Where I got the details for this talk

Concepts
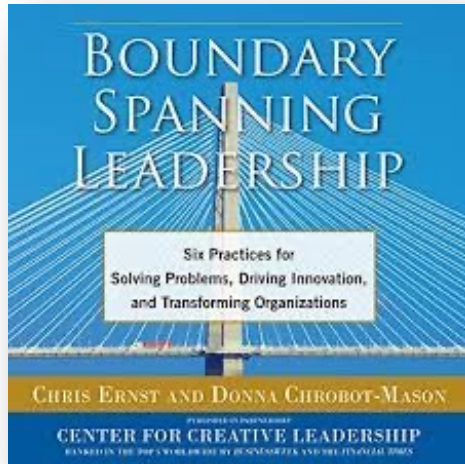
Stories

Arctic Photos

Quick Draw – Who am I?

- Take a blank sheet of paper and draw a large circle on it.

- Think of the circle as a representation of your whole self - all the aspects that make you who you are today.

- Inside the circle, add words for the various aspects of your identity. To represent relative importance, write words in large and small letters (larger = more important, smaller – less important)

History tells us that at the heart of an effective organization, community, or society, there are people and groups that come together to accomplish something larger or greater than what they could have accomplished alone.

What is a pressing challenge you currently face that can be solved only by leading across boundaries?

Where we are going

- Identify the 5 most common organizational boundaries

- Articulate the impact boundary spanning techniques bring to an organization

- Apply boundary spanning techniques to bring diverse groups of people together to solve organizational problems

Boundary Spanning is the ability to create direction, alignment, and commitment across boundaries in service of a higher vision or goal.

Boundary Spanning Leadership, Ernst & Chrobot-Mason in partnership with the Center for Creative Leadership, 2011

What will you gain from spanning boundaries?

Increased organizational agility to respond to a dynamic marketplace

Flexible, cross-functional learning capabilities to solve problems and adapt to change

Advanced cross-organizational innovation processes

A welcoming, diverse, and inclusive organization that brings out everybody's best

Achievement of mission-critical bottom line results

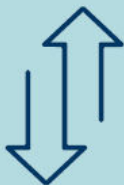Higher performing virtual, remote and hybrid teams

An engaged and empowered workplace at all levels

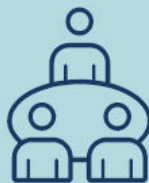Global mindsets and cross-regional collaboration

Boundary Spanning Leadership, Ernst & Chrobot-Mason in partnership with the Center for Creative Leadership, 2011

Center for Creative Leadership, www.ccl.org

What boundaries are at play in your challenge?

Strategies to effectively span boundaries

1 Managing Boundaries

2 Forging Common Ground

3 Discovering New Frontiers

Taps into the power of differentiation - the need for autonomy, divergence, and uniqueness across group boundaries.

Taps into the power of integration - the need for unity, belonging and connection across group boundaries.
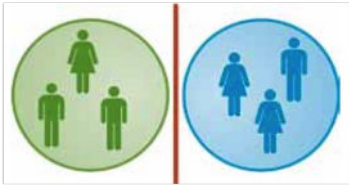
Taps into the power of integration and differentiation simultaneously - the juncture where boundaries collide and intersect.

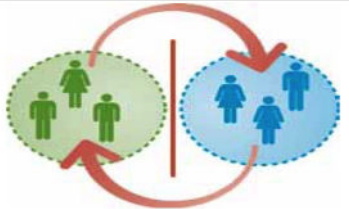*Boundary Spanning Leadership, Ernst & Chrobot-Mason in partnership with the Center for Creative Leadership, 2011*

6 Practices for Spanning Boundaries

1 Managing Boundaries

2 Forging Common Ground

3 Discovering New Frontiers

Buffering

Reflecting

Connecting

Mobilizing

Weaving

Transforming

Boundary Spanning Leadership, Ernst & Chrobot-Mason in partnership with the Center for Creative Leadership, 2011
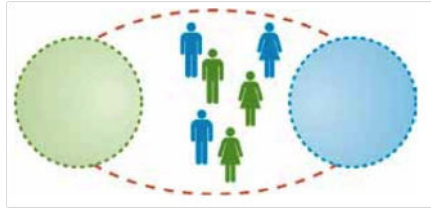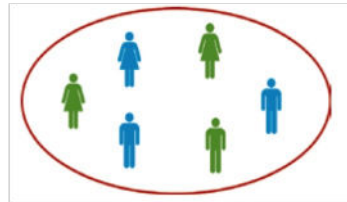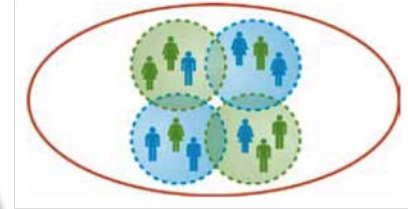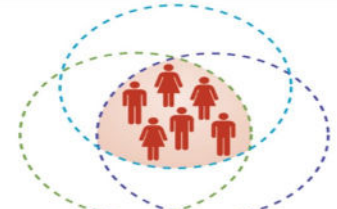
Boundary Spanning in Action

A tactic is something that "gets the job done." It's a behavior, activity or event that takes you a little farther down the road to completing the task or accomplishing your goal.

We'll cover a lot of tactics so here are things to consider

1 Consider your challenge

2 Clarify the strategy

3 Start simply

4 Experiment and modify

The 1ˢᵗ Strategy is to manage boundaries

1

Managing Boundaries
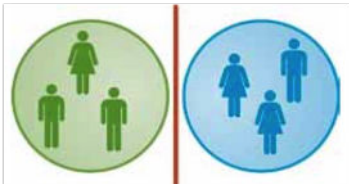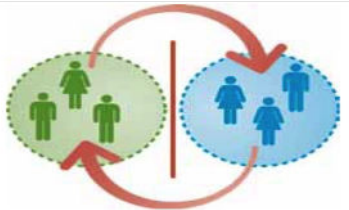
Buffering

Reflecting

2

Forging Common Ground

3

Discovering New Frontiers

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Buffering Creates Safety
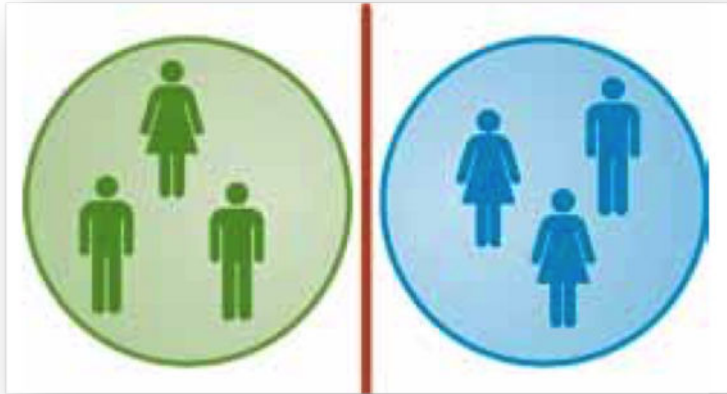
Safe Space

Result: A state of psychological security that develops when group boundaries are defined and maintained

- Define who we are, and who we are not, which creates a space of safety

- Groups cannot collaborative effectively across boundaries until they feel protected and safe within their own areas

- Buffer and protect group members from being pulled in so many directions and competing demands

Boundary Spanning Leadership, Ernst & Chrobot-Mason in partnership with the Center for Creative Leadership, 2011

Buffering Tactics

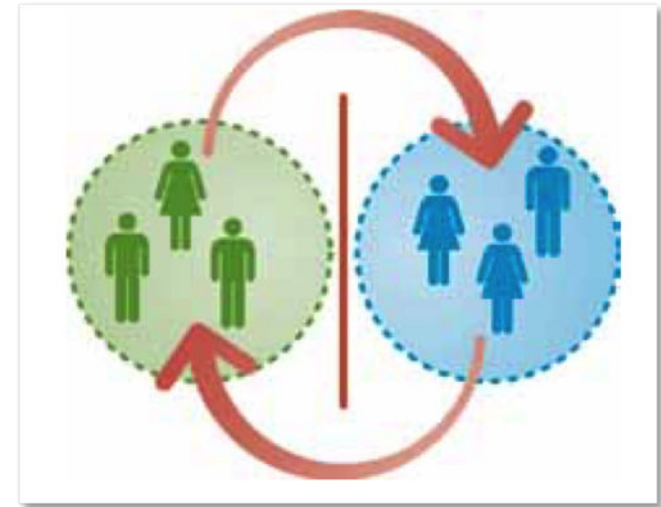|	Vertical	Horizontal	Stakeholder	Demographic	Geographic
Buffering – monitor and protect the flow of information and resources across groups to define boundaries and build intergroup safety	During times of organizational crisis, remind people of proper communication channels to ensure critical information flows across levels effectively and accurately.	Prepare a team charter of roles and responsibilities. Share it with others in the organization so they understand the amount of work your team can effectively manage.	Specify the non-negotiables or rules of engagement that specify how your team and an external teams will interact during a joint venture.	Sponsor affinity groups within your organizations (women, Hispanics, etc.) so that nondominant groups have an opportunity to network and share experiences with their own group members.	Build a "buffer" between your team and headquarters if agendas are competing. Create a document that summarizes your team deliverables and get written buy-in and agreement from HQ.

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Reflecting Fosters Respect

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

- Represent distinct perspectives and facilitate knowledge exchange across groups

- Before groups can span boundaries, they must be able to see the boundary from both sides

- Make a concerted effort to remain flexible enough to understand and appreciate the differences that surface when boundaries collide

Reflective Space

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Reflecting Tactics

|	Vertical	Horizontal	Stakeholder	Demographic	Geographic
Reflecting – represent distinct perspectives and encourage knowledge exchange across groups to understand boundaries and foster intergroup respect	Initiate a meeting with senior management so that you can advocate upward the innovative ideas generated by your employees.	Invite leaders from other units to your team meetings so they can discuss how each unit can help the other to solve pressing organizational problems.	Arrange "field trips" for your team to visit client sites or customer markets. Ask them to take photos and document what they observe as it relates to organizational initiative or strategy.	When an issue comes up that involves race, gender, religion, consider making it a "teachable moment." Let everyone have a chance to share and learn about their unique differences and unique perspectives.	Encourage international business travelers to add an extra day to their trip to hit the streets, experience the culture, and learn about the local market. Ask them to share their observations at a team meeting upon return.

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Discussion / Reflection

Buffering Creates Safety

How can you ensure that your team has a clear sense of identity so that all understand their mission, roles & responsibilities, and unique contribution within the larger organization?

Reflecting Fosters Respect

How can you represent the image or identity of one group to another in your workplace?
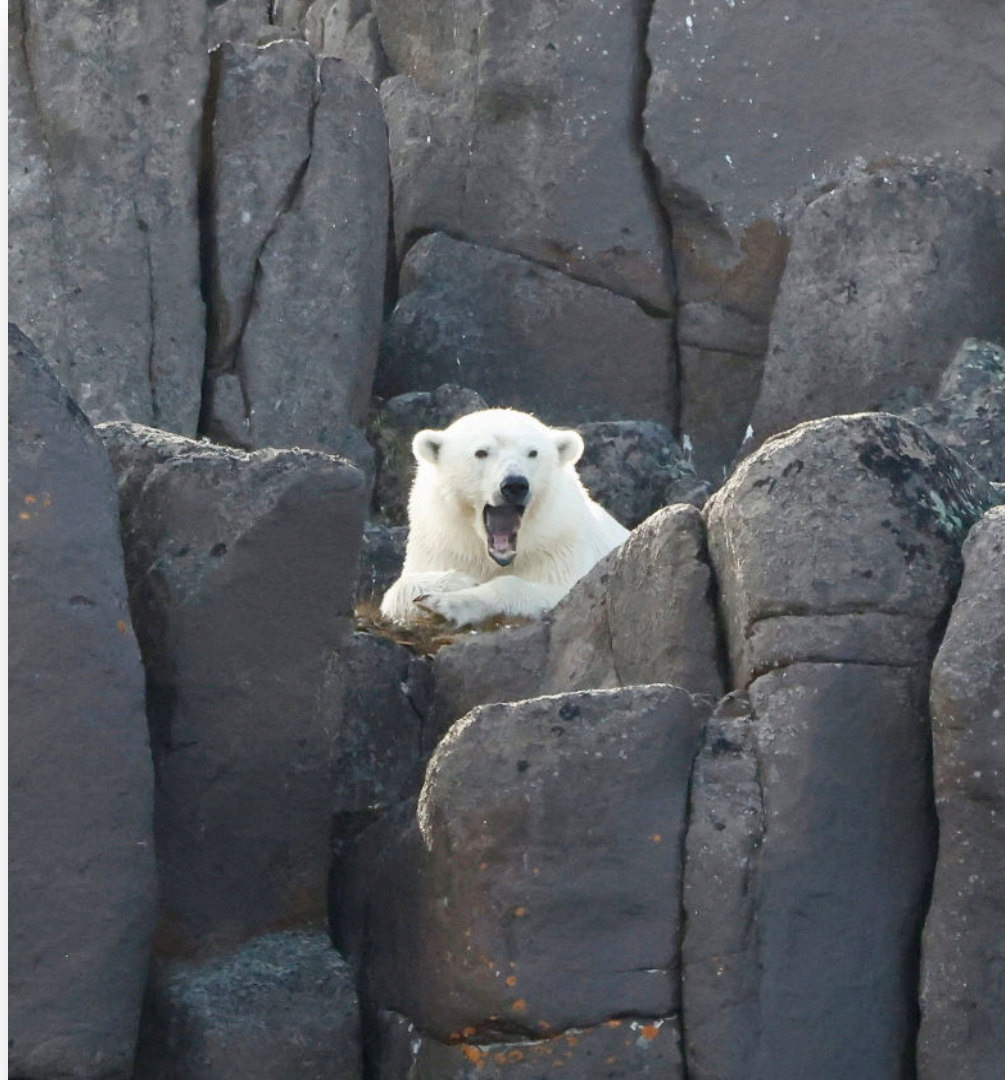
The 2ⁿᵈ strategy is to forge common ground

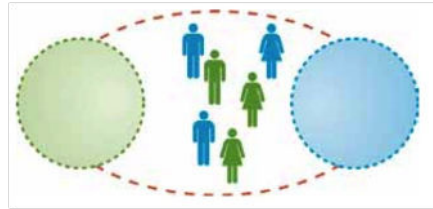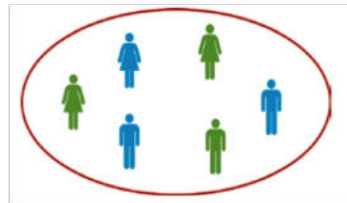**1** Managing Boundaries

Buffering
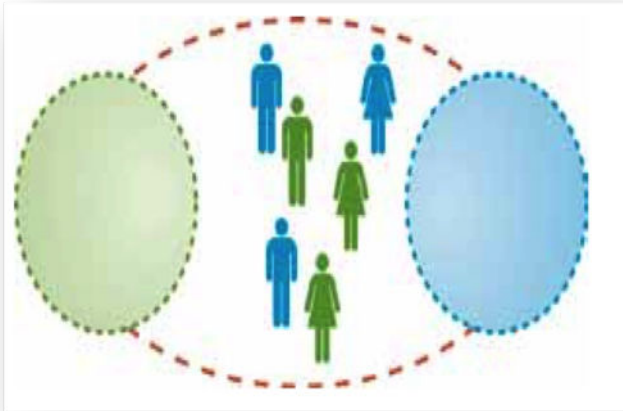
Reflecting

2 Forging Common Ground

Connecting

Mobilizing

3 Discovering New Frontiers

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Connecting Builds Trust

Third Space

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

- Suspend group differences and begin connecting based on individual similarities

- Take a neutral mental stance rather than asserting your own identity, idea, or position

- Take advantage of the natural human capacity to create positive and collaborative relationships while minimizing the potential for destructive divides
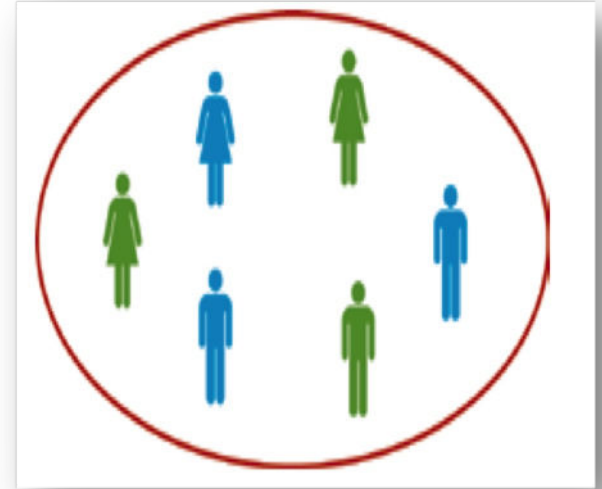
Boundary Spanning Leadership, Ernst & Chrobot-Mason in partnership with the Center for Creative Leadership, 2011

Connecting Tactics

	Vertical	Horizontal	Stakeholder	Demographic	Geographic
Connecting – link people and bridge divided groups to suspend boundaries and build intergroup trust	Host an outdoor lunch to bring people together from different levels of the organization. Ask everyone to "share a blanket" with people they don't get to spend time with regularly.	Set up some comfortable chairs and a whiteboard in the connector wing between two departments to encourage informal, collaborative conversations across functions.	Rotate meetings with a key vendor between your site and theirs. When visiting their site, request time for "putting names with faces" by having your team walk around and meet people in their organization.	Mix it up outside the office. Get people of different generations, races, nationalities together for a sporting event.	Research the first 15 min of your global videoconference for relationship building. Spend time sharing personal milestones, news or updates of interest.

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Mobilizing Develops Community

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

- Shift from the "us and them" perspective to the shared "we" mindset where common purpose and shared identity exist across groups

- Requires taking action together

- Shared work is the vehicle for rethinking old boundaries and creating new community

Shared Space

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Mobilizing Tactics

	Vertical	Horizontal	Stakeholder	Demographic	Geographic
Mobilizing – craft common purpose and shared identity across groups to reframe boundaries and develop intergroup community	Establish "skip level" meetings for your staff to have conversations with your manager about higher organizational goals and strategies.	Following an organizational merger, get people from the same functions in the two organizations together. Have them craft a compelling mission about a new business opportunities that everyone can rally behind.	Articulate a goal that your organization and another organization can partner around in order to beat a common competitor in the marketplace.	Identify a core set of organizational values that are inclusive and motivating for all demographic groups.	Install common organizational symbols, wall hangings, and icons in all offices that build community and represent "your organization at its best" anywhere in the world.

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Discussion / Reflection

Connecting Builds Trust

How can you serve as a bridge to connect people or divided groups in your organization?

Mobilizing Develops Community

How can you call upon common goals, collective values, or artifacts to enable groups to rally behind a common purpose?

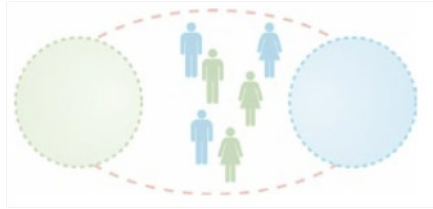# The 3rd strategy is to discover new frontiers

1

Managing Boundaries

2
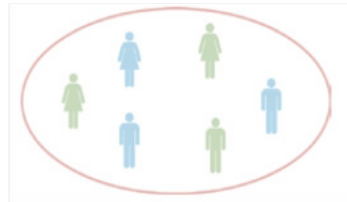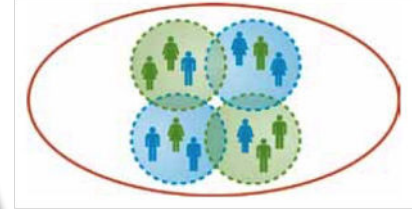
Forging Common Ground

3

Discovering New Frontiers

Buffering

Reflecting

Connecting

Mobilizing

Weaving

Transforming

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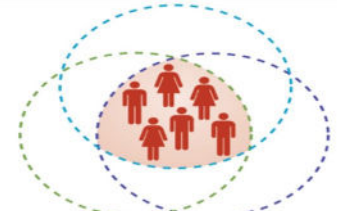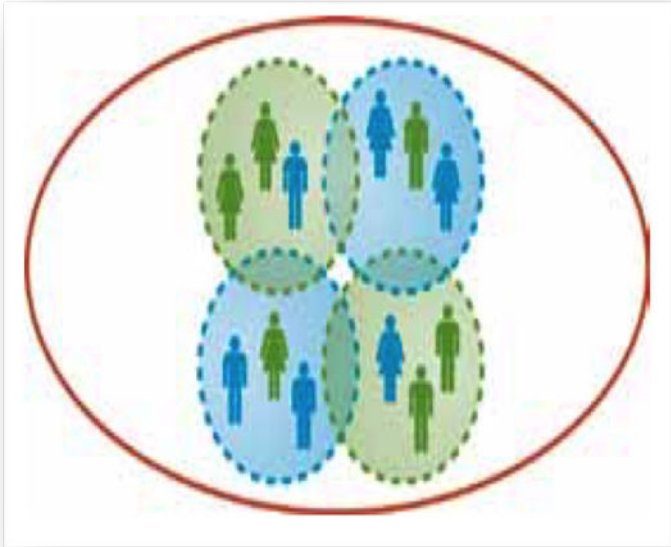
Weaving Advances Interdependence

Creative Space

Result: A state of mutual dependence and collective learning that develops wen group boundaries are interlaced within a larger whole

- Meets the need for differentiation by respecting varied experiences and expertise

- Meets the need for integration by forming new combinations grounded in existing knowledge

- Create the conditions, time, and space for interdependence to develop and serve as a role model every step of the way
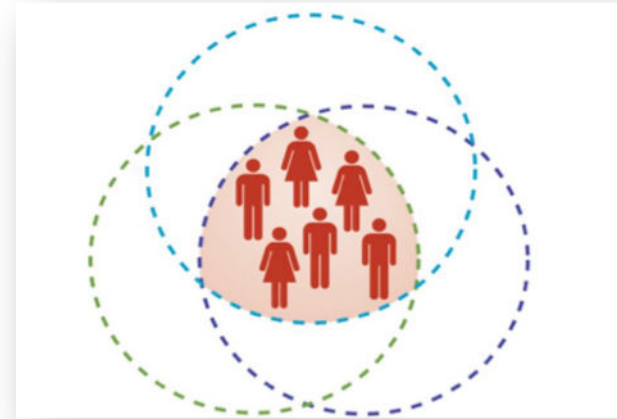
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Weaving Tactics

	Vertical	Horizontal	Stakeholder	Demographic	Geographic
Weaving – draw out and integrate group differences within a larger whole to interface boundaries and advance intergroup interdependence	Debrief a successful organizational accomplishment by bringing grounds together across levels to discuss what factors created the "win" from their unique vantage points.	When divisions are in conflict over an issue, help them articulate the source of their differences and then explore ways to creatively reconcile them for the overall good of the organization.	Integrate the unique strengths of your organization and an organization in a different sector to solve a shared problem in your community.	Bring different demographic groups together to talk about market needs and trends within their respective groups and how the organization could create new products to serve them.	Develop "glocal" solutions – draw and integrate global best practices within your company and local market knowledge to envision new products, services or internal processes.

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Transforming Enables Reinvention

Result: A state of renewal and emergent possibilities that develop when group boundaries are cross-cut in new directions

- Must accept that you don't know exactly how things will turn out

- Create an environment where existing identities and perspectives are open to inquiry, discovery, and change

- "When our collective awareness expands, we are capable of thinking and acting beyond the boundaries that once limited us"

Reimagined Space

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Transforming Tactics

	Vertical	Horizontal	Stakeholder	Demographic	Geographic
Transforming – bring multiple groups together in emergent, new directions to cross-cut boundaries and enable intergroup intervention	Bring members of your network together who represent vastly different levels from top to bottom. Facilitate a dialogue about "how they see things in the business" and explore an unconventional idea that arises from the conversation.	Host "alternative future conversations." Invite anyone in the organization to attend. Provide no agenda other than to image the ideal, transformed organization give years from now.	Strike a small-scale partnership with your number 1 competitor. Explore new, collaborative frontiers that could be discovered together.	Create action learning teams with "maximum diversity" to develop business plans of entirely new markets or services than your organization currently offers.	Get the whole system in the room. Bring together a large cr0ss-section of key leaders from around the world once a year to envision "game changing" opportunities.

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Discussion / Reflection

Weaving Advances Interdependence

How can you more intentionally facilitate collaborative conversations that encourage groups to explore and then integrate and capitalize on their differences?
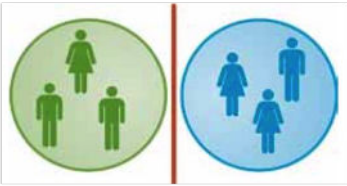
Transforming Enables Reinvention

How could you more actively create time and space to bring multiple groups together in new directions to imagine cutting-edge possibilities and alternative futures?
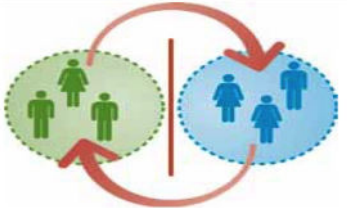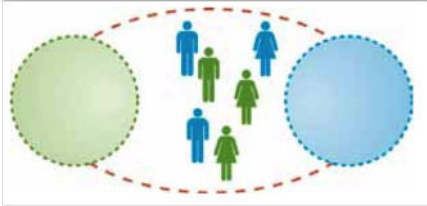
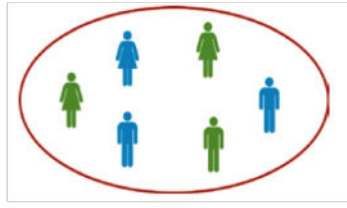# 6 Practices for Spanning Boundaries

1 Managing Boundaries

2 Forging Common Ground

3 Discovering New Frontiers

Buffering

Reflecting

Connecting

Mobilizing

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Transforming

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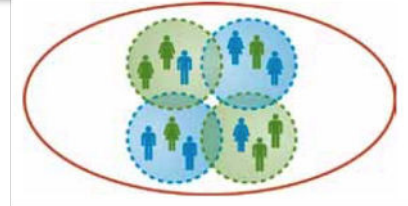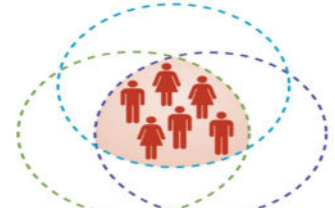
When faced with boundaries, how will you respond?

Will you see them as silos and barriers?
Or,
as frontiers and opportunities?

Kerri Sutey

Leading Change
Portfolio Manager

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Roles: Agile Team Coach, Trainer, Enterprise Agile Coach, Facilitator, Coach of Coaches, Transformation Leader

Agile Background: Scrum in non-software environments (research, modeling, marketing, cyber), Kanban, SAFe, business agility, leadership coaching and development

Industry Experience:
Consulting, Big Tech,
Oil & Gas, Government,
Arline,

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