



As One: Individual Action Collective Power

By Mehrdad Baghai, James Quigley

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Our world is as much about cooperation as it is about conflict; as much about collaboration as competition. Yet our knowledge of collective behavior is still relatively slim. Leaders who have been trained in the command-and-control mode of management are realizing that it often fails to truly engage people; in response, management thinkers have proclaimed the advent of a new, participatory model. But why should there be only two modes of collective behavior?

For the past two years Deloitte has invested in a major global initiative, the As One project, to study effective collaborations. The project has discovered that there are many modes of "As One behavior" and that all are effective in certain contexts. As One defines eight archetypes of leaders and followers. Taking more than 60 cases of successful collective behavior, the authors define the characteristics for each model and show how you can apply them to your organization. As One will show you a new way to lead, and to get your team working to reach all your goals. Imagine what we could accomplish if we could unlock the power of As One on a global scale.

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