## I N D E X

## A

Abbott Labs, 30, 169
Abundance mentality, 148-149, 155
Accountability, moral, 188
Accountability system, creating atr, 51-52, 108

Accountable Care Organizations (ACOs), 184-185
Accreditation c'ile nma, 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, 166169. 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 ais Debates
Articles of Confederation, 18
Asia, 33
Assumptions: ce mmön, 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, 116-117
Authoritative 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 hoor, responding to. See
Dis-Lptive behavior, addressing
Bias, 10, 45, 64, 83, 84, 132, 134
Dienemu, 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

## C

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 or in formal charters, 109, 112, 195
Charters, formal. See For mal charters
China: and different norms, 133; digital networks andrapply 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 purrose before, 89-90; diverse, poential conflict from, consideration f , 102-103; formalized versus ad hoe, 183-184; fragility of efferts involving, collaborative in +lligence 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, 156-459; effect of low-CI individuals -2 , 160 ; and selection of represer tatives, 160
Collective substance -hieving the right, adding or suì rracting 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 ciaiters, 102, 103, 120; group selection of, 68, 71; independent, a nvener appointing, 70; interreltitionship between converess 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; remindir of participants of their, 119; scate of, described, 34-39; and pees of motivation, 32-33

Common Pain Inder 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: all:ance enterprises providing diverse ferspectives on, 168; inefficiacy of large corporations in dealing witu, $16-17$; responding to, alíignces coalescing for, 7,8 ; उi $\varepsilon^{1}$ ificant, 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 fomenting, 160 ; skill in managing, 48 ; tabling a purpose statement to avoid, problem with, 92
Confusion, arising from multiple standards, 127-128
Connected world, 10
Consensus: achieving, question of, 78-81, 130, 131; versus advocacy, 125,148 ; building, rules for, 79-81; by-product of decision making based on, 147; crafting and declaring, consensus-building rule involving, 80 ; and juries, 159; on purpose, reaching, 93, 96-97, 99, 100; section on, in formal charters, 107, 112, 179, 194. See also Common ground
Constitutional Convention, 19, 28-29, 70, 93, 136, 163
"Contingent ask" approach, relying on the, 62-63

Control: competition over, 67; giving up, 27, 35, 36
Conveners of stature: and alliance enterprises, 163-165: anticipating disagreement orer finding common ground, 139-140; assessing commitment of, 177 ; and brand quality, 116; charter creation as a job of, 101-102; and a clearly defined purpose, 89-90, 91, 94, 99; and collaborative intelligence, 160 ; versus committed leaders, 68-69; as committed leaders, $67,69,76,77$; and creating transparency, 137-138; as decider, 131; defined, 4, 68; essential qualities of, 44-50; evaluating, when choosing
alliances, 177; as the facilitator of the initial meeting with representatives of substance, 66 ; and formal charters, 102; forms of, 43-44, 47; identifying, factors in determining and, 41, 42-52; imposing standards, 140,141 ; informal roles as, drawing upon experiences with, 52-53; interrelationship between committed leaders and, 67 ; matching, to the significance of the issue, 58-59; and the northbound train, 117, 119, 121; overview of, 41 ; and recognizing when animosity would biock
collaboration, 62 ; reporting to, 108 ; responsibilities $\subset$ f, $50-52$; and scope creep, 120; nnd selection of committed leaders, 6o, 70, 106
Cooprratives, farmer, formation of, 9
Corporations, forming, 165
Cost savings, of alliance enterprises, 167-168, 170, 176
Counselors, committed leaders as, 74
Covey, Stephen R., 147
Critics: excluded people becoming, problem of, 63; observing, in action, 65,103 ; value provided by, 76
Cultural diversity, challenges due to, 137, 143, 153-155

Culture of productivity, molding a, 52
Cultures, emerging, effect of, 171
Cynics: effect of, 121-122; observing, in action, 65,103 ; reaction of, 157 ; value provided by, 76

## D

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, determiaing, section on, in formal charters, 107 , 179, 194; hampered, size ©falliances as a factor in, 61 ; leaders serving as judge during, 75; Den-mindedness with regard to, 21
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, 06 ; iulls in, addressing, 156 ; prose arising from, 91, 96-97, 5~-100. See also Meetings
Diseases, alliances forming to address, 33, 何, 47, 86-88, 104-105
Disiptive 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, al liance formed to monitor, Global a th Observation System of Systens (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 adriessing, 49
External critics, excluasd people becoming, proclem of, 63

## F

Fact-fining 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 Principlefocused 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, 112, 195; comparing purposes section in, 111, 112; consensus and issue resolution section in, 112, 194; covering information access in 138 ; creating, during the initial theeting, 103; defined, 4 ; ensuring scope is written into, 120, ss, ential ingredients of, 105-109: 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, 112, 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, allianceforming to address, 77-78
Fundraising, arcressing, in formal charters. 107, 193

## G

Gan 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, $166^{\circ}$

Great Influenza, The (Barry), 87
Great Lakes Regional Collabotation, 48-49, 95, 110, 112
Greed, as a motivater, 32-33, 115
Ground rules, imporance of, 136
Group selection of leaders, 68, 71, 106

## H

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: addres ing, 117118; declaring, consensus-building rule involving, 80-81
Inaction: conequences of, defining the problem and, 51 ; sustained, effect of, 155
Irclusion, 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, examp'e of, 136; low-CI versus high-CI, 157-158; principle on, adoping a, 141-142

Information sources: cormon, defining, 125, 128-130; dis 2greement over, mitigating, $100-132$
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 jee
Collaborative intelligence (CI)
Intensity of pain shared, importance of, 38-39
Interestc. aigning, sociology of, 185; cuimon, 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 y . of, 16-17
Lautenbacher, Conrad C., 42-13, 76-77
Lead toys, alliance forming to address, 143
Leadership/leadero ofalliances. 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, 1017,194 ; problem with, 79
Malaria, allinances 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, Examining, 132
Modeling corin ritment, 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
Nationil Governors 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
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 proced res: agreement on, 134, 140. section on, in formal charter, $105,106,112,191-195$

Oppot.inities: capitalizing on, 7-8; D oblems viewed as, 148-149

Sptimism, 148-149, 161, 180
Organizational conveners, 43
Organizers, committed leaders as, 73, 76
Outcome-oriented attitude, 151-152, 161

## P

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, fonmation of, 13. See also Surescip is
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 perpective, 149-151, $155,156,16: 162$

Principles: focusing on, to create commgin ground, 132-134, 140; int irmation, 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, 148149. 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, importane of, 95-96; assessing the, writer 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 158

Quality brand, 116
Quantitive 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; obsering, in action, insights provided iv 64-66, 103, 139; optimism of, as a sign of a northbound train, 123 ; overview of, 55; recricion, 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 or Order, 193
Romania, 174
Romer, Poy, 21
Romtrey, 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
Schmidt Sting Pain Index scale, 34

Science: aligning, with policy
deliberations, 141; collaborative, trend toward, 187

Scientific evidence, common sources of, agreeing on, 128-129
Scope creep, addressing, 119-120
Secondary involvement, creating, 63-64
Self-governance, 27
Self-interest: and common interest, intersection of, 27; importance of, as a driver, $15,98-99,104,158$; moving past, toward a common goal, 104; as a problem, 10; reminding participants of their, 75; varied, and reaching consensus, role of purpose in, 97; warping the purpose, 99

Self-perpetuating corporate governance, 166

Selquist, Kirk, 169
Senior executives, as catalyzers, 68.
See also Conveners of stature;
Representatives of substance
Seven Habits of Highly Effective People (Covey), 147

Shared servers, 134
Short-term value $a^{11}$ lances, defined, 8. See also Value alliances

Siemens, 169
Significance of the problem: matching the convener of stature to the, 58-59; measuring the, 35-36
Silos, 16, 24, 25, 162, 185
Simultaneous pain, importance of, 37-38
Size: of the problem, consideration of, in determining the convener of stature, 58-59; of value alliances, determining the, 60-61, 63

SkyTeam Alliance, 24, 32-33
Slavery, 93
SNOMED, 128
Social media: promise of, and translating it into profits, difficulty of, 11; use of, to create buzz for collaborative efforts, 122

Society, organizing, 1
Sociology: of aligning interests, 185; of collaboration, $3,10,146-147$; of value alliances, 9-10

Soft persuasion, 72
South America, 11, 16
Sovereign debt, pressue of, 173, 175176, 184

Speakers, having too few doers and, 66
Special intarests, being beholden to, 47
Specialisation efficiency, 168
Speed: of communication, 3; improved, through value alliances, $17-18$; to market, as essential, and inability to provide, 1-2
Spice Board, 168
Splinter groups/alliances, addressing, 119
Sports coaches, 121
Stage setting, instinct for, 48-49
Stakeholder capacity, providing, 141
Stakeholder participation, section on, in formal charters, 194-195

Stalemates/impasse: addressing, 117-118; declaring, consensusbuilding rule involving, 80-81
Standardized transportation systems, 175
Standards: and bringing them up early for discussion, importance of, 142; common, defining, 125, 127-128, $129,130,135-136,170$; 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 signups 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 convener of stature, 51
Student loan debt, 11
Substance: auhbrtative, $56,58,65$; 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 tor, 123, 167-168, 177

## T

Talent-consulting 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 also 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 2 1.
See also Western Regional Air Partnership (WRAI)
Trust: achieving in, 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, n.edical record systems in the, 11, 12, 69; mounting debe in the, pressure of, 175-176 1 at.onal security trends in the, $185-186$; origins of the, $18-19$; refurming 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 hoo fforts, 183-184; aspirations of, contrasting, with the problem ind consequences of inaction, $5 \cdot$ - Eeginning 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 ene 167; size of, determining the, 60-61; sociology of, 9-10; stories of, 11-16; superior resultc provided by, reasons for, 17-18; turinology facilitating formation of, 9; as temporary, $8,9,165,166$; that fail, addressing, 120; time frame of, 8 ; trends driving the creation of, 184187; 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;
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 styations, 148 , 156

Withholding information, 136
Work groups: low-CI versus high-CI, 157; technical, creating, 63-64, 193
Woris Health Organization, 11
VTorry, 34

