

## Boundary Spanning Leadership

Center for Creative Leadership<sup>®</sup>

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

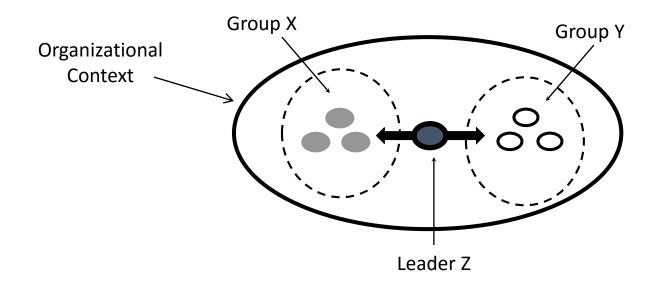
# Leadership

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#### 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**

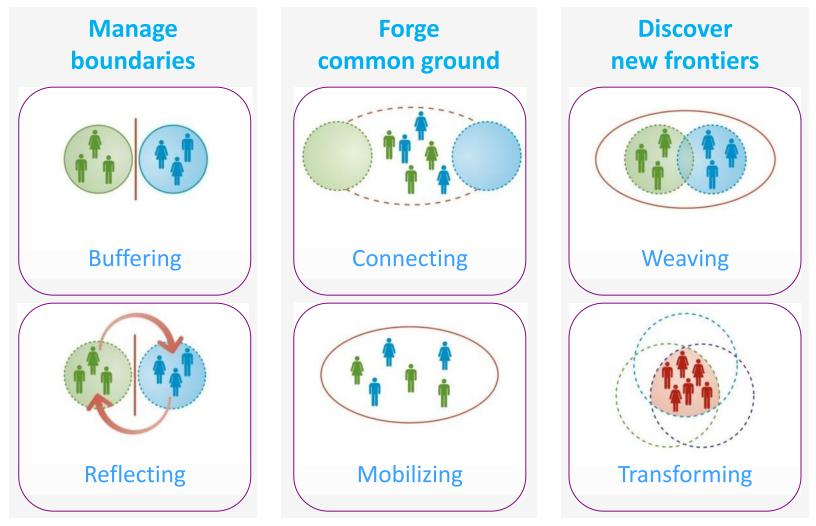
Taps into the power of *integration* – the need for unity, convergence, and belonging.

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#### **Discovering New Frontiers**

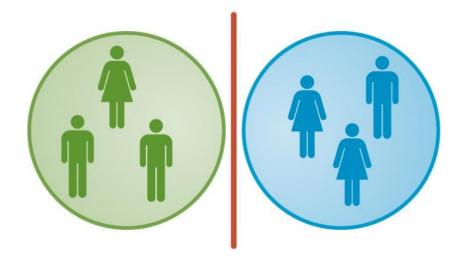
Taps into the power of *integration and differentiation simultaneously* – the location where the most advanced and innovative opportunities await.

#### 6 boundary spanning practices



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#### Buffering Define Boundaries

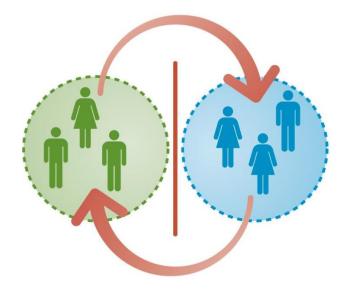


#### **Outcome of Buffering : SAFETY**

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

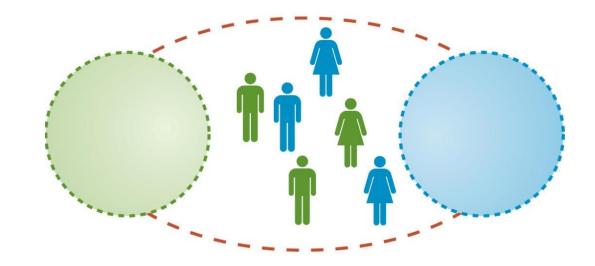
#### Reflecting Understand Boundaries



#### **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

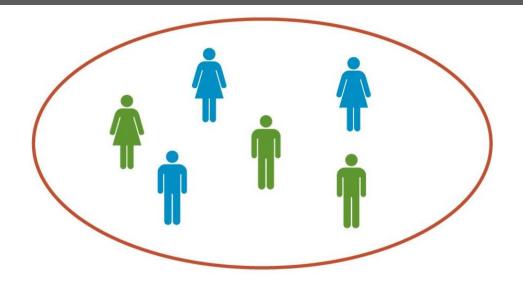
#### **Connecting** Suspend Boundaries



#### **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

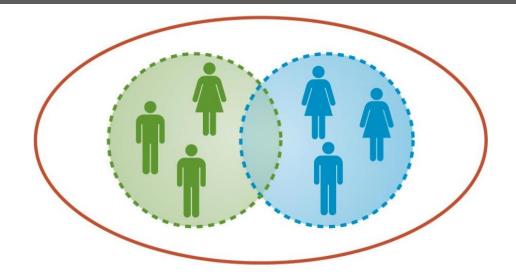


#### **Outcome of Mobilizing: COMMUNITY**

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

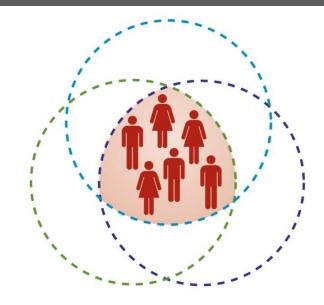
#### Weaving Interlace Boundaries



#### **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

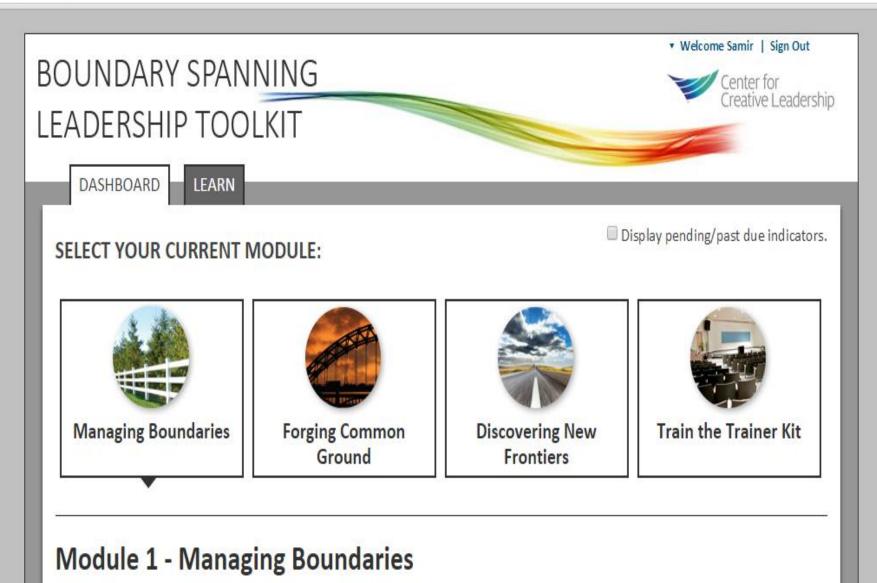


Support for this toolkit was provided by a grant from the Robert Wood Johnson Foundation.

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## 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 <a href="https://lead.ccl.org/client/rwjf/site/login">https://lead.ccl.org/client/rwjf/site/login</a>

### 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

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- 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