

# 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:

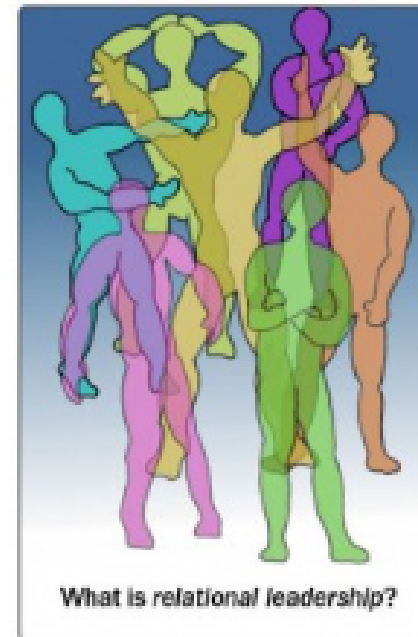
### EXPLORING THE CCL POINT OF VIEW ON LEADERSHIP AS A SOCIAL SYSTEM.

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.

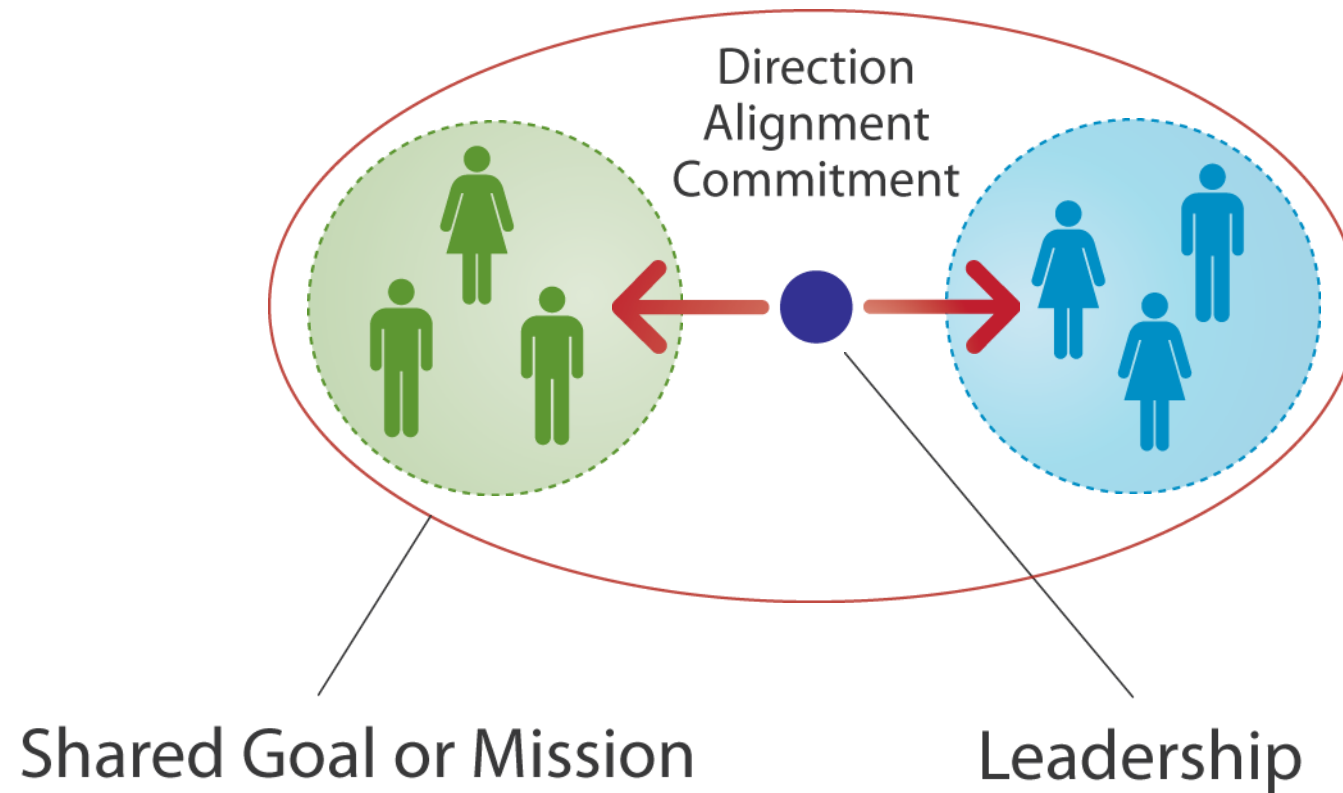
**Relational leadership:** *Leadership is an emergent property of relations* (Denis, Langley & Sergi, 2012). *Leadership is a relational process of shared sense-making and meaning-making* (Drath, The Deep Blue Sea, 2001.)

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

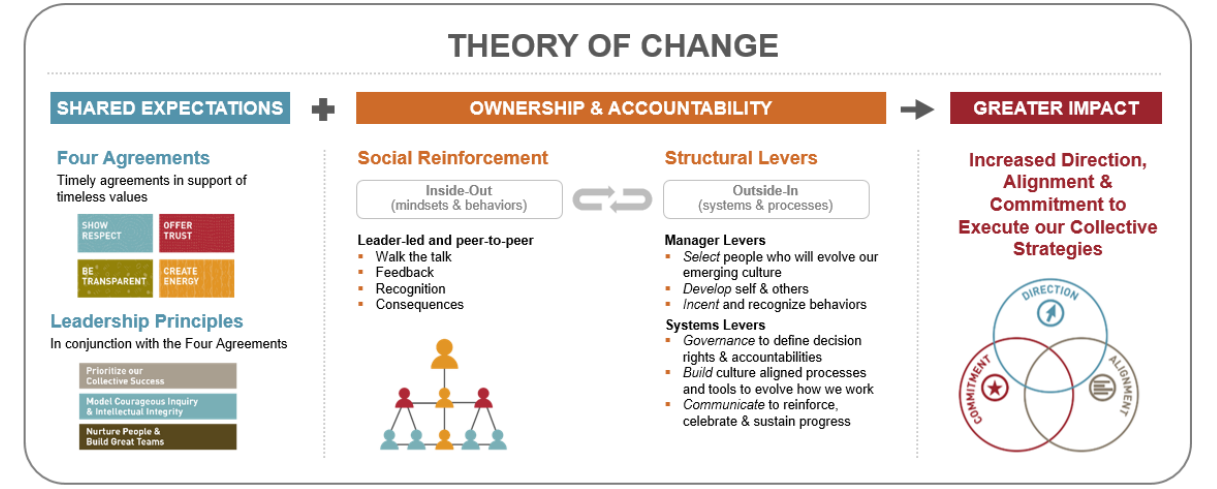
A Center for Creative Leadership Framework

**GREATER IMPACT**



November 2015

## SOLVE PHASE: CREATING A CULTURE BUILT FOR IMPACT



November 2016

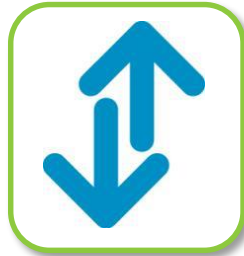
## #2 BOUNDARY SPANNING IS NOT BEST SERVED AS A TOOL OR FRAMEWORK



## #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

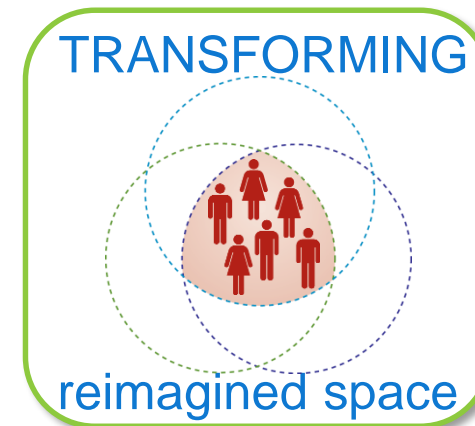
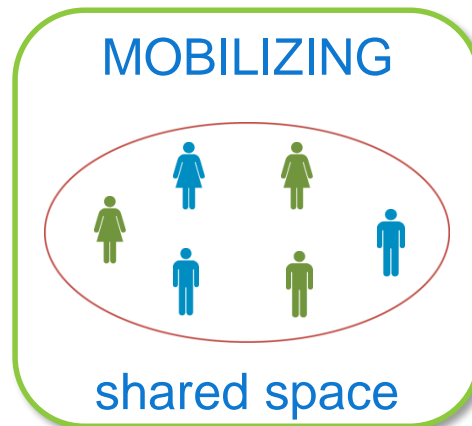
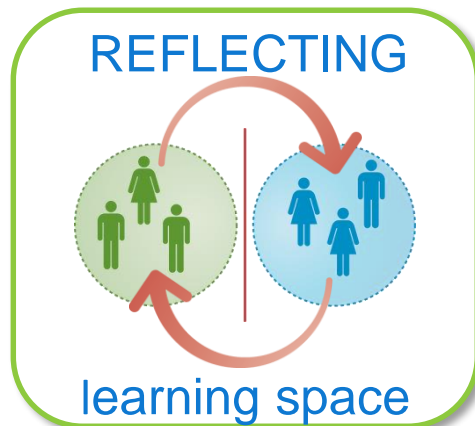
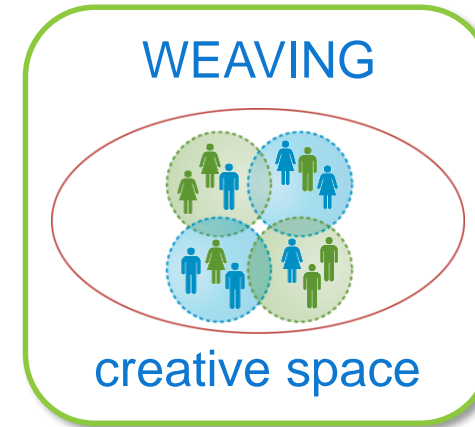
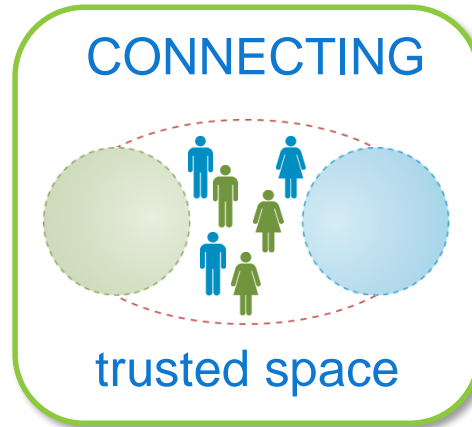
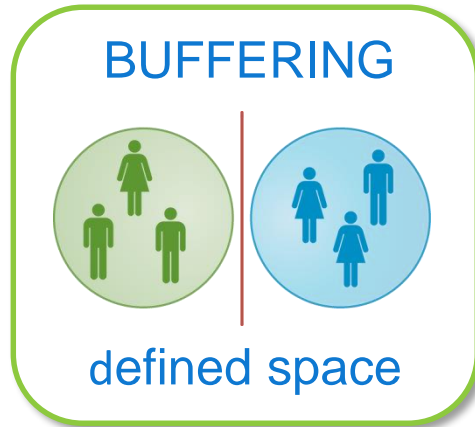
across external  
groups & interests



Demographic

across diverse  
groups & differences

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

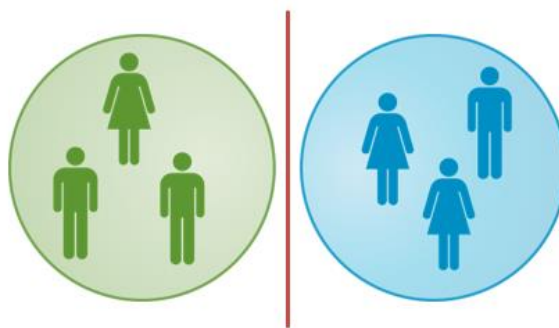




## #6 WHILE WEAVING & TRANSFORMING ARE THE MOST ADVANCED PRACTICES, BUFFERING IS THE GREATEST OPPORTUNITY

### 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%

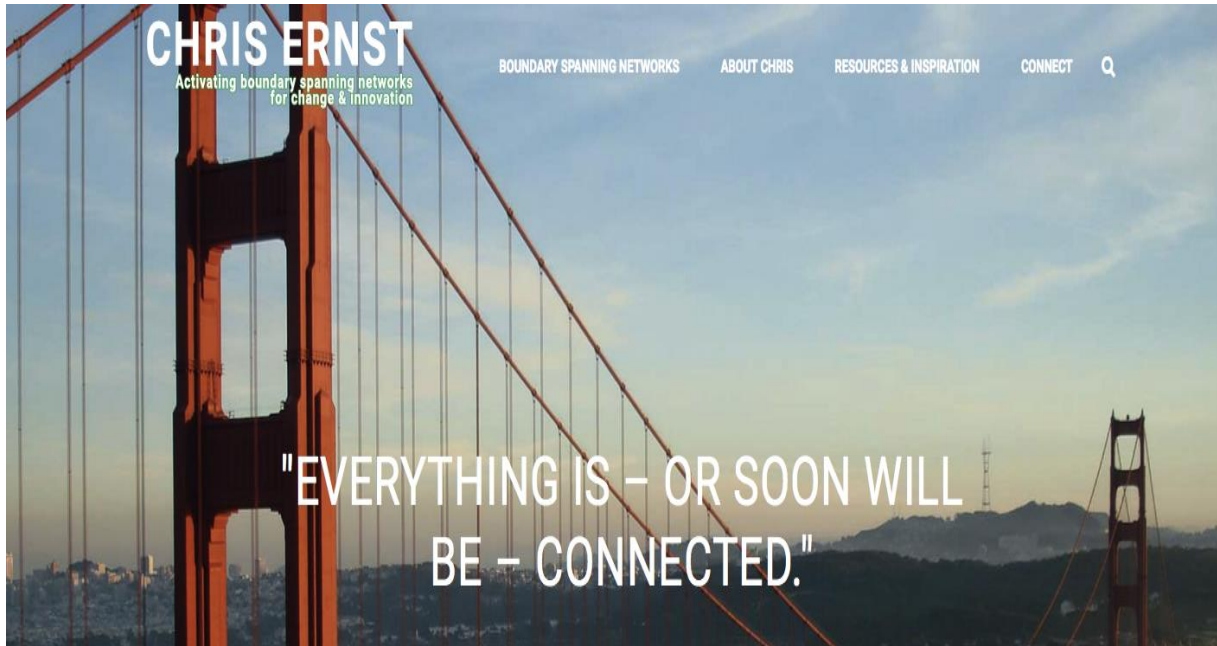
# #10 IF DAC IS THE ENTRY POINT FOR BOUNDARY SPANNING, THEN LEADERSHIP ESSENTIALS ARE THE TIPPING POINT





# WAYS TO CONTINUE THE CONVERSATION...

## CHRISERNST.ORG



## BOUNDARY SPANNING LEADERSHIP

