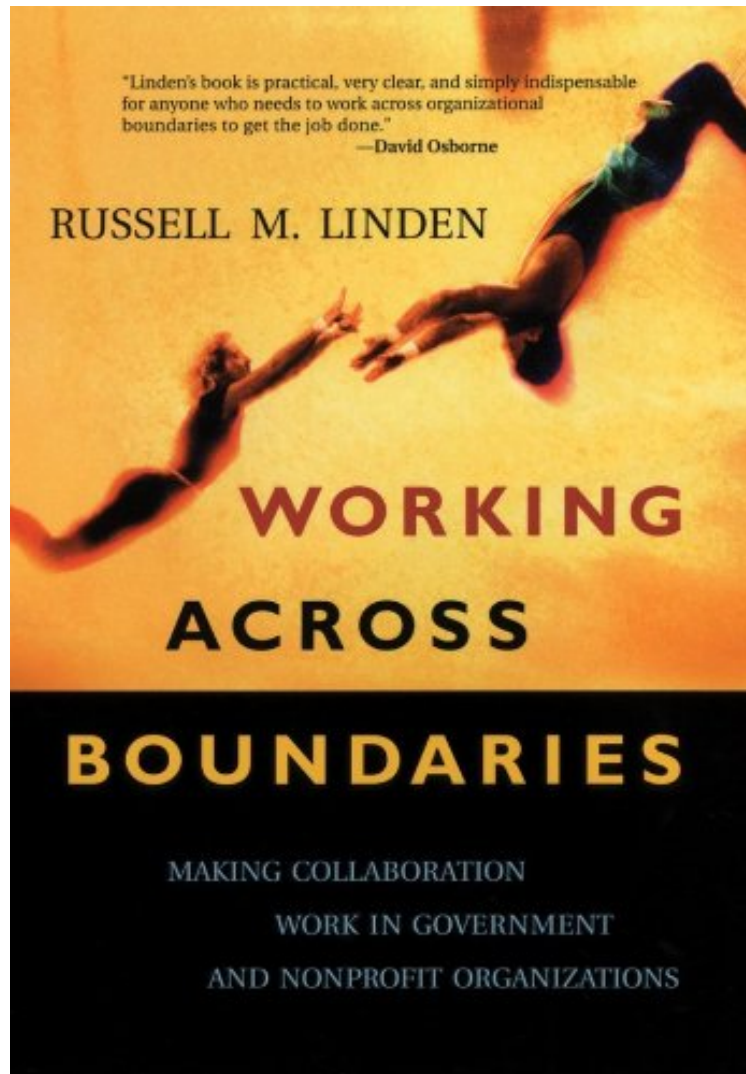


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## Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations (Jossey-Bass Nonprofit and Public Management Series)

*Russell M. Linden*

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**Russell M. Linden : Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations (Jossey-Bass Nonprofit and Public Management Series)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Working Across Boundaries: Making Collaboration Work in Government and Nonprofit Organizations (Jossey-Bass Nonprofit and Public Management Series):

0 of 0 people found the following review helpful. WordyBy solocat52Not a bad book. I bit too technical for what I

wanted, but I will keep it in my library of books to refer back to. 4 of 4 people found the following review helpful.

**Collaborative Processes** By Retired Reader Every year brings forth a new crop of books relating to business management or operations. Many are overpriced, a large number are worthless ('How to Manage Like Jack the Ripper'), and a minority are actually very good. This book published in 2002 is one of that minority. Russell Linden has chosen to specialize in the study of collaboration and collaborative processes. Over the course of over twenty years of analysis and application he has developed some very sound ideas on what makes collaborative efforts work and what causes them to fail. One does not have to read very far into this book to see that effective collaboration in an age of globalization is absolutely essential for business successes. It also becomes clear that collaboration is the cornerstone of knowledge based enterprises, which includes most government agencies. Linden has developed a collaborative model composed of four elements: 1) the basic requirements for collaboration to work (shared goals etc.); 2) the necessity for building effective relationships; 3) the establishments of mutually recognized 'high stakes' (i.e. recognition that collaboration will produce significant benefits); and 3) building a constituency for collaboration (people committed to making collaboration real). In the course of discussing his model, Linden, provides important insights on the important role of champions and the concept of institutional culture. He also illustrates his discussion with well chosen case studies to drive home the functionality of his model. Linden also provides good information on the often lost art of internal collaboration as well. This book is particularly relevant to the U.S. Intelligence Community (IC) where barriers of secrecy, a culture of insularity, and a belief that information is power has long prevented real inter-agency collaboration and worse has encouraged building barriers against collaboration even within single agencies. See "Spying Blind" by Amy Zegart (2007, .com).

0 of 0 people found the following review helpful.

**Working Across Boundaries: Both entertaining and instructive** By A Customer What do James Madison, Ralph Waldo Emerson, Peter Drucker, the Book of Exodus, Robert Frost, Vince Lombardi, T.S. Eliot, Dr. Spock and Albert Einstein all have in common? They are all quoted in Russ Linden's new book, "Working Across Boundaries: Making Collaboration Work in Government and Non-Profit Organizations." Linden ties them all together in an entertaining and instructive manual for managing in today's work environment. Linden's book is for practitioners, a group that includes me, since I have been practicing at this profession for almost 30 years. He holds true to the purpose he has set for the book, which is to help practitioners address the hurdles to collaboration and adopt strategies that lead to successful collaboration, in order to achieve better outcomes for their customers and communities. What I like best about the book is the use of stories to instruct and inform. Stories are the core tool in relationship building....I know that my bosses, often rely heavily on the stories told them by their constituents to make critical policy decisions....Linden's stories about the collaborative work of the Baltimore Child Advocacy Center; the National Marine Fisheries Service; the City of Charlotte, North Carolina, and others provide practical examples of how his models work in the real world. He not only suggests numerous techniques for establishing practical, collaborative efforts. He also adds a series of four "resource" chapters at the end of the book with illustrations of how these techniques have been applied, the most-asked questions about collaboration together with their answers, an assessment tool, and a summary of the situations in numerous organizations that have served as the basis for his conclusions and models. I especially liked Chapter 6 on "Forming Open, Trusting Relationships Among the Principals." It gave me some helpful hints on working with my council. Linden's book is a must-read for anyone trying to overcome the obstacles he says were created by James Madison and his buddies, who "consciously designed an inefficient government to keep men free." This "built-in" inefficiency and fragmentation cries out for the cure of collaboration.

**Working Across Boundaries** is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. Written by Russell M. Linden, one of the most widely recognized experts in organizational change, this no nonsense book shows how to make collaboration work in the real world. It offers practitioners a framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. Filled with in-depth case studies—including a particularly challenging case in which police officers and social workers overcome the inherent differences in their cultures to help abused children—the book clearly shows how organizations have dealt with the hard issues of collaboration. **Working Across Boundaries** includes Information on how to select potential partners Guidelines for determining what kinds of projects lend themselves to collaboration and which do not Suggestions on how to avoid common pitfalls of collaboration Strategies proven to work consistently The phases most collaborative projects go through The nature of collaborative leadership