



# Boundary Spanning Leadership

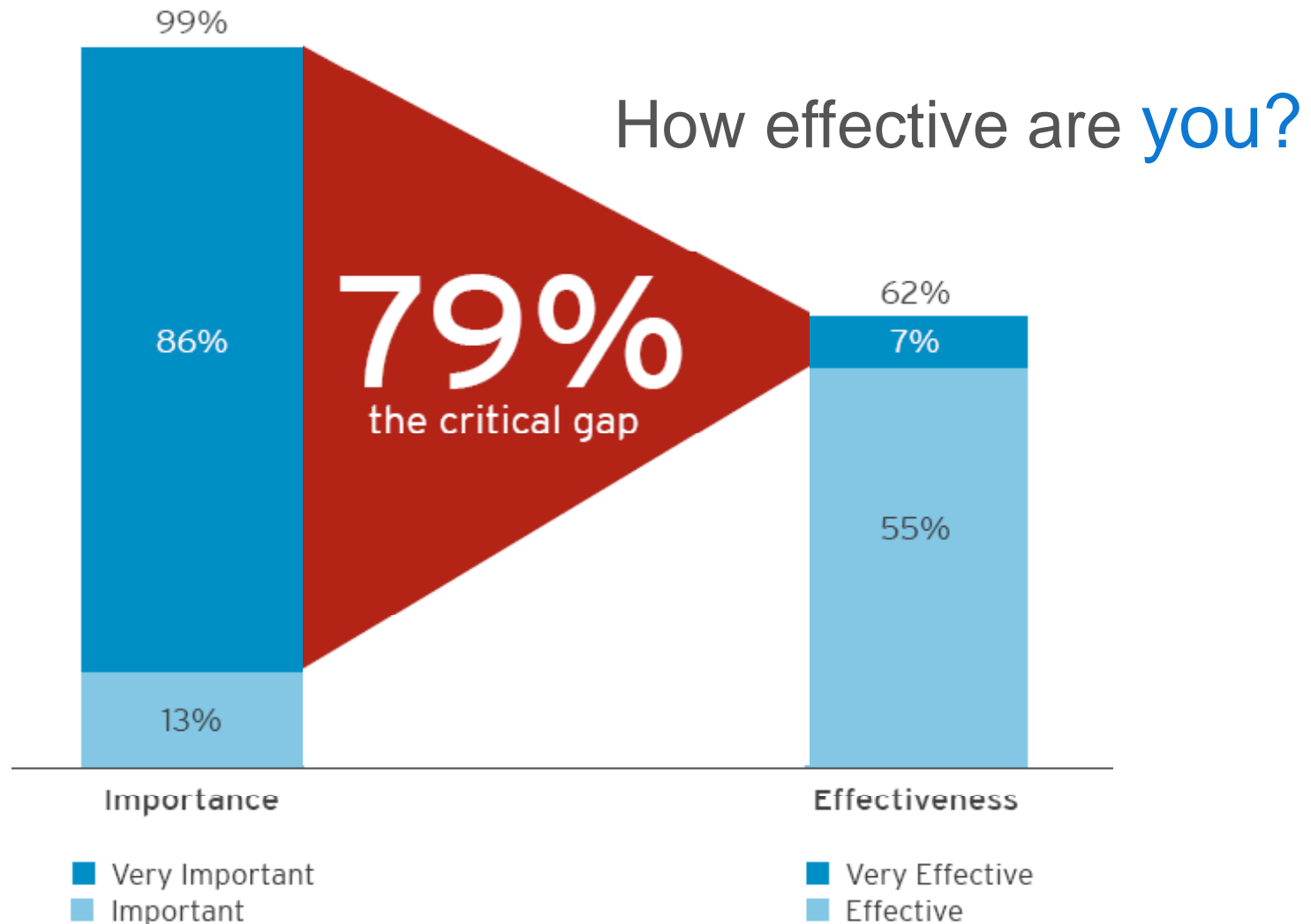




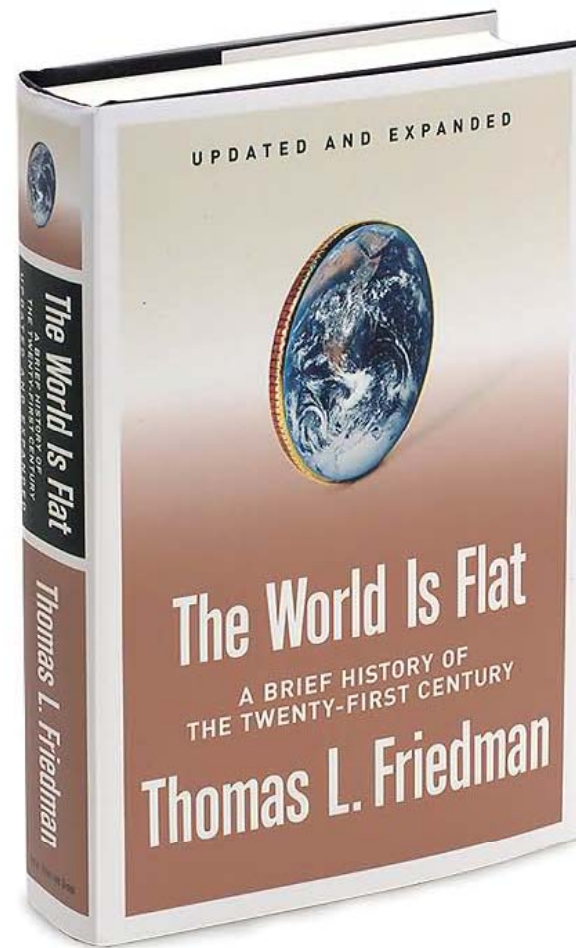
How important is it for you to collaborate effectively across boundaries in your professional and community life?



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



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

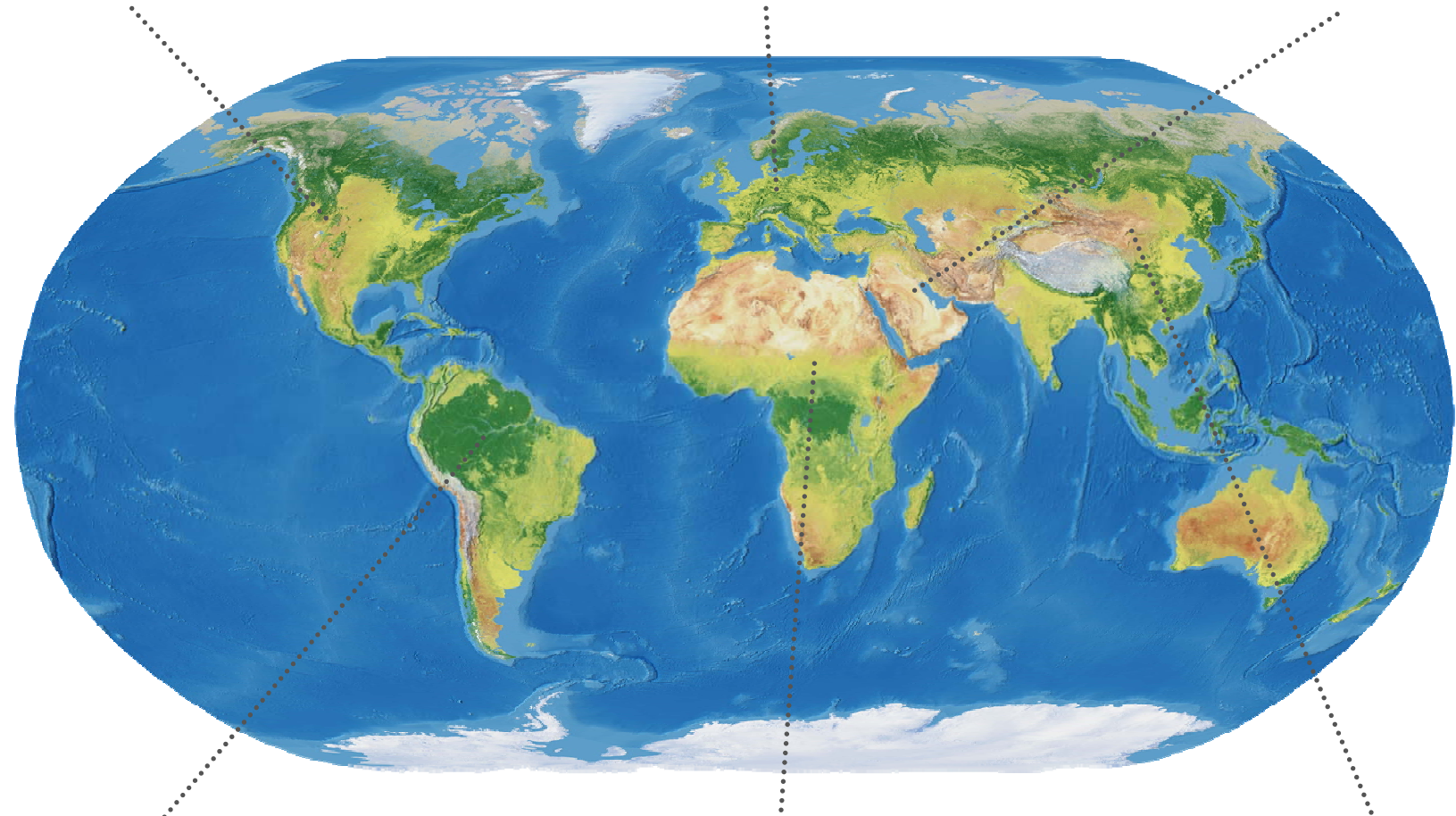


# Our journey **crossed**....

North America

Europe

Middle East



South America

Africa

Asia

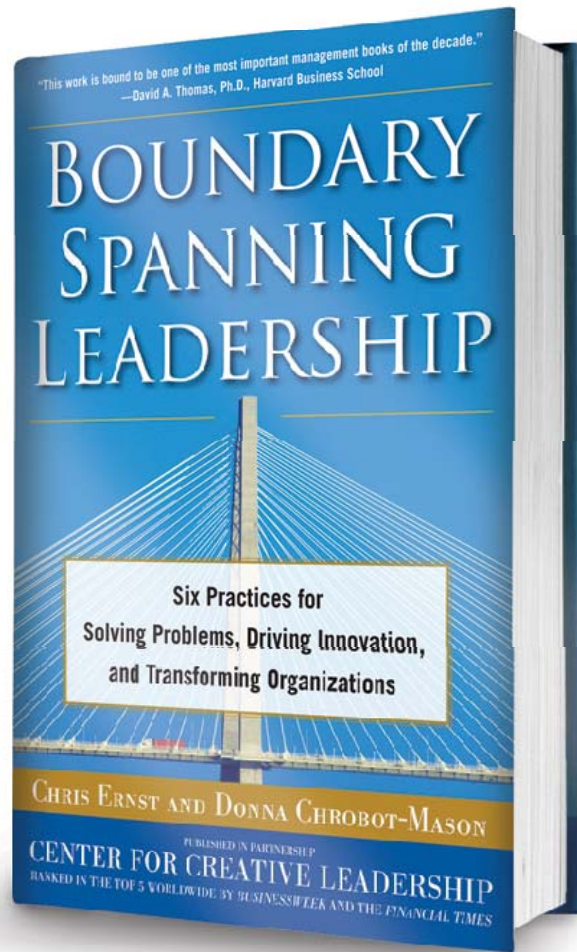
Yet our relationships with one  
another remain as **divided and**  
**US** **jagged as ever.**

Th

**them**



# Boundary Spanning Leadership



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





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# What

is boundary spanning  
leadership?

# Why

is it needed?

# How

can leaders span  
boundaries?

# So What

are the implications  
for you?





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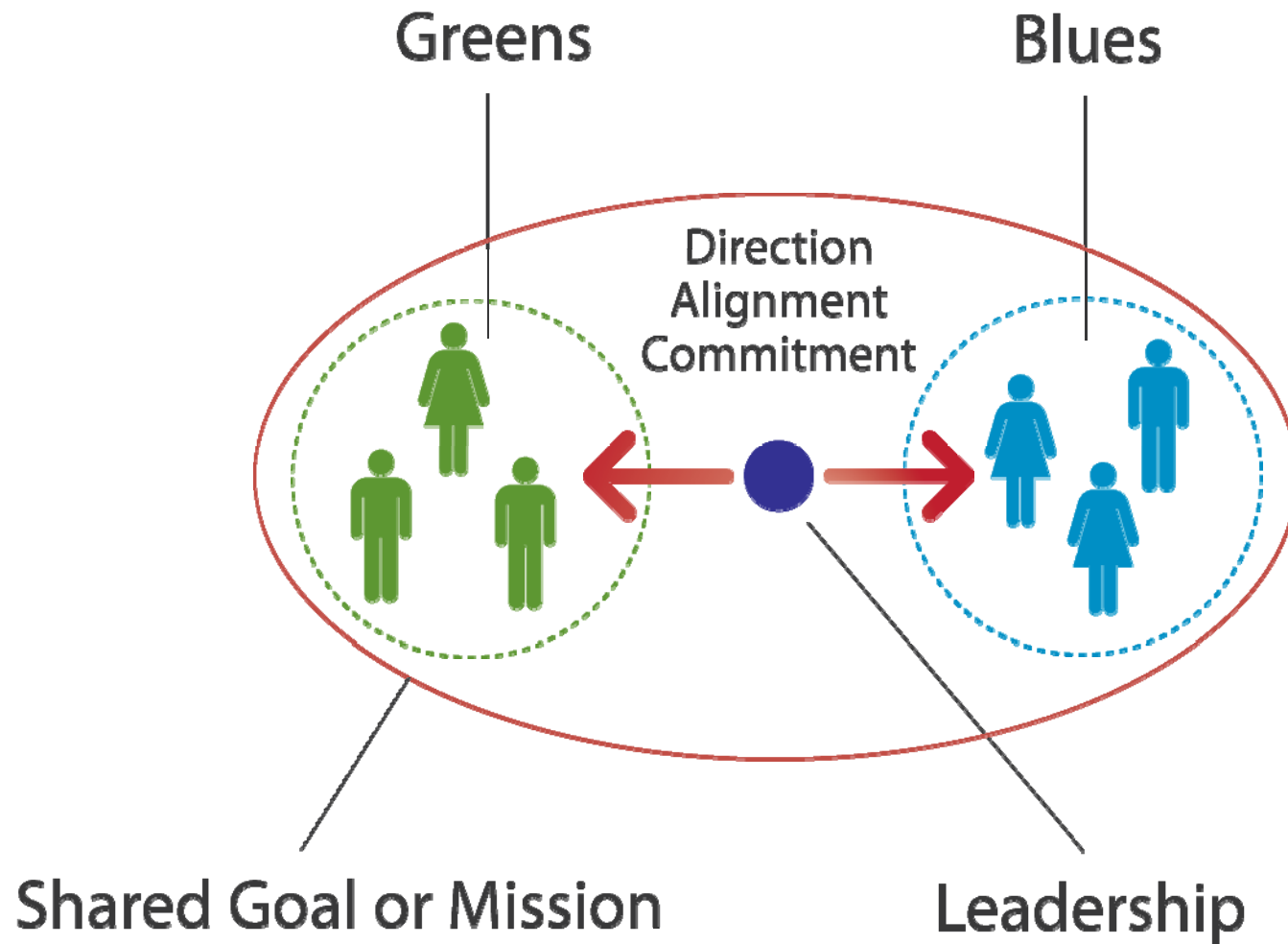


# Boundary spanning leadership





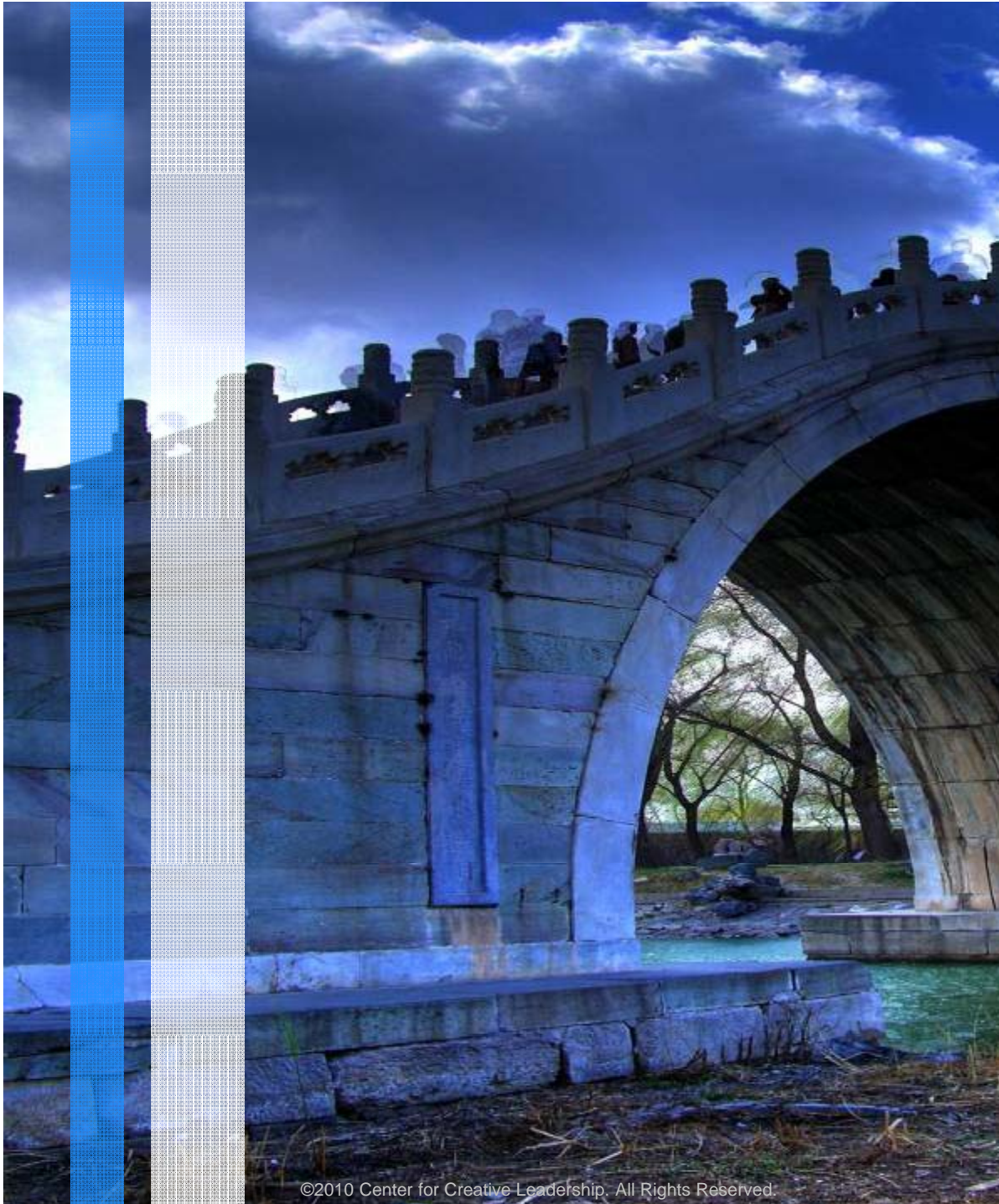
# Boundary spanning leadership



# Question for Reflection:

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





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# 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

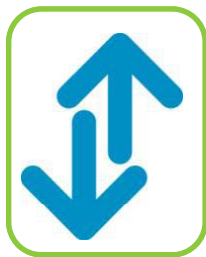
across locations, regions, markets & distance



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

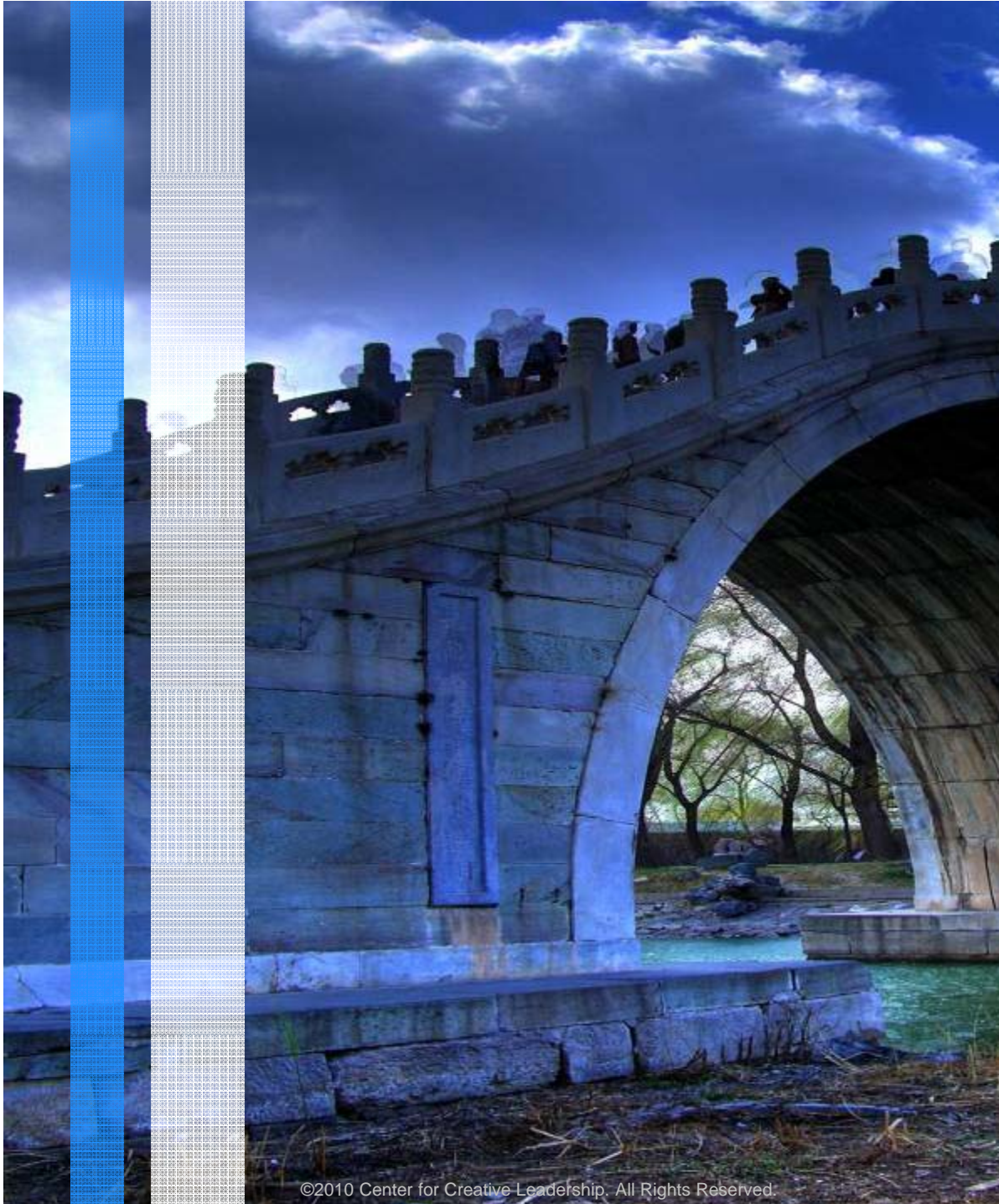
across markets & distance



# 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?





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# 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.*





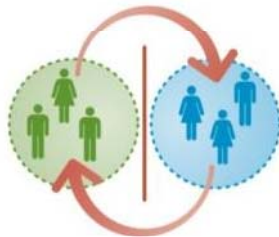
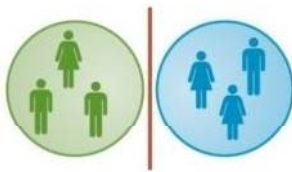
# Discovering New Frontiers

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

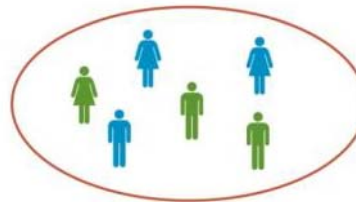
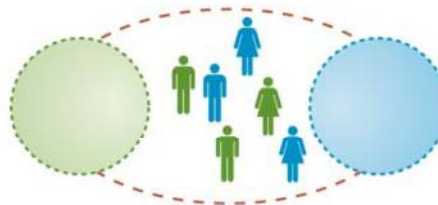


# 6 boundary spanning practices

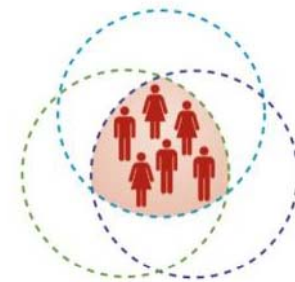
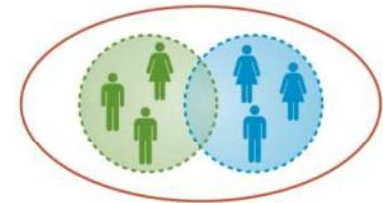
## Manage Boundaries



## Forge Common Ground

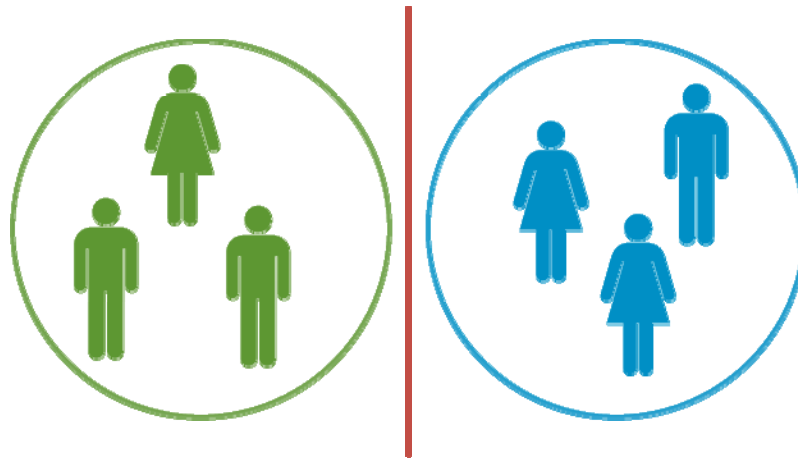


## Discover New Frontiers



# Buffering

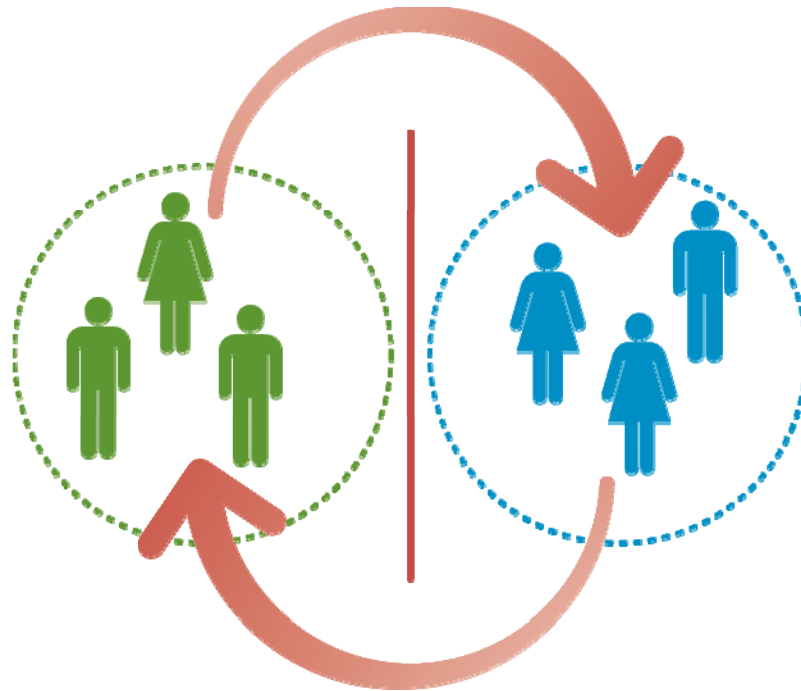
## Define Boundaries



Outcome = Safety & Security

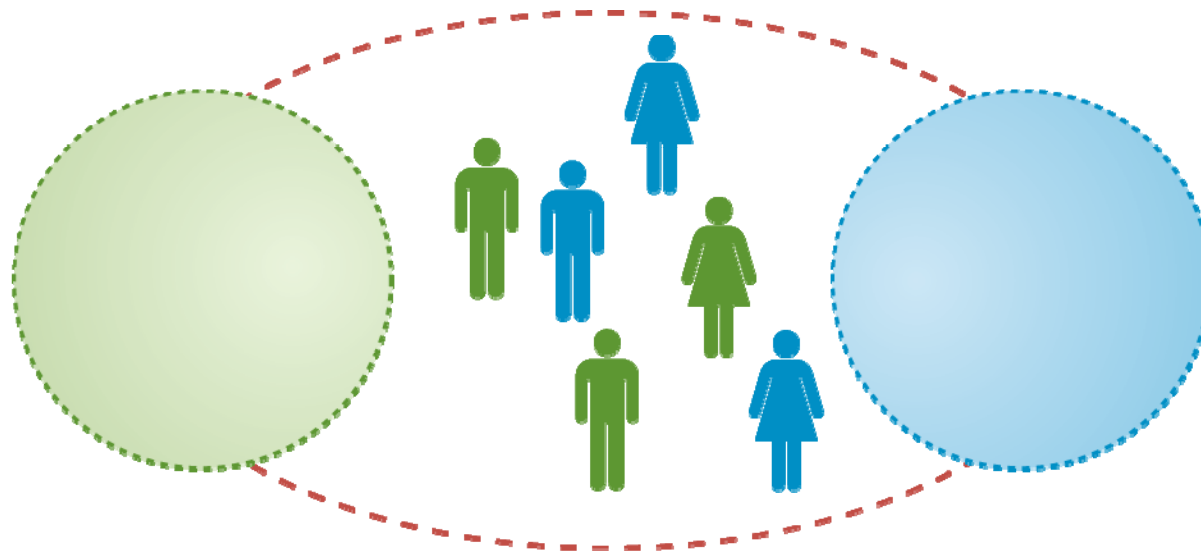


# Reflecting Understand Boundaries



Outcome = Awareness & Respect

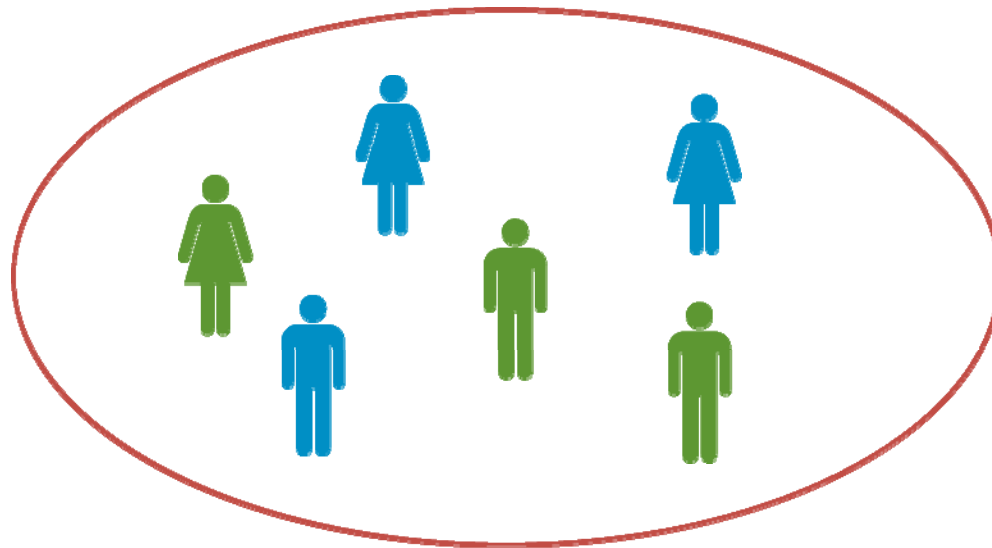
# Connecting Suspend Boundaries



Outcome = Mutual Confidence & Trust

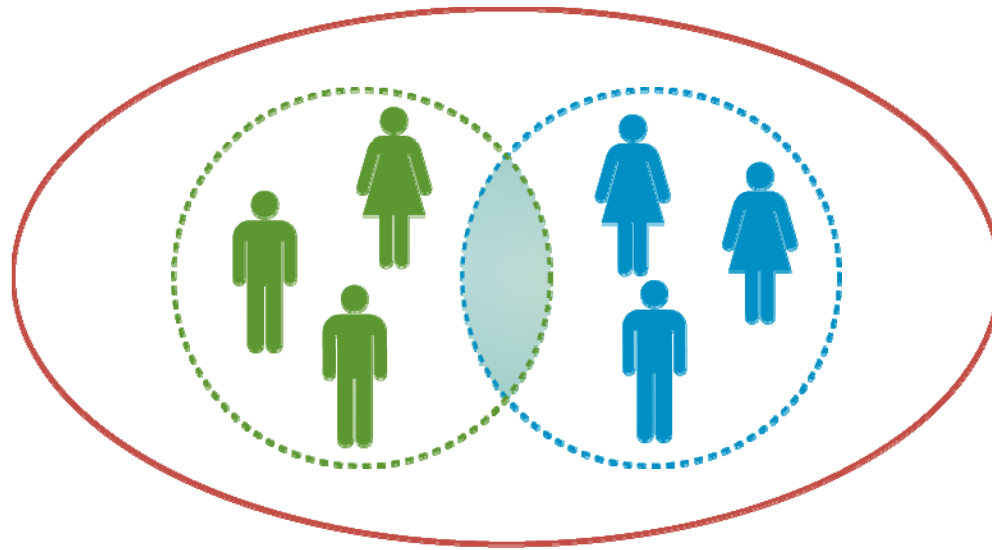


# Mobilizing Reframe Boundaries



Outcome = Community, Ownership & Accountability

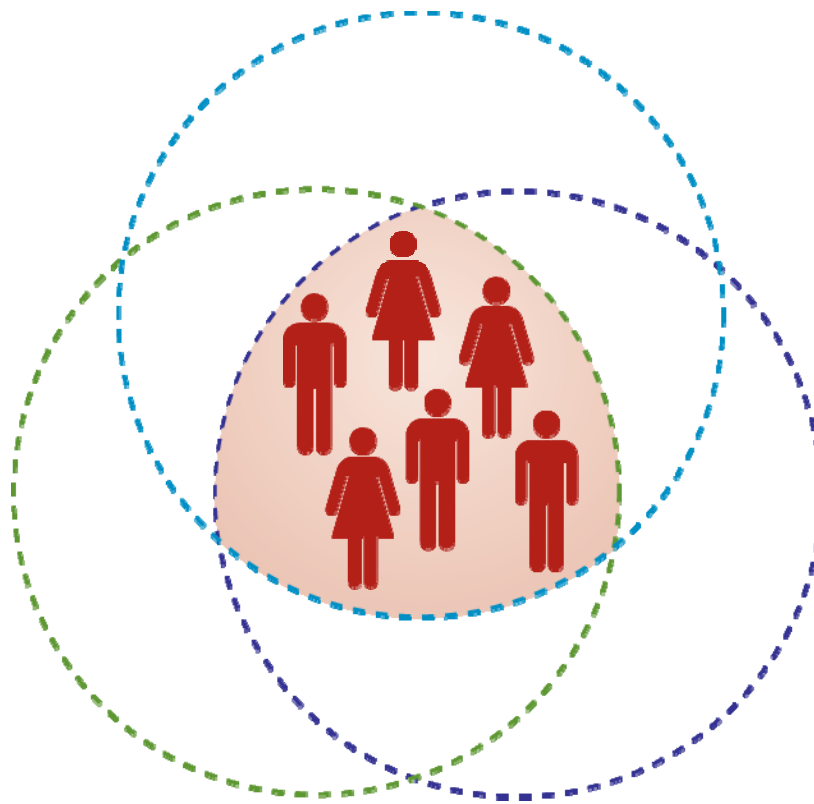
# Weaving Interlace Boundaries



Outcome = Interdependence & Collective Learning

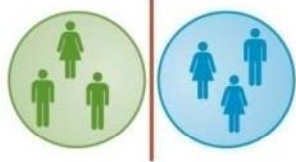


# Transforming Cross-Cut Boundaries

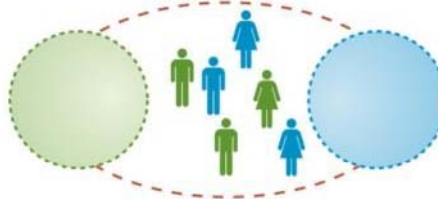


Outcome = Reinvention & Alternative Futures

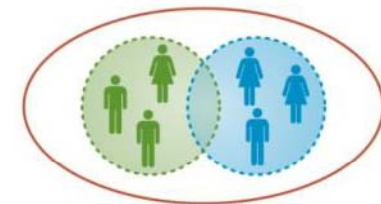
# 6 boundary spanning practices



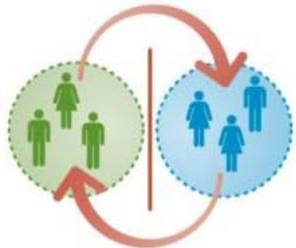
BUFFERING



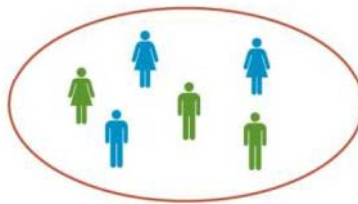
CONNECTING



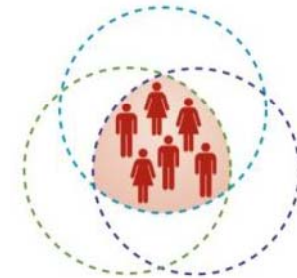
WEAVING



REFLECTING

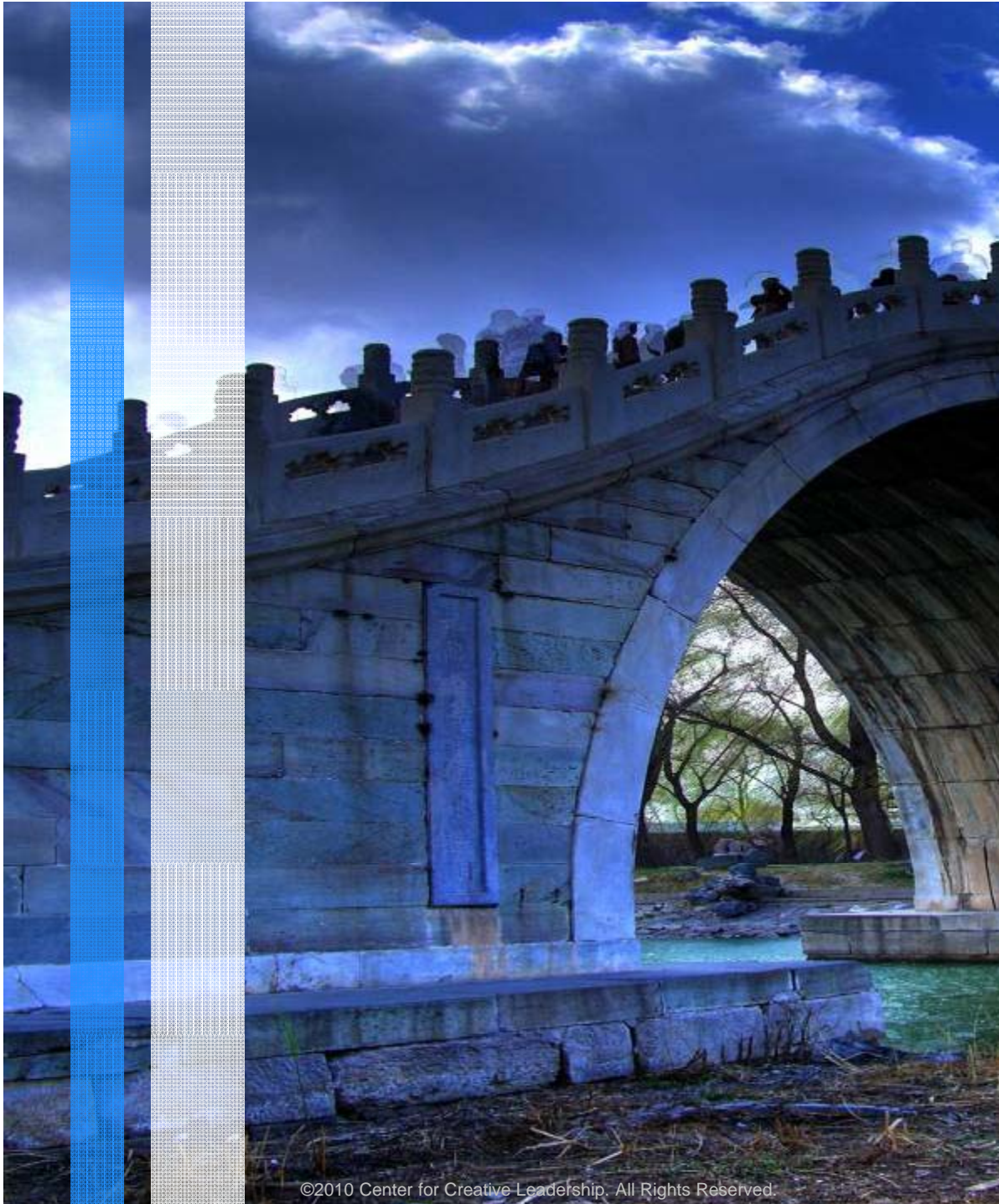


MOBILIZING



TRANSFORMING





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SOCIETY ORGANIZATION GROUP INDIVIDUAL SOCIETY ORGANIZATION GROUP IN

DIRECTION ALIGNMENT COMMITMENT

S O G I

SOCIETY

ORGANIZATION

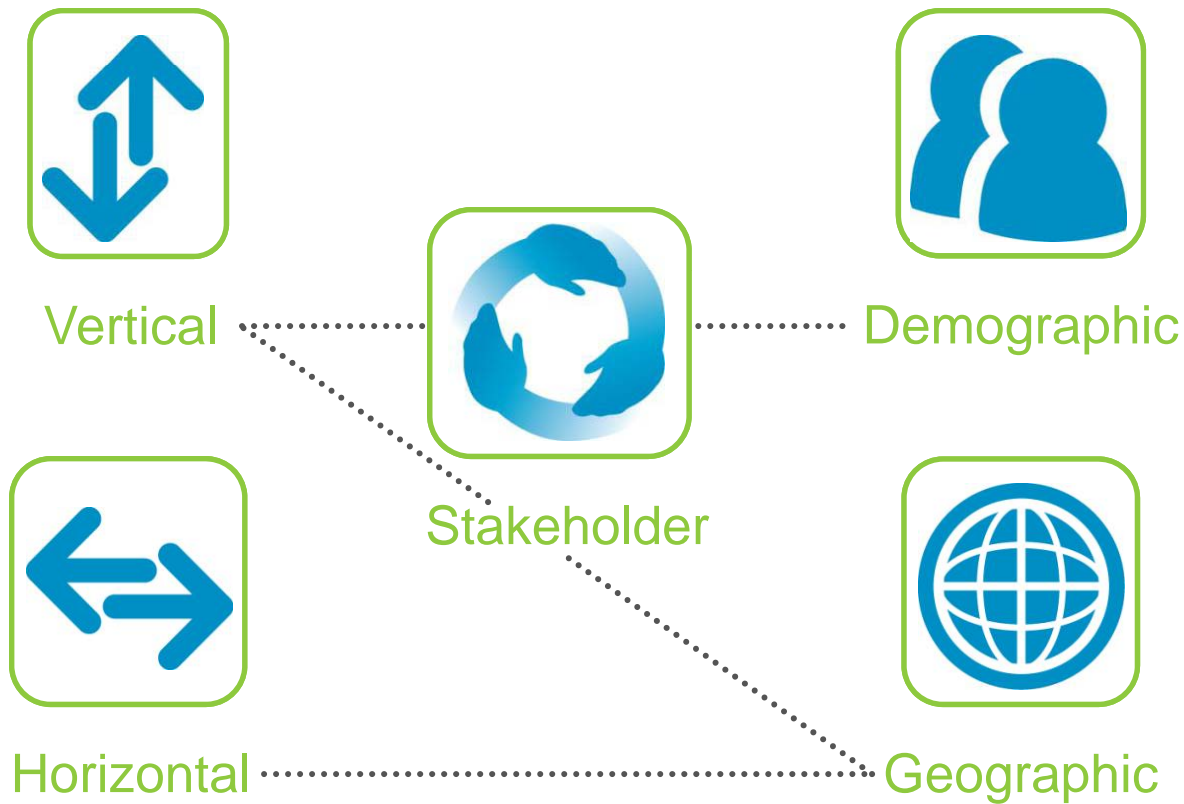
GROUP

INDIVIDUAL

TY ORGANIZATION GROUP INDIVIDUALSOCIETY ORGANIZATION GROUP INDIVIDUA

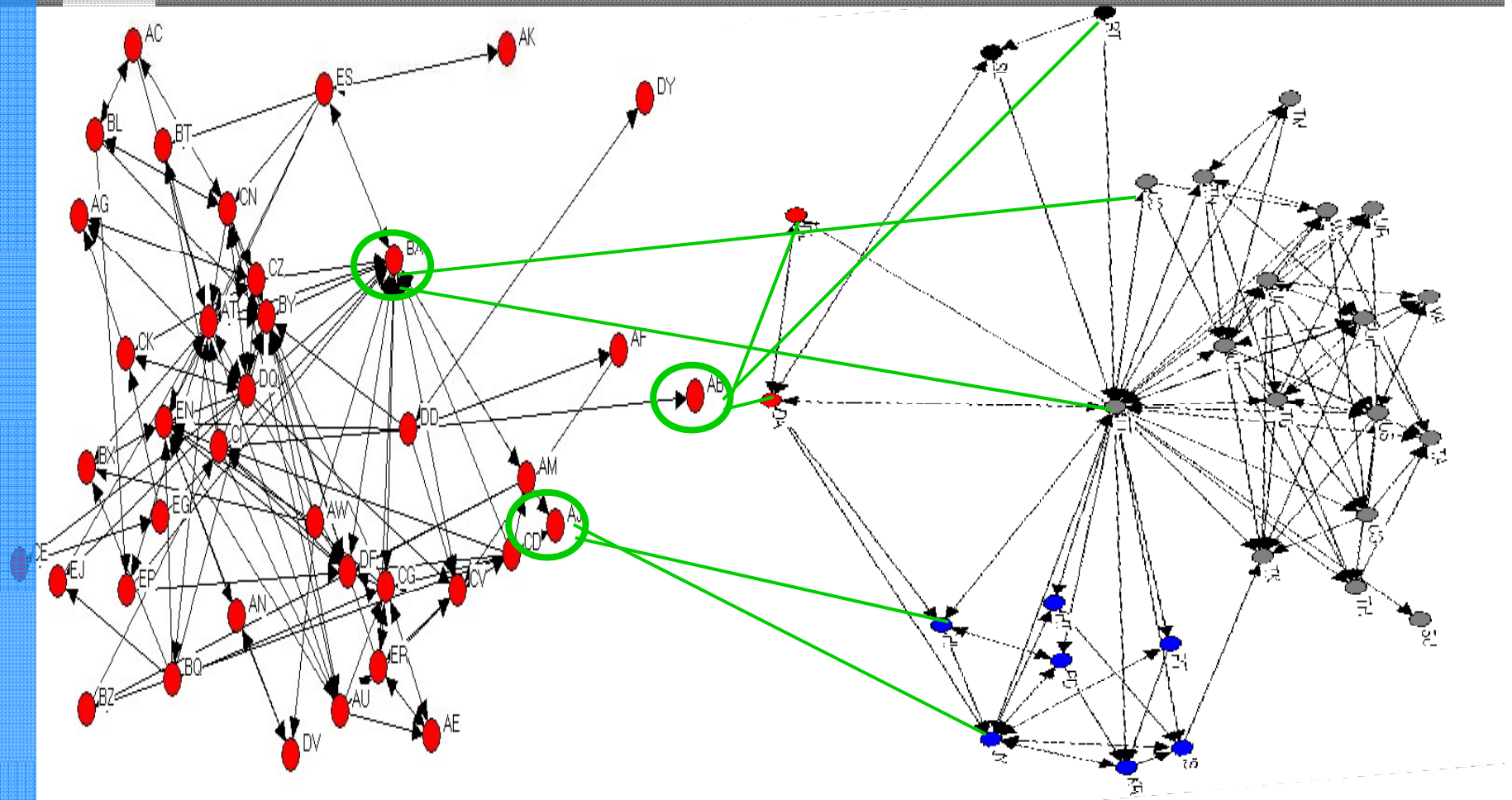


# Developing **individuals** to span boundaries



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

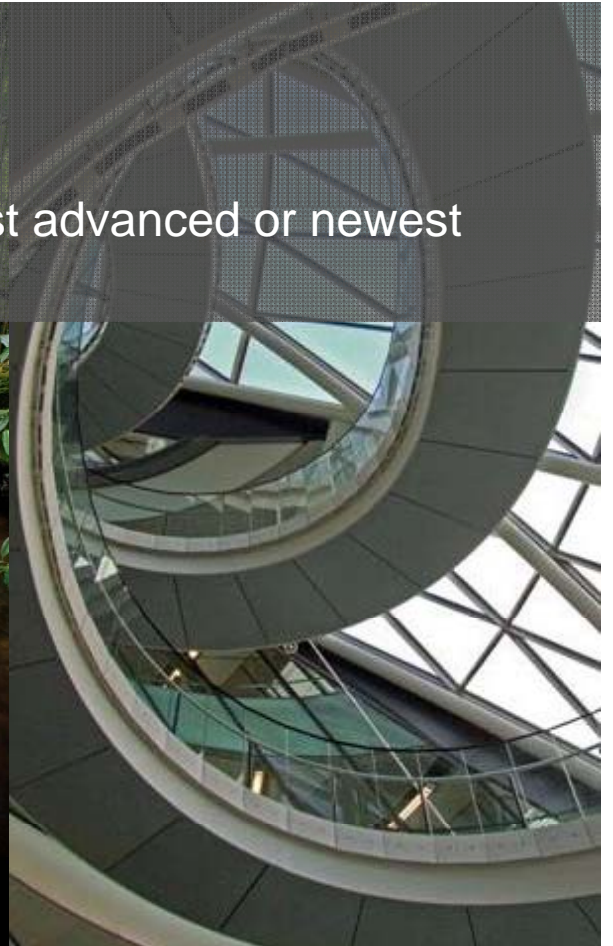




# FRONTIERS

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 the Center for Creative Leadership's book, "Boundary Spanning Leadership" by Chris Ernst and Donna Chrobot-Mason. The site has a dark blue header with the center's logo and name. Below the header is a navigation bar with links: "Book", "Beyond the Book", "Media and Events", and "Contact". The main content area is divided into several sections. On the left, there's a "RECENT BLOG POSTS" section with two entries: "Featured Event Oct 20, 2010 Human Capital Management: Federal (HCMF) 2010 Nov..." and "Boundary Spanning Leadership Coming Soon! Sep 29, 2010 An entire decade of CCL research, across six world...". Below this is a "Your Story" section with the prompt "SHARE YOUR STORY Share your story about boundary spanning in action." and a "Your Tactics" section with the prompt "SHARE YOUR TACTICS Share your tactics for spanning boundaries." At the bottom left, there's a small image of the book cover with the text "Buy your copy today!" and a "Click Here to purchase" button. In the center, there's a large image of the two authors, Chris Ernst and Donna Chrobot-Mason, with a "Click Here to purchase" button below them. To the right of the authors' image is a section titled "Spanning Boundaries in an Interdependent World" featuring 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." Below the quote is a "Next quote »" link. On the far right, there's a section titled "Start Reading for FREE!" with the text "Read the introductory chapter here... read more" and a "Click Here to purchase" button.

CENTER FOR CREATIVE LEADERSHIP  
**BOUNDARY SPANNING LEADERSHIP**  
BY CHRIS ERNST AND DONNA CHROBOT-MASON

Book | Beyond the Book | Media and Events | Contact

**RECENT BLOG POSTS**

**Featured Event**  
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Human Capital Management:  
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Next quote »

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# www.spanboundaries.com