4 Habits of Mind

HoM #1: What Collaboration?
1. What collaboration are we trying to govern?
2. What are the alternative governance structures?
3. See the discretion (and needed promises)
4. Build an equilibrium

HoM #2: Consider Formal Options

HoM #3: See Discretion (& Promises)
HoM #4: “Cultural Work”

to Build Relational Contract

1. Acknowledging “Almost”
   a. Merck (almost asst. prof.)
   b. NUMMI (not “no layoffs”)
   c. oxymoron @ A.P. Sloan, ABB

2. Refining “Almost”
   a. NUMMI (slowed line @ downturn)
   b. Oticon (killed competing projects)

3. Providing for adaptation
   a. HP (stone tablet, clay tablet, white board)

4. Walking the talk (requires talking the talk)
   a. Jack Welch @ Crotonville (& MIT Sloan)

5. Formal Measures in Informal Management

4 Habits of Mind

1. What collaboration are we trying to govern?
   – What actions would deliver consummate performance?

2. What are the alternative governance structures?
   – e.g., allocations of control within or between organizations

3. See needed discretion (and needed promises)
   – credibility of promise: temptation vs. consequences

4. Build an equilibrium
   – clarity of promise: can’t be announced, must be shared experience?