Boundary Spanning Leadership: Turning Boundaries into Frontiers

Workshop Kit Sample
Boundary Spanning Leadership

We live in a world of vast collaborative potential. Yet, all too often, powerful boundaries create borders that splinter groups into Us and Them, leading to limited possibilities and uninspiring results. Preview CCL’s Boundary Spanning Leadership Workshop Kit to discover how you can help your leaders transform these borders into innovative frontiers in today’s global, multi-stakeholder organizations. This starter kit includes a facilitator guide and 25 participant kits with quantity discounts for larger scale initiatives.

What’s included in your Facilitator Kit?

The Facilitator Guide is your roadmap to success. Inside you’ll find an overview of the course, learning objectives, timeframes, a supply list, and room requirements. It also provides step-by-step guidance on every slide and activity outlining how to prepare, what to say and what to do at each step.

See samples on pages 4-10

Boundary Spanning Posters act as a visual aid in the classroom for the boundary spanning strategies.

See sample on page 11

Each facilitator is also provided with the following electronic resources:

The Workshop Slide Deck helps participants connect to the material, gives key instructions when needed, and allows them to focus on the content.

See sample on page 12
Every great course needs participants eager to learn. To help you recruit, we’ve provided editable Marketing Material Templates for a one-page overview and an e-mail that you can customize to your needs and organization.

See sample on page 13

What’s in the Participant Kit?

The Participant Workbook provides learners with workshop content, activities to complete and a place to take notes. After the workshop, the workbook acts as a reference guide for the key principles they learned.

See samples on page 14-15

The Boundary Spanning in Action: Tactics for Transforming Today’s Borders into Tomorrow’s Frontiers whitepaper outlines the key Boundary Spanning techniques. Paired with the course, this paper provides a perfect summary as a resource for your participants.

See sample on page 16-19

There are two Support Videos with each workshop featuring CCL experts. The first provides an overview of the intent and process of using Workshop Kits, while the second provides insight on the particular topic.

See sample on page 13
Boundary Spanning Leadership: Turning Boundaries into Frontiers
Facilitator Guide
Table of Contents

Introduction

- Purpose and Approach of This Training 3
- Expected Outcomes of This Training 3
- About This Facilitator Guide 4
- Preparing for This Session 4
- Training Overview 8
- Welcome Participants and Introduce Training 9
- Headlines of Success 15
- BSL Definition and Overview 17
- Boundaries 20
- Three Strategies 25
- Six Tactics for Success
  - Buffering 31
  - Reflecting 34
  - Connecting 36
  - Mobilizing 39
  - Weaving & Transforming 42
- BSL Application 46
- Closing 48
Introduction

Boundary Spanning Leadership (BSL) is the culmination, synthesis, and distillation of 10 years of research conducted across six regions of the world on how our membership in groups forms part of our individual and group identity. These “identities” create boundaries that make collaboration difficult. This research included more than 2,800 surveys and almost 300 interviews of practicing leaders about collaboration across differences. Research results indicate that many executives say collaborating effectively across boundaries is important or very important. Yet only 7% think they are very effective at doing it.

Purpose and Approach of This Training

At the completion of this training, the participant will be better able to:

- Apply Boundary Spanning Leadership (BSL) principles to their Key BSL Challenge.
- Understand boundaries and what they look like within their organization.
- Discuss different Boundary Spanning strategies and why they are important.
- Put the six Boundary Spanning tactics into practice within their organization.
- Use different Boundary Spanning practices with their teams.

Expected Outcomes of This Training

When they complete Boundary Spanning Leadership, participants will be able to:

- Explain why Boundary Spanning is important for successful leaders.
- Define Boundary Spanning Leadership.
- Understand the five different boundaries and what they look like within their organization.
- Recognize and use the three strategies involved with spanning boundaries.
- Utilize the six tactics for spanning boundaries within their organization.
- Access and implement different BSL tools to enable the tactics to be successful.
About This Facilitator Guide

This guide provides you with the information, techniques, materials, and processes you need to deliver this training in a face-to-face session. Boundary Spanning Leadership is designed for facilitators. Though an official certification process is not required, the outcomes and quality of the results may be compromised with an inexperienced facilitator.

Preparing for This Session

At the Center for Creative Leadership (CCL®), we want you to be a successful facilitator of our Boundary Spanning Leadership training. This guide provides you with the content, guidance, and tools to do that. However, much of your success will come from your customization of the material so that it aligns with the organization’s goals, participants’ needs, and your own approach to facilitation. Success also comes from careful preparation. Below are the steps you need to take before training begins.

**Invite the participants.** Once you and the organization have decided on the delivery method, send an invitation to the selected participants. Include the purpose of the training, the dates on which it will be held, and the time and location. Look on the thumb drive and you will find an example of an invitation you can send to participants.

Because you will be introducing Boundary Spanning tools at various points throughout this training, you will need to familiarize yourself with them.

Remember to refer to Boundary Spanning tools every time you use a tool in the training, usually after having completed a Boundary Spanning activity in support of learning a BSL practice, at the end of every module.

**Introduce the BSL training to participants.** Approximately two weeks before the training (feel free to adjust the time frame for your situation), send the participants a more detailed communication about when and how the training will take place. You can send this introductory communication by email or set up a live online meeting with participants. This detailed communication should accomplish the following:

- Reconfirm details, such as the dates, times, and location
- Set participant expectations around the goals and expected outcomes
- Explain how the training correlates with the organizational strategy for employee development
- Provide logistical information participants may need, such as how to access online materials or a virtual meeting room

**Adapt the script.** While it is important that you cover the topics, it is also important that you use your own creativity. For example, you might know about an exercise that leads participants to the same destination as one we have used in this training. We encourage you to incorporate your own ideas and techniques into the delivery of this training program and to adapt the discussion questions to fit the needs of the organization and the participants.
Headlines of Success
Time Requirement: 20 minutes

Materials Needed:
- Boundary Spanning Leadership slideshow (slide 10);
- On each table: strips of paper on which participants can write their "headlines" and masking tape or push pins for posting the headlines
- Timer

Overview:
The purpose of this section is to set participants up for success by having them identify what success looks like and what they need to do to accomplish it.

Before this section begins (perhaps when you set up the room for the training), put the strips of paper for writing the headlines, along with masking tape or push pins for posting them, on each table. Make sure to have one strip of paper for each participant, plus several extras in case of mistakes.

Slide 10
Preparation:
Prepare a flip chart labeled “Themes.”

Do:
Show slide 10, Headlines of Success.
Say:
We are about to do an activity called “Headlines of Success.” You will find small strips of paper on the table. Please take one strip and write a legible headline in response to this question: “It is one year from now. What is the headline you would like to see about {Insert reason for class being taught here}/your BSL Challenge?”

Do:
Point to the slide and read the slide.

Say:
Please take 2–3 minutes to write your headline. Remember to keep your headline short – they are headlines after all. After you have written your headline, read them to one another, but without discussion. This should only take a few minutes.

Say:
(After giving the participants 5–6 minutes to discuss their headlines), let’s hear the themes at your tables and I’ll capture them up here. Who wants to go first?

Do:
As the tables report out their themes, write down the themes on the flip chart. This should only take about 5–6 minutes.

Say:
Now, please discuss at your table the themes we just identified, with the purpose of selecting ONE of the headlines that your table agrees is the one you would MOST like to see in a year. Once you have selected one of the headlines, please post it on the wall near your table. Take the next 8–10 minutes to complete this task.

Note: Look for opportunities to refer back to these during the training. Be sure to tie the work in the training to the organizational initiative.

Take a look at the headlines you have chosen. As we go through the day, help me keep these in mind as we discuss the boundaries to these headlines, the tactics to make them happen, and how to take this learning back to our teams.
BSL Definition and Overview

Time Requirement: 20 minutes

Materials Needed:
- Boundary Spanning Leadership slideshow (slides 11–14)
- Workbook pages 9–14

Overview:
The purpose of this section is to introduce the Boundary Spanning Leadership framework.

**Slide 11**

Do:
Show slide 11, Boundary Spanning Leadership (What).

Say:
Let’s see what Boundary Spanning Leadership is. Please turn to page 14 in your workbook.

**Slide 12**

Do:
Show slide 12, Direction–Alignment–Commitment (DAC).
Facilitator Kit: Posters
The **Workshop Slide Deck** helps participants connect to the material, gives key instructions when needed and allows them to focus on the content.
Yossarian Dunbar

[Image with a caption that reads: "[Image with a caption that reads: "LEAD-IT-YOURSELF Workshop Kit - Boundary Spanning Leadership - Turning Boundaries into Frontiers]

Facilitator Kit: Electronic Resources

Support Videos

There are two Support Videos with each workshop featuring CCL experts. The first provides an overview of the intent and process of using Workshop Kits, while the second provides insight on the particular topic.

Every great course needs participants eager to learn. To help you recruit, we’ve provided editable Marketing Material Templates for a one-page overview and an e-mail that you can customize to your needs and organization.
How to Use

1. Assess the current levels of DAC.
   a. Ask group members to fill out the assessment individually.
   b. Discuss the similarities and differences in ratings across individuals.
   c. Decide if D, A, or C are currently too low in the group.

2. Look for factors contributing to low levels of D, A, or C.
   a. What did I do to contribute to direction, alignment, or commitment (DAC)?
   b. What did the team do collectively to contribute to DAC?
   c. What can I do going forward to contribute to DAC?
   d. What can the team do going forward to contribute to DAC?

5. Identify actions the group can take to improve.

Options

1. If team members are uncomfortable sharing their ratings out loud, ask them to work individually. Distribute paper copies of the assessment and have group members return to a central person who tallies the data for the group.

2. If time is limited, use the Assessing Your Own Challenge with DAC diagram instead of the assessment.

Additional Resources

DAC Video (https://vimeo.com/172431198)

Requirements

- Time: Short-an hour or less
- Space: a meeting space
- Materials: copies of DAC assessment
- Group size: small to medium (25 people or less)
Direction–Alignment–Commitment (DAC) Assessment

Instructions: On a scale of 1–5, indicate the extent to which each of the following statements describes the way things stand right now in the group. The terms we, our, everyone, and people in the statements refer to members of the group.

Once you’ve rated the individual statements, add up your ratings in each section to yield total scores for direction, alignment, and commitment. Range for each Direction, Alignment, and Commitment is 5–25.

### DIRECTION

- We agree on what we should be aiming to accomplish together.
- We have a clear vision of what the group needs to achieve in the future.
- We understand what success looks like for this group.
- We have group goals that guide our key decisions.
- We have group priorities that help us focus on the most important work.

<table>
<thead>
<tr>
<th>1</th>
<th>Not Descriptive</th>
<th>2</th>
<th>Slightly Descriptive</th>
<th>3</th>
<th>Moderately Descriptive</th>
<th>4</th>
<th>Greatly Descriptive</th>
<th>5</th>
<th>Completely Descriptive</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TOTAL

### What Is Boundary Spanning Leadership?

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

- **Direction** is achieved when the groups have a shared understanding of their common goals and strategy.
- **Alignment** is realized when the resources and capacities of the groups are coordinated.
- **Commitment** is the individual willingness to subsume personal interests for the benefit of others and the group.

Although the formal responsibility for achieving direction, alignment, and commitment across groups may fall to a particular leader or a small group of leaders, the processes of creating direction, alignment, and commitment require the involvement of all group members. Leadership, after all, is a social process—one that enables people to work together effectively to produce collective outcomes.
Boundary Spanning in Action
Tactics for Transforming Today’s Borders into Tomorrow’s Frontiers

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

“The World is Restless” 2
Boundary Spanning: Creating a Common Language 4
Boundary Spanning in Action 6
Reflecting 8
Connecting 10
Mobilizing 12
Weaving 14
Transforming 16
The Next Big Question 18
Resources 20
About the Authors 22
Leadership in an Interdependent World 23
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.
Single-topic kits for your internal development.

CCL’s Lead-It-Yourself Workshop Kits let your HR professionals or experienced team leaders scale up leadership development in simple, pre-packaged modules. That means we send you everything you need, then you deliver our proven, world-respected content. At your pace. In your space. Led by a familiar face.

Key Benefits:

- Built on proven CCL research and experience
- Effective, dynamic half-day workshops
- Everything you need is included
- Simple to implement
- Flexible – Choose one or multiple relevant topics
- Trainer support and service available
- No certification required

Additional Topics:

For additional topics, visit www.ccl.org/workshop-kits

Order today.

To order CCL Workshop Kits or to learn more email info@ccl.org or call +1 336 545 2810.