success.” - James M. Kouzes
- “...Leaders are those who articulate a vision, inspire people to act, and focus on concrete problems and results. [But] collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction, and patiently deal with high levels of frustration. Collaboration works when leaders keep the process going” - Chrislip and Larson (1994)
- “One of the greatest barriers to this new kind of collaborative leadership is the old kind of command-and-control leadership” - L. Michael Hall
- “Partnerships fail because collaboration is downright difficult. (...) Why is the whole process so hard? There are many reasons... You have to let go and trust your partners, and you have to get beyond the comfort of your own tribe.” - David Archer and Alex Cameron, Collaborative Leadership (2009)
- “The most important thing anyone could do to foster collaboration was to begin acting in a trustworthy and trusting way. The most successful leaders are invariably collaborators. They know they can't do it all on their own. That means they need to work effectively with others”. - Ian McDermott
- “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.” – Morten Hansen
- “You can't improve collaboration until you've addressed the issue of conflict” - L.Michael Hall
- “Ultimately collaboration comes down to trust. Can you trust those you're working with?” - Ian McDermott
- “It's easy to get carried away with collaboration, believing that you will gain many benefits from it. It's equally wrong to undershoot. When leaders believe – incorrectly – that there is little or no upside from collaborating across the company, they ignore a big opportunity. Sometimes they fear that it will kill the entrepreneurial freedom that each business unit enjoys. They believe, often wrongly, that the potential gains from collaborating will be overshadowed by the loss of entrepreneurship.” – Morten Hansen
- “Why don't people reach out to seek help? Of course, many times there is no need. But at other times people can reap big rewards by getting input from others – a piece of advice, a transfer of technology. This is a motivational problem caused by several factors.” – Morten Hansen
- “The solution is not to get people to collaborate more, but to get the right people to collaborate on the right projects.” – Morten Hansen