COLLABORATION

HOW LEADERS
AVOID THE TRAPS,
CREATE UNITY, AND
REAP BIG RESULTS

MORTEN T. HANSEN

T-Shaped in Management
CASE STUDY: ROB PARSON

"Lone star
playkeitskillsè"

INDIVIDUAL PERFORMANCE

LONE STAR
LAGGARD

T-SHAPED MANAGER
BUTTERFLY

CROSS-UNIT CONTRIBUTION
T-SHAPED MANAGERS

INDIVIDUAL PERFORMANCE

COLLABORATION
CULTIVATING T-SHAPED

✔ attitude
✔ empathy
✔ skills
✔ network
HOW CULTIVATE T-SHAPED?
<table>
<thead>
<tr>
<th></th>
<th>Individual Results</th>
<th>Collaborative Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonus + Pay</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Promotion</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Let Go</td>
<td>✓</td>
<td>–</td>
</tr>
<tr>
<td>Recruitment</td>
<td>✓</td>
<td>✓</td>
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