BOUNDARY SPANNING LEADERSHIP: TOP TEN LESSONS OF EXPERIENCE
CONNECTED COMMUNITY WEBINAR SERIES

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RELATIONAL LEADERSHIP AND ITS IMPLICATIONS:
EXPLORING THE CCL POINT OF VIEW ON LEADERSHIP AS A SOCIAL SYSTEM.

The Connected Community wants you! In a thoughtful yet friendly and playful way.

Our shared topic is the understanding, practices and development of relational leadership and its implications for facing and solving complex challenges across society.

Relational leadership: Leadership is an emergent property of relations (Denis, Langley & Sergi, 2012). Leadership is a relational process of shared sense-making and meaning-making (Drath, The Deep Blue Sea, 2001.)

Our purpose is to share and create knowledge, and to help shape the CCL research agenda in this area.
BOUNDARY SPANNING LEADERSHIP DEFINED

- Direction
- Alignment
- Commitment

Shared Goal or Mission  Leadership
#1 ESTABLISHING LEADERSHIP AS DIRECTION, ALIGNMENT AND COMMITMENT IS THE POINT OF ENTRY FOR BOUNDARY SPANNING

THE THREE OUTCOMES OF HIGH IMPACT CULTURES

A Center for Creative Leadership Framework

GREATER IMPACT

SOLVE PHASE: CREATING A CULTURE BUILT FOR IMPACT

THEORY OF CHANGE

SHARED EXPECTATIONS

Ownership & Accountability

Greater Impact

Four Agreements
- Tightly agreed in support of timeless values
- Leadership Principles in conjunction with the Four Agreements

Social Reinforcement
- Inside-out (behaviors & mindsets)
- Leader led and peer-to-peer
  - Walk the talk
  - Feedback
  - Recognition

Structural Levers
- Outside-in (systems & processes)
- Systems Levers
  - Governance to define decision rights & accountability
  - Cultivate aligned processes and tools to mirror how we work
  - Communicate to reinforce, celebrate & sustain progress

November 2015

November 2016
#2 BOUNDARY SPANNING IS NOT BEST SERVED AS A TOOL OR FRAMEWORK
#3 THE ROLE OF A CEO IS, BY DEFINITION, THE CHIEF SPANNER OF BOUNDARIES
#4 CONVERSATIONS ON BOUNDARIES ALWAYS BRING OUT ENERGY & EMOTION

**Vertical**
- across levels & authority

**Horizontal**
- across functions & expertise

**Geographic**
- across markets & distance

**Stakeholder**
- across external groups & interests

**Demographic**
- across diverse groups & differences
#5 THE SECRET TO ACTIVATING BOUNDARY SPANNING BEHAVIOR IS “KNOWING THE SPACE”

BUFFERING

defined space

CONNECTING

trusted space

WEAVING

creative space

REFLECTING

learning space

MOBILIZING

shared space

TRANSFORMING

reimagined space
#6 WHILE WEAVING & TRANSFORMING ARE THE MOST ADVANCED PRACTICES, BUFFERING IS THE GREATEST OPPORTUNITY

Buffering
Define Boundaries

What can you do to define and clarify boundaries?
#7 THE BIGGEST KILLER OF BOUNDARY SPANNING BEHAVIOR = TIME
#8 DIRECTION, ALIGNMENT AND COMMITMENT ACROSS BOUNDARIES HAPPENS TO THE EXTENT IT’S LEADER-LED…

### SENIOR LEADERSHIP TEAM CHARTER

- **Greater Impact**
  - 1. Clarify Direction
  - 2. Align to Key Priorities
  - 3. Engender Commitment of Teams

### SLT RETREAT (MARCH 15-16)

- **Greater Impact**
  - 1. Clarify Direction
    - Strategy Review Capstone
    - Gates 2025 Scenario Planning
  - 2. Align to Key Priorities
    - Workouts on key cross-foundation initiatives
  - 3. Engender Commitment of Teams
    - Review annual survey results
    - Recharging & reconnecting as a team
#9 ...AND TO THE EXTENT IT’S NETWORKED, PEER-TO-PEER
#10 IF DAC IS THE ENTRY POINT FOR BOUNDARY SPANNING, THEN LEADERSHIP ESSENTIALS ARE THE TIPPING POINT
WAYS TO CONTINUE THE CONVERSATION...

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BOUNDARY SPANNING LEADERSHIP