

# THE RULES OF COLLABORATION

1. **COMPETENCE**
2. **A SHARED, UNDERSTOOD GOAL.**
3. **MUTUAL RESPECT, TOLERANCE AND TRUST.**
4. **CREATION AND MANIPULATION OF SHARED SPACES.**
5. **MULTIPLE FORMS OF REPRESENTATION.**
6. **PLAY WITH REPRESENTATIONS.**
7. **CONTINUOUS, BUT NOT CONTINUAL, COMMUNICATIONS**
8. **FORMAL AND INFORMAL ENVIRONMENTS.**
9. **CLEAR LINES OF RESPONSIBILITY, BUT NO RESTRICTIVE BOUNDARIES.**
10. **DECISIONS DO NOT HAVE TO BE MADE BY CONSENSUS.**
11. **PHYSICAL PRESENCE IS NOT NECESSARY.**
12. **SELECTIVE USE OF OUTSIDERS.**
13. **COLLABORATIONS END**

IN FORBES ASAP - JUNE 5, 1995 - FROM "NO MORE TEAMS" BY MICHAEL SCHRANGE,  
1990, RANDOM HOUSE, (FORMERLY TITLED "SHARED MINDS")



OPINIONS AND FEELINGS ARE FREQUENTLY A PERSONAL TRIUMPH OVER GOOD THINKING  
YOU DEFINE REALITY BY WHAT YOU KNOW, WHAT YOU BELIEVE, AND WHAT YOU DO ABOUT IT.