Things are changing so fast even the future is not what it used to be.

- Jack Benny -
The Economist

Our guide to America’s election
Europe’s Schadenfreude
Music on your phone
Reassessing China
Somalia’s pirates

World on the edge
Britain faces worst recession since 1990s

Data show grim future for German economy

Joblessness in eurozone at two-year high
Beijing forecasts grim outlook amid factory closures

China
By Geoff Dyer in Beijing

China's employment outlook is becoming "grim", say officials, as the global financial crisis triggers fresh factory closures in the export sector.

Urban unemployment has begun to rise and will increase next year, Yin Weimin, minister of human resources and social security, said yesterday.

"Stabilising employment is the top priority for us right now", said Mr Yin, in comments reflecting growing worries about the potential threat to social stability.

"The current situation is grim and the impact is still unfolding", he said. "Since October, our country's employment news are a worry about the social impact of a sharp downturn.

In an article in a Communist party magazine this month, Wen Jiabao, the premier, said: "We must be crystal clear that without a certain pace of economic growth, there will be difficulties with employment, fiscal revenues and social development, and factors damaging social stability will grow."

Zhang Xuejian, vice-minister of human resources and social security, said yesterday that competition for jobs among growing numbers of college graduates would intensify if the economy slumped. Last week, the authorities unveiled a huge fiscal stimulus programme aimed at keeping growth at around 8 per cent a year.

The slowdown began in 2008, and a fourth-quarter contraction of 1.5 per cent was expected, though some data for the final quarter of the year showed the economy had begun to stabilise.

Some economists predicted a rebound in 2009, with a sharper upturn in the second quarter of the year.

"Growth is expected to stabilise year on year in the first quarter, followed by a further expansion in the second quarter, " said one economist. "A recovery in the third quarter is possible if the global financial crisis is contained and the export sector continues to recover."

Global slowdown

Japan enters first recession in seven years

Economy contracts for second quarter

Economy shrinks for first time in seven years

Shrinking demand for exports and a build-up of inventories are bringing the world economy to the brink of recession.

On Thursday, the government reported that its output fell for the 17th consecutive month in December, as domestic and foreign demand continued to weaken.

The ministry of economy, trade and industry said the economy had contracted by 0.1 per cent in the fourth quarter, with the annual rate of growth falling to 0.2 per cent.

"The world economy has entered a recession, " said a government official. "We are taking steps to stabilise the economy and reduce its impact on the world economy."

India’s property and IT sectors fear slowdown

Emerging Economy

India’s property industry and information technology industries gave warning yesterday of a severe slowdown as the global financial crisis spread over into one of the world’s most promising emerging economies.

K. P. Singh, chairman of DLF, India’s biggest property group, said some local property companies would fall if market conditions continued to deteriorate.

He urged the government to intervene by cutting interest rates sharply and offering tax incentives to revive the sector facing tumbling prices and a sharp fall in home loan applications.

Mr Singh said urgent measures to stimulate demand were needed in housing and construction to reassure property developers.

The property and IT sectors have been hard hit by volatility on the Bombay Stock Exchange, where the benchmark Sensex index has fallen more than 50 per cent this year. Analysts say some property developers’ refinancing needs are expected to exceed their revenues this year.
Automakers make plea for help

GM says it needs $4B now and up to $12B more next year. Will slash production close or sell Saab and possibly Saturn.

Ford says it needs $7B, wants it all now. Promises more alliances with other makers to save money.

Job Losses Are Worst Since ’74

The U.S. lost half a million jobs in November, the largest one-month drop since 1974, as employers brace for a recession that’s expected to stretch through much of 2009.

Nonfarm payrolls declined $33,000 for the month, while revisions to earlier figures showed employers shedding almost 1.7 million jobs since September. The tally of 1.9 million jobs pared thus far in 2008 surpasses the losses of the past two recessions, signaling that the current

ECONOMIC CRISIS: NORTH AMERICA
Your Talent is Watching
Eight Reasons Leaders Don’t Succeed in Organizational Change

1. Failure to communicate a sense of urgency
2. Failure to build a communication coalition
3. Failure to communicate a vision
4. Under-communicate about the vision
5. Failure to remove blocks to enacting the vision
6. Failure to create short-term wins
7. Declare victory too soon
8. Neglect to anchor changes firmly in org culture
“I’ll be happy to give you innovative thinking. What are the guidelines?”
A Basic Definition: Creativity & Innovation

• Teresa Amabile/Stan Gryskiewicz:
  – Creativity - The production of novel and appropriate ideas
  – Innovation - The successful implementation of a creative idea
GREEN RED BLUE
BLUE YELLOW
RED BLACK BLUE
GREEN RED BLUE
ORANGE GREEN
BLACK YELLOW
BLUE RED GREEN
ORANGE BLUE
GREEN YELLOW
About NHS:

NHS Chairman’s Statement
(David Edmonds)
2007-2008 Annual Report


text subjected to word count analysis by:
www.wordle.net
About CCL

• Mission: To advance the understanding, practice and development of leadership for the benefit of society worldwide

• Founded in the U.S. in 1970 by H. Smith Richardson as a 501(c)3 nonprofit educational institution

• Exclusive focus on leadership education and research

• Recognized worldwide as a top provider of leadership development
  • Business Week (worldwide #3 in Custom and #5 in Open Enrolment)
  • Financial Times (worldwide #6 in Executive Education)
  • Increasing amount of work in the health and health care sector

• Global: Americas, Europe, Middle East & Africa (EMEA), Russia and across the Commonwealth of Independent States (CIS), Asia-Pacific (APAC)

• Annually serves > 20,000 individuals, 2,000 organizations across public, private, nonprofit and education sectors
**Leadership Beyond Boundaries:** Scaling Leadership Development Globally

- **Leadership Essentials (LE) and Leadership Beyond Boundaries (LBB) Programs**
- **Custom Programs**
- **Tools and Toolkits**
- **Large Multi-Year Interventions**

### Key Indicators

- **People Reached**
  - CCL (To Date): 1,850
  - Via LBB (To Date): 2,975
  - CCL (Pipeline): 1,300
  - Via LBB. (Pipeline): 6,000

- **Programs Run**
  - LE: 25
  - LBB: 4
  - Custom LE: 23

- **Program Revenues**
  - To Date: $404,350
  - Pipeline: $372,000

- **Grants**
  - To Date: $75,000
  - Pipeline: $2,998,000+

### 2008-2009

- Unitus in Seattle
- Acumen Fund in New York
- LE in Colorado Springs
- Duke, Elon, Guilford, UNCG, ASU, Davidson
- LE & LBBs in Greensboro
- Liberian Govt. in Monrovia
- YMCA in Accra
- LE for KB Reynolds
- LE in Geneva
- IFAD in Rome
- IFAD in Ghana
- IFAD in Delhi
- Ashoka in Cairo
- LE & LBB in Mumbai
- World Bank in Laos
- Afghan National Army in Kabul
- Acumen Fund in Hyderabad
- 10,000 Women in Bangalore
- CHF in Nairobi
- XLRI in Jamshedpur
- ShoreCap in Mumbai
- IntraHealth in Kampala
- YMCA in Sri Lanka
- CHF in Addis-Ababa
- Liberian Govt. in Addis-Ababa
- ICAP/ Columbia in Addis-Ababa

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A View of Leadership

"Our [traditional] constructs of leadership, it seems, have been built up around what is perhaps, ultimately, an epiphenomenon – the powerful individual taking charge. This aspect of leadership is like the whitecaps on the sea – prominent and captivating, flashing in the sun. But to think about the sea solely in terms of the tops of waves is to miss the far vaster and more profound phenomenon out of which such waves arise – it is to focus attention on the tops and miss the sea beneath. And so leadership may be much more than the dramatic whitecaps of the individual leader, and may be more productively understood as the deep blue water we all swim in when we work together."

Making Common Sense (1994) – Drath & Palus

Who are the whitecaps in NHS? The sea beneath? And how deep is that sea?
Leader vs. Leadership Development

• **LEADER** development is focused on the person, on their personal growth, and on their development as a leader.

• **LEADERSHIP** development is focused on the group, team, or organization, and on its collective capacity to accomplish leadership tasks.
The 3 Tasks of Leadership (DAC)

We know leadership exists when:

- **Direction is Set**: there is a shared sense of the goals and purpose of the group/initiative

- **Alignment is Created**: there is coordination of knowledge, action and resources

- **Commitment is Maintained**: there is a willingness to devote energy and resources to reach established collective goals (sometimes at the expense of individual goals)
Leadership Culture as Shared Action Logics

Interdependent leadership cultures view leadership as a collective activity that requires mutual inquiry, learning and a capacity to work with complex challenges.

Independent leadership cultures assume that leadership emerges as needed from a variety of individuals based on knowledge and expertise.

Dependent leadership cultures hold only people in positions of authority responsible for leadership.
### Shared Beliefs About Direction, Alignment, Commitment

<table>
<thead>
<tr>
<th>Direction</th>
<th>Alignment</th>
<th>Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement on direction is the <strong>CONTINUOUSLY EMERGENT</strong> result from <strong>DIALOGUE</strong>.</td>
<td>Alignment results from real-time mutual <strong>STRATEGY</strong> and <strong>SENSE-MAKING</strong> in the face of emergent conditions for <strong>COLLABORATIVE</strong> work.</td>
<td>Commitment results from <strong>ENGAGEMENT</strong> in a developing community.</td>
</tr>
<tr>
<td>Agreement on direction is the result of <strong>NEGOTIATION</strong> &amp; <strong>COMPROMISE</strong> among influential individuals who forge <strong>SYNERGIES</strong> among existing possibilities.</td>
<td>Alignment results from the <strong>IDENTIFICATION</strong> &amp; <strong>ALLOCATION</strong> of goals and resources <strong>COORDINATING</strong> work among individuals or units.</td>
<td>Commitment results from <strong>ENLIGHTENED SELF-INTEREST</strong> of individuals or units with respect to the whole.</td>
</tr>
<tr>
<td>Agreement on direction is the result of <strong>AUTHORITATIVE COMMAND</strong> or influential telling resulting in <strong>COMPLIANCE</strong>.</td>
<td>Alignment results from <strong>COOPERATION</strong> through <strong>CONFORMANCE</strong>.</td>
<td>Commitment results from <strong>LOYALTY</strong> to the source of authority or influence.</td>
</tr>
</tbody>
</table>
myth\mĭth\n:

- Fiction or half-truth
- An ill-founded belief
- A fictional story with recurring themes which appeal to people’s cultural ideals or commonly felt emotions

What Myths are Rooted in Your Model of Leadership?
Myth 1: The Silver Spoon Theory
Leaders are born.
Myth 2: The Omniscient Leader

The leader knows all.
Myth 3: The Absolute Leader

There can be only one leader.
Myth 4: The Invincible Leader

Leaders never falter.
Myth 5: The Control Theory

The leader must always be in control.
On Becoming a Leader

“So the point is not to become a leader. The point is to become yourself, to use yourself completely — all your skills, gifts, and energies ... you must ... become the person you started out to be, and ... enjoy the process of becoming.”

Warren Bennis
In 6 words, capture the essence of a key issue (challenge or opportunity) you are facing today

“For Sale: Baby shoes, never worn.” Ernest Hemmingway

“Slow is smooth. Smooth is fast.” U.S. Navy Seals
From Executives At CCL Courses

• Soaring to new heights with others
• Here, stand in front. Keep up!
• Some is natural, some takes work
• Be courageous. Include all. Inspire passion
• Knew the destination and got there
• Help others. Fly high. Soar long
• Small person. Big impact on others!
• Teams of ordinary people, extraordinary solutions
• Change thinking to change minds
• Solution lies outside poles of paradise
• Dream big, start small, begin now
1 Stone

1 Flower
Management vs. Innovative Thinking

Focused (Constrictive) vs. Expansive

Traditional Management Thinking
- Logical
- Deductive/Inductive reasoning
- Requires proof to proceed
- Looks for precedents
- Quick to decide
- There is right and wrong
- Uncomfortable with ambiguity
- Wants results

Innovative Thinking
- Intuitive
- Abductive reasoning
- Asks what if?
- Unconstrained by the past
- Holds multiple possibilities
- There is always a better way
- Relishes ambiguity
- Wants meaning
## Innovation Management

### Managing Operations vs. Managing Innovation

<table>
<thead>
<tr>
<th>MANAGING OPERATIONS</th>
<th>MANAGING INNOVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creating today's revenue</td>
<td>Creating tomorrow's revenue</td>
</tr>
<tr>
<td>Steps are pre-defined</td>
<td>Steps are undefined</td>
</tr>
<tr>
<td>Steps are mostly linear</td>
<td>Steps are mostly non-linear</td>
</tr>
<tr>
<td>Single route and result</td>
<td>Multiple routes and results</td>
</tr>
<tr>
<td>Driven by functional teams</td>
<td>Driven by cross-functional teams</td>
</tr>
<tr>
<td>Reworking is waste</td>
<td>Reworking is part of learning</td>
</tr>
<tr>
<td>Clear, shared goals</td>
<td>Unclear, often conflicting goals</td>
</tr>
<tr>
<td>Clear front end</td>
<td>Fuzzy front end</td>
</tr>
<tr>
<td>Easy to measure</td>
<td>Tough to measure</td>
</tr>
<tr>
<td>Rich historical data</td>
<td>Poor historical data</td>
</tr>
<tr>
<td>Forecasting possible</td>
<td>Forecasting impossible</td>
</tr>
<tr>
<td>Short cycle time</td>
<td>Long cycle time</td>
</tr>
<tr>
<td>Many common causes</td>
<td>Many special causes</td>
</tr>
<tr>
<td>Traditional players &amp; roles</td>
<td>New players &amp; roles</td>
</tr>
<tr>
<td><strong>DOING THINGS RIGHT</strong></td>
<td><strong>DOING RIGHT THINGS</strong></td>
</tr>
</tbody>
</table>

*Adapted from: "Relentless Growth", Christopher Meyer*
“The most creative thinking occurs at the meeting places of disciplines. At the center of any tradition, it is easy to become blind to alternatives. At the edges, where lines are blurred, it is easier to imagine that the world might be different.”

Mary Catherine Bateson, Composing a Life, 1990
1 Person
Muhammad Yunus

- 42 people
- $27
- 7 million borrowers
- 77 villages
- 2,400 branches
- $10 billion loans
- 98% recovery rate
Greg Mortenson

- Climber/Humanitarian
- Founder: Central Asia Institute; Pennies for Peace
- Author: Three Cups of Tea; Stones into Schools
Ripple Effects
Small Wins
Snowball Rolling Down Hill
Deviation Amplification
How Breakthroughs Happen
Andrew Hargadon, 2003

• Innovation is the result of synthesizing or bridging ideas from different domains; of simultaneously thinking in multiple boxes (not thinking outside the box).

• Innovation results from recombinant invention and by building new communities around these recombination’s.

• Innovation requires harnessing the past by drawing on and mixing well-known insights. Innovation thrives by making smaller bets, by building the future with what is already at hand.
How Breakthroughs Happen

Andrew Hargadon, 2003

• Innovation is not usually the result of individual creativity but rather of organizing structures that foster rearranged, networked communities.

  Thomas Edison, known for the creativity of his individual genius, was in fact surrounded by a thick, tightly connected web of people, ideas and objects. His unique skill was in harnessing the power of recombination’s.

• Psychologists who have studied creativity (e.g., Gardner, Simonton) have argued that recombination is the fundamental mechanism behind creativity.

  Einstein once said that “combinatory play seems to be the essential feature in productive thought.”
• Collective deviance (thinking differently together). There’s no real difference in the early stages of innovation between entrepreneurs and deviants. Neither Einstein nor Elvis was embraced by the establishment before, or immediately after, he presented the world with his new ideas.
How Breakthroughs Happen
Andrew Hargadon, 2003

- Breakthrough innovations cause networks to shift dramatically as people, ideas, and objects form new relationships.

  Physicists studying complexity theory call these shifts phase transitions. Seemingly small shifts in the links between a few nodes (i.e., a change in relationships between people, ideas, and objects) rapidly trigger other changes until the networked landscape looks completely different.
How Breakthroughs Happen
Andrew Hargadon, 2003

Eight rules for promoting breakthroughs:

1. **The future is already here.** The pursuit of innovation should be directed outward toward distant worlds that surround us.

2. **Analogy trumps invention.** The raw materials for innovation will come in unexpected forms...the good ideas will not come looking like they are just right (see how things that nobody perceives as related are in fact related).
Eight rules for promoting breakthroughs:

3. **Find your discomfort zone.** Being uncomfortable, never fully fitting in, sitting between worlds, provides freedom from the binding and blinding ties of any one world.

4. **Divided we innovate.** Bring together otherwise disconnected people, ideas and objects. Tear down walls; build common spaces.
Eight rules for promoting breakthroughs:

5. **Bridge to your strengths.** Move into worlds where your past experiences will make valuable contributions; where your knowledge looks valuable.

6. **Build to your weaknesses.** Goldwyn said: “If two of you agree, one of you is redundant.” Think different, together.
Eight rules for promoting breakthroughs:

7. **As go the individuals, so goes the organization.** The environments in which people work affect innovation processes. Environments that embrace brokering are more innovative.

8. **Rip, mix, burn.** Recombine from diverse worlds.
Leadership Influences Innovation

Leadership

Direction
Alignment
Commitment

Climate/Culture

Intrinsic Motivation
(Self-initiated Activity)

Empowers

Innovation

Implementation

Leadership Culture
Based on Hargadon’s ideas about innovation, write down a few actions you could take next week to address the challenges you noted earlier. Share one of your ideas with a person sitting next to you.
• Change

≠

• Transition
Change and Transition

Change is "Situational"
- New Services
- New Leaders
- New Team Roles
- New Policies

Transition is "Psychological"
- The process people go through to come to terms with the new reality
Change:

- Understood in terms of a beginning, or starting something
- Usually happens quickly
- Experienced externally and visibly (changing jobs, marriage, new home, loss of loved one, etc.)
Transition:

- Understood in terms of endings — begins with leaving something behind, letting go, etc.
- Takes more time
- Experienced internally (might be invisible or hard to observe in others)
The Experience of Transition

**Ending**
Key Issue is letting go of what was

**Neutral Zone**
Key Issue is finding clarity amid confusion

**Beginning**
Key Issue is managing the ambivalence of starting something new

In either case, you are in more than one of these phases at the same time, and the movement through transition is marked by a change in the dominance of one phase as it gives way to the next.
Communicating Change – Four P’s

**The Purpose**
Why we have to do this

**The Picture**
How the attainment of our goal will look and feel

**The Plan**
How we get there, step by step

**The Part**
What you can and must do to help us move forward
93% of 350+ leaders who recently attended CCL programs believe the challenges they face are more complex than they were 5 years ago.
What is a Complex Challenge?
What is a Complex Challenge?

- Is beyond individual capability to navigate.
• Is beyond individual capability to navigate.

• Creates a paradox of reflection and action.

• What is a Complex Challenge?
• Is beyond individual capability to navigate.

• Creates a paradox of reflection and action.

• Defies known solutions.

• What is a Complex Challenge?
• **Is beyond** individual capability to navigate.

• **Defies known solutions.**

• **What is a Complex Challenge?**

• **Has significant strategic impact** to the organization.
• Is beyond individual capability to navigate.

• Creates a paradox of reflection and action.

• Defies known solutions.

• What is a Complex Challenge?

• Has significant strategic impact to the organization.

• Requires agility and flexibility by leader and organization.
What is a Complex Challenge?

- Is beyond individual capability to navigate.
- Creates a paradox of reflection and action.
- Defies known solutions.
- Has significant strategic impact to the organization.
- Requires agility and flexibility by leader and organization.
- Changes shape v. being solved.
BOUNDARY SPANNING LEADERSHIP
Boundary Spanning Leadership: Perspectives from the Executive Suite

A study conducted in 2009 with 128 very senior executives who participated in CCL’s Leadership at the Peak program (Yip, Ernst, & Campbell, 2009).
What is boundary spanning about?

Why is it needed?

How effective are you/your organization in spanning boundaries?

So What

What are the implications for leadership development?
Question 1:
What is boundary spanning leadership?
86% of senior executives believe that it is “extremely important” for them to collaborate effectively across boundaries in their current role.

(128 Respondents)
Yet only 7% of these executives believe they are currently “very effective” at doing so.

(That’s a 79% gap).
In your leadership role, how much priority will you give to the following over the next 5 years?

Responses from 128 C-levels in a 2009 CCL Boundary Spanning Leadership survey

<table>
<thead>
<tr>
<th>Organizational Priority</th>
<th>Top Priority %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborating across functions and units</td>
<td>98%</td>
</tr>
<tr>
<td>Empowering employees at all levels (e.g. participative leadership)</td>
<td>97%</td>
</tr>
<tr>
<td>Developing cross-organizational learning capabilities (e.g. learning organizations)</td>
<td>91%</td>
</tr>
<tr>
<td>Creating a diverse and inclusive organization</td>
<td>89%</td>
</tr>
<tr>
<td>Working in partnership with customers (e.g. deeper, more open methods of customer interaction)</td>
<td>86%</td>
</tr>
<tr>
<td>Creating higher performing virtual teams</td>
<td>77%</td>
</tr>
<tr>
<td>Breaking down glass ceilings (e.g. women in senior management)</td>
<td>76%</td>
</tr>
<tr>
<td>Facilitating cross-generational collaboration (TIE)</td>
<td></td>
</tr>
<tr>
<td>Developing an organizational global mindset</td>
<td>73%</td>
</tr>
<tr>
<td>Leveraging cross-cultural perspectives</td>
<td>70%</td>
</tr>
<tr>
<td>Harnessing cross-sector partnerships</td>
<td>67%</td>
</tr>
<tr>
<td>Developing corporate socially responsible practices</td>
<td>65%</td>
</tr>
<tr>
<td>Integrating merged or acquired organizations</td>
<td>64%</td>
</tr>
<tr>
<td>Balancing HQ and regional tensions</td>
<td>59%</td>
</tr>
</tbody>
</table>
Boundary Spanning Leadership

The capability to bridge boundaries between groups, creating shared direction, alignment, and commitment to achieve common goals.
Business Challenges Requiring Boundary Spanning…

• Cross functional collaboration
• Drive for innovation
• Managing diversity
• Crossing cultures
• Multi-generational workplace
• Acquisition Integration
• Merging corporate cultures
• Cross-sector partnerships
• Global outsourcing
• Geographically dispersed teams
• Inter-regional collaboration
• Corporate Social Responsibility
• Negotiating conflicting stakeholder interests
Question 2:
Why do leaders need to span boundaries?
The Rhetoric and the Reality…

Tribalism | Silos | Riffs | Turf Battles | Fiefdoms | Glass Ceilings | Doctors/Managers | Generation Gaps | Fragmentation | Separation | Discrimination | Mother Ships | Satellites | Divisions | Departments | Units | Shares | Splits | Culture Clash | HQ-Centric | Local Mindset | Ingroup/Outgroup | Front Office/Back Office | Native/Foreigner | Faction | Bloc | Clan | Enclave | Walled Off | Closed Doors | Barriers

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Question 3:
How effective are your leaders in spanning boundaries?
5 Types of Organisational Boundaries

**Vertical Boundaries**
Across levels & hierarchy

**Geographic Boundaries**
Across distance & location

**Stakeholder Boundaries**
Across external groups
(e.g., partners, alliances, customers, communities)

**Horizontal Boundaries**
Across function, units, & expertise

**Demographic Boundaries**
Across diverse groups
(e.g., gender, religion, race, age, culture, ethnicity, class)
Question 4:
So what are the implications for leadership development?
Boundary Crossings

Developmental experiences teach skills to become effective boundary spanning leaders
Leading Across Boundaries – 6 New Roles

CONDUCTOR

CONNECTOR

MEDIATOR

AMBASSADOR

NARRATOR

INVENTOR
CONDUCTOR

The ability to *monitor and orchestrate* the information, resources, and people that flow across boundaries.
• AMBASSADOR

• The ability to *represent* the interests and needs of divergent groups to each other.
CONNECTOR

The ability to *link* people and build relationships across groups.
The ability to *craft and give meaning* to an unfolding collective identity and purpose.
MEDIATOR

The ability to *reconcile* conflict and competition across groups.
INVENTOR

The ability to *cross-cut, mix, and weave* multiple boundary dimensions catalyzing innovation.
Boundary Spanning Leadership

Leadership often stops where boundaries start.

In today’s world, the exact opposite response is required – leadership that builds strong bridges across boundaries.
For Further Information

Acknowledgements

- This content is drawn from research conducted by CCL faculty members, Chris Ernst, Ph.D. and Jeffrey Yip, M.A.

- For more information on Boundary Spanning Leadership, contact Chris Ernst, Senior Enterprise Associate, at ernstc@ccl.org.

- We warmly thank the 116 senior executives who participated in this research, and Michael Campbell and Corey Criswell for collaborating in this study.

References


GREEN RED RECOMBINATION
BLUE COMPLEX CHALLENGES
RED BLACK SPAN BOUNDARIES
CHANGE RED BLUE
DAC GREEN
BLACK TRIBALISM (NOT)
BLUE RED TRANSITION/CHANGE
MYTHS BLUE
YELLOW CREATIVE LEADERSHIP!
Now You Are Ready For One More

- Choose your favorite number between 1-100
- Double it, then add 5
- Multiply by 50, then add 1,759
- If you had your birthday in 2010, Happy B-day: Add 1 to total
- Subtract the year you were born
Now…..

• Raise one hand if your answer begins with your favorite number

• Raise both hands if your favorite number is followed by your age

• Stand up if you are an innovative leader!
Why?

- Elementary Algebra holds the key
- Suppose your favorite number is $x$:
  - Double it for $2x$
  - Add 5, for $2x + 5$
  - Then multiply by 50 for $100x + 250$
  - Adding 1,759 gets you $100x + 2009$
  - Subtracting year you were born will produce your favorite number followed by your age (add 1 for 2010 birthday)
  - Older than 99? It won’t work.
About the NHS

http://www.nhs.uk/NHSEngland/thenhs/about/Pages/overview.aspx
people

NHS

health systems

staff trusts

average catering

comprehensive

51m total supplies

however

independent

importantly every

difficult much surgery practices

hospital

Knits's fairness use

remain

average

caring

medical.

surgery professions

UK patients

England

Wales

Scotland

care

satisfied system

Heart roughly period services

good

Ireland

60m

separately

Army born

become

100 billion

including

impossible

corrupted

impossible

intact

national

emergency area

screening amount

exception

nearly

compared

distributes

modernisation

consistently

direct experience

delivery

directly

training

controls

system administration

elected

department

northern

2008/9

one

expectation

child

levels

levels received

ambulance

funded

recent

taxation

pound supervisors

part changes

free

treatment

treatments

half medical
How To Complain About The NHS

http://www.nhs.uk/choiceintheNHS/Rightsandpledges/complaints/Pages/NHScomplaints.aspx
NHS 

complain 

find 

content 

times 

website 

Bureau 

wrong 

practice 

operation 

support 

complaining 

hours 

local 

help 

take 

now 

time 

complaint
What makes NHS leadership unique?
What you do.
What you do. — How — work.
What you do. — U — Work TOGETHER
What is unique about how you work (TOGETHER)?
ARE YOU?
Unleashing Human Capacity
[ real distinction ]
We are living in unprecedented times. Our world (and NHS?) is no longer a simple place made up of clear decisions and expected outcomes.
84.3%
navigate a challenge?