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Boundary Spanning Leadership

Six Practices for Solving Problems, Driving Innovation and Transforming Organizations

THE SUMMARY IN BRIEF

We live in a world of vast collaborative potential. Yet all too often, powerful boundaries create barriers that can splinter groups. And this can lead to uninspiring results. To transform borders into frontiers in today's global, multi-stakeholder organizations, you need *Boundary Spanning Leadership*.

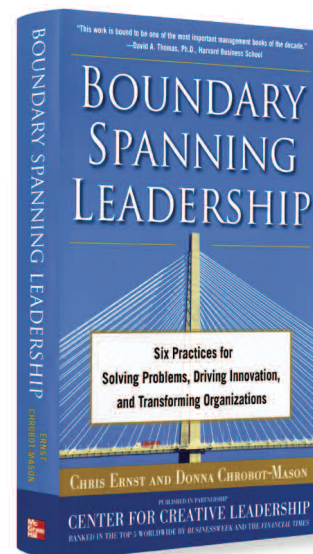
Powered by a decade of global research and practice by the top-ranked Center for Creative Leadership (CCL), this book shows you how to build bridges across boundaries. Through compelling stories and practical tools and tactics, you'll learn how to apply the six boundary spanning practices that occur at the nexus where groups collide, intersect and link: buffering, reflecting, connecting, mobilizing, weaving and transforming.

These practices combine to create what authors Chris Ernst and Donna Chrobot-Mason call the Nexus Effect. The Nexus Effect allows groups to be more agile in response to changing markets; be more flexible in devising and deploying cross-functional learning and problem-solving capabilities; work with partners in deeper, more open relationships; empower virtual teams; and create a welcoming, diverse and inclusive organization that brings out everybody's best.

Boundaries exist. What matters most is how you work to bridge these divides and transform your organization's wide-ranging talents and knowledge to deliver value. With *Boundary Spanning Leadership*, the possibilities are limitless.

IN THIS SUMMARY, YOU WILL LEARN:

- How to define boundaries to create safety.
- How to suspend boundaries to build trust.
- How to reframe boundaries to develop community.
- How to cross-cut boundaries to enable reinvention.



by Chris Ernst and
Donna Chrobot-Mason

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THE COMPLETE SUMMARY: BOUNDARY SPANNING LEADERSHIP

by Chris Ernst and Donna Chrobot-Mason

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Introduction

In navigating today's unfamiliar terrain, we are all challenged to think and act beyond the current borders that confine us, our teams and our organizations as a whole. Developing innovative solutions requires reaching beyond present boundaries and seeking new frontiers at the nexus where groups collide, intersect and link.

Boundary Spanning Leadership

Boundary spanning leadership is the ability to create direction, alignment and commitment across boundaries in service of a higher vision or goal. By employing the six leadership practices — buffering, reflecting, connecting, mobilizing, weaving and transforming — you create direction, alignment and commitment between groups to achieve critical organizational outcomes. These practices reside within the interactions across groups, teams, functions, units, organizations and broader communities. As a boundary spanning leader, your job is to build a bridge and your role within that job is to provide the space for these practices to occur.

In our research and practice at the Center for Creative Leadership (CCL), we define leadership in terms of accomplishing three outcomes:

- *Direction:* a shared understanding of common goals and strategy
- *Alignment:* the joint coordination of resources and activities
- *Commitment:* a commitment to collective success that is equal to or above the commitment to the unique success of any single group.

To put it bluntly, when you are leading in the middle between groups, the days of “I lead and you follow” are over. Gone are the days when leaders work *within* an intact group in which leaders and followers share a culture, values and interests.

Instead, today you must lead *across* groups, at the juncture where wide-ranging experience, diverse expertise and varied identities intersect. It is at this intersection where two powerful human forces — differentiation and integration — collide that you can enact the six boundary spanning practices to catalyze collaboration, drive innovation and transform your organization. ●

PART 1: THE FORCES THAT PULL US APART AND BRING US TOGETHER

The Shifting Leadership Landscape

Today's most pressing challenges span boundaries, and so, too, must leadership. A recent CCL survey paints a compelling picture of the many boundaries leaders must navigate in today's environment. We see a shifting leadership landscape that is rocky and jagged, filled with many turns and sharp curves, and constantly in flux. It is a landscape that is cause for concern and action. Among the 128 senior-level executives who participated in the CCL survey, 86 percent told us that it is “extremely important” that they collaborate effectively across boundaries in their current leadership roles. However, only 7 percent of those executives believed they were



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“very effective” at doing so. That’s a 79 percent “critical gap,” the largest anyone can ever recall in our decades of collecting senior executive participant data at CCL. These leaders are the CEOs, presidents, senior vice presidents and directors of the world’s best companies. Their candor serves as a call to action for us all.

In the CCL research, we also asked the senior executives to describe the types of boundaries they needed to work across. The boundaries they described were multifaceted and distinct, but there was considerable overlap. They included spanning vertical boundaries between hierarchical levels of the organization, horizontal boundaries between functions, stakeholder boundaries with customers and suppliers, demographic boundaries in working with people from diverse groups, and geographical boundaries of distance and region.

Transcending Cultures, Contexts and Time

Our research at CCL, along with the work of others in the field, allows us to state confidently that these five types of boundaries are universal, transcending cultures, contexts and time. They’ve been an integral aspect of organizational life in the past, they’re with us today and they’ll be here tomorrow. But as the senior executives made clear, today’s shifting leadership landscape requires thinking and acting beyond limiting borders and embracing new frontiers where wide-ranging expertise, diverse experiences and varied identities collide. When we asked the executives *why* it was important for them to work across the five types of boundaries, they spoke about human relationships. The boundaries that keep leaders up at night are not those which can be solved by simply restructuring the organizational chart or reconfiguring distribution channels. The boundaries that are the most challenging to leaders today are more psychological in nature. They involve relationships and thus are associated with strong emotions, such as loyalty, pride, respect and trust.

Wherever boundaries collide, the promise of new possibilities and inspiring results awaits. But so does the peril of limiting and counterproductive outcomes that occur when groups divide into Us and Them. The difference, in large part, is you and the leaders throughout your organization. ●

Us and Them: Why Identity Matters

Identity dynamics that split groups into Us and Them are at the heart of the challenge you will face when managing across the five types of boundaries. Identity is

the reason working with different groups requires a delicate balance between meeting the two fundamental needs of differentiation and integration. Identity plays out at work each and every day as we all strive to experience a sense of belonging and connection while distinguishing ourselves as unique from others. Identity dynamics create problems at work when we must find a way to work with other groups despite significant differences in our most defining values, perspectives and beliefs. Consider the five types of boundaries and the way identity dynamics may create challenges for you when groups define themselves on the basis of their differences and split into Us and Them.

Vertical Boundaries. A vertical boundary can become a border when identity plays out in the different perspectives or vantage points of the top management team versus first-line supervisors. The identity of senior leaders is based largely on their vantage point within the company — the big picture and looking out for its long-term viability. First-line supervisors have a very different vantage point, and their role and identity are based on a view of the company from the trenches in which day-to-day operational demands take priority. Bringing together any two groups whose identities within the company lead them to see company interests from very different vantage points can create significant challenges.

Horizontal Boundaries. A horizontal boundary may highlight identity differences between the sales and engineering teams. The members of the sales team define their group as the growth engine of the company because they drive revenue and profits more than any other and see themselves as the “face of the business.” Yet the members of the engineering team would also define their group as the growth engine because they generate new ideas and products responsible for future market share. Thus, horizontal boundaries can present a challenge as you attempt to span lines of expertise and identity differences become a barrier.

Stakeholder Boundaries. Identity dynamics come into play when you must find a way for different stakeholder groups to collaborate when, by definition, they each have different and, at times, competing interests.

Demographic Boundaries. Managing across demographic boundaries means crossing generational lines of difference when baby boomers’ identification is tied to loyalty, a strong work ethic and dogged determination, whereas Gen Xers pride themselves on enjoying life rather than “working themselves into the grave.” In this case, the different generational groups view organizational commitment in radically different ways that can create problems for their leaders, who must find a way to evaluate and reward both groups fairly.

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Geographic Boundaries. Finally, geographic boundaries can result in the separation of groups on the basis of distance when, for example, Westerners define themselves by and take pride in their entrepreneurial spirit, whereas Easterners pride themselves on tradition and conformity. Such identity differences pose challenges for a leader managing a multinational team.

Navigating the complex identity dynamics of Us and Them requires that you achieve a delicate balance between knowing when to define and strengthen boundaries to meet the fundamental need your organizational members have for differentiation and uniqueness, and knowing when to span boundaries and foster unity to meet the fundamental need for integration and belonging. ●

Intergroup Boundaries: The Great Divide

At the peak of the heat and humidity during the summer of 1954, 22 11-year-old boys were dropped off by their parents at Robbers Cave State Park in a densely wooded area in the Sans Bois Mountains in Oklahoma. Their parents would have no contact with them for three weeks, but the boys were too excited to care. Unknown to the boys, they were to become participants in one of the most famous psychological experiments of all time.

The Eagles and the Rattlers

Half the group arrived on June 19 and immediately was assigned to the same bunkhouse. The other half arrived on June 20 and was assigned to a different bunkhouse, far enough away from the first group so that neither knew the other existed. Friendships quickly formed. They even came up with names for their bunkhouses: the Eagles and the Rattlers.

During the second week of their stay, the boys finally became aware that another bunkhouse existed at camp. Counselors brought the Eagles and the Rattlers within earshot of each other. Distinctions between “Us” and “Them” became clear, and the boys grew protective of their things and their space. Within a few weeks, two groups of boys alike in almost every way possible (race, education, socioeconomic status, region) acted as if they had nothing in common. They splintered into Us and Them and were caught in the middle of a Great Divide.

The Great Divide

You may be feeling that Great Divides are inevitable and that all you can do is brace for the chaos and attempt

to minimize the damage. Fortunately, that’s not the case. The good news is that you have the power to create the conditions for the Nexus Effect — the positive side of what can happen at the intersection of group boundaries.

During the next several days, the Eagles and the Rattlers had several opportunities to interact with each other. But rather than reduce conflict, more opportunities to interact only added fuel to the fire. In one telling example, the groups were given a chance to “make peace” while having a meal together, yet an argument spiraled out of control and a massive food fight ensued.

Fortunately, the boys’ summer camp experience did not end with mashed potatoes on their foreheads. But it did take more than just spending time together to close the Great Divide. The experimenters created a series of events in which the boys had little choice but to work together.

The Robbers Cave study in Oklahoma illustrates many of the messages we have been trying to convey. The study demonstrates that group identity forms quickly, resulting in positive bias toward the in-group, and that groups in competition often develop negative attitudes toward one another. The experiment also shows that simply bringing groups together is often not enough to reduce distrust and disrespect. The researchers found that it was only when the boys had to work together to solve a problem or reach a common goal that the Great Divide began to disappear and cooperation across boundaries occurred.

The lesson learned from the Robbers Cave experiment and other examples is clear: As a leader, you play a key role in spanning boundaries and transforming divides into new frontiers. ●

PART 2: MANAGING BOUNDARIES

Buffering: Creating Safety

Buffering is about defining group identities and involves shielding or protecting groups from outside influences or threats to identity. Once the boundary is clearly marked, information, people and resources can be filtered through it as appropriate. Buffering allows groups to develop and maintain a strong sense of identity and define their reason for being. The result is that buffering builds intergroup safety: *the state of psychological security that develops when intergroup boundaries are defined and maintained.*

Buffering is a way to monitor and manage the boundaries between groups. There are any number of buffering tactics you can use in your organization. Below are

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five tactics we observed in our research and practice with organizations around the world:

Buffering Tactic 1: Separate Groups. One tactic that may be necessary in certain situations to help groups accomplish a specific task is to separate the groups. The goal is to eliminate interactions across boundaries altogether. When group boundaries are violated and conflict frequently erupts, physically separating the groups may be the only solution that helps them focus on the task at hand.

Buffering Tactic 2: Reduce Threat From External Influences. Whenever there is organizational change, perceptions of threat are probably not far behind. Steps must be taken to temper the perception of loss to reduce threat and resistance. During times of change, it is important that you help employees see “what’s in it for them” to prevent groups from digging in their heels or isolating themselves from other groups in self-defense. Helping groups see how their identities and roles evolve as the organization changes can help those groups feel safe and secure despite the turbulence around them.

Buffering Tactic 3: Make Boundaries Visible for Others. There are times when you must make boundaries clear and visible for others because a boundary is being disregarded or violated in some way. There are any number of tools available, such as team contracting, establishing rules of engagement, using team governance models and creating operating agreements to make boundaries more visible.

Buffering Tactic 4: Creating a Unifying Team Identity. Another buffering tactic is to create or strengthen a group’s identity by clarifying its mission and vision and making roles and tasks clear for its members. You must know where your group boundaries lie before you can take steps to prevent those boundaries from being violated.

Boundaries Will Always Exist

Boundaries help people feel safe. They can keep unwanted things or people out and provide us with a defined space where we feel welcome by being around others who are like us.

Boundaries will always exist in organizations. Even as they disappear because technology and a global market allow us to work with others anywhere in the world, the psychological boundaries between people caused by identity differences remain and in some cases become even deeper and more entrenched. Although boundaries sometimes become borders that limit or constrain collaboration, they are also necessary for groups to have a defined purpose and role within the larger organization.

Buffering Tactic 5: Build Team Cohesion. It is important to focus first on the task: what the task is and how to accomplish it. But once the team moves toward execution of the task, conflict is more likely to emerge. This is when the leader should turn his or her attention to creating team cohesion. As is the case in many teams that come together to work across boundaries, a new boundary must emerge in the process of creating a cross-functional team and team members must feel a part of the new group. In addition to defining the team’s mission and tasks, the team members must feel that they belong to the new team, that it is an important and valued part of their identity. ●

Reflecting: Fostering Respect

Reflecting involves representing distinct group perspectives and facilitating knowledge exchange across groups to understand boundaries and foster intergroup respect. Each group shares an image of its values, needs, hopes, fears and priorities with the other. In the process of doing this, both groups begin to understand the boundary between them and accept both differences and similarities between the two groups. When competing or opposing groups develop greater positive regard for each other, greater direction, alignment and commitment can develop between them. Below are several tactics that you can use to engage in the practice of reflecting. We recommend that groups begin by learning about one another, then uncover deep differences and finally begin to identify commonalities.

Reflecting Tactic 1: Create Opportunities for Groups to Listen and Learn About One Another. There are many ways you can enable groups within your organization to listen and learn across boundaries. Create opportunities for your team to learn about other functions, regions and product lines by attending their communication sessions, reading postings on their intranet sites, and seeking to understand their strategic goals and priorities. Shadowing, job rotation and site visits encourage people to experience life in the organization from a different vantage point. Each of these steps will foster greater awareness about other groups and the potential collaborative opportunities between them.

Reflecting Tactic 2: Ask Powerful Questions to Uncover Deep Differences. Asking powerful questions can uncover the root of the challenges groups face when attempting to work together: the values, assumptions, perceptions and emotions that often form a wedge that leads to conflict rather than collaboration.

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Reflecting Tactic 3: Let Commonalities Emerge From Differences. Digging into and understanding differences often uncovers the similarities that lie underneath. Thus, it is important to create opportunities for groups to learn about the ways in which they view and experience the world differently and to continue to dig deeper to uncover the values and perspectives they share.

Reflecting Tactic 4: Counteract the Tendency for Groups to Want to Make Them Like Us. Working together across boundaries requires accepting the differences that separate groups. However, energy and resources are wasted when a group tries to collaborate with another group by attempting to make Them more like Us. This almost always backfires. Groups just dig in their heels. Therefore, to accomplish reflecting, it is important to encourage groups to accept one another and focus on change from within.

Reflecting Tactic 5: Slow Groups Down to Speed Them Up. Though counterintuitive in an ever-faster world, slowing groups down for learning, perspective taking and knowledge exchange is essential. Time-outs and routine breaks enable groups to make sense of the complexity of the tasks they face. ●

PART 3: FORGING COMMON GROUND

Connecting: Building Trust

The practice of connecting enables you to create a neutral zone where people can interact as unique individuals rather than members of distinct groups. As a boundary spanning leader, you can use a number of different connecting tactics to link people to build trust:

Connecting Tactic 1: Meet in a Neutral Zone. To suspend boundaries between groups, you need to take into account the physical environment. We use the concept of the neutral zone to represent a location, environment or space that is welcoming to groups on all sides of a divide.

Connecting Tactic 2: Create Attractor Spaces. Organizations are full of physical boundaries separating groups, functions, levels and divisions. In most office buildings, floors divide employees by level, walls separate people by function, corridors serve to “funnel” groups into their designated locations and complex security procedures keep unwanted people out. Of course, physical boundaries in the work environment serve a worthwhile purpose in placing groups of people with similar work responsibilities in close proximity. Yet they often get in

the way of groups that need to be collaborating. To balance these inevitable tensions, you need to create “attractor” spaces that encourage serendipitous cross-boundary relationships to develop.

Connecting Tactic 3: Utilize Communication Technologies to Link People Together. In the span of a few short years, company intranet sites and virtual collaboration technologies have gone from being the exception to being the norm. Similarly, networking environments, such as LinkedIn, Facebook and Twitter, have exploded on the scene. By themselves, these technologies may serve only to create borders as like-minded groups create their own virtual worlds. You can counteract this tendency and use the same technologies to suspend boundaries and create new connections instead of fortifying borders.

Connecting Tactic 4: Build Leadership Networks. Both formal and informal events that take place during work hours are one of the easiest yet least effectively utilized tactics to link people and bridge divided groups proactively.

Connecting Tactic 5: Mix It Up Outside the Office. Last but not least, building relationships outside the office is another timeless approach. The formality of established work protocols, status hierarchies and process routines can be left behind, allowing more informal relationships to develop. As in the tactic immediately above, your role is to serve as the connector. ●

Mobilizing: Developing Community

Asking groups to set aside their differences to work toward a common cause is a timeless and universal approach used by leaders. It is one of the most powerful means to bind people together to take collective action. How often have you found yourself entering the fray in a meeting by asking disputing groups to “work together for the common good” or “put aside your differences and go for the win-win”? It is one thing to do this effectively when groups are relatively similar in values, needs and interests. It is quite another when you find yourself trying to bridge groups with deep and long-standing differences: people with clashing religious beliefs, former competitors or even bitter enemies. In these situations, you need to find a way to create a shared identity that is large enough to be unifying for all the groups yet specific enough for joint action to be taken. The following tactics will help you negotiate this delicate balance:

Mobilizing Tactic 1: Craft a Galvanizing Vision, Mission or Goal That Rallies Groups to

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Take Collective Action. In the corporate arena, staking out common ground often focuses on strategic or competitive goals: winning market share, hitting financial targets, being first to market with an innovative product or service, or outperforming a competitor. For example, nothing builds community better at Apple than going toe to toe with PC computer companies. Tactics such as these forge common ground by focusing on a common enemy and emphasizing what is positive and distinctive about one organization compared with its competitors.

Mobilizing Tactic 2: Build Shared Identity by Identifying Common, Inclusive Values. Although a vision or goal helps point groups in a common direction, a shared set of values helps groups internalize the core behaviors and beliefs needed to get there.

Mobilizing Tactic 3: Develop a Culture in Which “Everyone Belongs.” Creating and changing organizational culture begins with you and the other leaders in your organization.

Mobilizing Tactic 4: Craft Shared Symbols or Artifacts to Represent Who “We” Are and What “We” as a Collective Believe. Throughout human history, symbols, artifacts and icons have served as a powerful force for clans, tribes, cultures, nations and organizations to express who they are and what they believe in. Similarly, you and the leaders throughout your organization can draw on symbolism to create meaning and transcendent purpose.

Mobilizing Tactic 5: Narrate Stories in Which Everyone Plays a Part. Analysis breaks down complex topics into smaller component parts. It is associated with left-brain thinking processes, such as logic, reason and objectivity. In contrast, narratives (i.e., stories) are a means for synthesis, stating how things fit together and conveying shared values, emotions and aspirations. Stories are associated with right-brain thinking, such as meaning, emotion and subjectivity. Analysis and narrative both play an important role in business. Yet when it comes to crafting shared purpose and meaning, a compelling story probably will prove more useful than any number of objective statistics or data points. ●

PART 4: DISCOVERING NEW FRONTIERS

Weaving: Advancing Interdependence

The practice of weaving enables a leader to draw out and integrate group differences with a larger whole.

Below are several tactics you can use to advance interdependence where boundaries collide, intersect and link:

Weaving Tactic 1: Clear the Path — Remove Group Barriers, Roadblocks and Obstacles That Get in the Way of the Larger Collective Goal. By removing limiting barriers between groups, you can tap into and integrate differences to exploit new frontiers.

Weaving Tactic 2: Let Different Groups Be Different Groups — Draw Out, Utilize and Capitalize on Differences. This simple idea turns conventional thinking about leading change on its head. The dominant view in management research and practice is that the key to leading organizational change is alignment: getting “buy-in” from all groups and getting “everyone on the same page.” Alignment is important, but the rush for integration doesn’t have to come at the expense of enabling the productive use of differences.

Weaving Tactic 3: Connect the Dots — Link Group Expertise, Experience and Actions Back to Larger Collective Goals. The greatest advantage of unique group knowledge and expertise is realized when it is applied to solving a larger problem or creating a new solution that benefits the organization as a whole.

Weaving Tactic 4: Foster an Interdependent Group of Groups. In today’s shifting leadership landscape, teams look less like teams in the traditional sense of the word and more like groups that come together, get their work done, disband and recombine with other groups. Yet they still need to have a clear identity, purpose and set of deliverables. In line with this business reality, you can take steps to help teams foster dual identities. Think of this as a “group of groups,” or “different groups working on the same overarching team.”

Weaving Tactic 5: Create Interdependent Goals That Groups Cannot Achieve on Their Own. The most important business challenges we face today are interdependent: They can be solved only by groups working collaboratively. Yet all too often we find groups in the same organization working independently or, worse, at cross-purposes. This is problematic because the way we work has to match the nature of the goal we want to achieve. When the goal is interdependent, you can create the conditions for groups to capitalize on their distinctive resources to succeed. In these situations, it is the health of the whole that ultimately determines the success of the different groups. ●

Transforming: Enabling Reinvention

The practice of transforming seeks to bring together different people (the *who*) using different approaches (the *how*) to cross-cut boundaries of identity and enable inter-

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group reinvention. When intergroup identities change, the boundaries associated with those identities change.

Transforming Tactic 1: Bring the Whole System Into the Room: Gain Representation Across All Groups and Ensure Maximum Diversity of Perspective. In cross-cutting boundaries, you need to make a concerted effort to ensure that you have representation from all groups. Encourage a broad and inclusive group of people to attend, allow all points of view to be heard and bring the full range of the system into the room.

Transforming Tactic 2: The Way You Frame the Issue Is the First Act of Leadership. In bringing multiple and often opposing groups together, the way you position issues is critically important. The way you frame an issue needs to take into account the identities of all the groups that span the divide.

Transforming Tactic 3: Give Equal Space to All Groups — Give All Groups an Equal Opportunity to Create and Envision an Alternative Future. Including people from all parts of the system and framing issues in an open and invitational way are two tactics for setting the stage for cross-cutting boundaries. Now that you are ready to bring competing and divided groups into direct contact, another tactic to consider is to give all the groups equal time and space to participate.

Transforming Tactic 4: Allow All Groups to Confirm Their Core Values. Another tactic for cross-cutting boundaries is finding avenues that allow members of disparate groups to confirm their core values. At one level, this allows people to feel more grounded and secure. At another level, it allows people to realize that despite their differences, members of both groups have decent and principled values that sometimes overlap.

Transforming Tactic 5: Create a Channel for Both Positive and Negative Energy to Flow. The previous tactic highlights the importance of affirming core values. Now, as you seek to discover new frontiers, you have to draw out both similarities and differences. This final tactic can be used to create a channel for positive and negative energy to flow. ●

PART 5: THE NEXUS EFFECT

The Nexus Effect and You

Buffering, reflecting, connecting, mobilizing, weaving, transforming — out of these six boundary spanning practices come safety, respect, trust, community, inter-

One Group Enhances the Other

The word *nexus* comes from the Latin word *nectere*, which means “to bind.” A nexus is a specialized cellular connection that enables molecules and ions to pass freely between cells. In technological terms, Nexus was the name given to the world’s first Web browser, developed by Sir Tim Berners-Lee in 1990. In mathematical terms Alfred North Whitehead, a 19th- and 20th-century English mathematician and philosopher, described a nexus as a system of relationships in which the whole is greater than its parts.

Combining elements at the precise time and in a precise way can result in a multiplicative effect in which $1+1>2$. For example, in manufacturing, the yield from two machines working together, in concert, is greater than what can be achieved by both machines working independently of each other. The same principle can hold true for organizations, where groups that are able to work collaboratively achieve infinitely more than they would if they worked alone. In this case, the presence of one group enhances the other.

dependence, and reinvention. Leaders create the Nexus Effect by spanning boundaries and harnessing the energy between groups that is above and beyond the energy created by groups working alone.

We define the Nexus Effect as *the limitless possibility and inspiring results that groups can achieve together above and beyond what they could achieve on their own*. Unlike the nearly limitless connections found in biological cells or on the Internet, a collaborative nexus between groups is not something we see happening every day, probably because creating the Nexus Effect is not easy. But you know it when you see it. You can spot it by the energy and sense of resolve you get from talking to someone who has experienced the Nexus Effect. Those people are excited to share their story, the barriers they overcame and how it once seemed impossible to get where they are today. ●

RECOMMENDED READING LIST

If you liked *Boundary Spanning Leadership*, you’ll also like:

1. ***Everyone Communicates, Few Connect* by John Maxwell.** Maxwell offers five principles and five practices so you can connect one-on-one, in a group, or with an audience.
2. ***Touchpoints* by Douglas Conant and Mette Norgaard.** Learn to use your head, heart and hands to connect with employees.
3. ***Stop Workplace Drama* by Marlene Chism.** In this summary, Chism shows you how to change the way you and your organization confront and work through problems.