

## Leading across the organisation – interpretation

<p><b>Silo leadership</b></p> <p>Silo leadership is protective of structures, procedures and ways of working that have been established over time, often with considerable investment. It values continuity and is concerned with preserving knowledge and effectiveness</p>	<p><b>Wait-and-see leadership</b></p> <p>Wait-and-see leadership is the ability to work cooperatively on projects/initiatives once others have taken the first steps. Conscious of limits and capacity the wait-and-see leader may need the courage of others to look beyond risks</p>	<p><b>Side-by-side leadership</b></p> <p>Side-by-side leadership is the ability to work alongside other parts of the organisation matching flexibly and often proactively the contribution of their area to the needs of others as they perceive and experience them</p>	<p><b>Boundary spanning leadership</b></p> <p>"Boundary spanning leadership is the ability to create direction, alignment, and commitment across boundaries in service of a higher vision or goal."* Empowering others to change and 'think big' is part of this far-sighted approach</p>
<p><b>Boundaries are... BORDERS</b></p> <p><i>that make sense in all sorts of ways from the perspective of continuity, stability and the status quo. They are guarded to ensure that limited resources are not imposed upon and roles don't become blurred</i></p> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Stability and continuity</li> <li>• Maintaining procedures</li> <li>• Loyalty</li> <li>• Clear sense of standards</li> </ul> <p><b>Possible limitations</b></p> <ul style="list-style-type: none"> <li>• Isolating</li> <li>• Restricting creativity/talent</li> <li>• Resistant to change</li> <li>• Judgemental of others</li> </ul>	<p><b>Boundaries are... LIMITS</b></p> <p><i>to responsibility, communication and importantly risk. If others move first, or seniors set the pace, then limits may be crossed, but nearly always with caution even if the prospects seem attractive</i></p> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Efficient use of resources</li> <li>• Takes measured steps</li> <li>• A 'considered' voice</li> <li>• Tends to complete things well</li> </ul> <p><b>Possible limitations</b></p> <ul style="list-style-type: none"> <li>• Can appear unengaged</li> <li>• Slow to respond/move</li> <li>• Cooperative rather than collaborative</li> </ul>	<p><b>Boundaries are... FRAMES</b></p> <p><i>that enable organisations to be structured in terms of responsibilities and resources but which can move, shift and overlap in exciting ways to achieve projects and shared goals at different times</i></p> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Proactive and energetic</li> <li>• Collaborative at own level</li> <li>• Spotting links and opportunities</li> <li>• Keen to develop new ideas</li> </ul> <p><b>Possible limitations</b></p> <ul style="list-style-type: none"> <li>• Can be competitive</li> <li>• Favouring partners selectively</li> <li>• May hold back where change is more profound</li> </ul>	<p><b>Boundaries are... FRONTIERS</b></p> <p><i>"the location where the most advanced thinking and breakthrough possibilities reside."* They are zones of transition with the potential to reshape the organisation</i></p> <p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Engaging heads and hearts</li> <li>• From hierarchy to partnership</li> <li>• Facilitating collaborative change</li> <li>• Long term relationship building</li> </ul> <p><b>Possible limitations</b></p> <ul style="list-style-type: none"> <li>• Seeing things through</li> <li>• Judging clearly where collaboration fits the situation</li> <li>• Frustration if change is slow</li> </ul>
<p><b>Development</b></p> <ul style="list-style-type: none"> <li>• Placements</li> <li>• Shadowing</li> <li>• Mentoring</li> </ul>	<p><b>Development</b></p> <ul style="list-style-type: none"> <li>• Exposure to working groups</li> <li>• Shadowing seniors</li> <li>• Mentoring</li> </ul>	<p><b>Development</b></p> <ul style="list-style-type: none"> <li>• Leading new initiatives</li> <li>• Working with external partners</li> <li>• Coaching from seniors</li> </ul>	<p><b>Development</b></p> <ul style="list-style-type: none"> <li>• Developing a new agenda</li> <li>• Innovation and enterprise groups</li> <li>• Action learning</li> </ul>

\* Boundary Spanning Leadership, Chris Ernst and Donna Chrobot-Mason, 2011, McGraw Hill, USA