O INDEX

A

Abbott Labs, 30, 169 Abundance mentality, 148-149, 155 Accountability, moral, 188 Accountability system, creating an, 51-52, 108 Accountable Care Organizations (ACOs), 184–125 Accreditation dilemma, 22 Ad hoc versus formalized collaborative efforts, 183-184 Advisors, positions as, creating, 64 Advocacy: consensus versus, 125, 148; public policy and, trend in, 187 Affordable Care Act, 184 Afghanistan, 152, 185 Africa, 33 Agreement, reaching, capacity for, 142-143

AIDS treatment, alliances forming to address, 42, 104–105 Air France, 23 Air pollution, alliances addressing, 8–9, 45, 105, 108, 128, 166. See also Western Regional Air Partnership (WRAP) Airlines, value alliances created by, 9, 23-24, 158 al Qaeda, 152, 185 Alignment, importance of, 95–96, 185 Alitalia Airlines, 23 Alliance enterprises: business model of, 165-166; defined, 8; evolving beyond original concept, 169-171; form adopted by, 9; formal, as independent alliances, 174; as the future and the present, 171; governance of, 166; key traits of, 164-166; legal status of, 165;

within organizations, example of, 167; overview of, 163-164; validationfocused, 168; various forms of, 166-169. See also Value alliances Alternates, designating, 64, 192 Alternative approaches, surfacing of, addressing, 119 Altruism versus self-interest, 15 American Health Information Community (AHIC), 12, 63-64, 69, 85, 170, 179 Analysis paralysis, 75 Animosity: high level of, as a barrier to collaboration, recognizing, 62; longstanding, leadership diplomacy required for, 73; shifting focus off of, 77 Antagonistic debate, 79 Anthrax-based terrorism, collaboration designed to respond to, 142 Anticompetitive behavior, worries about, 109 Anxiety, moderate, 34 Arguing, constant, 155. See also Debates Articles of Confederation, 18 Asia, 33 Assumptions: common, defining, 125-127, 129; disagreement over, mitigating, 130-132; evaluating, for commonality, when choosing alliances, 180-181. See also Common ground Astute perception, of conveners of stature, 49 Attendance, diminishing, addressing, 116 - 117Authoritative substance, 56, 58, 65 Authority: to discipline participants, 76; motivating in the absence of, 71;

positional power and, 44, 65, 72, 79, 155; recruiting diverse individuals with, for implementation, 77–78 Automated hospital supply chain, 30 Automated teller machine (ATM) networks, 17–18 Average measures, use of, 131 Aviation alliance, 29–30

B

Babbitt, Bruce, 150, 151 Bank of America, 8 Bankruptcy, 29 Bargain, striking a, 132 Barry, John, 87 Baxter, 30, 169 Behavior, poor, responding to. See Disruptive behavior, addressing Bias, 10, 45, 64, 83, 84, 132, 134 Bienemu, Eric, 21 Big data," 174 Bill & Melinda Gates Foundation, 47 **Biomedical Advanced Research** Development Authority, 88 Blended decisions, putting together, 131 Board of directors: meetings of the, section on, in formal charters, 193-194; section on, in formal charters, 112, 179, 192-193, 202n2 Boeing, 23 Bounded problems, 96 Brainstorming, problem with, 96–97 Brand: quality of the, 116; shifting focus to the, of the new entity, 180; trusted, 44-45; tying together independent entities, 174 Brazil, 16, 175

Break-off groups/alliances, addressing, 119
Bureau of Land Management, 191
Bush, George W., 2, 12, 85–86, 187
Business model, permanent versus temporary, 165–166
Buy-in, 56, 83, 104, 105, 111, 156, 178

С

Capabilities, leaders matching resources and, 74 Capitalism and democracy, 187-188 Catmull, Ed, 157 Certification Commission on Health Information Technology (CCHIT), 170-171, 178, 180 Change, enacting effectively, essential component of, 2 Charisma, 121, 146 Charity Health Care System, 38-39 56,92 Charter amendments, section on in formal charters, 109, 112, 195 Charters, formal. See Formal charters China: and different norms, 133; digital networks and supply chain involving, 175; economic models of, 16; food and drug safety issues with, 143, 153-155, 156; large U.S. contracts involving work done in, 174; market of, 11; and market-based expansion, 175 Clean Air Act, 191, 202n1 Clearly defined purpose: art of a, 99-100; defined, 4; focus provided by a, example of, 85-88; importance of a, 83; looking for a, when choosing alliances, 178-179; overview of a, 83-84;

step-by-step guide to developing a, 94-99; for successful purpose statements, 84-85; time periods for creating a, 89-94. See also Purpose Clinton, Bill, 42, 43 Clinton Health Access Initiative (CHAI), 42 Cloud storage system, 134, 174 Cognitive intelligence, 146 Cognitive substance, 56-57, 58, 65 Collaboration: among allies, as a skill, 2; for cost savings, 167-168, 170, 176; declaring a purpose before, 89-90; diverse, potential conflict from, consideration of 102-103; formalized versus ad hoc, 183-184; fragility of efforts involving, collaborative intelligence and, 155-156; and freedom, 187–188; good, factors essential to, 183-184; invitation for, inability to turn down, meaning behind, 41; numerous opportunities for, 183; open-mindedness with regard to, 42; polarization and, 79; sociology of, 3, 10, 146-147; sustained, 123; and technology, 3; trust facilitating, 188 Collaborations, ongoing. See Alliance enterprises Collaborative intelligence (CI): assessing collective, 146; collective, described, 156-159; crucial traits of, 147-153;

and diverse countries and cultures, 153–155; and fragility of collaborative efforts, 155–156; greater need for, 173; levels of, identifying, 160–162; low versus high, 157–159, 162; overview of, 145–147; and responding to the low-CI individual, 159–160; and selection of representatives, 160; some aptitude in, as necessary, 159; and what it is not, 146

- Collaborative networks: ability of, 3; competitive edge of, 173–181, 188; elements required for, 4; increase in, 146; productivity through, 2; stories of, 4–5. *See also* Alliance enterprises; Value alliances
- Collaborative problem-solving process: facilitating recommendations and decisions in the, 79; indecisiveness accompanying, 67

Collaborative sign-ups, facilitating, using a declared purpose for, 90

- Collaborative skills: developing/teaching, 157, 159–160; honing, importance of, 183; increasing importance of, 173. *See also* Collaborative intelligence (CI).
- Collective collaborative intelligence: assessing, 146; described, 156–159; effect of low-CI individuals pn, 160; and selection of representatives, 160
- Collective substance achieving the right, adding or subtracting members for, 65
- Colleges and universities, problems associated with, alliance forming to address, 19–23. *See also* Western Governors University (WGU)

Combined conveners, 43-44

Commitment: to action, monitoring activity versus, 56; of conveners, assessing, 177; creating, 74, 91; degree of, assessing the, opportunity for, 63, 66; leaders demonstrating their, 72–73; litmus test to determine, 35; passion conveying, 47; pledging, example of, 49

- Committed leaders: anticipating disagreements over finding common ground, 139-140; and brand quality, 116; and a clearly defined purpose, 91, 92–93, 94, 99, 100; versus conveners of stature, 68-69; conveners of stature as, 67, 69, 76, 77; and creating transparency, 137-138; defined, 4, 68; examples of, 76-78; and formal charters, 102, 103, 120; group selection of, 68, 71; independent, convener appointing, 70; interrelationship between conveners of stature and, 67; looking for, when choosing alliances, 178; and the northbound train, 117, 118–119, 121-122; overview of, 67-68; and the question of achieving consensus, 78-81; representatives of substance as, convener naming, 70; responsibilities of, range of, 71-76; roles of, 73-76, 77-78; and scope creep, 120; selection of, 68, 70-71, 106, 160, 192
- Common ground: on assumptions, 125–127, 130; and the capacity to reach agreement, 142–143; defined, 4; evaluating, when choosing alliances, 180–181; finding and establishing, 137–142; fostering, techniques for, 132–134; importance of, 130; on information sources and information base, 125, 128–130; and mitigating disagreement, 130–132; operating

from, importance of, 135-137; overview of, 125; on standards, 125, 127-128, 129, 130, 135-136 Common interest and self-interest, intersection of, 27 Common pain: as a catalyst, 7, 25; collaborative responses to, 28-32; defined, 4; different manifestations of, 37-39; and dissolution of value alliances, 163; evaluating, when choosing alliances, 177; high level of, aiding in retention of representatives, 141; intensity of, and likeliness for compromise, 84; involving a mother's rules, 32; judiciously framing the problem and the, 95-96; many forms of, 28, 31-32; media intensifying, 154; mind-set of, 94-95, 129; of mounting sovereign debt, 176; not feeling sufficient, indicators of, 56, 63; overview of, 27–28; reminding participants of their, 119; scale of, described, 34-39; and opes of motivation, 32-33 Common Pain Index 35-37, 39 Communication, speed of, 3 Communism, 187, 188 Communities of interest, listing the, 60 Competition: collaborative, virtuous cycle of, 173-176; creative tension fueled by, 62; in a global economy, 1, 9, 16; intensifying, survival under, alliance enterprises offering, 168-169; over control of the alliance, 67 Competitive advantage, 5, 136, 173-181, 188

Competitiveness, impact of health care costs on, 184 Competitors: antagonistic, and difficulty of establishing common standards, 137; bitter, working together, examples of, 11-16, 31; collaboration among, tradition of, in the United States, 18–19; as committed leaders, dynamics involved in, 71; easing tensions between, diplomacy required for, 73; and information sharing, 109; nature of, 10 Complex problems: alliance enterprises providing diverse perspectives on, 168; inefficiency of large corporations in dealing with, 16-17; responding to, alliances coalescing for, 7, 8; significant, factors creating, 11; technologically, 14; and why value alliances product superior results in dealing with, 17-18 Complex process, collaboration as a, 35 Compromise: consensus-building rule involving, 80; motivation for, 84 Conceding, consensus-building rule involving, 80 Concern, minor, 34 Confidentiality, addressing, in formal charters, 109 Conflict: arising from lack of common assumptions, 126-127; creative, producing, 15; cultural diversity and, 155; leaders serving as referee during, 75, 77; over natural resources, increasing, 186; over protecting proprietary data, 138; potential,

consideration of, 102–103; saboteurs	allian
fomenting, 160; skill in managing, 48;	initial
tabling a purpose statement to avoid,	of sub
problem with, 92	102; f
Confusion, arising from multiple	factor
standards, 127–128	impos
Connected world, 10	roles a
Consensus: achieving, question of,	with,
78–81, 130, 131; versus advocacy,	comn
125, 148; building, rules for, 79–81;	to the
by-product of decision making based	and th
on, 147; crafting and declaring,	121; 0
consensus-building rule involving, 80;	when
and juries, 159; on purpose, reaching,	collab
93, 96–97, 99, 100; section on, in	respoi
formal charters, 107, <i>112</i> , 179, 194.	creep,
See also Common ground	leader
Constitutional Convention, 19, 28–29,	Coopera
70, 93, 136, 163	Corpora
"Contingent ask" approach, relying on 📿	Cost sav
the, 62–63	167-
Control: competition over, 67; giving up,	Counsel
27, 35, 36	Covey, S
Conveners of stature: and alliance	Critics:
enterprises, 163–164: anticipating	probl
disagreements over finding common	65, 10
ground, 139–140; assessing	Cultural
commitment of, 177; and brand	143,
quality, 116; charter creation as a job of,	Culture
101–102; and a clearly defined purpose,	Cultures
89–90, 91, 94, 99; and collaborative	Cynics:
intelligence, 160; versus committed	action
leaders, 68–69; as committed	provie
leaders, 67, 69, 76, 77; and creating	
transparency, 137–138; as decider,	D
131; defined, 4, 68; essential qualities	Daley, R
of, 44–50; evaluating, when choosing	Dallas C

ces, 177; as the facilitator of the meeting with representatives ostance, 66; and formal charters, forms of, 43-44, 47; identifying, s in determining and, 41, 42–52; sing standards, 140, 141; informal as, drawing upon experiences 52-53; interrelationship between nitted leaders and, 67; matching, significance of the issue, 58-59; he northbound train, 117, 119, overview of, 41; and recognizing animosity would block oration, 62; reporting to, 108; nsibilities of, 50–52; and scope 120; and selection of committed s 68, 70, 106 tives, farmer, formation of, 9 tions, forming, 165 rings, of alliance enterprises, 168, 170, 176 ors, committed leaders as, 74 Stephen R., 147 excluded people becoming, em of, 63; observing, in action, 03; value provided by, 76 diversity, challenges due to, 137, 153-155 of productivity, molding a, 52 s, emerging, effect of, 171 effect of, 121-122; observing, in n, 65, 103; reaction of, 157; value ded by, 76

Daley, Richard, 140 Dallas Cowboys, 168

Danger signs, 65–66
Danger, widespread, 34
Darwinian survival, 16
Data aggregation, 174
Data warehouses, 174
Deadlines, setting, 108
Debates: antagonistic, voting and, 79;
leaders serving as referee during,
75; maintaining civility of, 156;
as normal, 157; over the purpose,
91; regular and acrimonious, effect
of, 155; resulting in stalemates,
addressing, 117–118
Debt: excessive, implications of, 16; from
the Revolutionary War, 18; sovereign,
pressure of, 173, 175–176, 184;
student loan, 19
Decision making: alternating who
participates in, 64; consensus-based,
78–81, 147; conveners of stature as 🤇
decider in, 131; form of, determining,
section on, in formal charters, 107,
179, 194; hampered, size of alliances
as a factor in, 61; leaders serving as
judge during, 75; open-mindedness
with regard to, 81
Decisions, blended, putting together, 131
Declaration of Independence, 18
Defectors, potential, responsibility of
committed leaders to address, 71–72
Defining common ground. See Common
ground
Deloitte, 174
Delta Airlines, 23–24
Democracy and capitalism, 187–188
Dependency, mutual: importance of, 15;
measuring, 36

Difficult people, participants identified as, CI level and, 161 Digitization, 173, 174, 175 Diplomatic skill, 47-48 Diplomats, committed leaders as, 73 Disagreements, mitigating, 130–132 Disciplinarians, committed leaders as, 76 Disclosure, refusing, 136 Discussion drift, 83 Discussions: deadlines driving, 108; focused on reengineering the problem, 132; great, as a good sign or a misleading one, oc: iulls in, addressing, 156; purpose arising from, 91, 96-97, 99-100. See also Meetings Diseases, all ances forming to address, 33, 42, 47, 86-88, 104-105 Disruptive behavior, addressing, 52, 76, 103, 122. See also Saboteurs Dissent, addressing, in consensus building, 80, 131 Diversity, 102, 137, 143, 146, 153-155, 156, 168 Doers, having too few speakers and, 66 Doubts, addressing, 119 Draft charters, providing, 102 Driscoll, John, 14, 42, 47, 121 Dropbox, 134 Duties of officers, section on, in formal charters, 192-193

E

Earth Observation Summit (2003), 43 Eclipse jet, company producing the, 29 Eclipse Owners Club, 29–30 Economic downturn (2008), 17 Economies of scale: alliance enterprises providing, 9; value alliances providing, 11 Education delivery, alliance forming to address, 20. See also Western Governors University (WGU) Efficiency: importance of, 16; trust and, 17 Ego, 10, 38, 48, 152, 161 Election Day, 114 Electronic medical records Electronic medical records (EMRs): certification system for, to address compliance with standards, 170-171, 178, 180; forming an alliance to address, 11-16, 63-64, 69, 170; systems for, and common standards, 127-128, 170. See also Surescripts Emergency communication system, alliance forming to address, 148-149 Empathy, 147-148, 161 Empty faces, watching for, 66 Empty places, watching for, 65 En Libra doctrine, 133–134 Environmental changes, alliance formed to monitor, Global Farth Observation System of Systems (GEOSS) Environmental management, alliance forming to address, 91 Environmental problem solving, increasing need for, as a trend, 186 Environmental protection agency. See U.S. Environmental Protection Agency (EPA) Ernst & Young, 174 Eschenbach, Andy von, 153 Esprit de corps, developing, opportunity for, 66, 121

Europe, 33, 175 European Union, 9 Exclusion, problem often arising from, 63 Executive Order, 12, 86 Existing data, agreeing on, 134, 140 Expectations: failure to meet, effect of, 116; varying, subjectivity of, addressing, 118 Expertise: illusion of, 64; leaders having, 73–74, 77 Exploitation, of workers in third-world countries, approaches to fressing, 49 External critics, excluded people becoming, problem of, 63

F

Fact-finding projects, working together on, 134, 141 Factory line safety, alliance forming to address, 68 Fairness, importance of, 44, 49 Farmers, cooperatives formed by, 9 Fear: major, on the Schmidt Sting Pain Index scale, 34; as a motivator, 32, 33, 115 Federal Advisory Committee Act, 191 Federal Aviation Administration (FAA), 29 Federal Drug Administration (FDA), 88 Feedback, committed leaders providing, 74 Finality, consensus-building rule involving, 79 Financial arrangements: addressing, in formal charters, 107, 193; in value alliances versus alliance enterprises, 165 Fisher, Roger, 149

Flexibility: of committed leaders, 71; in
consensus rules, 107; people having,
CI level and, 161; in type of purpose
statement created, 97–98
Focus, working on maintaining,
115
Focused on principles. See Principle-
focused perspective
Food and drug safety, 143, 153–155,
156, 186
Foreign governments, bringing in
negotiating committees to work with,
problem with, 156
Formal charters: assessing, when
choosing alliances, 179; board
of directors section in, 112, 179,
192–193; and buy-in, 104–105;
charter amendment section in,
109, <i>112</i> , 195; comparing purposes
section in, 111, <i>112</i> ; consensus and
issue resolution section in, 112, 194;
covering information access in 138;
creating, during the initial meeting,
103; defined, 4; ensuring scope is
written into, 120, essential ingredients
of, 105–10?: cxamples of, 105, 106,
110–111, 189–195; importance of,
101; including a provision for revising
the purpose, 99; lack of a purpose
statement articulated in, 83, 92,
93-94; meetings section in, 107, 112,
193–194; membership section in, 106,
112, 191–192; operating procedures
section in, 105, 106, 112, 191-195;
overview of, 101-103; prerequisite for
writing the, 102; principles section
in, 105, 106, <i>112</i> , 190–191; purposes

section in, 105, 106, 110-111, 189-190; responsibility for creating, 101-102; roles and responsibilities addressed in, 108, 112; signing, 111-112; spelling out parameters for declaring near consensus in, 80; stakeholder participation section in, 194-195; stating the purpose in writing in, 98-99; too simple and too short, problem with, 111; topic of, as a middle ground, 103 Freedom, collaboration and, 187-188 Fuel tax system, alliance forming to address, 77-78 Fundraising, addressing, in formal charters, 107, 193

G

Gao, Minister, 154 Gates, Bill, 33, 41, 47, 140 GE Healthcare, 30, 169 General Electric (GE), 16–17, 121, 177 Geopolitical market expansion, 173, 175 GEOSS Portal, 129 *Getting to Yes* (Fisher, Patton, and Ury), 149 Global Earth Observation System of

Systems (GEOSS): as an alliance enterprise, 163, 166; common standards and information base for, importance of, 129–130; conveners of stature for, 42–43, 76; demonstrating buy-in, 178; and dependency, 36; formation of, catalyst for, 30–31; leader of, 42–43, 76–77; overview of, 5; purpose statement of, 85, 110–111, *112*

- Global economy: competition in a, 1, 9,
- 16, 188; entities best suited for the, 5

Global entities, similarity of, to farmer cooperatives, 9

Global Healthcare Exchange (GHX), 30, 85, 169–170, 177

Globalization, effect of, 171

Google Docs, 134

Governance: free-standing process of, importance of, 15; permanent versus temporary, 166. *See also* Board of directors

Government: different forms of, comparing, 187–188; drawbacks of, 1; establishment of, 1; foreign, bringing in negotiation committees to work with, problem with, 156; inability of, to compete with a collaborative network, 3

Grand Canyon Visibility Transport Commission, 8–9, 105, 108, 128, 166 *Great Influenza, The* (Barry), 87
Great Lakes Regional Collaboration, 48–49, 95, 110, *112*Greed, as a motivator, 32–33, 115
Ground rules, importance of, 136
Group selection of leaders, 68, 71, 106

Η

Hamilton, Alexander, 70
Harvard University, advanced degree from, 43
Health care expenditures, 11, 184
Health care trends, U.S., 184–185
H5N1 Avian Flu, alliance forming in response to, 86–88
Hijacked purpose, 93–94 HL7 standard, 128 Homeland Security Council, 86 "Hope" statements, 91 Hospitals: supply chain for, alliance forming to automate, 30; value alliances created by, 9 Hurricane Katrina, 38, 56, 92, 134, 163

I

IBM, inefficiency of, in dealing with complex problems, 16-17 Immelt, Jeff, 30, 169 Impasse/stalemates: addressing, 117-118; declaring, consensus-building rule involving, 20-81 Inaction: concequences of, defining the problem and, 51; sustained, effect of, 155 Inclusion, balancing manageable size against, 60-61, 63 Incorporated entities, value alliances becoming, 9 Indecisiveness, 67 Independence: having adequate, 47; surrendering, 15, 27, 35, 36 Independent committed leaders, appointment of, 70 India: and different norms, 133; digital networks and supply chain involving, 175; economic models of, 16; independent validation in, 168; and information sharing, 129-130; large U.S. contracts involving work done in, 174; market of, 11; and market-based expansion, 175 Individual conveners, 43 In-fighting, 155. See also Debates

Influence: collective, of participants, 56;
committed leaders using their, 77–78;
range of, matching, 46; relative,
measuring, 37
Informal convener roles, 52–53
Information access, 128, 137-138
Information asymmetries, 134
Information base: common, establishing
a, 4, 128–130, 134, 136, 140;
disconnect involving the, 134. See also
Common ground
Information gathering and
dissemination, 132, 134, 140, 141
Information principles, adopting and
adapting, 141–142
Information sharing: addressing,
in formal charters, 109; to avoid
information asymmetries, 134; in
consensus, 125; importance of,
example of, 129–130; lack of, example
of, 136; low-CI versus high-CI, 🔨 🔹
157–158; principle on, adopting a,
141–142
Information sources: common, defining,
125, 128–130; disagreement over,
mitigating, 139–132
Informed opinions of people, using, to
identify CI level, 161
Informed participants, importance of,
122
Initial charter-creating session, 99
Initial meeting: conveners of stature
important to the, 42; creating a
charter during the, 103; enthusiastic
rush of the, in setting a purpose, 84,
96; facilitating the, in ways to develop
esprit de corps, 66; insights provided

by observing representatives during the, 65-66, 103, 139; introducing the purpose in the, 91-92; naming the leader(s) during the, 70; providing a draft charter for the, 102 Innovation: as essential, 1; inability to provide, 2; trust facilitating, 188 Instinct, using, to identify CI level, 161 Integrity, 42, 57, 115, 162. See also Principle-focused perspective; Principles Intelligence, cognitive, 146 Intelligence, collaborative See Collaborative intelligence (CI) Intensity of pain, shared, importance of, 38-39 Interester aligning, sociology of, 185; common, prioritizing, over selfinterest, 158; determining, and creating a prospect list, 60; multiple, importance of, 15; special, being beholden to, 47. See also Self-interest International Fuel Tax AgreementAssociation (IFTA), 77-78, 85, 122-123 International marketplace, 174 Internet: capacity of the, 174; and education delivery, 20, 21, 22; enabling formation of global entities, 9; and online sales tax, alliance forming to address the, 59; and operating efficiency, 3. See also Technology Interpersonal dynamics, consideration of, in choosing participants, 61-62 Investment, shared, 17 Iraq, 185 Issue/problem. See Problem

J

J&J's Healthcare Systems, 169, 177 Johnson, Bruce, 76 Johnson, Charlie, 88 Joint Special Operations Command, 152, 153 Judges, committed leaders as, 75 Juries, 158–159 Just-in-time supply chains, 174, 186

K

Kitzhaber, John, 133

L

Land-use proposal, principle-focused approach to, 150 Language, common ground on, issue of, 131, 136, 137, 140, 180 Large organizations: drawbacks of, 1; inability of, to compete with a collaborative network, 3; inefficien of, 16-17 Lautenbacher, Conrad C., 42–43, 76–77 Lead toys, alliance forming to address, 143 Leadership/leaders of alliances. See Committed leaders; Conveners of stature Leavitt Group, 2 Legal status, permanent versus temporary, 165 Li, Minister, 154, 156 Lincoln, Abraham, 135 Listeners: committed leaders as, 74; having too many, 66 Listening: amplified, 79, 107; attentive, 147-148; intently, 99

Litigation, shared, 17
Lloyd's Coffee House, 164
Lloyd's of London, 17, 57–58, 164
Logical Observation Identifiers Names and Codes (LOINC), 128
Long-term value alliance, defined, 8. *See also* Alliance enterprises
Louisiana Health Care Collaborative, 38–39, 56, 92, 134, 163
Louisiana State University (LSU), 56

M

Madison, James, 70 Magnetic Ink Character Recognition, 85 Majority voting: addressing, in formal charters, 107, 194; problem with, 79 Malaria, alliances forming to address, 33, 47, 195 Malaysia, 16 Mandela, Nelson, 140 Manipulators, 162 Market-based economies, geopolitical expansion of, 173, 175 Marketplace: differentiation in the, 5; rapidly changing, 2 Matchmakers, committed leaders as, 74, 76 McChrystal, Stanley, 152-153, 185 McKeown, Rich, 2-3 McNeely, Scott, 21 Measures, average, use of, 131 Media, grandstanding for the, 61 Media savvy, 121, 122 Media spotlight, 154 Medicaid, 184 Medical records, electronic. See Electronic medical records (EMRs) Medicare, 12, 184

Medtronic,	30,	169
------------	-----	-----

- Meetings: competing for control in, 67; frequency of, common ground on, evaluating, 180; modeling behavior in, 73; negotiating a purpose over several, 92–94; opening, by reiterating the purpose, 99; organizers of, 73; participants limiting involvement to tasks and attending, 67; providing updates at, 122; section on, in formal charters, 107, *112*, 193–194. *See also* Initial meeting
- Melamine contaminated pet food, alliance forming to address, 143, 153–155, 156
- Membership, section on, in formal charters, 106, *112*, 191–192, 202n2 Mexico, 175
- Milestones, listing, in formal charters, 108
- Mind-set, requisite: for discovering purpose, 94-95; for maintaining participation, 119, 129 Miracle at Philadelphia, 18 Misunderstandings, cxamining, 132 Modeling contrainalent, 72–73 Mohigh, Festus, 105 Momentum, diminished, recognizing and addressing, 116-120, 121-122, 130-132 Money-deprived environment, effect of a, 176 Moral buy-in, 104-105 Moral heritage, 188 "Mother's Rules," 32 Motivation: committed leaders

providing, 71, 72-73; for

compromise, 84; determining, based on the Common Pain Index, 37; effect of negativity on, 65; evaluating, when choosing alliances, 177; and fairness, 49; financial incentives providing, 90; large group or one-on-one, as a leadership ability, 121–122; mix of, that keeps people on board, 115–116; purpose providing, 90; three types of, 32–33; working on maintaining, 115 Motivational talks, delivering, 121–122 Multiple interests, importance of, 15 Multiple perspectives, herenit of, 17

N

NASA, 29 National Covernors Association, 59 National Institutes of Health, 86, 187 National Oceanic and Atmospheric Administration, 43 National Park Service, 191 National security trends, U.S., 185-186 NATO, 152 Natural bias, 134 Natural resources, increasing conflict over, 186 Naysayers: dealing with, 122; watching for, 65 Near consensus, 80, 97, 130, 131 Negativity, effect of, 65. See also Critics; Cynics; Naysayers; Saboteurs Networks: ability of, to provide value, speed and innovation, 2; digital, as a trend, 175; disparate components of, digitally tying together, 174; efficiency advantages of, 16; new, importance of leaders for, 71; U.S. military operating

as, shift to, 152, 153, 185-186; versus silos, 16. See also Collaborative networks New York Yankees, 168 9/11 attacks, 142 Noble and influential undertakings, being a part of, as a motivator, 33, 115 Non-consensus majority, operating on a. 131 Nonprofit status, 23, 45, 165 Norda, Ray, 18 North Atlantic Treaty Organization(NATO), 9 Northbound train: creating the perception of a, 121-123; defined, 4; looking for a, when choosing alliances, 179-180; meaning of the phrase, 113; naysayers and the, 65; political, 113-116; signs of a, 123; that stops, addressing the, 120; and when it begins to slow, 116-120, 121-122 Novartis, 88 . الحك Novell, 18, 20

0

Obama, Barack, 1:4
Observers, positions as, creating, 64
Observing representatives, insights provided by, 64–66, 103, 139
Odesk.com, 174
Officers, sections on, and duties, in formal charters, 192–193
Old models, disadvantage of, 1–2
Olympic Games, Winter (2002), 2, 113–114, 142, 148–149
One Page Project Management (OPPM) system, 108, 118 Oneworld, 24 Ongoing collaborations. See Alliance enterprises Online sales tax, alliance forming to address, 59 Online universities: alternative to existing, providing, 21; competencybased, accrediting, dilemma involving, 22. See also Western Governors University (WGU) Open data dissemination, 129. See also Information sharing Open source, 181 Open-mindedness, 42, 81, 188 Operating procedures: agreement on, 134, 140: section on, in formal charter, 105, 106, 112, 191-195 Opportunities: capitalizing on, 7-8; problems viewed as, 148–149 Optimism, 148–149, 161, 180 Organizational conveners, 43 Organizers, committed leaders as, 73, 76 Outcome-oriented attitude, 151-152, 161

Р

Pain: intensity of, shared, importance of, 38–39; as a matter of perception, 34; simultaneous, 37–38. See also Common pain
Pain-mitigating mind-set, as requisite, 94–95
Pandemic preparedness, vaccine capacity for, alliance forming to address, 85–88
Paradox, 158
Participants. See Committed leaders; Conveners of stature; Representatives of substance Participation: declining, due to low-CI individuals, 159; maintaining, 119, 129; potential, evaluating, factors in, 177; pressing on without full, 118; promoting full, 122-123; securing, approach to, 62-63; sustained, 123; voluntary, fragility of, 78, 113 Patton, Bruce, 149 Pep talks, giving, 121–122 Perception: astute, of conveners of stature, 49; pain as a matter of, 34 Performance: good, recognizing and rewarding, 52; monitoring and evaluation of, section on, charter addressing, 110-111, 112 Permanent value alliances, defined, 8. See also Alliance enterprises Persistence, 78 Personal agendas, 10, 62, 153, 159, 162. See also Saboteurs; Self-interest Personalities, diversity of, 146, 156 Persuasiveness, 44, 72, 77–78 Pharmacy Benefit Managers (PBMs), 13, 14, 15, 36, 136 Pharmacy group, formation of, 13. See also Surescripts Pixar Studies, 157 Pixar University, 157 Polarization, 79 Policy deliberations, aligning science with, 141 Political differences, finding common ground despite, example of, 133-134 Politicking, problem with, 96-97 Pollution standards, common assumptions about, defining, 126-127

Positional authority/power, 44, 65, 72, 79, 155 Positional bargaining, 148 Position-based negotiation, 149 Power: and authority, positional, 44, 65, 72, 79, 155; of federal resources, 88 Power politics, 15 Preliminary declaration of purpose, 89-90 Preliminary meetings. See Initial meeting Pressure, ability to apply, 49-50 PricewaterhouseCoopers, 174 Principle-focused perceptive, 149–151, 155, 156, 161, 162 Principles: focusing on, to create common ground, 132–134, 140; information, adopting and adapting, 141–142; section on, in formal charters, 105, 106, 112, 190-191 Problem: defining the, and consequences of inaction, 51; dissolution of value alliances and the, 163; identifying hot buttons surrounding possible solutions to the, 140; judiciously framing the pain and the, 95–96; low-CI versus high-CI reaction to a, 157; measuring the significance of the, 35-36; preliminary discussions of the, clarifying the need for additional representatives through, 65; purpose imposing boundaries around a, 96; reengineering the, holding a focused session for, 132; severity of the, educating others on the, 74; size and significance of the, considering, in determining the convener of stature,

58-59; viewed as opportunity, 148-149. See also Common pain; Complex problems; Problem significance Problem significance: matching the convener of stature to the, 58-59; measuring, 35-36 Problem solving, environmental, increasing need for, 186 Problem-solving mind-set, as requisite, 94-95, 188 Problem-solving process, collaborative: facilitating recommendations and decisions in the, 79; indecisiveness accompanying, 67 Product safety, 143, 153-155, 156, 186 Productivity, culture of, molding a, 52 Proprietary information, issue of, addressing, 109, 129, 136, 138-139, 181 Psychological buy-in, 104-105 PTA, 43 Public policy and advocacy, trend in, 187 Purpose: alignment of the, with the problem, importance of, 95-96; assessing the, when choosing alliances, 178-179; cementing the, 104; clear sense of, as a sign of a northbound train, 123; consensus on the, reaching, 93, 96-97, 99, 100; evolving beyond the original, example of, 169-170; hijacked, 93-94; holding events to communicate your, 121; lifesaving, 88; modifying the, according

to circumstances, 96; preliminary

declaration of the, 89-90; reiterating

the, 99; revising or reformulating the,

99; section on, in formal charters, 105, 106, 110–111, 189–190; selfinterest warping the, 99; viable, finding a, 100; wording of the, carefulness in the, 89–90. *See also* Clearly defined purpose
Purpose creep, 83
Purpose statements: comparing, 111, *112*; examples of, 85, 91, 98, 105, 106, 110–111, 189–190; successful, described, 84–85; type of, flexibility in the, 97–98; variation in, 111

Q

Quality assurance, independent validation for 168 Quality brand, 116 Quantizative and qualitative assumptions, 127 Quorums, section on, in formal charters, 193

R

Range of acceptable standards, operating in a, 131 Ratifying events, holding, 121 Raub, Bill, 88 Reach, relevant, 45–47 Readiness Project, 114–116, 120 Reagan, Ronald, 121 Reengineering, 132 Referees, committed leaders as, 75, 77 Regenstrief Institute, 128 Reilly, Tom, 88 Relationships: developing or solidifying, during charter negotiations, 103; and getting them right, importance of, 14;

- minimizing problems with,
- constructing the proper framework for, 10
- Relative influence, measuring, 37
- Relevant reach, 45-47
- Remote Sales Tax Commission, 5
- Reporting, 108
- Representatives of substance: adding or subtracting, determining need for, 65; capabilities of, matching purpose to, 96; choosing, process of, 58-63; and a clearly defined purpose, 89, 92-93, 94, 96; collaborative intelligence and, 146, 160; as committed leaders, convener naming, 70; debates between conflicting, referee during, 75; defined, 4; educating, 74; evaluating, when choosing alliances, 178; and formal charters, 102; imposing standards on, risk in, 140–141; likeliness of, taking on committed leadership roles, 67-68; observing, in action, insights provided by 64-66, 103, 139; optimism of, as a sign of a northbound train, 123; overview of, 55; recruiting technicians as, 77; secondary involvement for, creating, 63-64; three types of substance brought by participants as, 55-58 Reputation, 44, 180 Reputational substance, 57-58, 64-65 Resources: availability of, illusion of, 64-65; leaders matching capabilities and, 74; natural, scarcity of, increasing conflict over, 186; power of federal, 88; sustained, 123; synergy of, 2; tribal, 105, 191, 202n1

Respect: importance of, 57; lack of, recognizing when there is, 62; testing for, 65 Responsibilities: addressing, in formal charters, 108, 112; as a convener of stature, 50-52 Return, maximized, in value alliances, 11 Revolutionary War, 18 Risk: involved in collaborative efforts, 10-11; minimized, in value alliances, 11, 17; shared, of alliance enterprises, 167 Roberts, Bruce, 14, 42, 47, 121 Roberts, Robin, 88-Robert's Rules of Order, 193 Romania, 174 Romer, Poy, 21 Romney, Mitt, 113-116, 120 Rules of order, formal, 107, 193 Russia, 133, 175 RxHub, 13, 14

S

Saboteurs: excluded people becoming, problem of, 63; lacking in collaborative intelligence, 153; leaders disciplining, 76, 103; low-CI individuals as, 160; naysayers as, 65; observing, in action, 103. *See also* Disruptive behavior, addressing Sales tax, online, alliance forming to address, 59, 98 Salespersons, committed leaders as, 74–75 Schmidt, Eric, 20, 21 Schmidt, Jason O., 34

Science: aligning, with policy	SkyTeam Alliance, 24, 32–33
deliberations, 141; collaborative, trend	Slavery, 93
toward, 187	SNOMED, 128
Scientific evidence, common sources of,	Social media: promise of, and translating
agreeing on, 128–129	it into profits, difficulty of, 11; use of,
Scope creep, addressing, 119–120	to create buzz for collaborative efforts,
Secondary involvement, creating, 63–64	122
Self-governance, 27	Society, organizing, 1
Self-interest: and common interest,	Sociology: of aligning interests, 185;
intersection of, 27; importance of, as	of collaboration, 3, 10, 146–147; of
a driver, 15, 98–99, 104, 158; moving	value alliances, 9–10
past, toward a common goal, 104; as	Soft persuasion, 72
a problem, 10; reminding participants	South America, 11, 16
of their, 75; varied, and reaching	Sovereign debt, pressure of, 173, 175–
consensus, role of purpose in, 97;	176, 184
warping the purpose, 99	Speakers, having too few doers and, 66
Self-perpetuating corporate governance,	Special interests, being beholden to, 47
166	SpecialLation efficiency, 168
Selquist, Kirk, 169	Speed: of communication, 3; improved,
Senior executives, as catalyzers, 68.	through value alliances, 17–18; to
See also Conveners of stature;	market, as essential, and inability to
Representatives of substance	provide, 1–2
Seven Habits of Highly Effective People	Spice Board, 168
(Covey), 147	Splinter groups/alliances, addressing, 119
Shared servers, 134	Sports coaches, 121
Short-term value alliances, defined, 8. See	Stage setting, instinct for, 48–49
<i>also</i> Value alliances	Stakeholder capacity, providing, 141
Siemens, 169	Stakeholder participation, section on, in
Significance of the problem: matching	formal charters, 194–195
the convener of stature to the, 58–59;	Stalemates/impasse: addressing,
measuring the, 35–36	117–118; declaring, consensus-
Silos, 16, 24, 25, 162, 185	building rule involving, 80–81
Simultaneous pain, importance of, 37–38	Standardized transportation systems, 175
Size: of the problem, consideration of, in	Standards: and bringing them up early
determining the convener of stature,	for discussion, importance of, 142;
58–59; of value alliances, determining	common, defining, 125, 127–128,
the, 60–61, 63	129, 130, 135–136, 170; compliance

with, for EMRs, certification system
for, 170–171; disagreement over,
mitigating, 130–132; imposing, in
certain situations, 140–141; lack
of, effect of a, 136–137; range of
acceptable, operating in a, 131. See
also Common ground
Standards development organizations
(SDOs), 127–128
Star Alliance, 24
State highway project, collaborative sign-
ups for, facilitating, 90
Status quo: disrupting the, 96, 97;
maintaining the, 33, 34, 92; preferring
the, 89
Stepping aside, consensus-building rule
involving, 80
Strategy teams, charter addressing, in
purpose section, 110
Streamlined Sales Tax Project, 76,
98, 138
Structural organization, as a
responsibility of conveners of stature,
51
Student loan debt, 19
Substance: authornative, 56, 58, 65;
cognitive, 56–57, 58, 65; critical mass
of, looking for, 61; defined, 55–56;
holding events to communicate your,
121; illusion of, testing to rule out any,
64–66; redundancies in, watching out
for, 61; reputational, 57–58, 64–65;
right collective, adding or subtracting
members for achieving the, 65. See also
Representatives of substance
Sun Microsystems, 21
Supply chains, 174, 186

Support roles, creating, 63–64 Surescripts: as an alliance enterprise, 163; co-conveners of stature for, 42, 43, 47; and the Common Pain Index, 36; and creative tension, 62; demonstrating buy-in, 178; launch conference for, 121; listening in, 147; overview of, 5; possessing all the right elements, 24; relying on established standards, 135–136; story of, 11–16 Surrendering independence, 15, 27, 35, 36 Sustainability, assessing for, 123, 167–168, 177

Т

Talent+ misulting firm, 160 Taliban, 152 Task feasibility, determining, 58–59 Teachers, committed leaders as, 74 Teamwork, emphasizing, 157 Technical advisors, positions as, creating, 64 Technical work groups, creating, 63-64, 77, 193 Technicians, committed leaders as, 73-74, 76, 77 Technology: capacity for connection through, effect of, 171; challenge of, in combining networks, 14; and collaboration, 3; digital, as a trend, 173, 174, 175; establishing a common information base using, 134; facilitating formation of value alliances, 9; and information access, 138; leaders in, 21; limitations of,

sociological perspective of, 10; new,

taking advantage of, difficulties in,
11; science and, collaborative, trend
toward, 187; transportation, 173, 175.
See also Electronic medical records
(EMRs); Internet
Temporary value alliances, defined, 8. See
<i>also</i> Value alliances
Tew, Roger, 77–78
Third parties, use of: to make decisions,
131; to scrub data of proprietary
information, 138–139
3 Com, 21
Timetables: inability to meet, addressing,
118; setting, in formal charters, 108,
112; system for devising time lines for,
108, 118
Touch the hand of greatness, as a
motivator, 33, 115
Transparency, 125, 128, 129, 137–138,
141, 151, 155, 161
Transportation systems, 173, 175
Trends, key, 173, 174–176, 184–187
Tribal resources, 105, 191, 202-1.
See also Western Regional Air
Partnership (WRAIN)
Trust: achieving 125, benefit of, 17,
188; brand, 44–45; in conveners,
assessing, 177; convincing participants
of, 78; reputation and, 57;
transparency essential for, 151
Twain, Mark, 57

U

Unanimous agreement, consensusbuilding rule involving, 80 Unexpected events, addressing, 118–119 Unincorporated entities, value alliances beginning as, 9, 165 United States: digital networks and supply chain involving the, 175; early railroads in the, 135; and food and drug safety issues with China, 143, 153-155, 156; health care expenditure in the, 11, 184; health care trends in the, 184-185; helping to form environmental global coalition, 30; large contracts inside the, collaborative alliances needed for, 174; as malaria eradication donor, 33; medical record systems in the 11, 12, 69; mounting debt in the, pressure of, 175-176: 1 at onal security trends in the, 185-186; origins of the, 18-19; reforming the health care system of the, factor critical for, 69; tradition of collaboration in the, 18-19, 28-29; vaccine production capacity in the, 87, 88; and voting, 79 University technology inefficiency, forming an alliance to address, 60 Updates, providing, 122 Ury, William, 149 U.S. Cabinet, 86, 87, 114 U.S. Congress: coordinating readiness plan with, 114; and Grand Canyon air pollution problem, 8–9, 45; and pandemic preparedness, 87; supporting alternative online university, 22 U.S. Constitution, 18 U.S. Department of Health and Human Services (HHS), 2, 12, 69, 85, 86-88,

92, 117-118, 143, 170, 180

U.S. Environmental Protection Agency (EPA), 2, 30, 48, 96, 126, 141–142, 190, 191, 202n1

U.S. Fish and Wildlife Service, 191

- U.S. Food and Drug Administration (FDA), 88, 153, 154
- U.S. Forest Service, 191
- U.S. military, shift in the, to operating as a network, 152, 153, 185–186
- Utah Communication Agency Network (UCAN), 149

V

Vaccine capacity, alliance forming to address, for pandemic preparedness, 85–88

Validation, independent, 168 Value: inability to provide, 1–2; producing the best, competition in, 1; that continues, importance of, 15–16; of value alliances, in today's world 16–18

Value alliances: versus ad hoc efforts, 183–184; aspirations of, contrasting, with the problem and consequences of inaction, 51: beginning form of, 9; business model of, 165; capitalize on opportunities, 7–8; catalyst for, 7, 25; choosing, criteria for, 177–181; and common pain, 4, 7, 25, 27–39; control of, competing for, 67; critical ingredient for successful, 145; critical traits of, 15–16; defined, 7; as essential, 2, 188; formation of, catalyst for, 7; governance of, 166; hallmark of, 123; importance of committed leadership in, 71;

increasing frequency of joining or forming, 171, 173; introducing the concept of, to prospective participants, 62; and keeping on track, 67; legal status of, 165; loosely held together as a new entity, 71; many forms of, 19-24; maximized return of, 11; minimized risk of, 11, 17; as a new term, yet a traditional practice, 18-19; participating in, as an investment decision, 146; possessing all the right elements, importance of, 24-25; segue of, from a temporary entity to a permanent one, 167; size of, determining the, 60-61; sociology of, 9–10; stories of, 11–16; superior resulte provided by, reasons for, 17-18; technology facilitating formation of, 9; as temporary, 8, 9, 165, 166; that fail, addressing, 120; time frame of, 8; trends driving the creation of, 184-187; value of, in today's world, 16–18; wisely choosing, importance of, 176-177. See also Alliance enterprises; Collaborative networks; specific alliances and aspects of value alliances Value equation, recalibrating the, situations calling for, 118-119 Value proposition, 9, 165, 180 Venting, low-CI and high-CI ways of, 157 Vertical integration, issue with, 174 Vietnam, 16, 174, 175 Viral buzz, 122 Virgin Airlines, 23 Visa, formation of, 8 Voluntary participation, fragility of, 78, 113

Voting, majority: addressing, in formal charters, 107, 194; problems with, 79

W

Walk-out/withdraw threat, 71-72, 78-79, 93, 131, 141, 155 Wal-Mart, 16–17 Washington, George, 28, 70 Water quality, alliance forming to address, 48-49, 95, 110, 112 Websites, use of, to post information, 138 Welch, Jack, 121 Western Governors Association (WGA), 45, 133-134 Western Governors University (WGU): as an alliance enterprise, 163, 166; and matching purpose to representatives' capabilities, 96; motivator for, 32; http://www.pt

possessing all the right elements, 24; and reaching consensus on purpose, 97; story of, 19-23 Western Regional Air Partnership (WRAP): charter of, 105, 106, 112, 189-195, 202nn1-2; formation of, reason for, 9, 105 White boards, jockeying for control of the, 67 White House, 86, 114 Winter Olympic Games (2002), 2, 113-114, 142, 148-149 Win-win versus win-lose situations, 148, 156 Withholding information, 136 Work groups: low-CI versus high-CI, 157; technical, creating, 63-64, 193 World Health Organization, 11 Worry, 34