



Collaborative Intelligence: Using Teams to Solve Hard Problems

By J. Richard Hackman

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Intelligence professionals are commonly viewed as solo operators. But these days intelligence work is mostly about collaboration. Interdisciplinary and even inter-organizational teams are necessary to solve the really hard problems intelligence professionals face. Tragically, these teams often devolve into wheel-spinning, contentious assemblies that get nothing done. Or members may disengage from a team if they find its work frustrating, trivial, or a waste of their time. Even teams with a spirit of camaraderie may take actions that are flat-out wrong.

But there is also good news. This book draws on recent research findings as well as Harvard Professor Richard Hackman's own experience as an intelligence community researcher and advisor to show how leaders can create an environment where teamwork flourishes. Hackman identifies six enabling conditions – such as establishing clear norms of conduct and providing well-timed team coaching – that increase the likelihood that teams will be effective in any setting or type of organization.. Although written explicitly for intelligence, defense, crisis management, and law enforcement professionals it will also be valuable for improving team success in all kinds of leadership, management, service, and production teams in business, government, and nonprofit enterprises.

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Editorial Review

About the Author

J. Richard Hackman is the Edgar Pierce Professor of Social and Organizational Psychology at Harvard University. He is one of the leading experts in the world on group dynamics, team performance, leadership effectiveness, and the design of self-managing teams and organizations. His book *Leading Teams* won the George R. Terry Book Award of the Academy of Management in 2004 for the “Most Outstanding Contribution to the Advancement of Management Knowledge.” He also authored the classic book *Groups That Work (and Those That Don’t)* and he coauthored *Senior Leadership Teams* with Ruth Wageman, Debra Nunes, and James Burruss. He is a member of the U.S. Intelligence Science Board.

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