



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

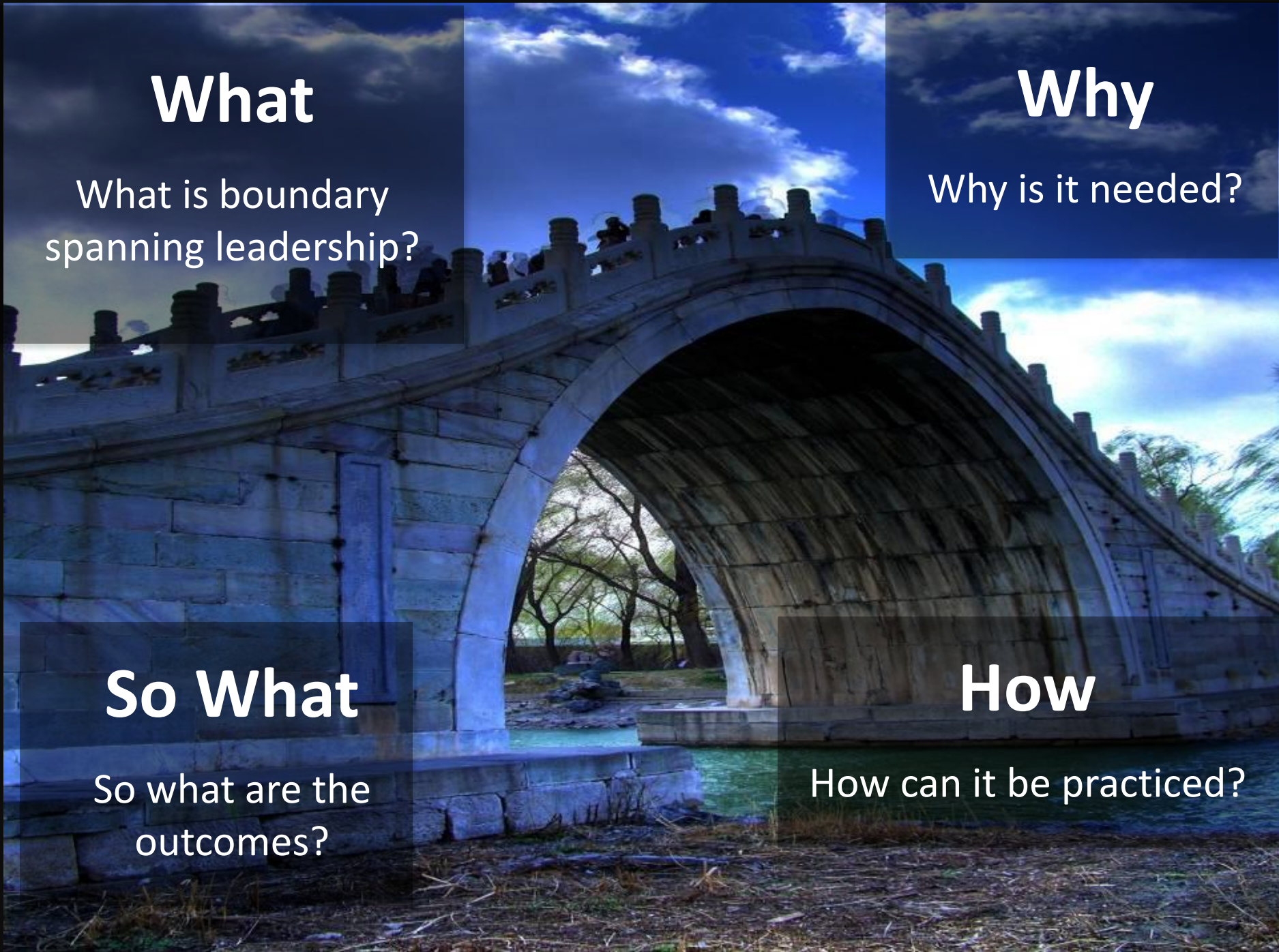
Why is it needed?

So What

So what are the outcomes?

How

How can it be practiced?



Question 1:

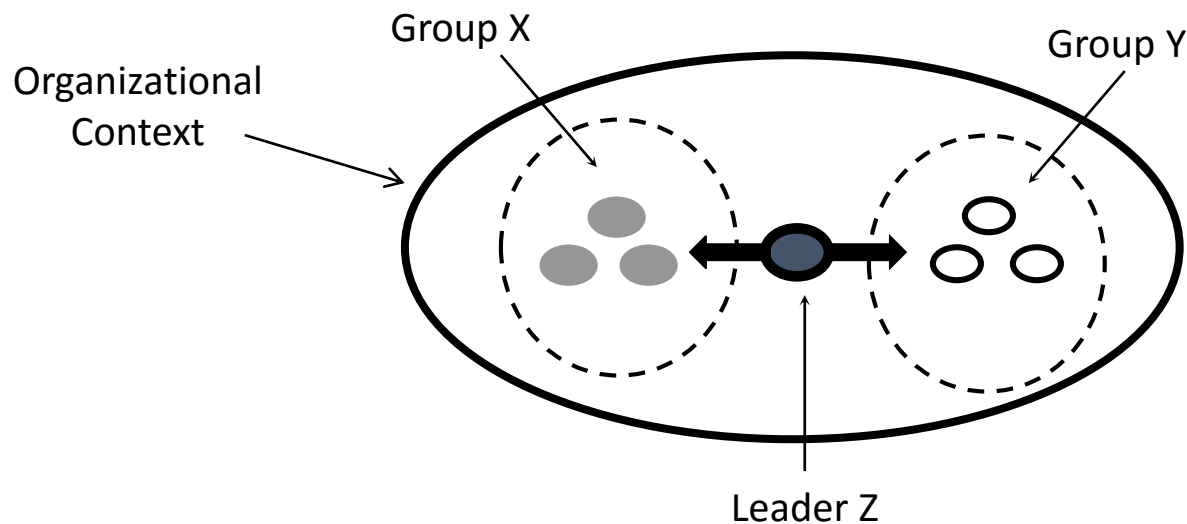
What is boundary spanning leadership?





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

Intergroup or Between-Group Leadership

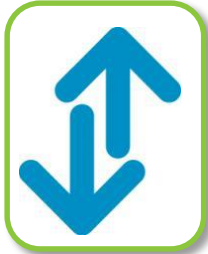


Question 2:

Why is boundary spanning needed?



The 5 boundaries of leadership



Vertical

Across levels,
hierarchy & authority



Horizontal

Across business,
function & expertise



Stakeholder

Beyond boundaries
of the firm



Demographic

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



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.*

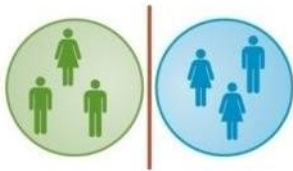


Discovering New Frontiers

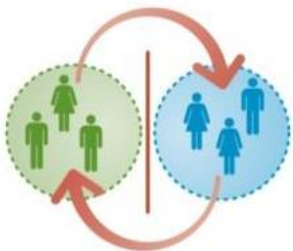
Taps into the power of *integration and differentiation simultaneously* – the location where the most advanced and innovative opportunities await.

6 boundary spanning practices

Manage boundaries

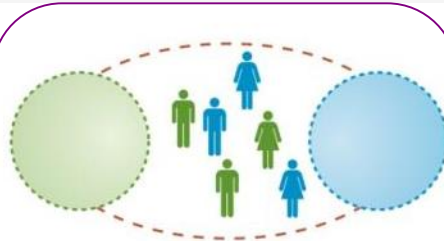


Buffering

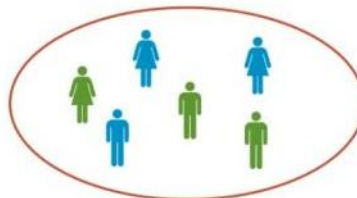


Reflecting

Forge common ground

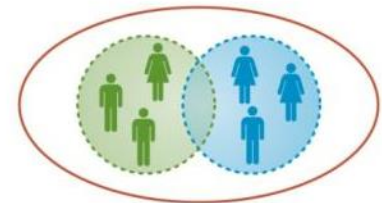


Connecting

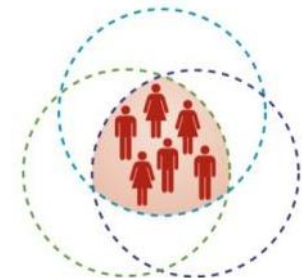


Mobilizing

Discover new frontiers



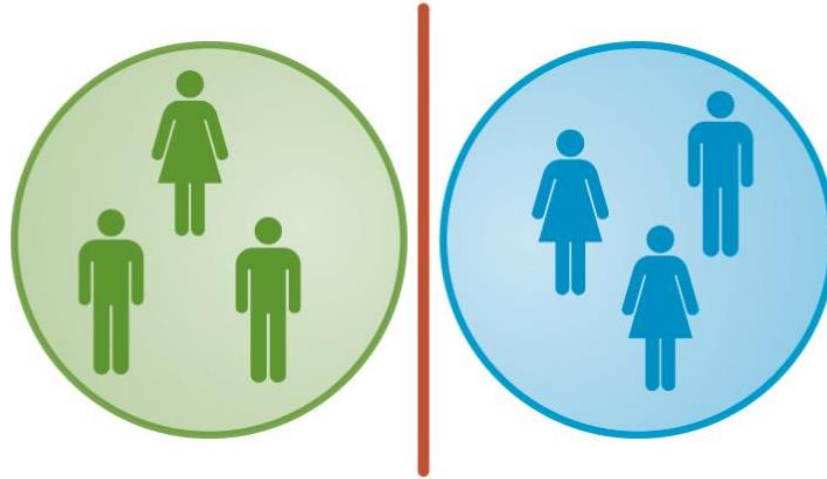
Weaving



Transforming

Buffering

Define Boundaries



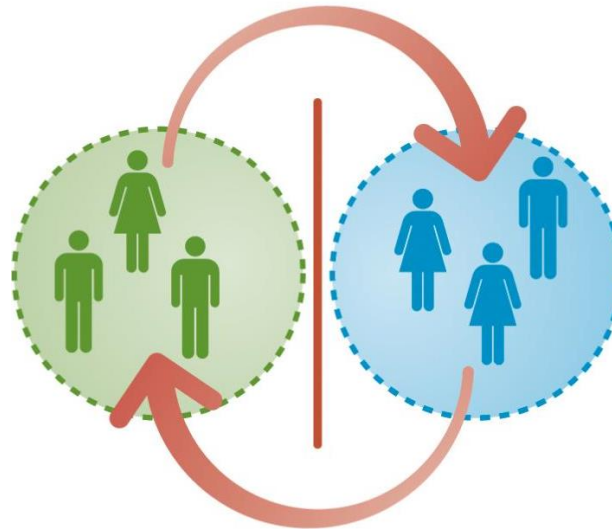
Outcome of Buffering : SAFETY

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

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

Reflecting

Understand Boundaries

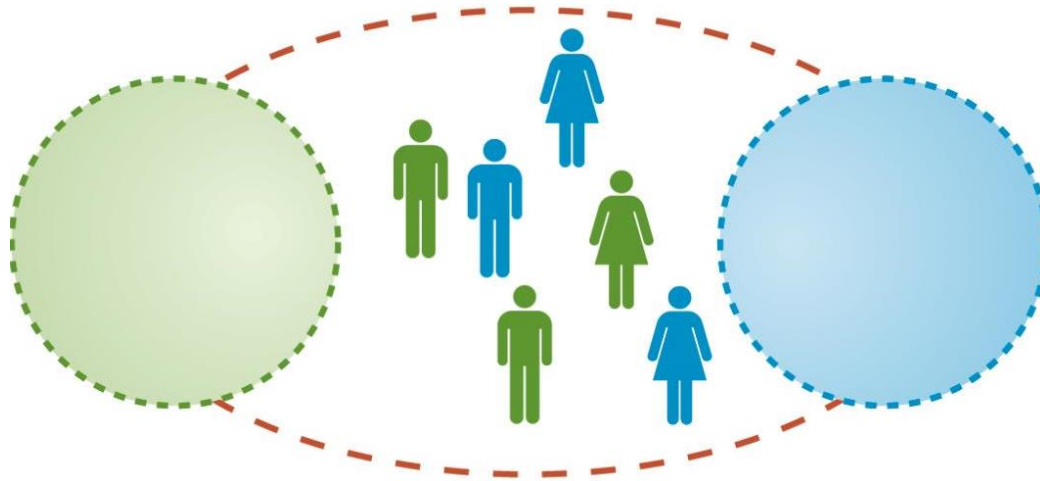


Outcome of Reflecting: RESPECT

A state of awareness and positive regard that develops when groups **understand** their similarities and differences

Example: Foster perspective-taking across groups to surface assumptions and increase knowledge exchange

Connecting Suspend Boundaries

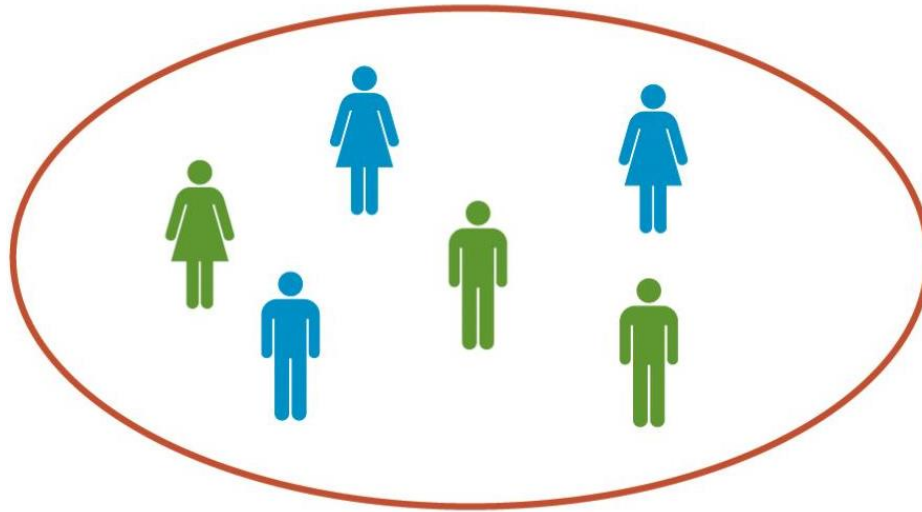


Outcome of Connecting: TRUST

A state of mutual confidence and integrity that develops when boundaries are **suspended** and new relationships built

Example: Bridge disconnected people and groups to foster cross-organizational collaboration

Mobilizing Reframe Boundaries

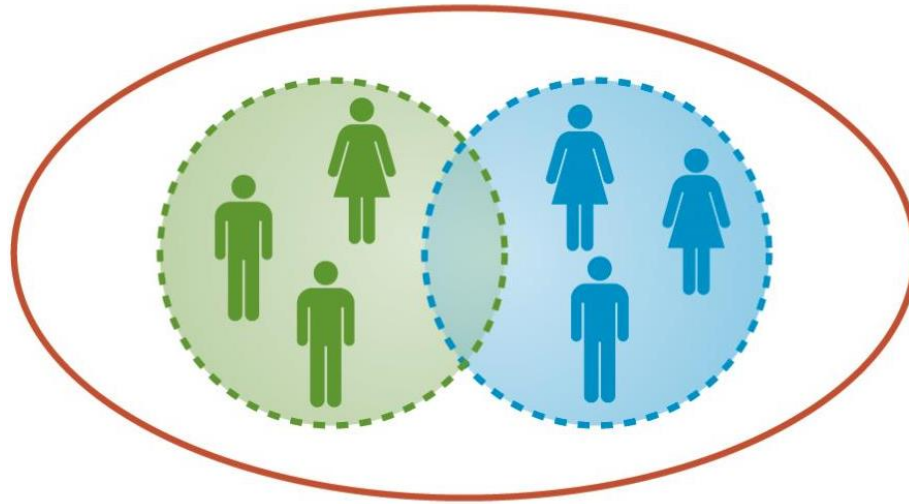


Outcome of Mobilizing: COMMUNITY

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

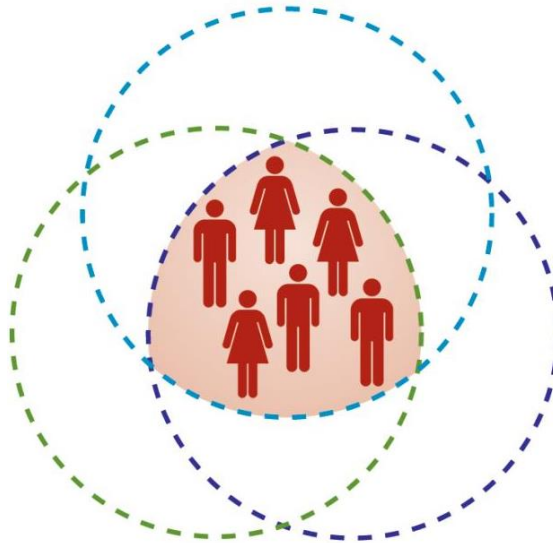


Outcome of Weaving: INTERDEPENDENCE

A state of mutual dependence and collective learning that develops when boundaries are **interlaced** within a larger whole

Example: 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

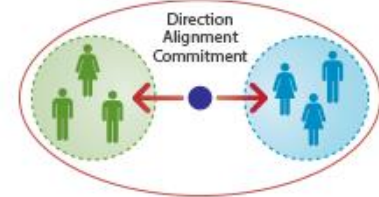
Mapping the terrain



Digital Boundary Spanning Leadership Toolkit



Boundary Spanning Leadership



WELCOME

Your learning journey begins here

User Name:

mehtas@ccl.org

Password:

.....

LOGIN

Forgot Password? [Click Here](#)

Forgot Username? [Click Here](#)

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

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BOUNDARY SPANNING LEADERSHIP TOOLKIT

DASHBOARD

LEARN

SELECT YOUR CURRENT MODULE:

☐ Display pending/past due indicators.



Managing Boundaries



Forging Common
Ground



Discovering New
Frontiers



Train the Trainer Kit

Module 1 - Managing Boundaries

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

Set Password: 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:

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

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

☐ Mr. ☐ Ms. ☐ Dr.

First Name*: Chris

Last Name (Surname)*: Kress

Job Title*:

Organization*:

Street Address*:

City*:

Country*: United States ▼

State/Region*: <--- Select State ---> ▼

Zip/Postal Code*: (eg. 27410-1234)

Work Phone*: (eg. 336 545 2810)

Fax*: (eg. 336 545 2810)

Email*: kresscw@gmail.com (eg. info@ccl.org)

Confirm Email*:

Web Site (URL): (eg. http://www.ccl.org)

User Name & Password - Create or Change Your Password Below.

User Name*:

Password*:

Confirm Password*:

Recommendations

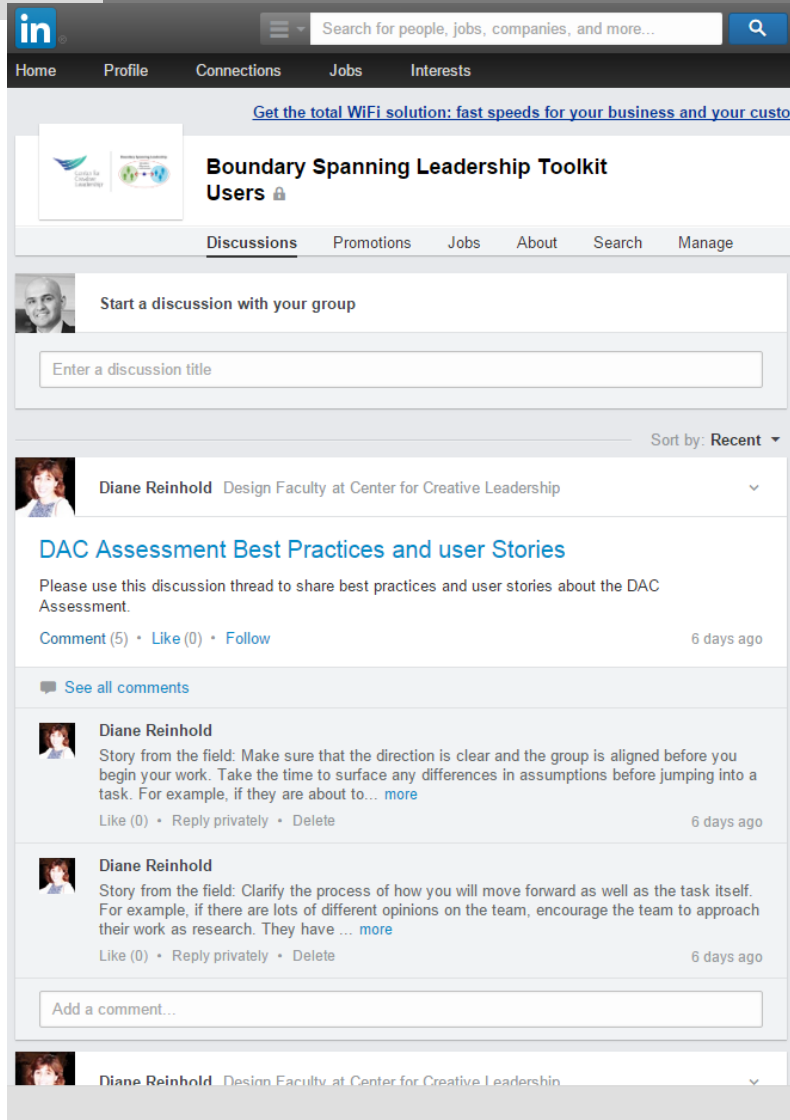
Bookmark this URL on your browser:

<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



- 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