

Boundary Spanning Leadership

Center for Creative Leadership[®]

Three Steps:

- 1) Share story with a partner
- 2) Identify similarities
- 3) Report out What are the key themes?

Think about a current challenge you face that requires you to work collaboratively with people who are quite different from you.

What

What is boundary spanning leadership?

Why

Why is it needed?

So What

So what are the outcomes?

How

How can it be practiced?



What is boundary spanning leadership?



Direction

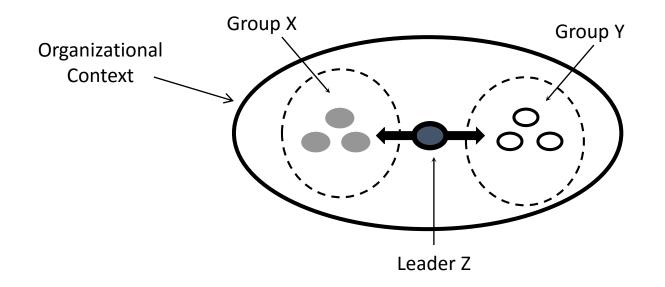
Leadership

©2010 Center for Creative Leadership. All Rights Re



The capability to create direction, alignment, and commitment across boundaries in service of a higher vision or goal

Intergroup or Between-Group Leadership



Question 2:

Why is boundary spanning needed?



The 5 boundaries of leadership



Vertical Across levels, hierarchy & authority



Demographic Across diverse groups (nationality, gender, age, culture ...)



Horizontal Across business, function & expertise



Stakeholder Beyond boundaries of the firm



Geographic Across locations, regions, markets & distance

Question 3:

HOW can boundary spanning leadership be practiced?





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

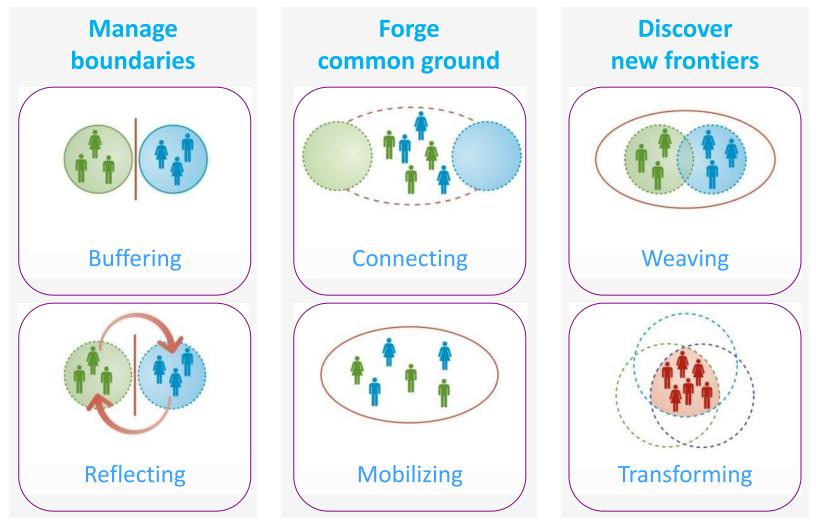
Taps into the power of *integration* – the need for unity, convergence, and belonging.

©2010 Center for Creative Leadership. All Rights Reserved.

Discovering New Frontiers

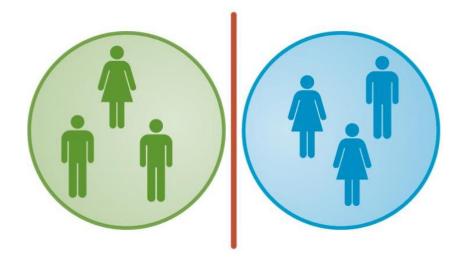
Taps into the power of *integration and differentiation simultaneously* – the location where the most advanced and innovative opportunities await.

6 boundary spanning practices



©2010 Center for Creative Leadership. All Rights Reserved.

Buffering Define Boundaries

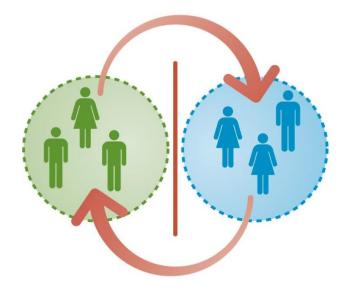


Outcome of Buffering : SAFETY

A state of security that develops when boundaries are **defined** and maintained

<u>Example</u>: Demarcate clear roles, then filter the information, people and resources that flow across boundaries

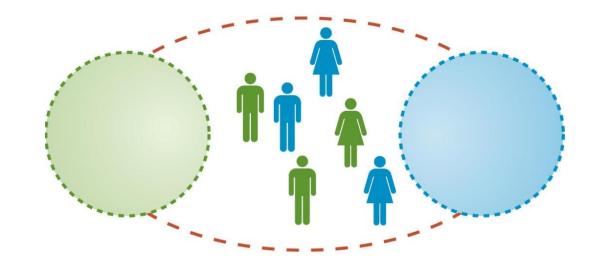
Reflecting Understand Boundaries



Outcome of Reflecting: RESPECT

A state of awareness and positive regard that develops when groups **understand** their similarities and differences <u>Example</u>: Foster perspective-taking across groups to surface assumptions and increase knowledge exchange

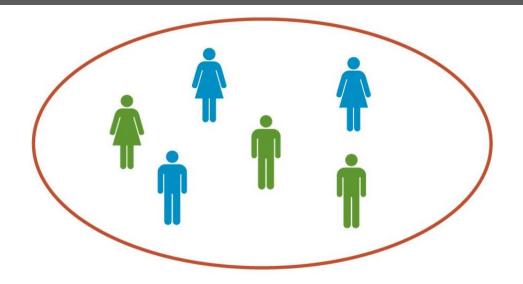
Connecting Suspend Boundaries



Outcome of Connecting: TRUST

A state of mutual confidence and integrity that develops when boundaries are **suspended** and new relationships built <u>Example</u>: Bridge disconnected people and groups to foster cross-organizational collaboration

Mobilizing Reframe Boundaries

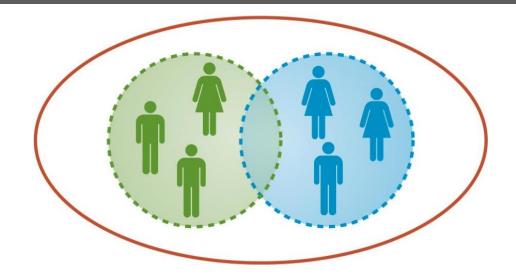


Outcome of Mobilizing: COMMUNITY

A state of belonging, ownership, and accountability that develops when boundaries are **reframed** and collective action taken

Example: Craft shared symbols, icons or stories that represent who "we" are and galvanize common purpose

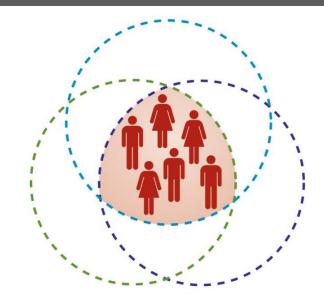
Weaving Interlace Boundaries



Outcome of Weaving: INTERDEPENDENCE

A state of mutual dependence and collective learning that develops when boundaries are **interlaced** within a larger whole <u>Example</u>: Tap group differences and act on commonalities to develop innovative solutions

Transforming Cross-Cut Boundaries



Outcome of Transforming: REINVENTION

A state of renewal, alternative futures, and emergent possibilities that develops when intergroup boundaries are **cross-cut** in new directions

Example: Create sustained space for group boundaries to blend, shift, change in positively, transformative ways

Mapping the terrain



Digital Boundary Spanning Leadership Toolkit

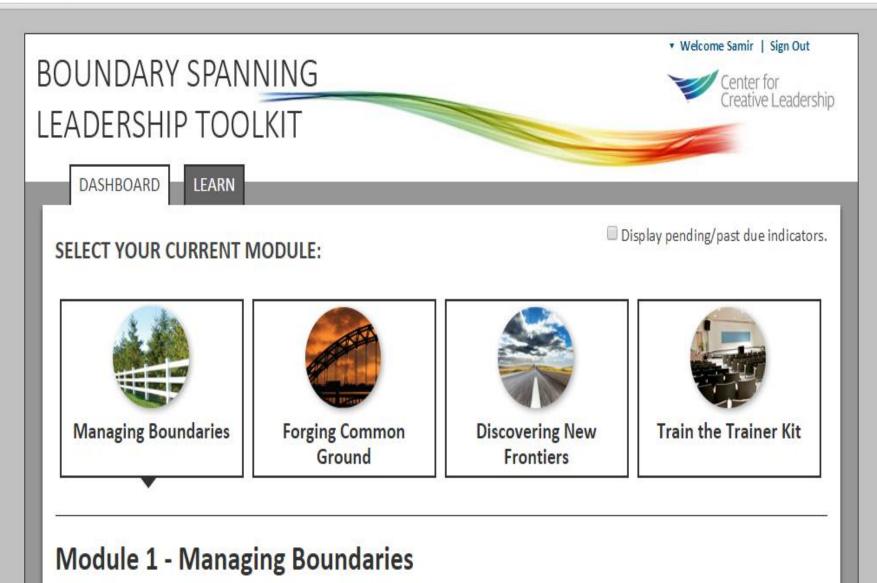


Support for this toolkit was provided by a grant from the Robert Wood Johnson Foundation.

Privacy Statement | Terms of Use About Center for Creative Leadership FAQ | Help Contact Us

Home Page

https://lead.ccl.org/client/RWJF/site/dashboard



Setting up your account

You will receive an email from myccl@ccl.org later this week

<If you have not received it by Friday, please check your spam or junk mail folder>

Follow the instructions in the email to set up your profile

Set User Name: Your email address

<u>Set Password:</u> Something you can remember, and others can't guess

Once your profile is set up, you can access your account at https://lead.ccl.org/client/rwjf/site/login

Email from myccl@ccl.org

From: myCCL [mailto:myCCL@ccl.org] Sent: Wednesday, September 10, 2014 12:52 PM To: Winsor, Jane Subject: CCL Online Profile Registration

Dear Jane Winsor:

Welcome! Your leadership journey with the Center for Creative Leadership (CCL) begins today.

Leadership development helps organizations achieve business results that matter. CCL's personalized approach to digital leadership training will assist you in building your leadership excellence when and where you need it most.

To create your account, please follow the steps below:

- Please <u>click this link</u> to create your profile. Once you populate the needed fields, <u>click</u>, <u>submit</u> and you will be re-directed to the site.
- Please bookmark this link and use it to access your CCL leadership content in the future. <u>https://lead.ccl.org/learn.</u>

Need help? Click the second link above to access our FAQ, Help and Contact Us support tools, found in the footer of the site's login page.

At CCL, developing better leaders is what we do. We are pleased to be working with you on achieving your leadership goals.

Sincerely, Center for Creative Leadership

(This is an informative message. Please do not reply to this email.)

User Profile Set-Up

* Required Fields

My Address & Contact Info ÷ OMr. OMs. ODr. First Name*: Chris Last Name (Surname)*: Kress Job Title*: Organization*: Street Address*: Citv*: Country*: United States V State/Region*: | <--- Select State ---> \sim Zip/Postal Code*: (eg. 27410-1234) Work Phone* (eg. 🔕 336 545 2810) (eg. 🕲 336 545 2810) Fax: Email*: kresscw@gmail.com (eg. info@ccl.org) Confirm Email*: Web Site (URL): (eg. http://www.col.org) User Name & Password - Create or Change Your Password Below. User Name*: Password*: Confirm Password*:

Recommendations

Bookmark this URL on your browser:

https://lead.ccl.org/client/rwjf/site/login

Let your browser save your username and password for you

Allot some time for yourself to learn - ideally on your Outlook calendar

LinkedIn User Stories and Best Practices Group

Get the total WiFi solution: fast speeds for your business and your col Image: Boundary Spanning Leadership Toolkit Users Discussions Promotions Jobs About Search Manage Start a discussion with your group Start a discussion with your group Image Image Enter a discussion title Sort by: Recent Diane Reinhold Design Faculty at Center for Creative Leadership Image OAC Assessment Best Practices and user Stories Image Itage use this discussion thread to share best practices and user stories about the DAC sesessment. Image Image Itage use this discussion thread to share best practices and user stories about the DAC sesessment. Image Image Itage (0) + Follow Image Image Image Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Image Image Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more				Jearch Io		companies,	and more	٩
Start a discussion with your group Start a discussion with your group Enter a discussion with your group Enter a discussion title Sort by: Recent Diane Reinhold Design Faculty at Center for Creative Leadership OAC Assessment Best Practices and user Stories lease use this discussion thread to share best practices and user stories about the DAC sessment. Store for the field: User for Creative Leadership See all comments Diane Reinhold Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) - Reply privately - Delete 6 days ago Diane Reinhold Story from the field: Claffy the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) - Reply privately - Delete 6 days ago	е	Profile	Connections	Jobs	Interests			
Users A Discussions Promotions Jobs About Search Manage Start a discussion with your group Enter a discussion title Start a discussion title Start a discussion title Diane Reinhold Design Faculty at Center for Creative Leadership OAC Assessment Best Practices and user Stories Itease use this discussion thread to share best practices and user stories about the DAC sseessment. comment (5) + Like (0) + Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) + Repty privately + Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if they are about to more Like (0) + Repty privately + Delete 6 days ago			Get th	ne total WiFis	solution: fast	speeds for y	our busine	ss and your cu
Start a discussion with your group Enter a discussion title Sort by: Recent Diane Reinhold Design Faculty at Center for Creative Leadership OAC Assessment Best Practices and user Stories Please use this discussion thread to share best practices and user stories about the DAC assessment. Provide the field of the share best practices and user stories about the DAC assessment. Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) + Reply privately + Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if they are about to more Like (0) + Reply privately + Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) + Reply privately + Delete 6 days ago	305	ntas la oder		y Spannir	ng Leaders	ship Too	lkit	
Enter a discussion title Enter a discussion title Diane Reinhold Design Faculty at Center for Creative Leadership OAC Assessment Best Practices and user Stories lease use this discussion thread to share best practices and user stories about the DAC ssessment. Comment (5) + Like (0) + Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you before jumping into a task. For example, if they are about to more Like (0) + Reply privately + Delete Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) + Reply privately + Delete 6 days ago			Discussions	Promotic	ons Jobs	About	Search	Manage
Sort by: Recent Diane Reinhold Design Faculty at Center for Creative Leadership OAC Assessment Best Practices and user Stories Please use this discussion thread to share best practices and user stories about the DAC ssessment. comment (5) * Like (0) * Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) * Reply privately * Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) * Reply privately * Delete 6 days ago)	Start a disc	cussion with you	ur group				
Diane Reinhold Design Faculty at Center for Creative Leadership DAC Assessment Best Practices and user Stories Uses use this discussion thread to share best practices and user stories about the DAC sesessment. comment (5) + Like (0) + Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) + Reply privately + Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) + Reply privately + Delete 6 days ago	Ente	er a discussion	title					
Diane Reinhold Design Faculty at Center for Creative Leadership DAC Assessment Best Practices and user Stories Uses use this discussion thread to share best practices and user stories about the DAC sesessment. comment (5) + Like (0) + Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) + Reply privately + Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) + Reply privately + Delete 6 days ago								
DAC Assessment Best Practices and user Stories Idease use this discussion thread to share best practices and user stories about the DAC ssessment. comment (5) * Like (0) * Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) * Reply privately * Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) * Reply privately * Delete 6 days ago							S	ort by: Recent
Itease use this discussion thread to share best practices and user stories about the DAC sesessment. Somment (5) • Like (0) • Follow 6 days ago See all comments Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) • Reply privately • Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago		Diano Roin	hald Desire Fr					
seesessment. 6 days ago See all comment (5) • Like (0) • Follow 6 days ago See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) • Reply privately • Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago	a C	Diane Kem	noid Design Fa	culty at Cente	r for Creative L	eadership		~
 See all comments Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) • Reply privately • Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago 			5	-				~
 Diane Reinhold Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) • Reply privately • Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago 	lease	C Assessr	ment Best F	Practices	and user	Stories	out the DAC	~
 Story from the field: Make sure that the direction is clear and the group is aligned before you begin your work. Take the time to surface any differences in assumptions before jumping into a task. For example, if they are about to more Like (0) • Reply privately • Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago 	lease	C Assessr e use this disc sment.	ment Best F ussion thread to	Practices	and user	Stories	out the DAC	6 days ago
Like (0) • Reply privately • Delete 6 days ago Diane Reinhold Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago	Please Asses Comm	C Assessr e use this disc sment. nent (5) • Like	ment Best F ussion thread to (0) * Follow	Practices	and user	Stories	out the DAC	
Story from the field: Clarify the process of how you will move forward as well as the task itself. For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago	Please Asses Comm	C Assessr e use this disc sment. hent (5) * Like e all comment Diane Rein Story from t begin yourv	ment Best F ussion thread to (0) • Follow is hold the field: Make s work. Take the tii	Practices share best pra ure that the dir me to surface	and user actices and use rection is clear any difference	Stories er stories ab and the grou	up is aligned	6 days ago before you
For example, if there are lots of different opinions on the team, encourage the team to approach their work as research. They have more Like (0) • Reply privately • Delete 6 days ago	Please Asses Comm	C Assessr e use this disc sment. hent (5) • Like e all comment Diane Rein Story from t begin your v task. For ex	ment Best F ussion thread to (0) • Follow is hold the field: Make s work. Take the tir cample, if they ar	Practices share best pra ure that the dir me to surface re about to n	and user actices and use rection is clear any difference	Stories er stories ab and the grou	up is aligned	6 days ago before you
	Please Asses Comm	C Assessr e use this disc issment. Thent (5) * Like the all comment begin your v task. For ex- Like (0) * R	ment Best F ussion thread to (0) • Follow ts hold the field: Make s work. Take the tii cample, if they ar teply privately •	Practices share best pra ure that the dir me to surface re about to n	and user actices and use rection is clear any difference	Stories er stories ab and the grou	up is aligned	6 days ago before you jumping into a
	Please Asses Comm	C Assessing e use this disc isment. hent (5) * Like the all comment Diane Rein Story from t begin your v task. For ex Like (0) * R Diane Rein Story from t For example	ment Best F ussion thread to (0) • Follow ts hold the field: Make si work. Take the til cample, if they ar teply privately • 1 hold the field: Clarify t e, if there are lots	Practices share best pra ure that the dir me to surface re about to n Delete the process of s of different o	and user actices and use rection is clear any difference nore	Stories er stories ab and the grou s in assump	up is aligned tions before as well as t	6 days ago before you jumping into a 6 days ago he task itself.
	Please Asses Comm	C Assessing e use this disc isment. hent (5) * Like the all comment begin your v task. For ex Like (0) * R Diane Rein Story from t For example their work a	ment Best F ussion thread to (0) • Follow is hold the field: Make si work. Take the til cample, if they ar teply privately • 1 hold the field: Clarify t e, if there are lots s research. They	Practices share best pra ure that the dir me to surface re about to n Delete the process of s of different of y have more	and user actices and use rection is clear any difference nore	Stories er stories ab and the grou s in assump	up is aligned tions before as well as t	6 days ago before you jumping into a 6 days ago he task itself.

- The link to this group is in your Online Toolkit on each tool page
- You will need to submit a request to join
- This is a group that will be restricted to you and other practitioners like you, so that the conversations are truly deep and meaningful