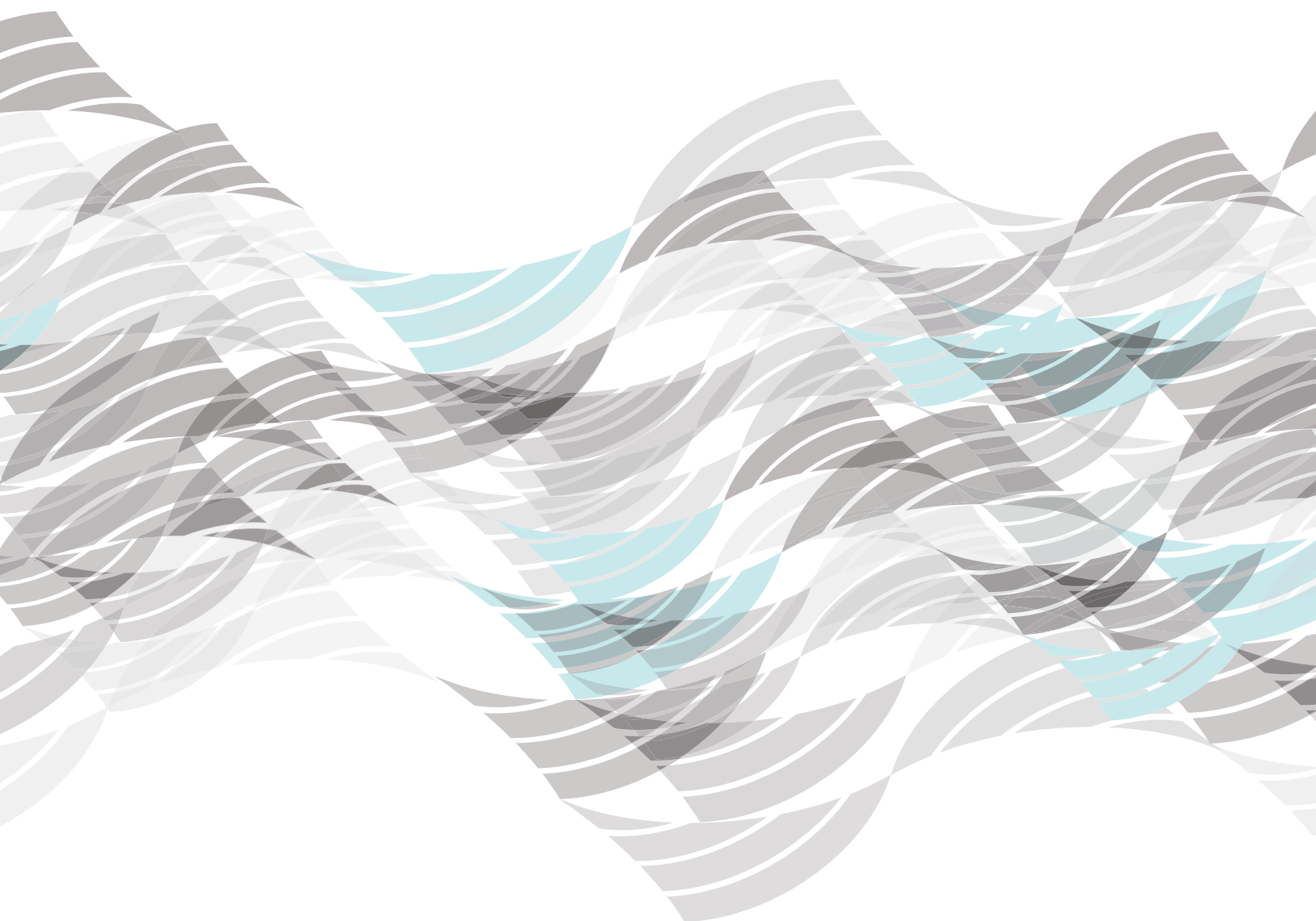# Boundary Spanning in Action
Tactics for Transforming Today's Borders into Tomorrow's Frontiers

By: Lance Lee, David Magellan Horth, and Chris Ernst

Center for Creative Leadership®

Contents

The World is Restless

Headlines from near and far declare the turmoil of our times: the European debt crisis; Middle East uprisings, power plays and transitions; the endless partisan politics that characterize the national debate in the United States, to name a few. Other challenges—from alarming levels of unemployment to climate change and energy security—threaten to divide us, even as we reach desperately for solutions.

Prominent leaders from across the globe struggle to grasp the scale and nature of these challenges. Meanwhile, businesses and organizations attempt to carve out a niche, but end up feeling boxed in or entrenched. Leaders in every arena are clamoring and often in conflict—searching for something new and better so that they can thrive, survive, and overcome division. We hear level-headed business people asking: "Why does no one want to agree anymore?"

Across the world, we face challenges that are complex and can only be solved by building bridges across wide-ranging boundaries.

Boundaries: The Place Where It All Begins

Borders, barriers, limits, obstacles, and constraints—there is no shortage of boundaries in today's challenging business and political environment. When times are tough, our natural tendency is to hunker down. Battle lines are drawn. Organizational silos get taller. Worldviews shrink, attitudes narrow, and positions tighten.

All too often, boundaries create borders that divide groups into Us and Them. The result can be fractured relationships, diminished resources, suboptimal results, and divisive conflict.

Yet, boundaries are also frontiers.

Wherever group boundaries collide and intersect, there is potential for different ways of working and new forms of collaboration. Boundaries can reveal new frontiers for solving pressing problems, driving innovation, and leading breakthrough change.

The Time is Now: The Question is How?

By exploring interdependent leadership approaches to boundary spanning, organizations and groups are collaborating across functions, empowering employees at all levels, and developing cross-organizational learning abilities. Their boundary spanning efforts are tearing down silos, driving creativity and innovation, and building extraordinary partnerships and alliances.

Leaders and organizations we have been privileged to work with are making this critical transformation. Global corporations are stepping outside their established beliefs and practices to work in new ways. Nonprofits are reimagining the way they operate internally and partner externally. And community and government agencies are overcoming differences to collaborate in new and unprecedented ways.

In this white paper, we lay out what is working, here and now, in these complex and uncertain times. We share stories of organizations that are successfully putting boundary spanning into practice, and we identify specific tactics that you can use to bridge boundaries right away.

Boundary Spanning
Creating a Common Language

Your business, your market, your community and world are built upon a scaffold of boundaries. Rank and authority, expertise and function, and partners, vendors, customers, and stakeholders bump up against numerous demographic and geographic differences.

Boundary spanning leadership involves creating direction, alignment, and commitment across five types of boundaries (Yip, Ernst, & Campbell, 2009):

Vertical: Rank, class, seniority, authority, power.
Horizontal: Expertise, function, peers.
Stakeholder: Partners, constituencies, value chain, communities.
Demographic: Gender, generation, nationality, culture, personality, ideology.
Geographic: Location, region, markets, distance.

In CCL's best-selling book, *Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations* (Ernst & Chrobot-Mason, 2011), we describe in detail the boundary spanning leadership model. Specifically, through our research and experience in fostering more interdependent forms of leadership, we've found that leaders, groups, and organizations that effectively span boundaries do so in three ways. They:
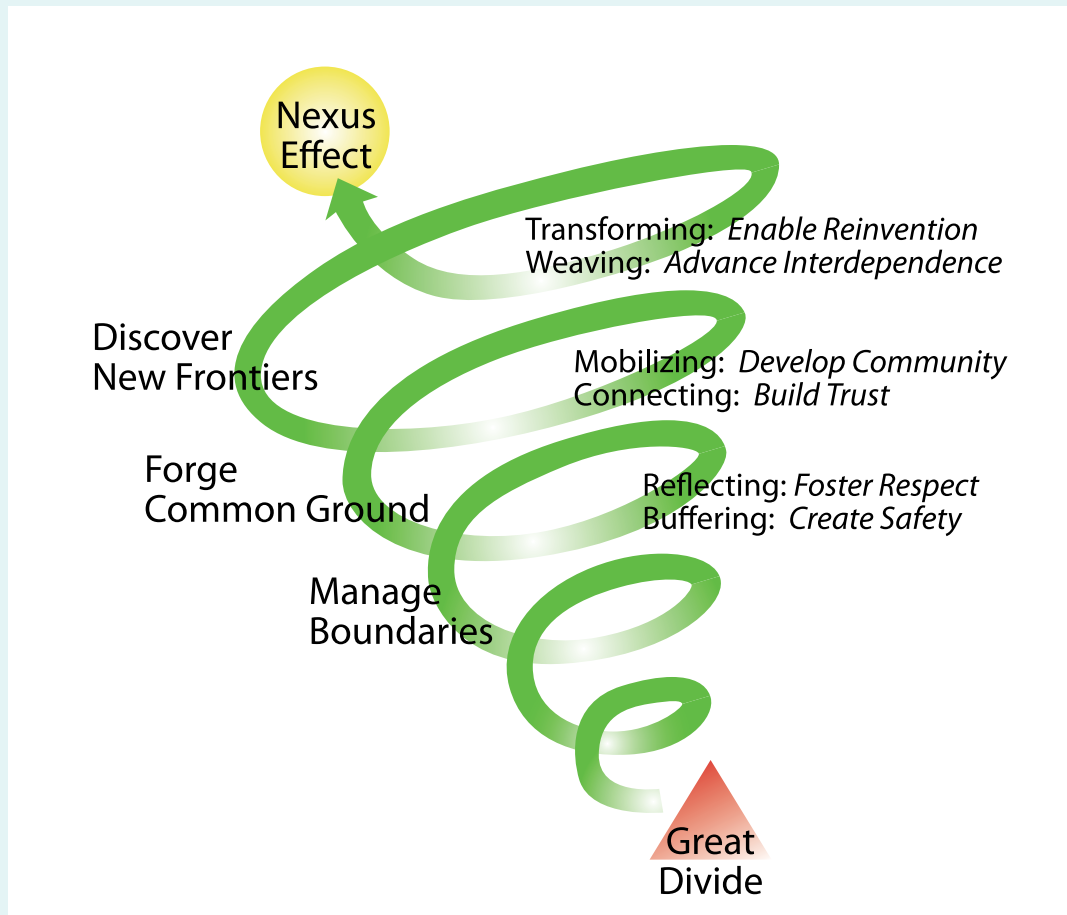
① Manage boundaries

The first step to spanning boundaries, ironically, is to create or strengthen them. It taps into the power of differentiation (e.g., clarifying roles, purpose, areas of specialization) in order to build safety and respect across boundaries.

② Forge common ground

Common ground represents what is universal and shared. To forge common ground is to bring groups together to achieve a larger purpose. It is about integration (e.g., creating shared vision and a unified force) in order to build trust, engagement, and shared ownership across boundaries.

③ Discover new frontiers

The final boundary spanning strategy is about discovering new frontiers at the intersection where groups collide, intersect, and link. It merges differentiation and integration—creating a "team of teams" with differentiated expertise, experience, and resources, yet driven by an integrated vision and strategy—in order to support breakthrough innovation, transformation, and reinvention.

Nexus
Effect

Transforming: *Enable Reinvention*
Weaving: *Advance Interdependence*

Discover
New Frontiers

Mobilizing: *Develop Community*
Connecting: *Build Trust*

Forge
Common Ground

Reflecting: *Foster Respect*
Buffering: *Create Safety*

Manage
Boundaries

Great
Divide

Six practices—buffering, reflecting, connecting, mobilizing, weaving, transforming—are embedded within the three overarching strategies, and each offers numerous tactics for implementation. The process (depicted in our model as an energetic upward spiral) creates a nexus of collaboration between previously divided groups.

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. With this in mind, we describe more than 30 specific ways of carrying out the six boundary spanning practices.

The aim of these practical tactics is to help you incorporate boundary spanning into your everyday leadership. While the need for boundary spanning often is revealed in crisis or through one-off events, its greatest power lies in the transformation of organizational thinking and culture. In our work with clients, we use many of these tactics to jump-start a process or to crack open a specific challenge where effective boundary spanning is imperative. But when we see people step up and own the process themselves, we know change is taking place.

It often takes one or two senior or well-positioned people to get some initial traction, and then the "big ideas" and practices start to make sense more broadly. From there, the tactics (and variations that you will discover for yourself) become increasingly useful. They begin to shift people away from their silos and toward collaboration. Boundary spanning becomes embedded within the leadership culture, and in the way work gets done.

A few hints to help you in your selection of tactics:

1 Consider your challenge

Start with the end in mind. What is the nature of your challenge? Why is boundary spanning important? What boundaries (vertical, horizontal, stakeholder, demographic, geographic) are most prevalent or difficult to span?

2 Clarify the strategy

Do you need to create safety and foster respect? Then your strategy is to manage boundaries through buffering and reflecting. Is your goal to build trust and develop ownership? Turn to the connecting and mobilizing tactics that help forge common ground. If the foundation has been set, then greater interdependence and reinvention—discovering new frontiers—is possible. Explore the weaving and transforming tactics.

3 Start simply

Begin with a tactic or two that feels easy to introduce and execute. Don't "launch" a boundary spanning campaign. Begin where you can, find some allies, tap into the power of networks, and build on your successes.

4 Experiment and modify

Remember that a particular tactic may not always work with your group or situation. Don't be afraid to experiment. Modify our suggestions or make up your own tactics.

Buffering
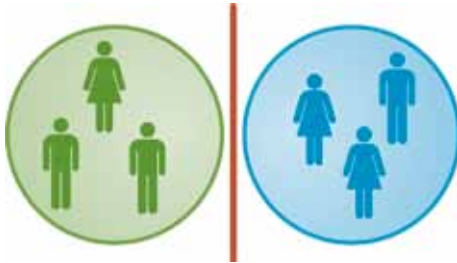
Buffering is the boundary spanning practice that creates a space of safety.

Groups and individuals "build a buffer" to define who they are and protect themselves from outside influences or demands. When boundaries are defined and maintained, we "see" who we are and we strengthen ties with others who are like us in some way. Once boundaries are defined, we enter a state of psychological security that allows us to appropriately filter information, people, and resources across groups.

The Board of a nonprofit knew it needed to redirect the organization to ensure its future relevance and success. Yet its members wrestled with what the new path would look like—what would they hold on to and what would be new? They understood any change would require a shift in the organizational culture, beginning with their own beliefs and behaviors.

The Board gathered one morning, creating a safe time and space to focus on their values. Using a CCL tool called Values Explorer™ to jump-start the process, the members (including the CEO) discussed the underlying reasons they were committed to the organization. Building upon their personal values, the group articulated a shared and unique set of values that they sought to enact as an organization. The list was posted electronically so members could reflect on and revise the definitions of the values in the coming weeks.

During a subsequent meeting, the Board confirmed the values they all held and wanted to work by. The CEO, along with the Board chairman, then worked to further articulate the values and seek the input of staff and the broader community. They began to talk about how the values were reflected in the organizational culture and in the work they do – or could do in the future. These clarifying and supportive discussions about "who we are" were the first steps in creating a contemporary mission and relevant strategy for the organization.

"Boundary spanning leadership hits a home run in terms of its timing. It's what executives and leaders in the federal government need most now."
– Fred Lang, Chief Learning Officer and Director of Training and Knowledge Management, U.S. Department of Commerce

Buffering tactics are about defining boundaries, clarifying identity, and establishing purpose. They create clarity around what is shared within a group—shared work, shared experience, shared goals, or shared identity.

As you think about the importance of buffering your group, team, or department, consider these questions:

• Have we asked and answered: Who are we as a defined group?

• Have we defined our purpose or calling? Have we differentiated our work from the work of others in the organization?

• Have we clarified our boundaries so that other groups know where our responsibilities and obligations end and begin?

• Have we created a safe space for the group and individual team members?

Tactics to Try

Create a team charter. Discuss and define shared values. Decide who you are, what you do, and how you work.

Clarify roles and responsibilities within the group. This includes determining who makes decisions, under what conditions, and how they will be made.

State your rules of engagement. Specify how your group and other groups will interact. Set realistic expectations with other groups about what your group can and can't do.

Champion communities of practice. Provide a "home" for people with shared expertise or technical domains. Likewise, provide time, space, and support for affinity groups based on shared interests or demographics.

Celebrate. Proclaim your group's accomplishments, declare team wins, celebrate forward progress, chart your next steps as a united front.

Reflecting
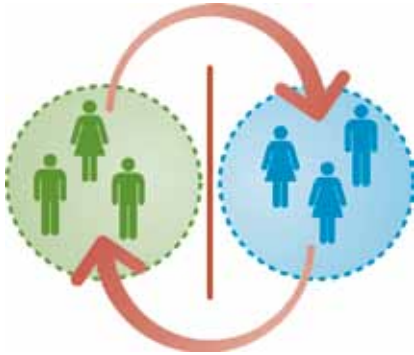
Reflecting is the boundary spanning practice that creates respect.

When space for reflecting is created, groups "look across" the boundary between them, while keeping the boundary intact. They are able to exchange knowledge and see another perspective. Reflecting helps uncover the difference between groups, but also similarities. As knowledge-exchange and perspective-taking expands across group lines, positive regard for each group increases—that is, respect.

The largest division of a Fortune 100 technology company had mixed results from its matrix structure. There was a growing sense that they were liberating capability and capacity across the organization, especially in their expansion into new global markets. However, the complexity of making the matrix work slowed down internal processes, and raised new integration challenges. Complaints from core customers were on the rise.

The CEO decided to bring together top leaders across the company to discuss challenges in making the matrix work. More than 70 high-potential leaders who lived and breathed the matrix were organized into groups to address the pressing question: How can we collaborate more effectively across horizontal and geographic boundaries to meet customer expectations? Afterward, the CEO and 30 members of his top team reviewed the themes and insights, and spent several hours in a wide-ranging, cross-boundary dialogue.

A single day of reflecting enabled the groups to look carefully at their boundaries. The executives gained valuable perspective about the day-to-day reality across business units. The day ended with renewed energy to make the matrix work, while also seeking speed and agility gains typically associated with a smaller company. The matrix would live and thrive as people learned to address the boundaries that both link and divide them.

Reflective tactics allow us to see the other side, to walk in another's shoes. They encourage us to open our minds and seek to understand others—without giving up our own identity or position.

As you plan tactics for creating a reflective space, think about your role and ask yourself:

• Do I encourage learning about others? Do I invite multiple perspectives into our conversations and our work?

• How could I improve or facilitate the exchange of information and viewpoints across organizational lines?

• Do I set a good example, consistently treating others with respect?

• What person, team, region, or culture needs to better understand your group?

Tactics to Try

Practice "putting on the other shoe." In meetings, make time to think and learn about other perspectives. Ask your group "how would other department or divisions think about this?"

Hold skip-level meetings. Meet with people who report to your direct reports. They receive first-hand strategic information and you get to hear their perspectives and ideas.

Draw on other groups. Extend an invitation to other groups or leaders to join your team meeting, weigh in, and share their knowledge. Extend the practice to clients or suppliers.

Rotate jobs. Swap roles, departments, or locations for an extended period of time. Or trade team members to shadow each other for half a day. Meet to share insights and learning.

Create a "culture decoder." Help groups uncover their work language: unique jargon, acronyms, processes. Then translate for other groups.

Accept and extend invitations. Eat and drink with colleagues when you visit; be the host when they visit.

Hit the streets. When traveling, venture outside of the airport, workplace, or hotel to experience the local culture. Share what you learn with others on your "home" team.

Connecting
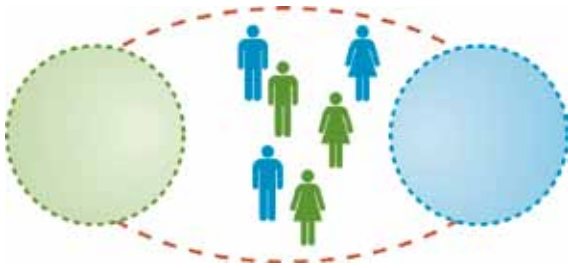
Connecting builds trust by creating a third space, a neutral zone for group members to interact as individuals.

Connecting requires us to "step outside" of our boundaries and "step into" a space (mentally and often physically as well) that is neither "mine" nor "yours." In this third space, people suspend or put on hold their group differences. They begin to link or connect based on individual similarities. New networks and deeper relationships are formed. This bridging of group boundaries establishes a state of mutual confidence and integrity that leads to trust.

At FIDELITY Investments, global sales units, representing diverse product lines, are separated by thousands of miles, hundreds of details that differentiate what they sell, and the clients they pursue. A "small cap fund" sales unit in the United States seems to have little in common with a European sales group specializing in treasury bonds, or a mutual fund sales group in Asia. Yet, all are part of the same FIDELITY financial conglomerate.

Several of FIDELITY's global sales groups decided to defy the norm of virtual networking which had become a way of life. They decided to meet, in person, for three days. Along with the usual work sessions, the organizers built in opportunities for members of the different teams to get to know each other better. Groups of two or three people took 30-minute strolls to share their stories: How did you get into sales? How did you come to serve on your current team? What do you appreciate about your sales group? What developments in your product area are you passionate about? Later, different groups took an "hour amble" to talk about learning and strategy in the sales process.

Sales executives across the various global teams found the "walk and talks" to be surprisingly valuable. The time away from the office placed their work and roles in a fresh context and created personal connections that were far and above those that had been sought in countless virtual meetings. The result? Greater trust and confidence in working together, across the boundaries of time, place, and culture.

"With boundary spanning leadership, we are pioneering not only the next generation of networking technology but the next generation of organizational leadership."
– Greg Pryor, Juniper Networks
Vice President of Leadership and Organizational Effectiveness

The primary rule for connecting is to suspend—temporarily set aside—your personal or group identity and get to know others. Connecting requires you to take a neutral mental stance, rather than asserting your own identity, idea, or position. Over time, connecting becomes a mindset and routine practice.

To foster collaborative relationships, build informal networks, and create an environment where people know each other on a personal level, consider the following questions:

• How does our organization currently create personal connections?

• What structures and systems could encourage connecting?

• How can we harness the power of informal organizational networks?

• What events or opportunities can be created?

Tactics to Try

Find and create "third spaces." Design corners, conversation nooks, cafes, and meeting places that bring groups together on neutral ground.

Set up "buddy systems." Catalyze one-to-one relationships across organizational lines with buddy, mentor, and project partnership arrangements.

Put connection time on the agenda. Reserve space in meetings or on the video/phone conferences for relationship building and personal updates.

Leverage social media. Create a group Facebook page or team blog to share profiles and pictures. Check in on Foursquare or Twitter.

Mix it up at events. Get members from different groups to engage each other at town halls, same page meetings, annual gatherings.

Have fun. Make an all-hands meeting an occasion for individual connections over burgers, pizza, drinks, or other local favorites. Start the lunchtime volleyball, video game, or runners' group —open to everyone in the company.

Mobilizing
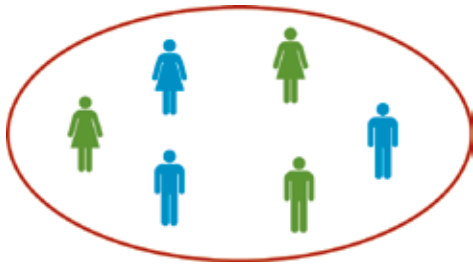
Mobilizing develops community, a shared space, a state of belonging, and ownership. It involves the crafting of a common purpose and shared identity across groups.

Through mobilizing, groups "move outside" their group boundary and "move inside" a new, larger boundary. People shift from an "us" and "them" perspective to a shared "we" mindset. Groups set aside divisive differences and work toward common ground.

Two government agencies with vastly different cultures had to partner in a time-sensitive and complex transition of responsibilities. "Our two organizations have different DNA, and left to their own devices, they would work at cross-purposes," a top official noted.

But the senior leaders of both organizations understood the complexity of the tasks they were facing and the multiple (often competing) stakeholders involved. They saw the absolute need for tight integration between the two organizations. The two men invested in a day-long session with their combined senior staff to address differences and establish the commitment to collaboration. One mobilizing activity brought together small groups with members from each organization to create a shared vision. Each group wrote a single "headline" representing that vision, along with three metrics of how the group would measure success. Afterward, each group presented its ideas for a "whole room" discussion.

The day set a new tone for interaction between the two organizations. They created several structures and expectations that would support boundary spanning in the coming month. The top officials modeled inclusion and collaboration in the context of real-world, high-stakes work—including twice-weekly joint meetings with senior staff from each agency. They issued shared communication and joint decisions when working with external stakeholders. Most importantly, they insisted on an inclusive mindset—reminding everyone in both organizations that they would only succeed if they worked "as one."

Mobilizing establishes common ground in a tangible way. It requires doing something—taking action —together. Shared work is the vehicle for rethinking old boundaries and creating a new community. This new space allows shared identity to override group differences for a specific goal, purpose, activity, and time.

At this stage, shared work is not about inventing something transformative but building on what already exists. It is a major step in gaining alignment and commitment to build a community capable of transformative work.

Mobilizing tactics allow groups to tackle joint work. To build a new community, ask yourself:

• How do we develop an inclusive vision and shared goals?

• What would it take to ensure that different groups feel a strong sense of belonging to the organization and its mission?

• How can we work together to make sure that everyone's viewpoint is heard and honored?

• How do we create an environment where people feel accountable to one another and their shared goals?

Tactics to Try

Identify a core set of values. Have different groups identify their values. Then select a single set of inclusive values based on the contributions of all.

Choose a unifying image. Establish a compelling symbol, image, or icon to represent your joint team brand.

Harness the power of narrative. Fashion a storyline that solidifies larger organizational identity and purpose.

Beat a common competitor. Partner with another organization to find a goal or strategy to corner the market.

Launch a cross-functional team or virtual venture. Bring together members of two groups into a single project unit committed to delivering a key product outcome.

Weaving
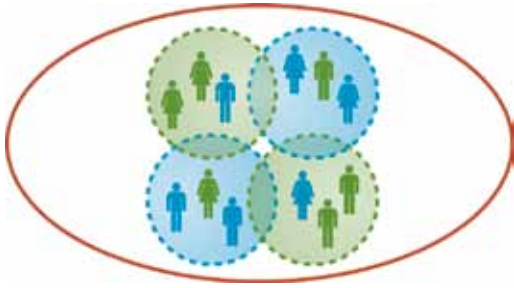
Weaving involves the "intersection" of group boundaries. Group identities remain distinct, but they are interlaced to add up to a larger whole.

Weaving capitalizes on both the power of both differentiation and integration to realize creative, innovative solutions. It establishes a creative space, where interdependence develops and collective learning takes place.

The outcomes of weaving—innovative ideas, new solutions—are often what executives and managers want when they talk about leveraging diversity or they set up a cross-functional team. Yet, in practice, they are often dissatisfied with the process and the results—either because they haven't laid the groundwork of managing differences and finding common ground – or they aren't using tactics that establish creative space.

The United States Geological Survey (USGS) recently realigned from a disciplined-based structure that reached back to its origins in 1879, to an integrated structure focused on client needs. This change of a 130+ year paradigm merged a number of scientific disciplines into one unit to permit integration across horizontal boundaries increasing USGS's ability to address complex issues in earth systems science. With this move, they sought to innovate the practice of the sciences within the organization and to span the boundaries of multiple disciplines. The unit's senior leaders organized a three-day session to help the group begin to manage differences and explore common ground. Six months later, they reconvened to explore how their wide-ranging expertise could be leveraged in new ways. The focus of the day turned to a previously "un-discussable" divide in the organization: one area represented science to support clients involved in environmental protection issues and the other represented science to support clients involved in natural resources (energy and minerals) supply issues.

Old boundaries between the groups had been dismantled but distinct differences remained. Now under one umbrella, how could they work to develop metrics and solutions that embraced both the harder sciences of resources and the more elusive environmental issues ("How do you measure the loss of a beautiful landscape?" asked one of the executives). The group entered into a frank and transformative dialogue, leading to a commitment to resolve the either-or issues by weaving together the expertise of scientists and other stakeholders to create new products and services.

"Turning the theories of boundary spanning leadership into practical day-to-day reality is a lot of hard work. But managing and leading across boundaries is not a nice thing to do; it is very much an imperative."

– Mike Johnson,
   Chairman, FutureWork Forum

Weaving requires interlacing multiple strands, representing different groups, perspectives, expertise, etc. As you consider weaving, ask yourself:

• How do we help individuals from our different groups to integrate their distinctive resources to achieve greater success?

• How can we "work as one" and yet continue to draw from our separate strengths and identities?

• How can we reconcile conflict between groups to uncover new solutions?

• What synergies exist among different groups to foster innovation?

Tactics to Try

Cross sectors to achieve big results. Join your organization with one from a completely different sector (e.g. nonprofit) to tackle a shared problem.

Use flexible membership teams. Use innovative staffing solutions, new team configurations, and fresh combinations of task and team to get the job done.

Practice "open table" innovation. Seat disparate groups at adjoining tables—then let people change tables, even momentarily—for vivid, multilateral conversations.

Establish an after-action review. Have members of two organizations evaluate the success and "growing edges" of a joint venture.

Leverage "low-hanging fruit." Implement simple, small-scale projects for divergent groups to gain experience at low-risk collaboration. Do this routinely.

Practice "diversity in counsel, unity in command." This wisdom from Cyrus the Great urges us to challenge openly, debate furiously—then decide and act as a single unit.

Transforming
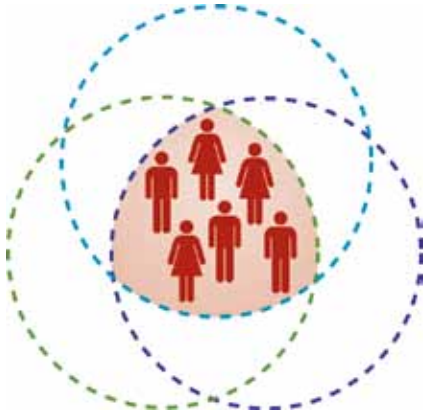
Transforming draws multiple groups together to reimagine and reinvent.

Members of one group "cross over" the boundaries of another, and vice versa. Over time and with continued interaction, new identities and new directions emerge. Values, beliefs, and perspectives between groups shift in fundamental and often transformative ways. Transformation creates a state of renewal, alternative futures, and emergent possibilities

In practice, transformation requires the space to reimagine what is and what could be. Rather than operating in the "known" context, groups that transform find ways to cut across established norms, practices, identities.

Reimagination is an unending process, even for the most successful and venerable of companies. Recently, GE engaged CCL to hold a leadership exploration for a cross section of senior executives representing diversified businesses, including Capital, Aviation, Healthcare, and Energy. The highlight of their exploration was a behind-the-scenes, in-depth site visit of the United States Olympic Training Headquarters in Colorado Springs, Colorado.

The Olympic Games are perhaps the ultimate boundary spanning enterprise. Every four years, thousands of athletes from more than 200 countries assemble to compete in hundreds of sporting events. Although the average viewer may only see the athletes (often through highly edited video) and the moving medal ceremonies, these moments are the culmination of efforts by an incredibly complex network of cross-boundary organizations, sponsors, coaches, and families.

At the Olympic Training Headquarters, the GE executives watched gold medal hopefuls in action. They spoke with the Chief of Sport and listened to a panel with Olympic and Paralympic athletes, coaches, and key support staff. They were continually challenged to listen, to ask questions, and to expand their thinking. The next day they applied what they observed back to their businesses, asking: How can we create greater connectivity throughout the global matrix? How can we harness networks and span boundaries? How can we reimagine the ways that we work to realize new sources of collective GE value?

Transforming is about asking why not, what if, and what else? It is not simply adding to, or shifting, or changing. Transforming tactics push you to fundamentally reimagine the work, and rearrange the context and people involved.

Transforming tactics are needed when you answer, "yes" to one or more of these questions:

• Do we want to reinvent who and what we are about as well as how we work together?

• Are we open to being a different group entirely or to establish something completely new?

• Do we seek collaboration and reinvention across internal and external boundaries?

• Do we hope to marshal wide-ranging expertise and experience to unearth new opportunities and spur new ideas?

Tactics to Try

Aim for the silo bust every time. Continuously create cross-functional teams to navigate strategic change and break down boundaries.

Question legacy boundaries. Target old boundaries that forever impede collaboration; they deserve to be "nixed" or "spanned."

Collude with the enemy. Strike up a small-scale partnership with your #1 competitor; explore new collaborative frontiers together.

Attend events outside your domain. Attend workshops, conferences, and other events targeted to areas that are outside your profession or industry. Encourage others to do likewise.

Create leadership explorations. Send a mixed group of key leaders on a deep exploration of a new economic sector, country or region, or field completely outside your core business. Challenge them to expand their perspective and reimagine new offerings and ways of working.

Host an "alternative future" meeting. Everyone invited. No agenda except to imagine the ideal, transformed organization five years from now.

The Next Big Question

In this white paper, we've outlined a number of ideas to address the question, "How do we put boundary spanning into action?" We've summarized the six practices. We've given examples from organizations that are taking steps to transform limiting borders. And we've described specific tactics that can be used to manage boundaries, forge common ground, and discover new and innovative frontiers.

Now it's your turn:

How will you make an impact on the issues that matter most in an increasingly complex and interdependent world?

We know that for lasting, positive change to occur, boundary spanning practices must be integrated into your daily life. The behaviors, skills, and mindsets of boundary spanning are best learned and applied within the course of everyday work and activities. You need to draw on tactics for buffering, reflecting, connecting, mobilizing, weaving, and transforming in meetings, off-sites, teleconferences, planning sessions—wherever and whenever boundaries collide, link, or intersect.

With this resource, we hope to increase your bridge-building capabilities. Take a step to find new frontiers for your teams, groups, and organizations. Work to make boundary spanning more than just a compelling concept. Turn it into a way of generating change, creating solutions, and contributing to the vibrancy and vitality of organizations, communities, and people across the globe.

Join the Conversation

Share your boundary spanning adventures with us and your fellow travelers, www.facebook.com/Span-Boundaries?ref=ts. Tell us about your favorite boundary spanning tactics—what works for you? Discuss your challenges and successes, ask questions and expand the growing global community of boundary explorers.

Resources

What began for CCL as an ambitious global research project has expanded to become an equally ambitious organizational leadership practice. CCL has developed customized boundary spanning workshops, multiday programs, systemic interventions, toolkits, and simulations to help address collaborative leadership challenges. These leadership solutions help develop critical leadership awareness, the acquisition of new understanding and knowledge, and provide opportunities for guided practice of new behaviors and skills. Some of CCL's most popular boundary spanning resources are:

Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations. The book by Chris Ernst and Donna Chrobot-Mason that describes the boundary spanning leadership model, along with specific practices, examples, and stories from organizations around the world.

Boundary Spanning Leadership: Mission Critical Perspectives from the Executive Suite. A 2009 white paper by Jeffrey Yip, Chris Ernst, and Michael Campbell that defines boundary spanning leadership, reveals a telling gap in boundary spanning capabilities, and creates a clear call to action.

www.SpanBoundaries.com. The official boundary spanning site. Learn about the book, access free resources, schedule a speaker or event, connect to CCL's organizational leadership practice.

www.facebook.com/Span-Boundaries?ref=ts. Plug into our current thinking and work—and share your reactions, ideas, tactics, and stories. We'll keep you posted as we continue to learn, teach, and explore.

CCL's ***"Explorer"*** series. *Visual Explorer*. *Leadership Metaphor Explorer*. *Values Explorer*. *Boundary Explorer*.
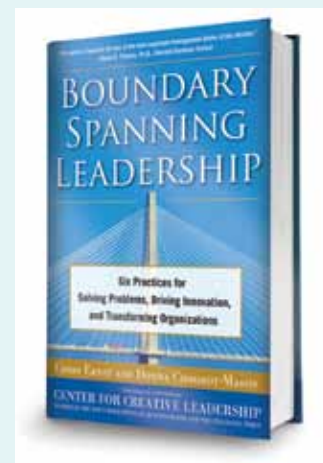
About the Authors

Lance Lee is a former Senior Partner at the Center for Creative Leadership, where he was involved in enterprise development and the innovation and design of advanced leadership solutions for CCL's Organizational Leadership Practice. Lance's experience as a leadership and organizational development strategist has spanned global clientele on four continents, including executives and senior teams from high-tech, healthcare, and finance. As an executive coach and consultant to high-performance organizations, Lance has assisted senior leaders from corporations such as Fidelity, Google, and Blue Shield to span boundaries and foster new horizons. Lance holds dual doctorates in counseling and consulting psychology from Harvard University, where he has served as both a Harvard-Larson Scholar and a Woodrow Wilson Fellow.

David Magellan Horth is a former Senior Fellow at the Center for Creative Leadership. He is an instructional designer, facilitator, and executive coach. He is coauthor of *The Leader's Edge: Six Creative Competencies for Navigating Complex Challenges* (2002) and also coauthor of CCL products used to support group sensemaking, including *Visual Explorer: Picturing Approaches to Complex Challenges and Leadership Metaphor Explorer.*

Chris Ernst is Senior Enterprise Associate with the Center for Creative Leadership. His work centers on advancing interdependent, boundary spanning leadership capabilities within individuals, organizations, and broader communities. Chris writes and presents frequently on global issues and is author of the books, *Success for the New Global Manager* (Jossey-Bass/Wiley) and *Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations* (McGraw-Hill Professional). Chris holds a Ph.D. in Industrial and Organizational Psychology from North Carolina State University.

Leadership in an Interdependent World

Everything in our world is, or will be, connected. In this interdependent new reality, what does leadership need to look like to succeed and thrive?

The Center for Creative Leadership (CCL) has been asking this question—and finding answers through action research and development practices. We believe that new ways of learning and working are needed to foster leadership in an interdependent world, based on three essential principles:

1 Principle 1

Interdependent leadership requires an evolution in leadership thought. Leadership isn't about individual, heroic leaders. Leadership is a social process that creates direction, alignment, and commitment (DAC) among people who share work.

2 Principle 2

Leadership cultures must advance. Every organization and community has a dominant leadership culture that is dependent, independent or interdependent. Interdependent cultures are most capable of dealing with complexity, ambiguity and change. Slowing down to power up is the learning discipline that drives the leadership culture.

3 Principle 3

Interdependent leadership is needed within and across four levels: society, organization, group and individual. Four "practical arts" allow us to work effectively across these levels: dialogue, creating headroom, boundary spanning and inside-out development.

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 10 providers of executive education by *Bloomberg Businessweek* and the *Financial Times*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

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