

BOUNDARY SPANNING LEADERSHIP: TOP TEN LESSONS OF EXPERIENCE

CONNECTED COMMUNITY WEBINAR SERIES

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PAGES

- The CONNECTED Community
- Foundational bibliography on relational leadership at CCL
- History: The idea of relational leadership at CCL
- Research agenda
- Resources
- Vertical development

ARCHIVES

- October 2016

WEBINARS

- Webinar archives

RELATIONAL LEADERSHIP AND ITS IMPLICATIONS:

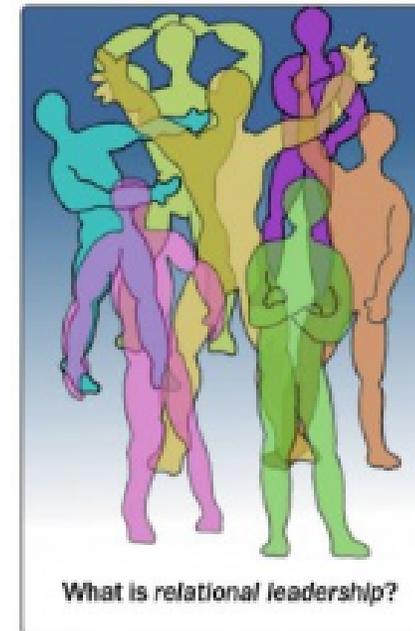
EXPLORING THE CCL POINT OF VIEW ON LEADERSHIP AS A SOCIAL SYSTEM.

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.

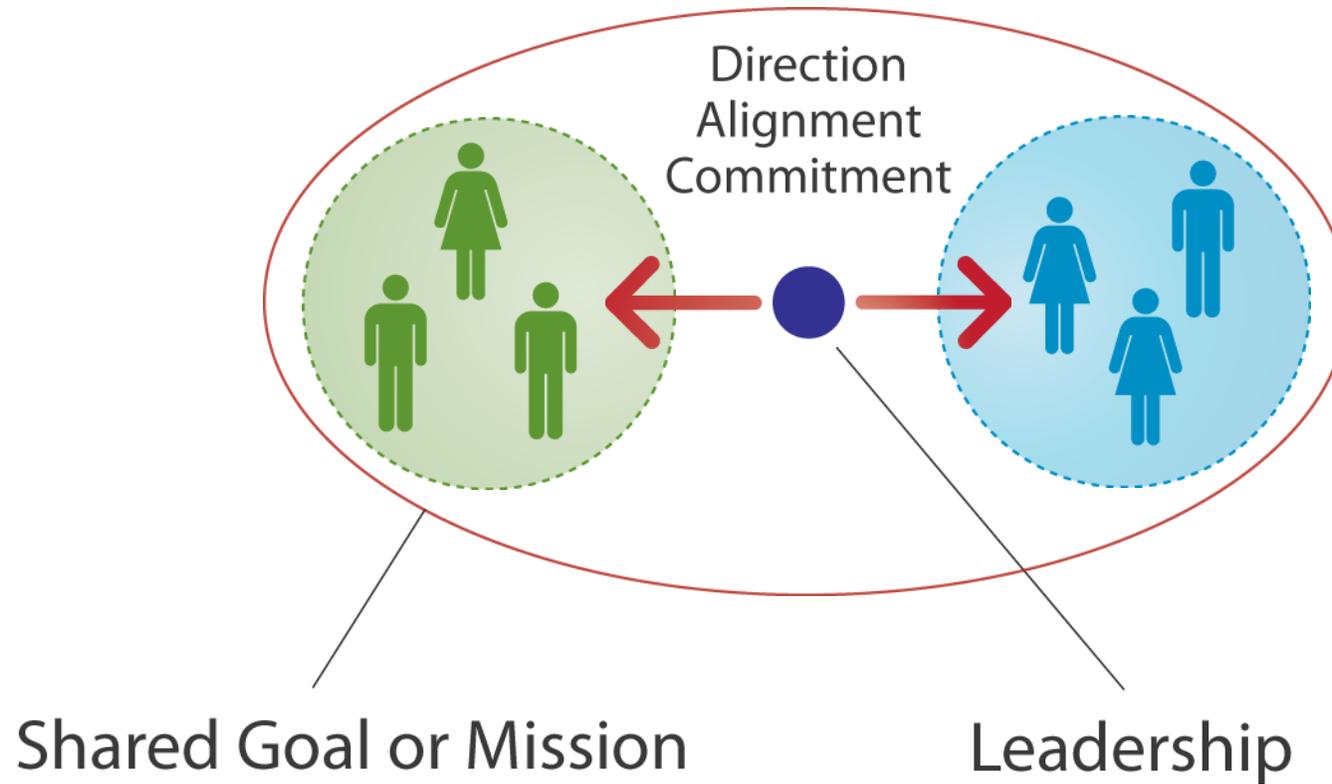
Relational leadership: *Leadership is an emergent property of relations (Denis, Langley & Sergi, 2012). Leadership is a relational process of shared sense-making and meaning-making (Drath, The Deep Blue Sea, 2001.)*

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



Leadership is an emergent property of relations.

BOUNDARY SPANNING LEADERSHIP DEFINED

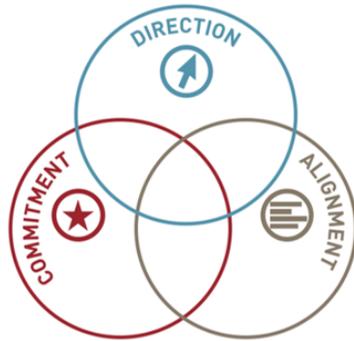


#1 ESTABLISHING LEADERSHIP AS DIRECTION, ALIGNMENT AND COMMITMENT IS THE POINT OF ENTRY FOR BOUNDARY SPANNING

THE THREE OUTCOMES OF HIGH IMPACT CULTURES

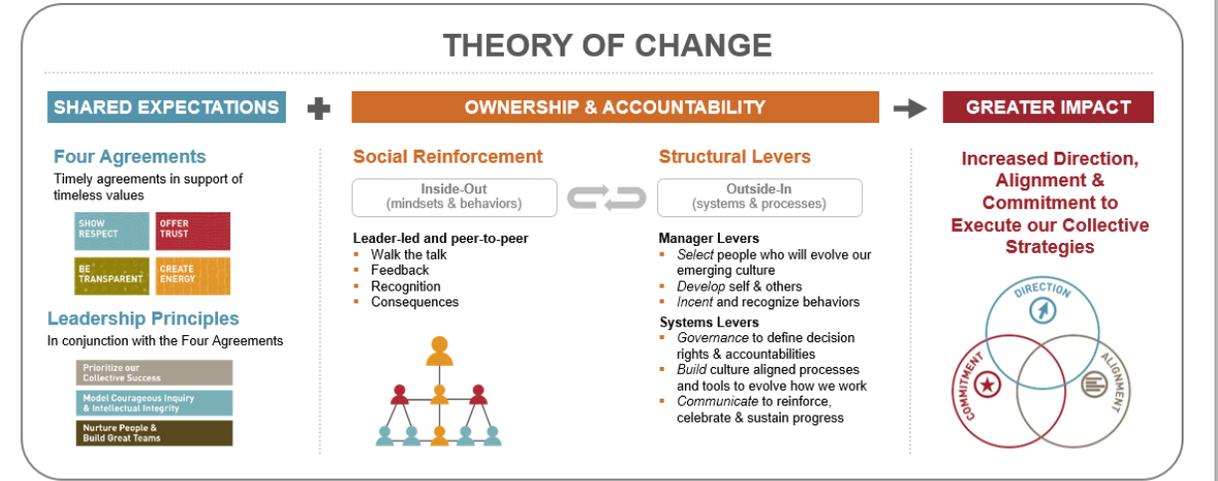
A Center for Creative Leadership Framework

GREATER IMPACT



November 2015

SOLVE PHASE: CREATING A CULTURE BUILT FOR IMPACT



November 2016

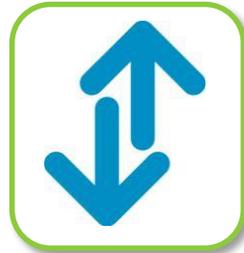
#2 BOUNDARY SPANNING IS NOT BEST SERVED AS A TOOL OR FRAMEWORK



#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

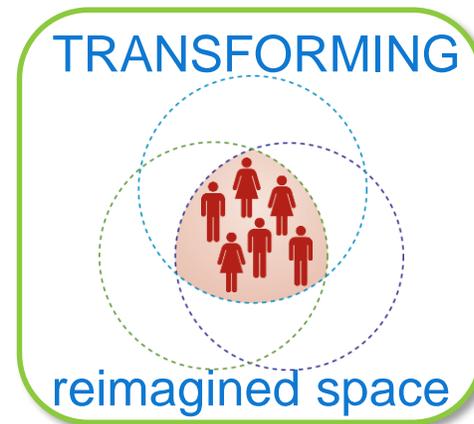
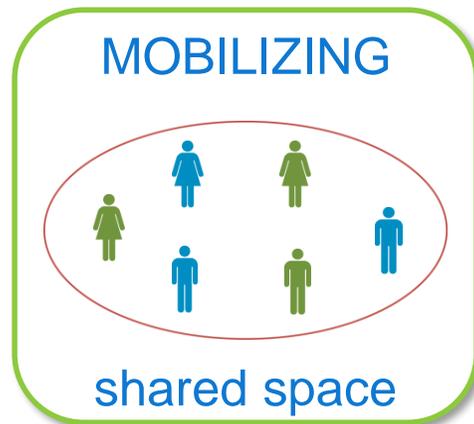
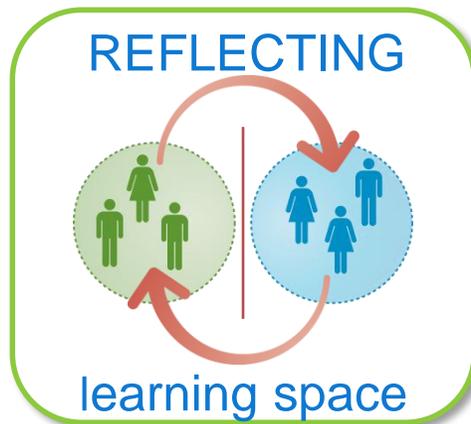
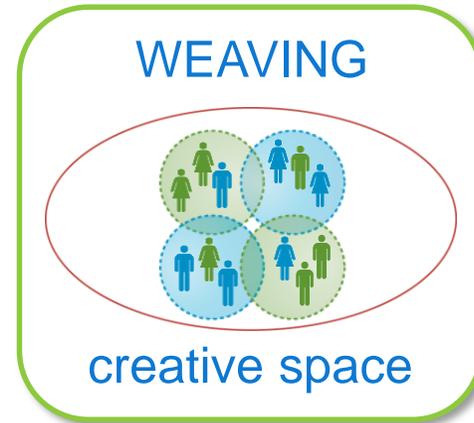
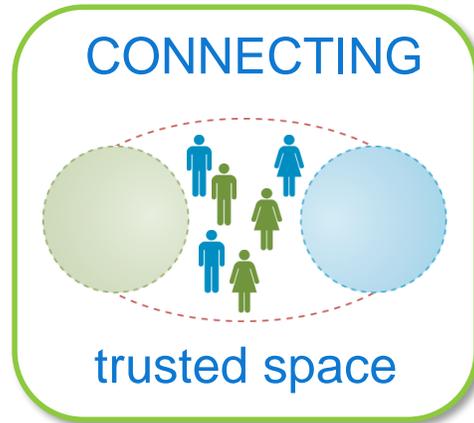
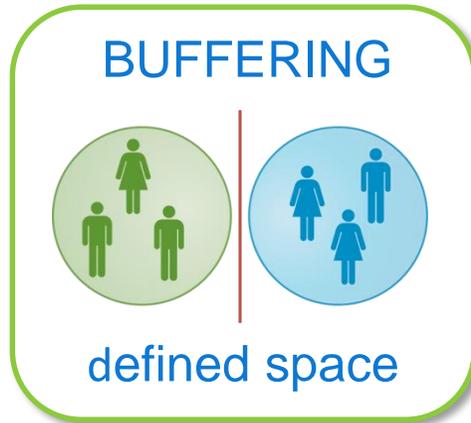
across external groups & interests



Demographic

across diverse groups & differences

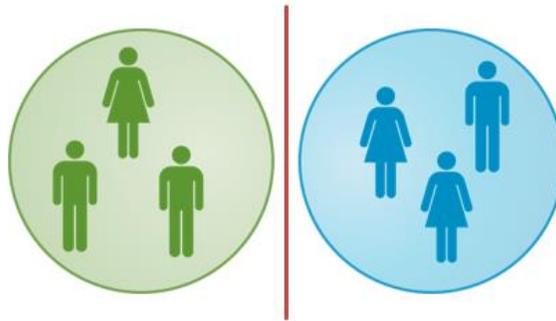
#5 THE SECRET TO ACTIVATING BOUNDARY SPANNING BEHAVIOR IS “KNOWING THE SPACE”



#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



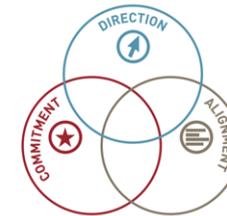
1 Clarify Direction

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

Making an Impact

The Connectors have helped Juniper lay a successful foundation for our strategy, priorities and culture.

Direction around our strategy



I understand our strategy and the opportunity it represents for Juniper.

Alignment to our priorities



I know my role in delivering our strategy and how my role integrates with the work of others.

Commitment to execution through our values



I feel personally invested and accountable for the successful delivery of our strategy.

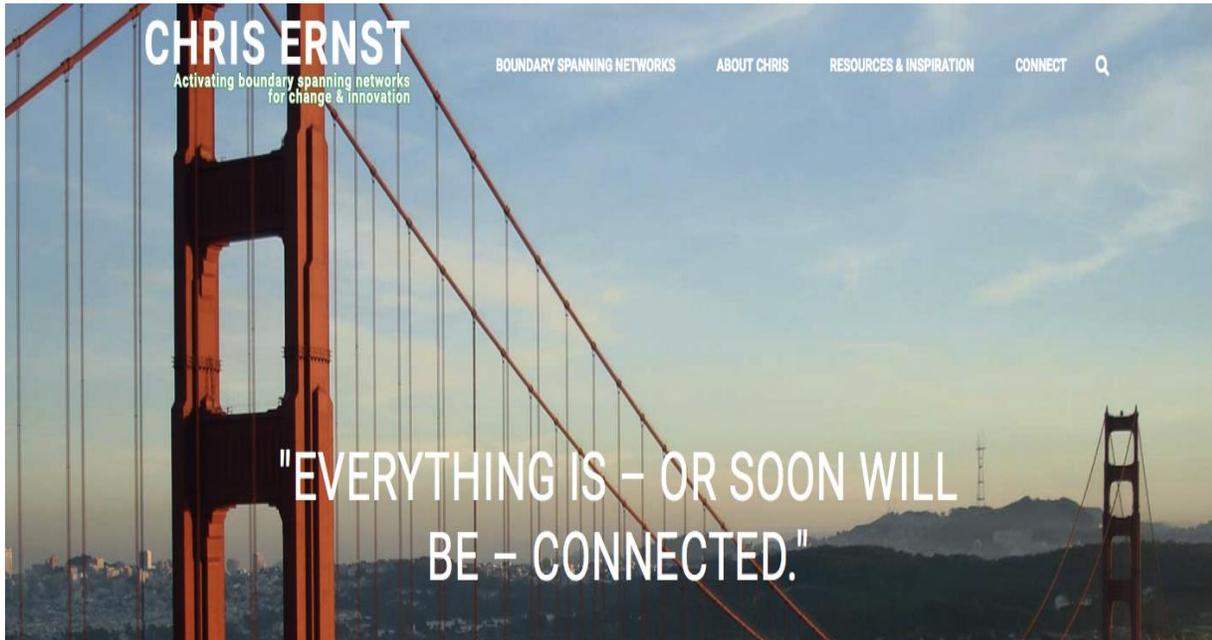
Q4'14 N=7176	84%	91%	83%
Q1'14 N=1807	46%	36%	47%

#10 IF DAC IS THE ENTRY POINT FOR BOUNDARY SPANNING, THEN LEADERSHIP ESSENTIALS ARE THE TIPPING POINT



WAYS TO CONTINUE THE CONVERSATION...

CHRISERNST.ORG



BOUNDARY SPANNING LEADERSHIP

