# Contents

Figures and Table vi
Foreword xi
Preface xv
Acknowledgments xix

1 Collaboration: It’s All about Creating Value 1
2 The Collaborative Value Creation Spectrum: A Deeper Understanding of Value 9
3 The Collaborative Value Mindset 41
4 Collaboration Stages and Value Relationships 65
5 Collaborative Value Creation Processes 127
6 Assessing the Value of Collaboration Outcomes 179
7 Twelve Smart Practices for Maximizing Collaborative Value Creation 199

Notes 219
References 241
About the Authors 277
Index 279
Figures and Table

FIGURES

Figure 1.1. The Collaborative Value Creation Framework  6
Figure 2.1. The Collaborative Value Creation Spectrum  10
Figure 2.2. The Value Creation Spectrum: Resource Directionality  12
Figure 2.3. The Collaborative Value Creation Spectrum: Resource Complementarity  16
Figure 2.4. The Collaborative Value Creation Spectrum: Resource Nature  19
Figure 2.5. The Collaborative Value Creation Spectrum: Linked Interests  21
Figure 2.6. The Collaborative Value Creation Spectrum and Sources of Value  24
Figure 2.7. Value Creation and Types of Value  36
Figure 2.8. The Collaboration Value Portfolio  37
Figure 4.1. The Collaboration Continuum Matrix  67
Figure 4.2. Collaboration Continuum Value Drivers  125
Figure 5.1. The Collaboration Process Value Chain  129
Figure 5.2. The Collaboration Process Value Chain: The Formation Phase  133
Figure 5.3. The Collaboration Process Value Chain: The Selection Phase  147
Figure 5.4. The Value Configuration Matrix  149
Figure 5.5. The Collaboration Process Value Chain: The Implementation Phase  156
Figure 5.6. The Collaboration Process Value Chain: The Institutionalization Phase  166

Figure 5.7. The Elaborated Collaboration Process Value Chain  177

TABLE

Table 3.1. Thirteen Dimensions of the Collaborative Value Mindset  61
To the fellow researchers and nonprofit and business practitioners whose creativity, talents, and commitment serve to create collaborative value for individuals, organizations, and society. May this book honor their past efforts and contribute to their future progress.