Harvard Business Review on Collaborating Across Silos

Eight Ways to Build Collaborative Teams
Lynda Gratton and Tamara J. Erickson

Collaboration Rules
Philip Evans and Bob Wolf

Want Collaboration? Accept—and Actively Manage—Conflict
Jeff Weiss and Jonathan Hughes

Lead from the Center: How to Manage Divisions Dynamically
Michael E. Raynor and Joseph L. Bower

Silo Busting: How to Execute on the Promise of Customer Focus
Ranjay Gulati

Introducing T-Shaped Managers: Knowledge Management's Next Generation
Morten T. Hansen and Bolko von Oetinger

The Tools of Cooperation and Change
Clayton M. Christensen, Matthew Marx, and Howard H. Stevenson

Building the Emotional Intelligence of Groups
Vanessa Urch Druskat and Steven B. Wolff
Contents

Eight Ways to Build Collaborative Teams  1
LYNDA GRATTON AND TAMARA J. ERICKSON

Collaboration Rules  27
PHILIP EVANS AND BOB WOLF

Want Collaboration?
Accept—and Actively Manage—Conflict  51
JEFF WEISS AND JONATHAN HUGHES

Lead from the Center
How to Manage Divisions Dynamically  77
MICHAEL E. RAYNOR AND JOSEPH L. BOWER

Silo Busting
How to Execute on the Promise of Customer Focus  101
RANJAY GULATI

Introducing T-Shaped Managers
Knowledge Management's Next Generation  125
MORTEN T. HANSEN AND BOLKO VON OETINGER

The Tools of Cooperation and Change  153
CLAYTON M. CHRISTENSEN, MATTHEW MARX, AND HOWARD H. STEVENSON