



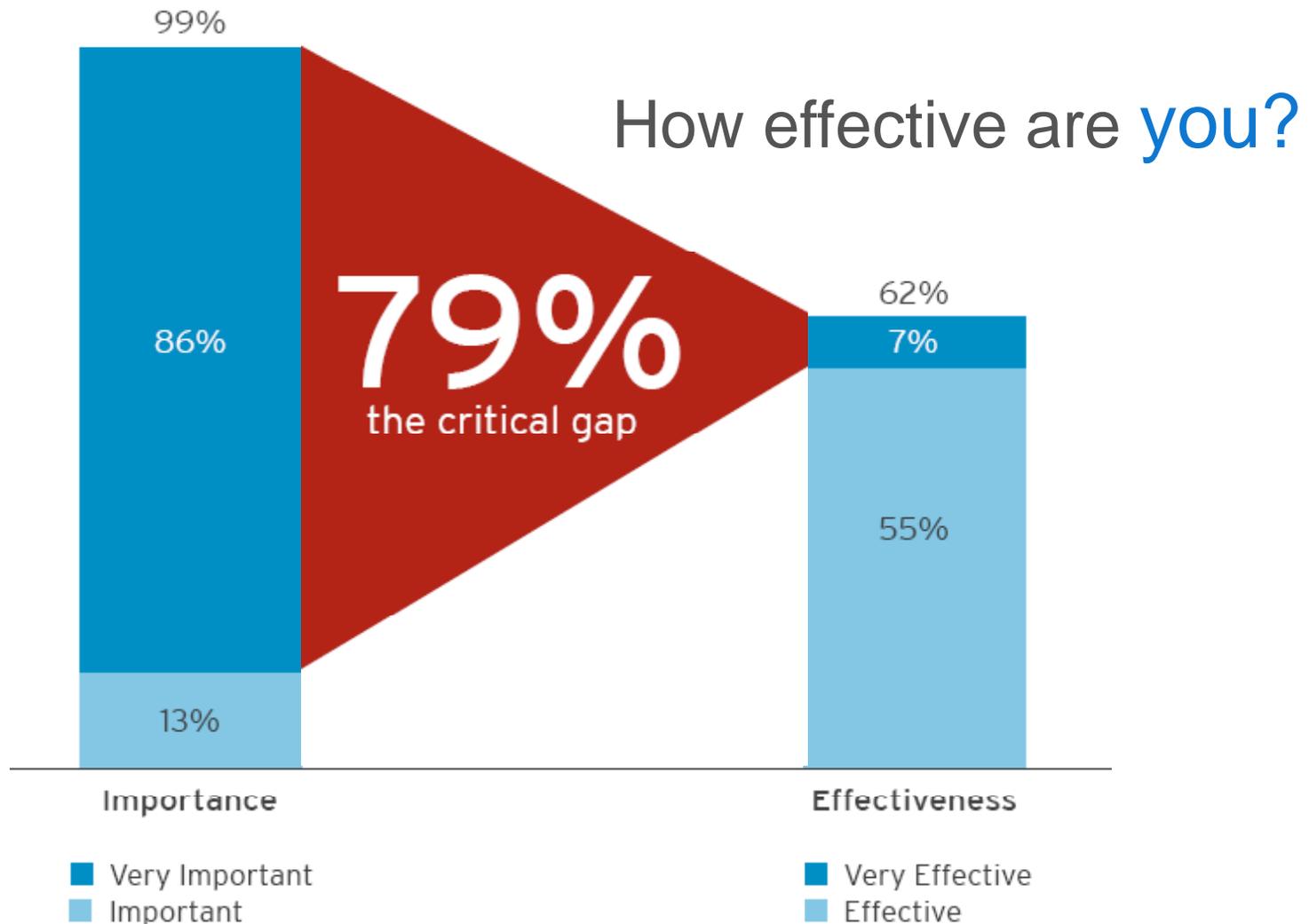
Boundary Spanning Leadership



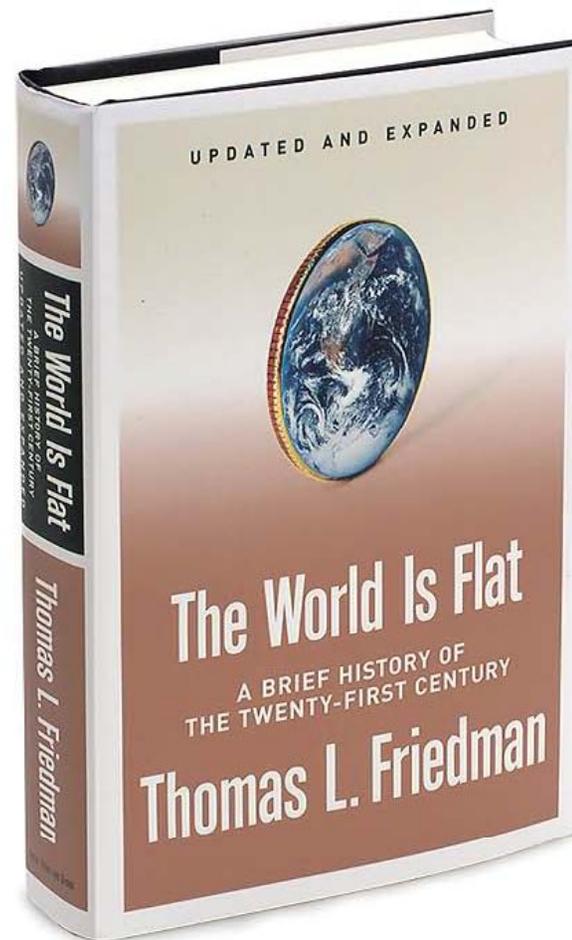


How important is it for you to collaborate effectively across boundaries in your professional and community life?

How important is it for you to collaborate effectively across boundaries?



Our research at CCL **began...**

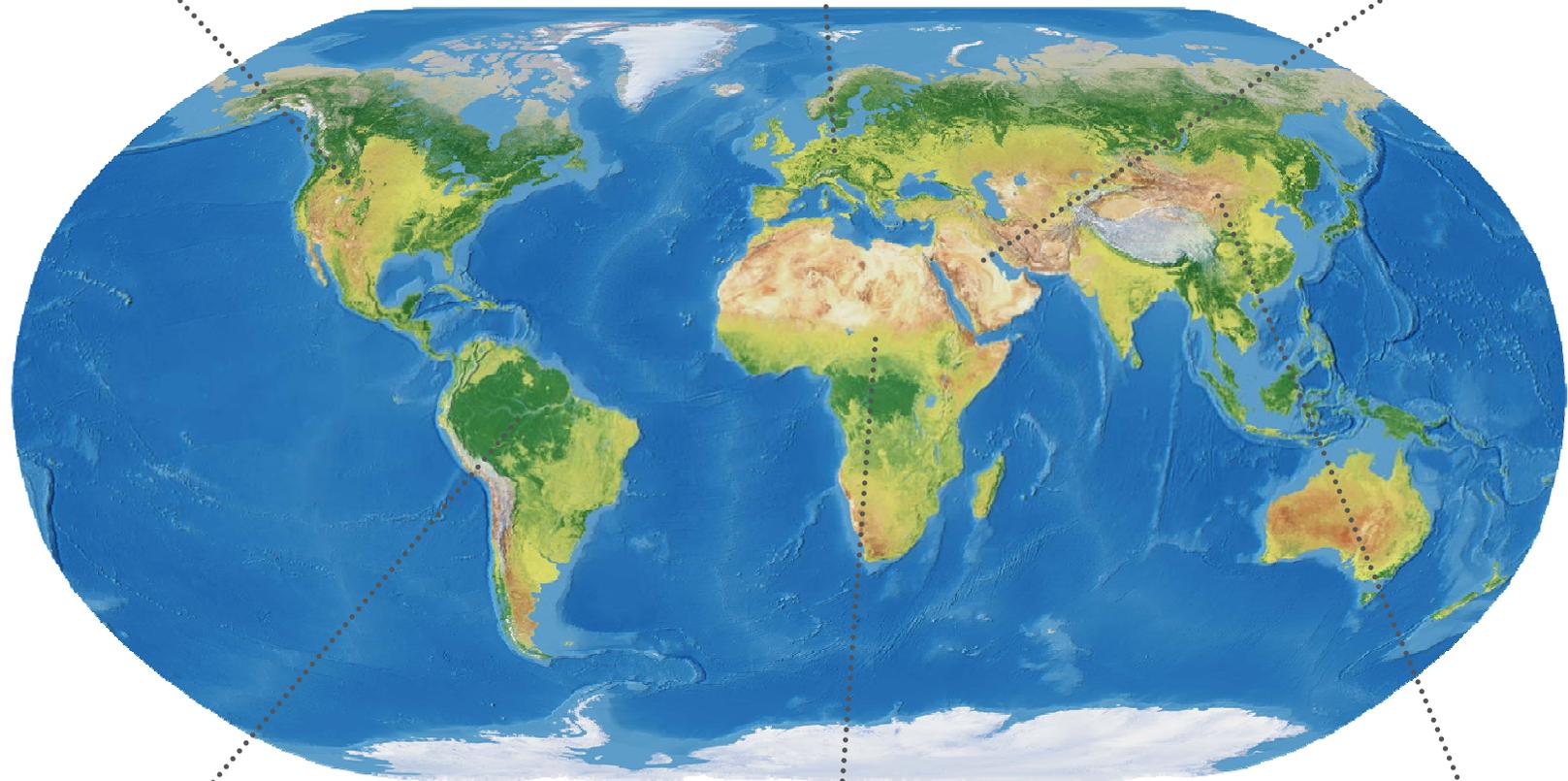


Our journey **crossed**....

North America

Europe

Middle East



South America

Africa

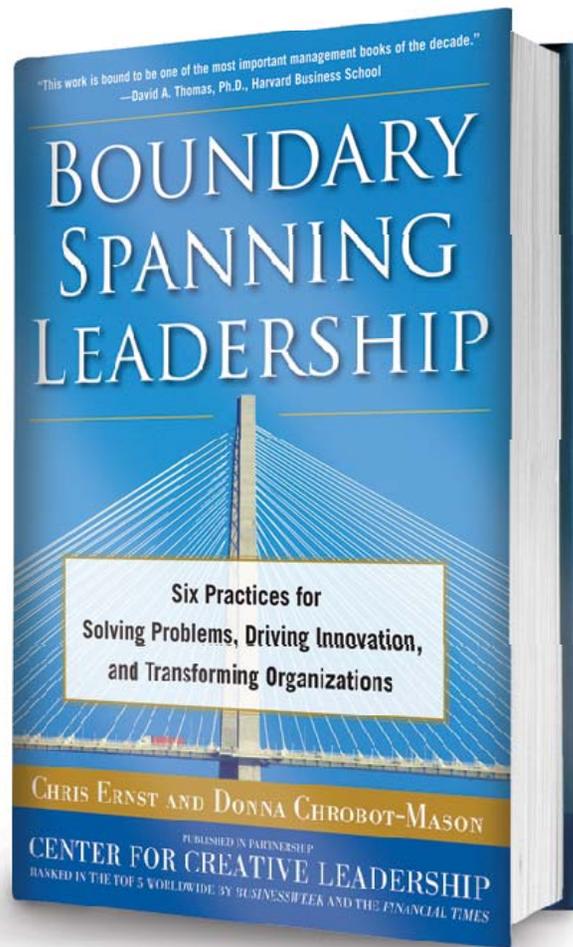
Asia

Yet our relationships with one
another remain as **divided and**
US jagged as ever.

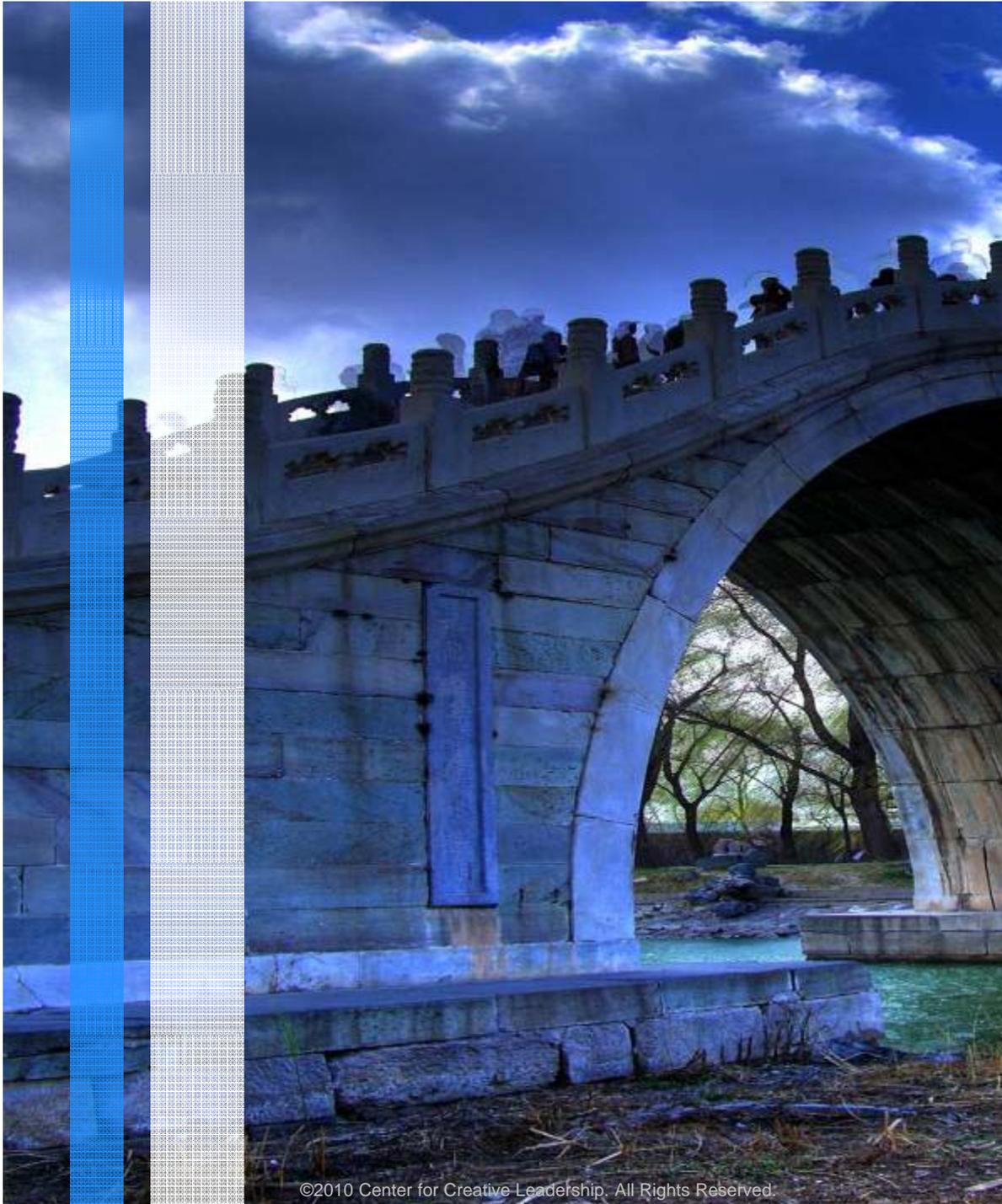
Th

them

Boundary Spanning Leadership



“In a flat world, **bridging boundaries** between groups is the new and critical work of leadership.”



©2010 Center for Creative Leadership. All Rights Reserved.

What

is boundary spanning
leadership?

Why

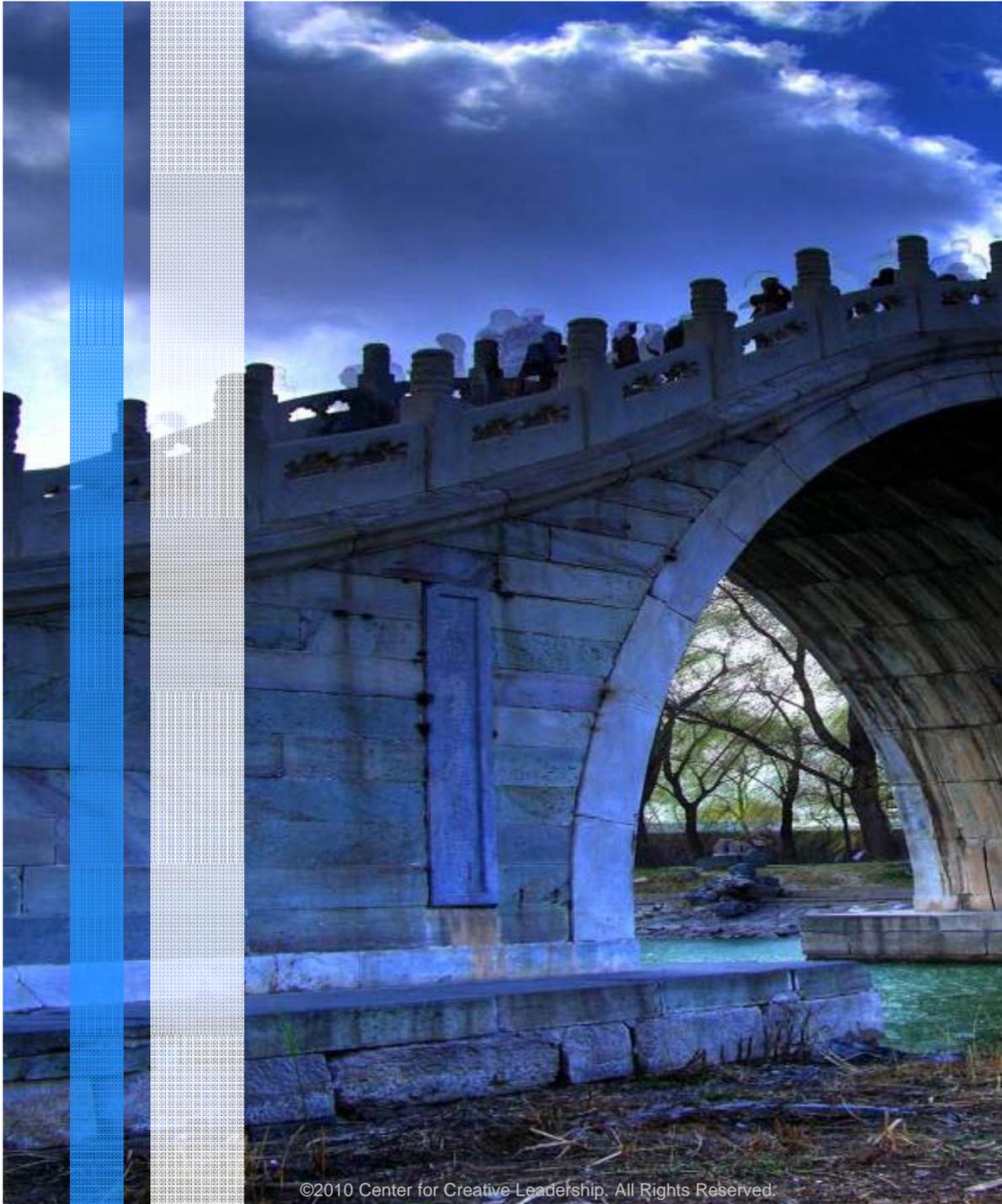
is it needed?

How

can leaders span
boundaries?

So What

are the implications
for you?



©2010 Center for Creative Leadership. All Rights Reserved.

What

is boundary spanning leadership?

Why

is it needed?

How

can leaders span boundaries?

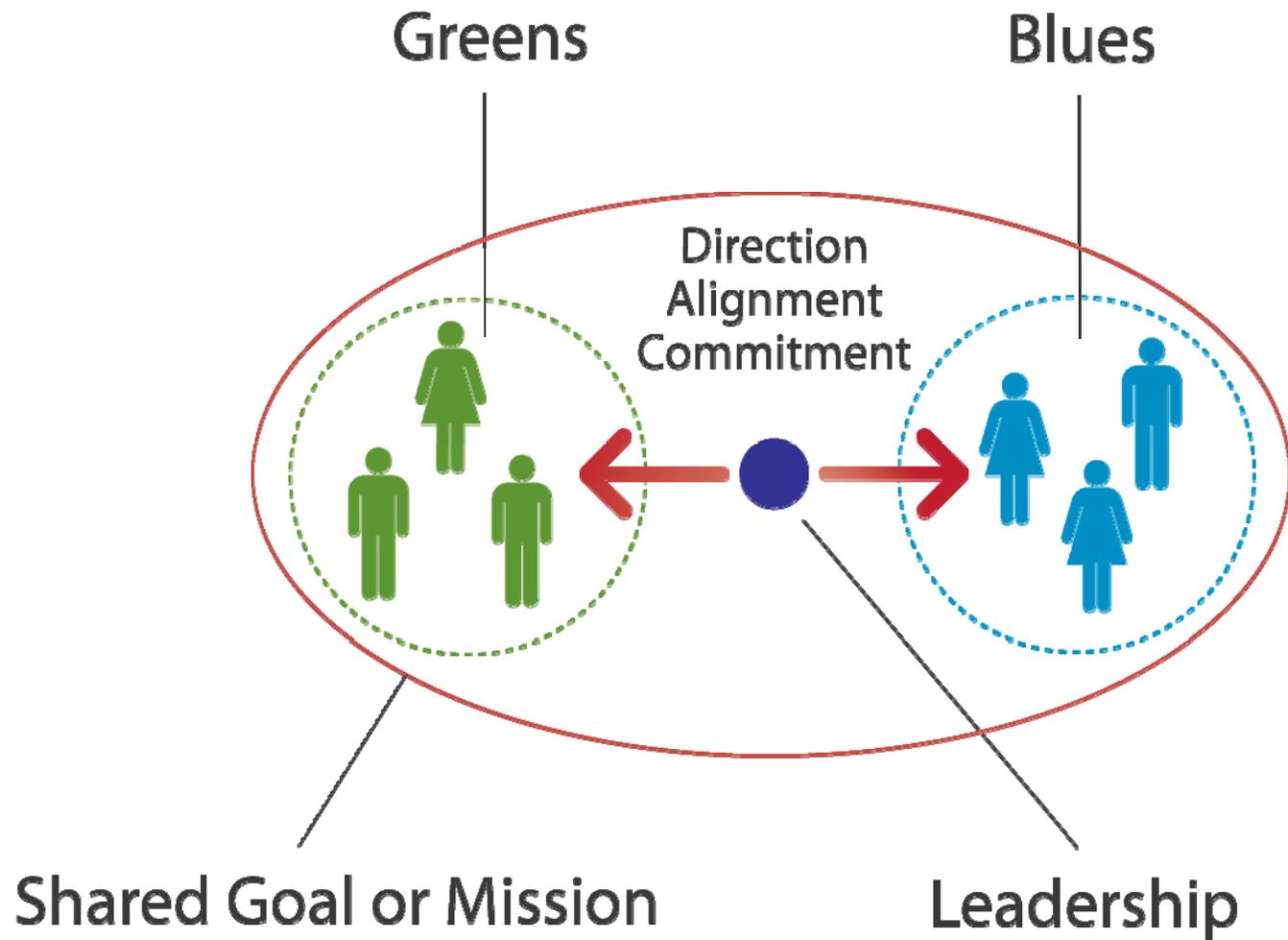
So What

are the implications for you?

Boundary spanning leadership

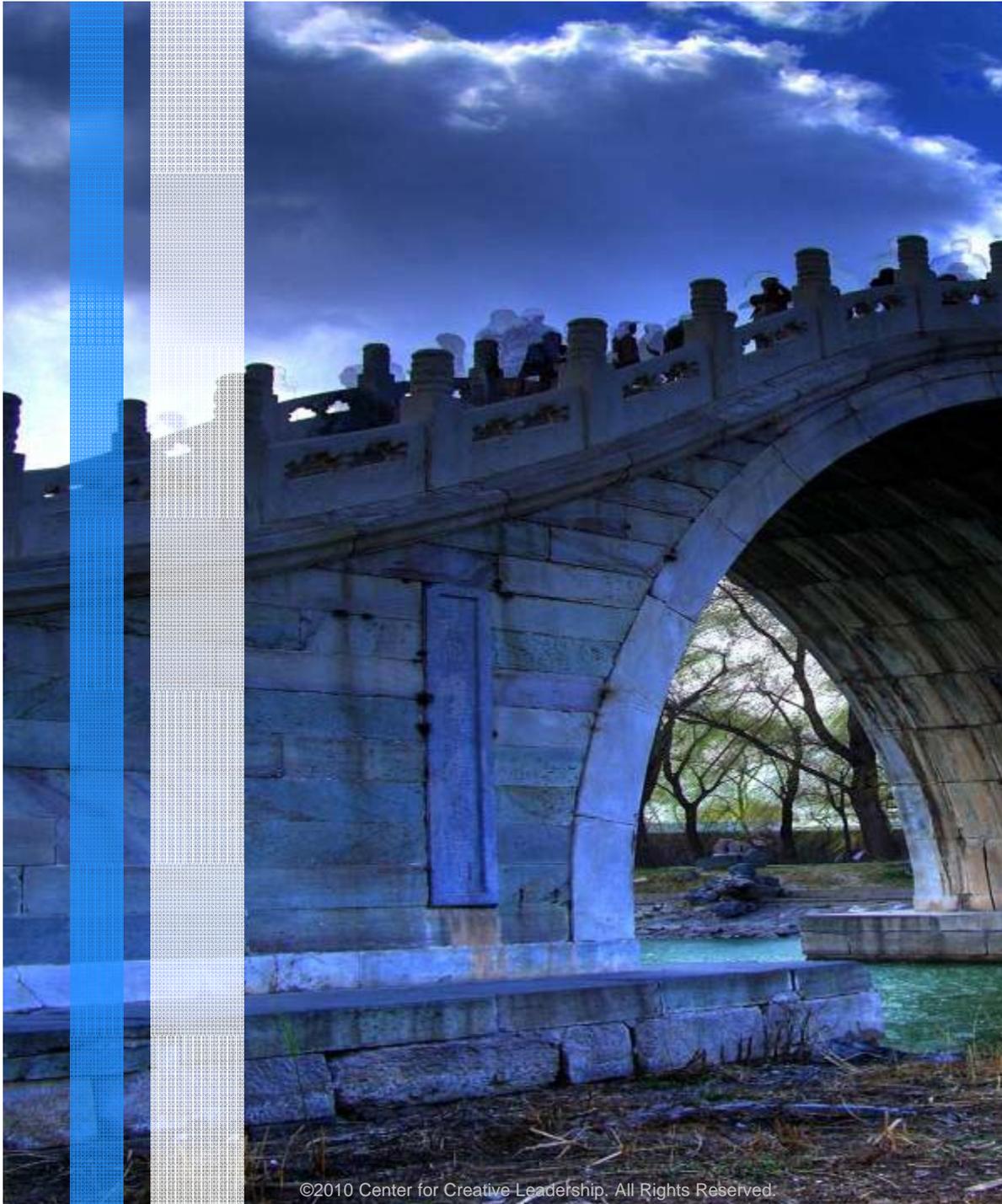


Boundary spanning leadership



Question for Reflection:

What is a challenge you or your organization currently face that can *only* be solved by collaborating across boundaries?



©2010 Center for Creative Leadership. All Rights Reserved.

What

is boundary spanning
leadership?

Why

is it needed?

How

can leaders span
boundaries?

So What

are the implications
for you?

The 5 boundaries of leadership

Vertical

Stakeholder

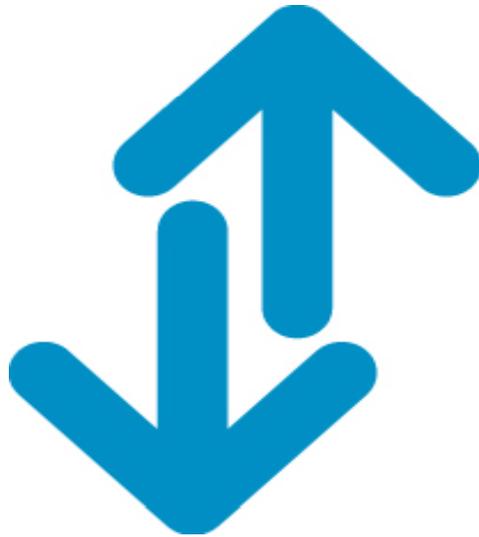
Geographic



Horizontal

Demographic

Vertical boundaries across levels & authority



We have a boundary that runs up and down the organizational chart. We have work to do to **create better interaction** between senior executives and middle to entry managers.

— Sr. Vice President,
Automotive Retail

Horizontal boundaries across functions & expertise



My organization consists of 8 functional units and 7 laboratories, in which more and more of our problems require **cross-functional solutions**. Unfortunately, each lab has its own management culture, and this causes real challenges in partnering.

— Head Director,
Government R&D Agency

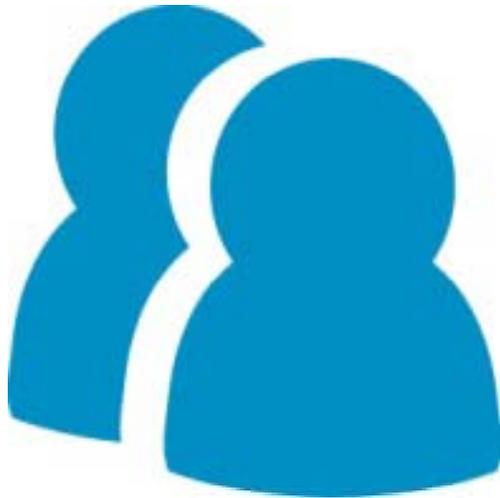
Stakeholder boundaries across external groups & interests



We struggle in creating effective customer-vendor relationships. There is a great need for creating **common goals**, but our objectives are often conflicting.

— Group President,
Clothing Retail

Demographic boundaries across diverse groups & differences



We are incorporating more and more diversity into our organization from what used to be a very monolithic culture. It brings **enormous advantages** but also management challenges.

— Senior Executive,
Pharmaceuticals

Geographic boundaries

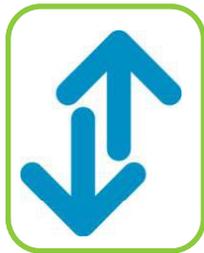
across locations, regions, markets & distance



We must learn
to collaborate not
only across our
vast country, but
with people from
around the globe.

— General Manager,
Chinese Telecom Company

The 5 boundaries of leadership



Vertical

across levels & authority



Horizontal

across functions & expertise



Stakeholder

across external groups & interests



Demographic

across diverse groups & differences

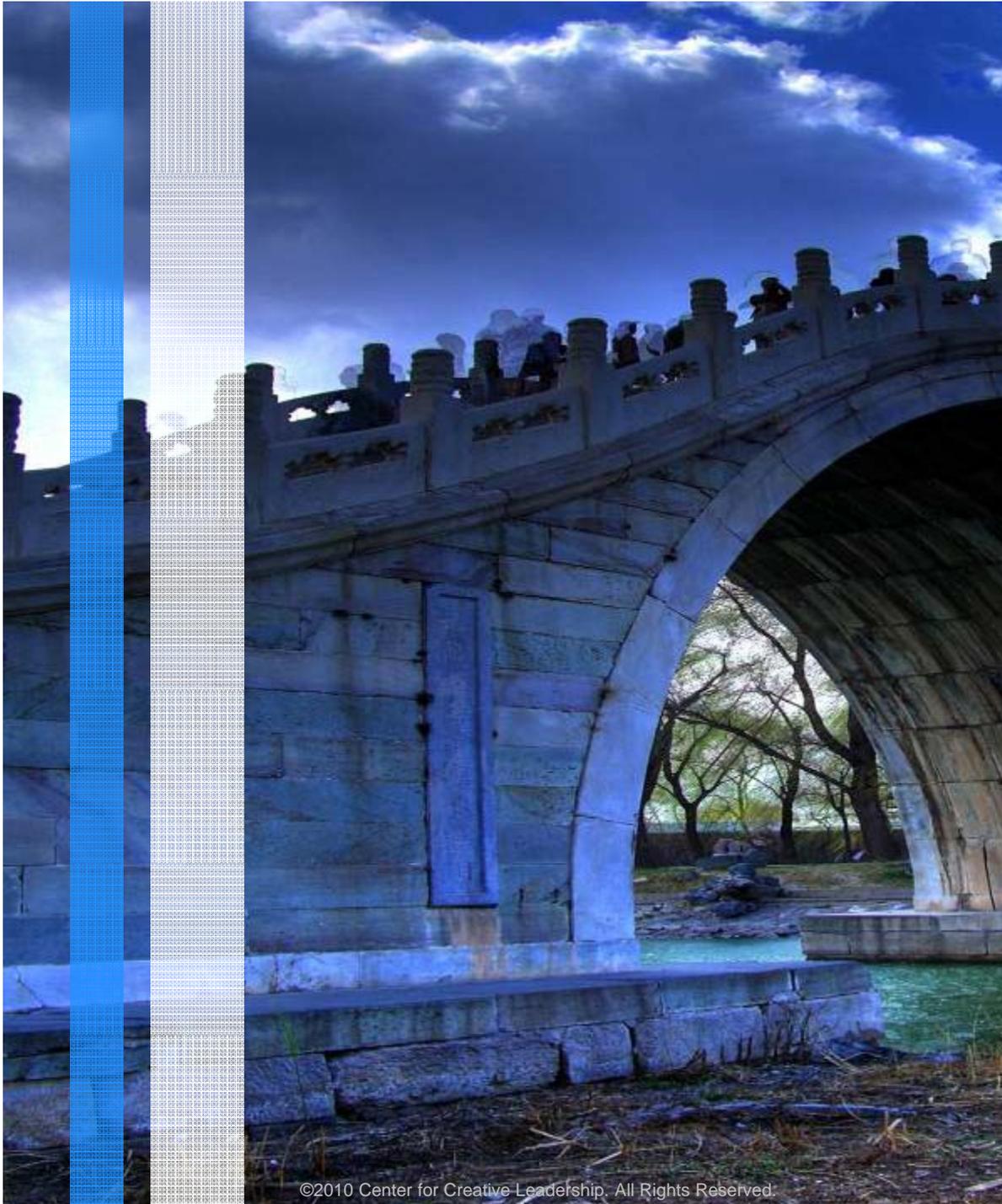


Geographic

across markets & distance

Question for Reflection: Leadership Across Boundaries

- At Your Best - Across what type of boundary is your organization *most effective* at collaborating?
- At Your Worst – Across what type of boundary is your organization *least effective* at collaborating?



©2010 Center for Creative Leadership. All Rights Reserved.

What

is boundary spanning
leadership?

Why

is it needed?

How

can leaders span
boundaries?

So What

are the implications
for you?

3 boundary spanning strategies



Managing
Boundaries



Forging
Common Ground



Discovering
New Frontiers



Managing Boundaries

Taps into the power of *differentiation* – *the need for distinctiveness, divergence, and uniqueness across group boundaries.*



Forging Common Ground

Taps into the power of *integration* – *the need for unity, convergence, and belonging.*

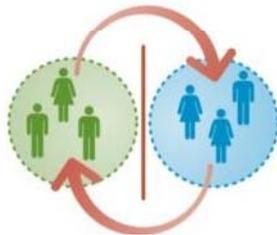
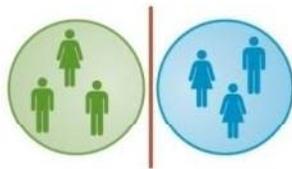


Discovering New Frontiers

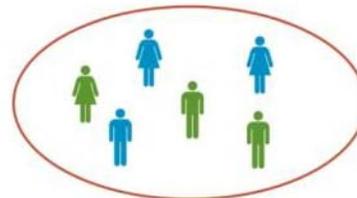
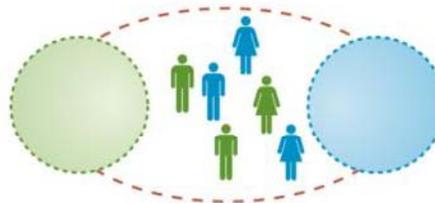
Taps into the power of *integration and differentiation simultaneously* – the location where the most advanced and innovative opportunities await.

6 boundary spanning practices

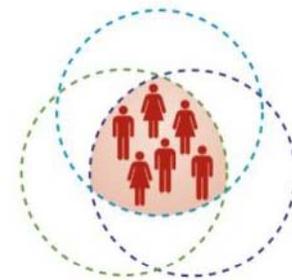
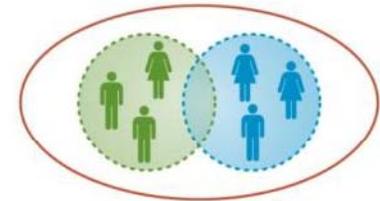
Manage Boundaries



Forge Common Ground

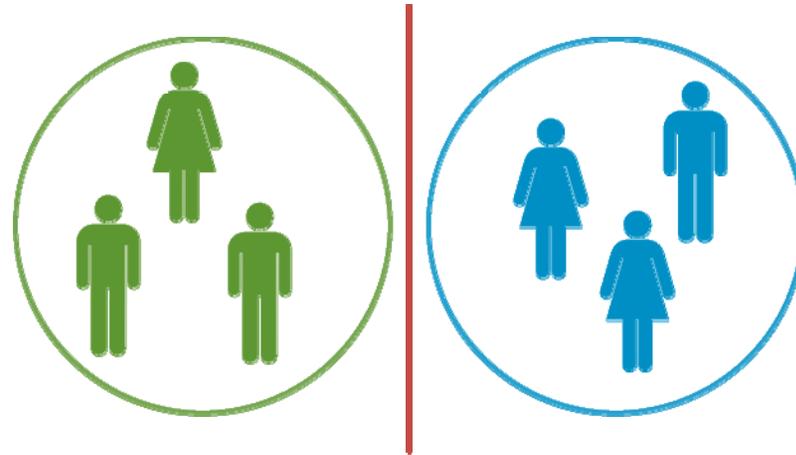


Discover New Frontiers



Buffering

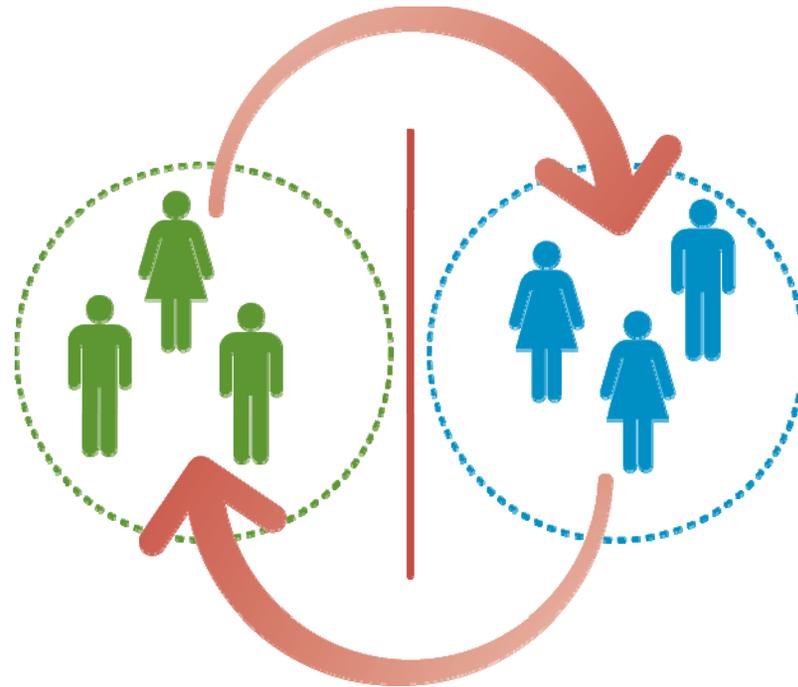
Define Boundaries



Outcome = Safety & Security

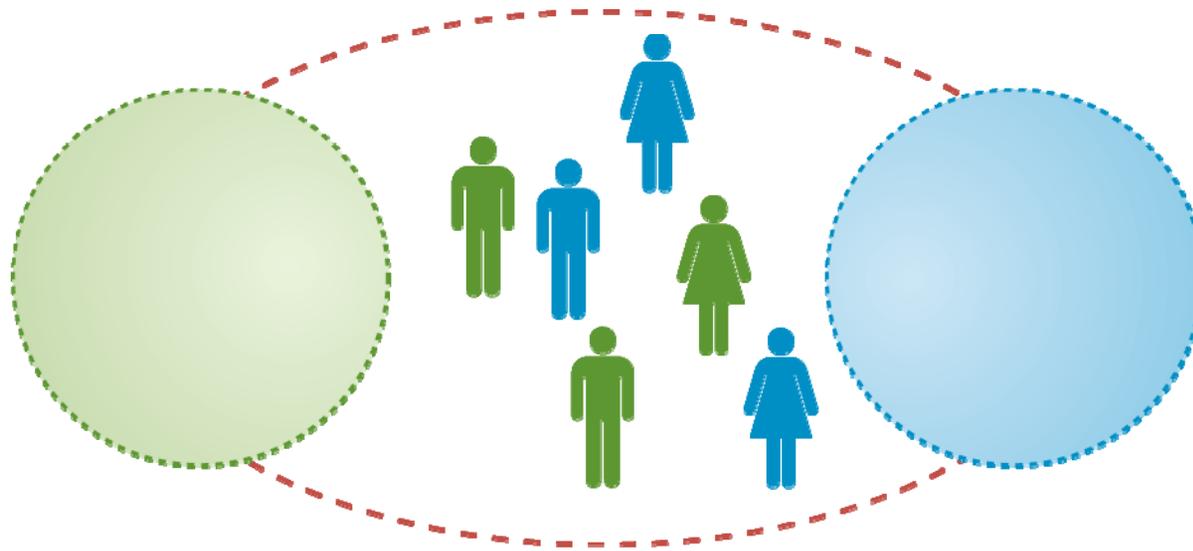
Reflecting

Understand Boundaries



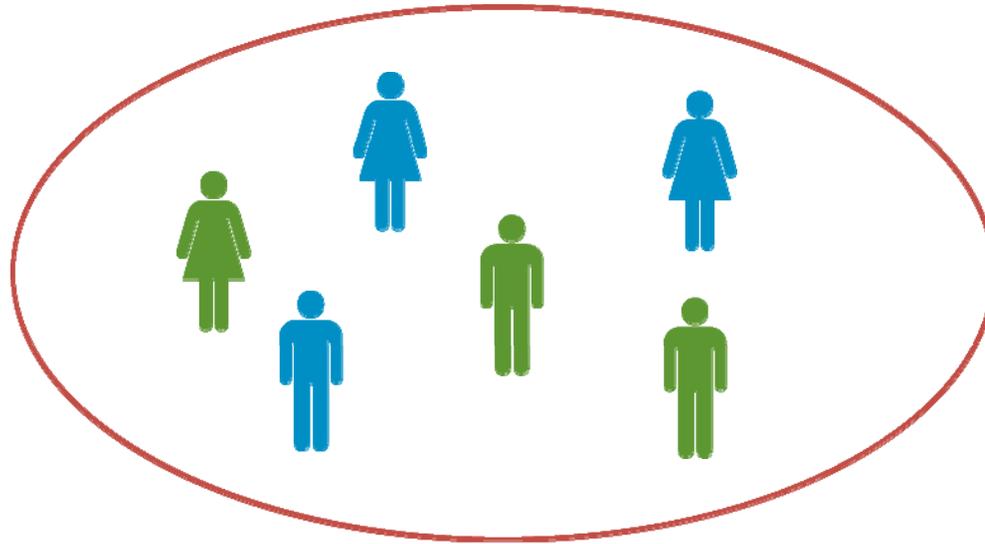
Outcome = Awareness & Respect

Connecting Suspend Boundaries



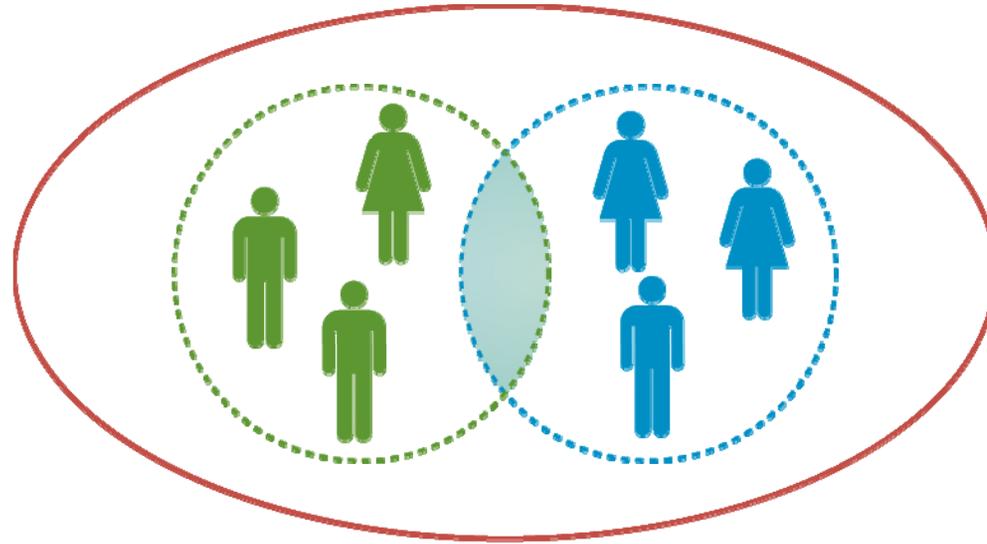
Outcome = Mutual Confidence & Trust

Mobilizing Reframe Boundaries



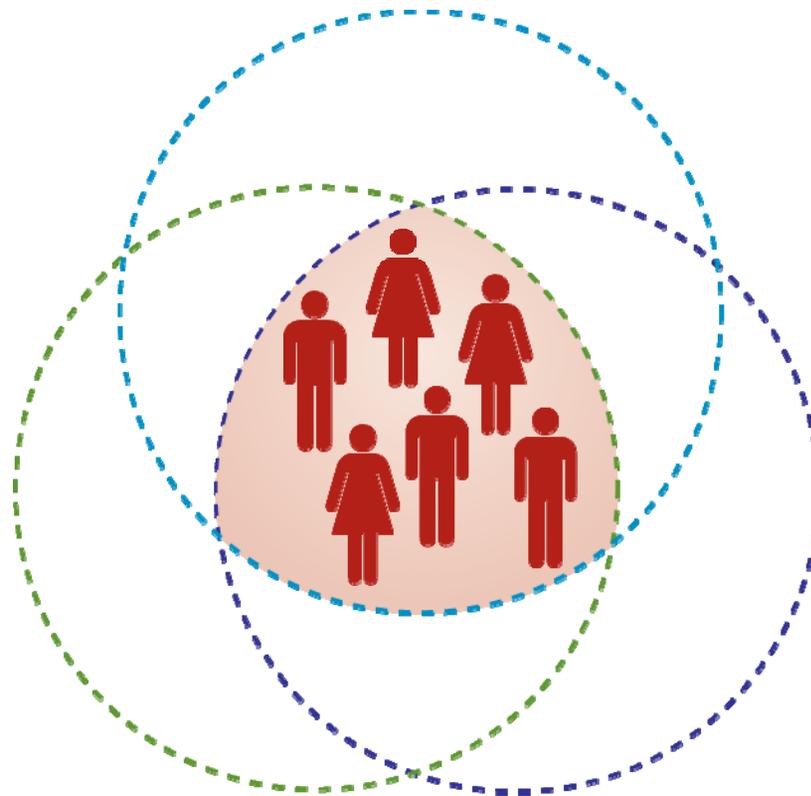
Outcome = Community, Ownership & Accountability

Weaving Interlace Boundaries



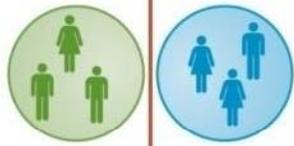
Outcome = Interdependence & Collective Learning

Transforming Cross-Cut Boundaries

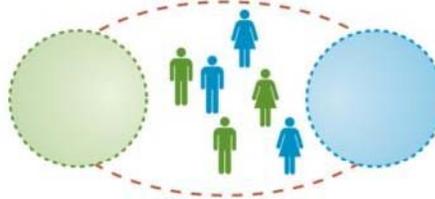


Outcome = Reinvention & Alternative Futures

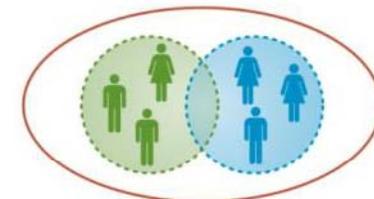
6 boundary spanning practices



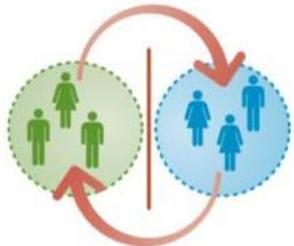
BUFFERING



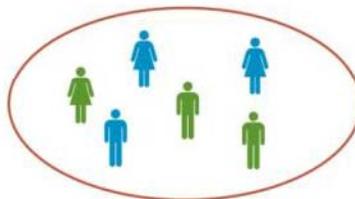
CONNECTING



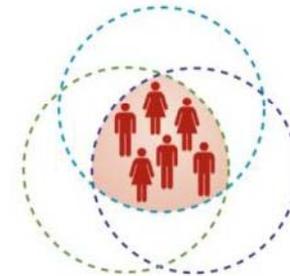
WEAVING



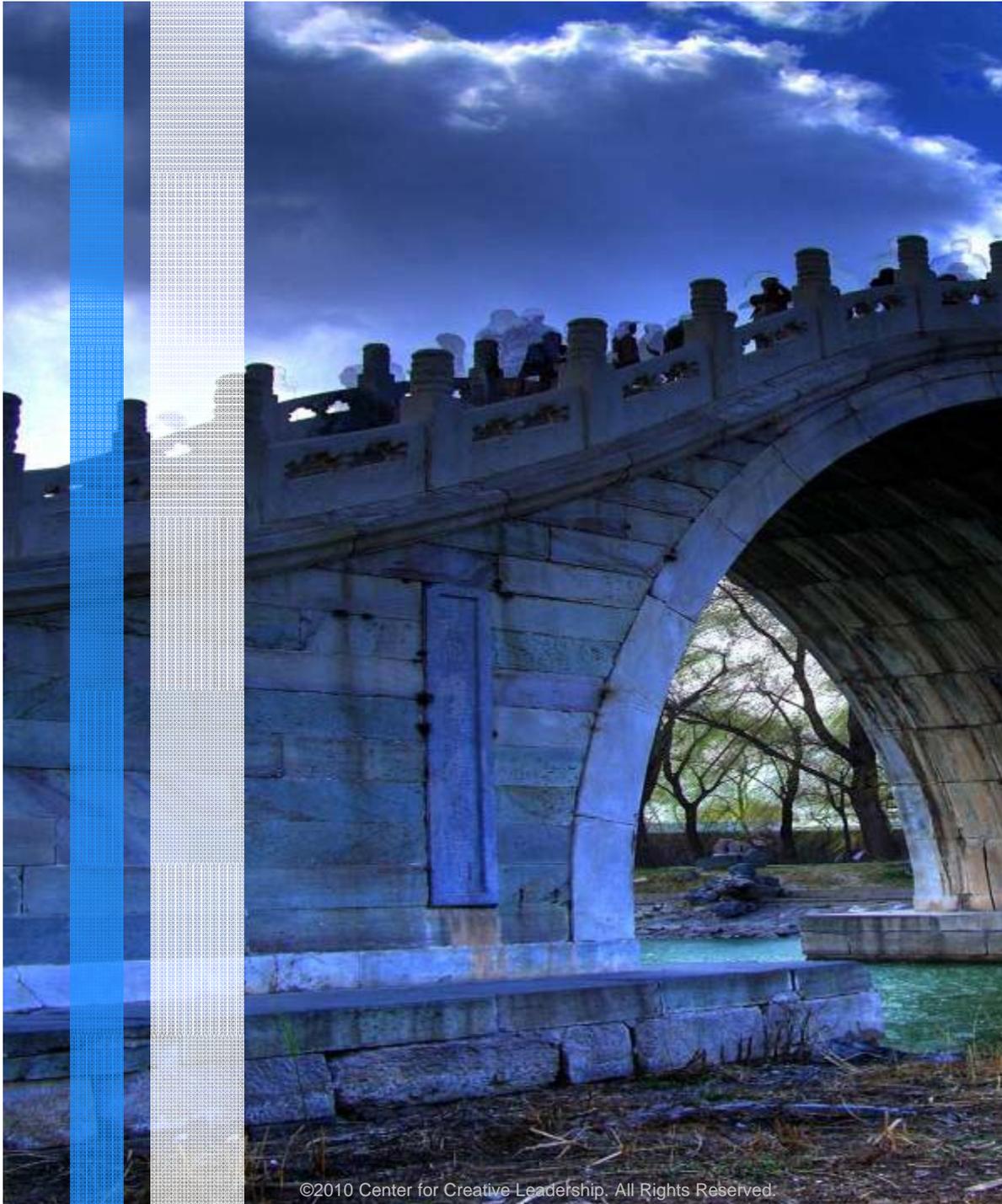
REFLECTING



MOBILIZING



TRANSFORMING



©2010 Center for Creative Leadership. All Rights Reserved.

What
is boundary spanning
leadership?

Why
is it needed?

How
can leaders span
boundaries?

So What
are the implications
for you?

SOCIETY ORGANIZATION GROUP INDIVIDUAL SOCIETY ORGANIZATION GROUP IN

DIRECTION ALIGNMENT COMMITMENT

SOGI

SOCIETY

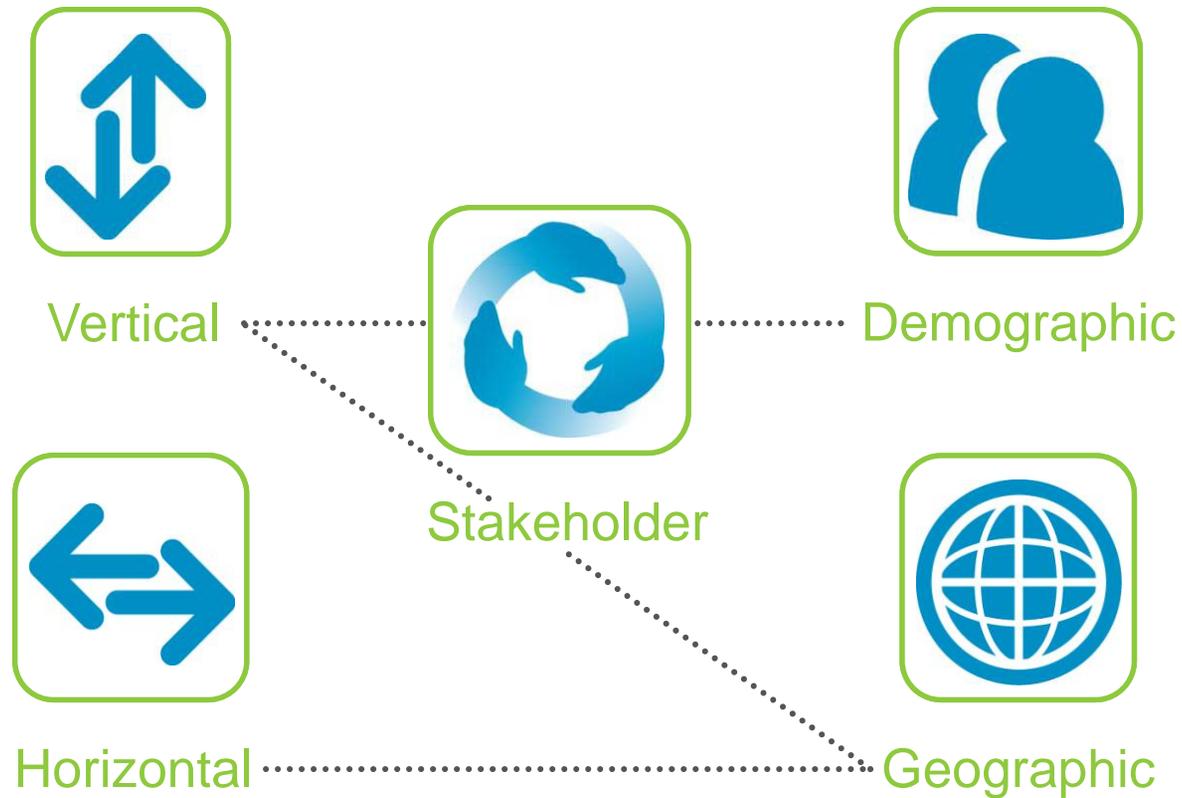
ORGANIZATION

GROUP

INDIVIDUAL

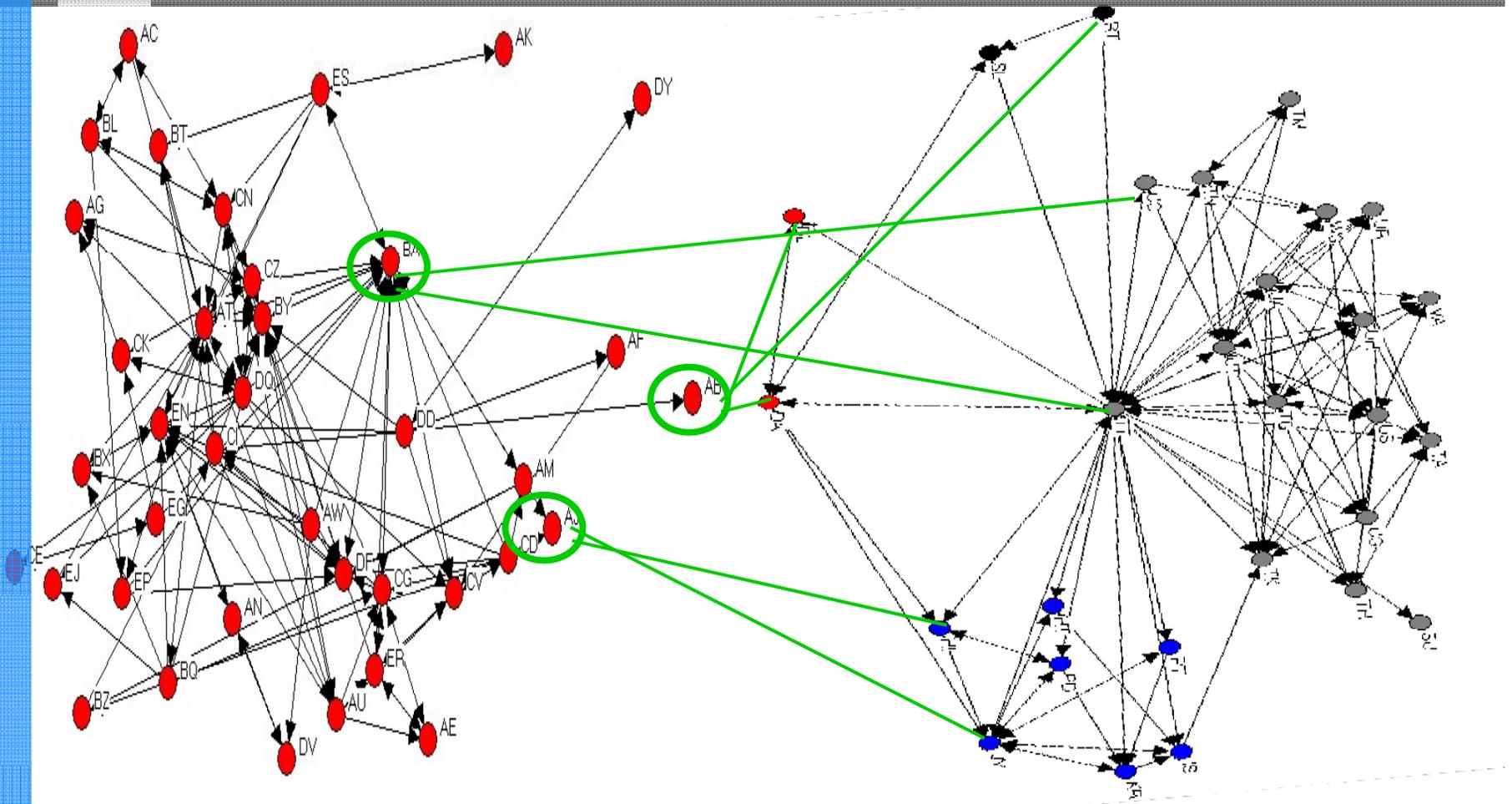
TY ORGANIZATION GROUP INDIVIDUALSOCIETY ORGANIZATION GROUP INDIVIDUA

Developing **individuals** to span boundaries



How can you help develop leaders to work collaboratively across boundaries?

Developing groups and teams to span boundaries



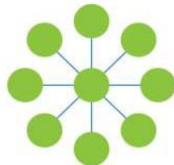
How can you help develop groups and teams to work across the boundaries between them?

Developing **organizations** to span boundaries



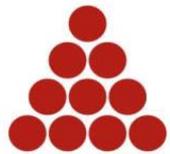
Interdependent

Leadership is a **collective** activity



Independent

Leadership emerges out of **individual knowledge and expertise**



Dependent

people in authority
are responsible for leadership

How can you develop leadership cultures that cultivate and encourage spanning boundaries?

Developing a **global society** to span boundaries

Job Creation

Climate Change

Innovation

Natural Disasters

Economic Crises

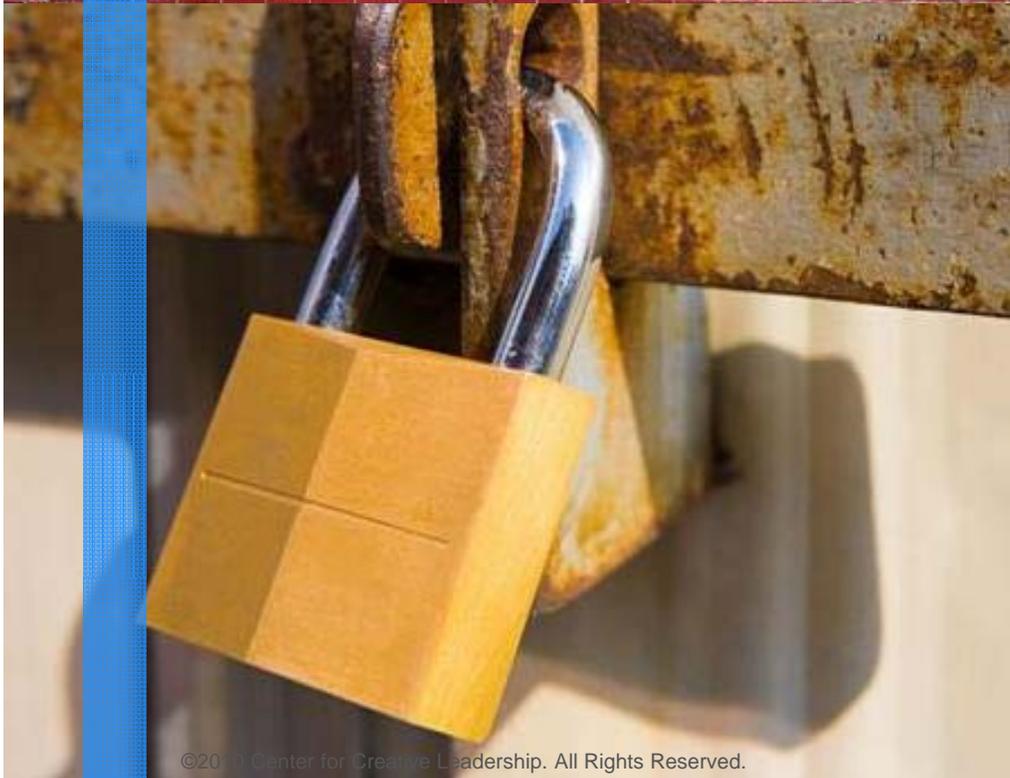
Poverty & Education

How can you contribute to a world that must span
boundaries to thrive?

BOUNDARIES

bound·a·ry

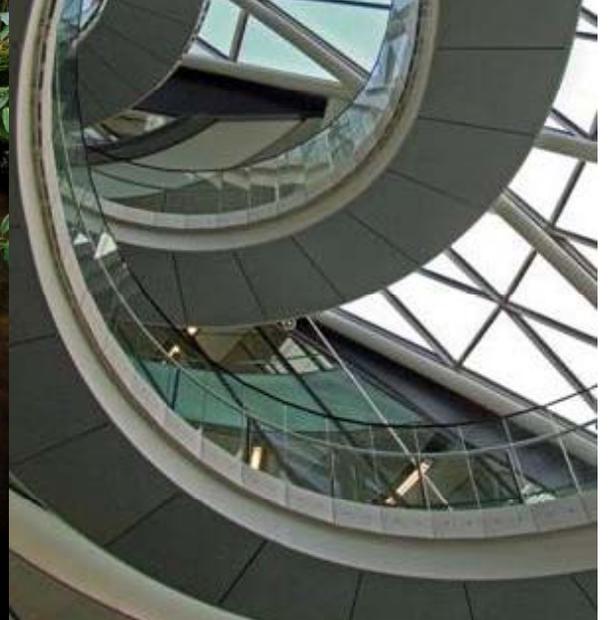
1. Something that indicates bounds or limits; a *border* or bounding line



FRONTIERS

bound·a·ry

2. Also called *frontier*. The location of the most advanced or newest activity in an area.



Thank You —

We invite you to join the conversation at

The screenshot shows the website for 'Boundary Spanning Leadership' by Chris Ernst and Donna Chrobot-Mason. The header features the Center for Creative Leadership logo and the book title. A navigation bar includes links for 'Book', 'Beyond the Book', 'Media and Events', and 'Contact'. The main content area is divided into several sections:

- RECENT BLOG POSTS:** Includes a 'Featured Event' for Oct 20, 2010 (Human Capital Management: Federal (HCMF) 2010 Nov...) and a post about 'Boundary Spanning Leadership Coming Soon!' for Sep 29, 2010.
- Your Story:** A section for sharing stories about boundary spanning in action.
- Your Tactics:** A section for sharing tactics for spanning boundaries.
- Book Promotion:** A large image of the book 'Boundary Spanning Leadership' with a 'Click Here to purchase' button. Below it, a 'Start Reading for FREE!' offer to read the introductory chapter is available.
- Quote:** A quote by Thomas Merton: "The whole idea of compassion is based on a keen awareness of the interdependence of all these living beings, which are all part of one another, and all involved in one another." with a 'Next quote »' link.
- Event Promotion:** Small images for HCMF (November 15-17, 2010, Vennis, VA) and a CCL Webinar (November 16, 2010).

www.spanboundaries.com