

Leadership Beyond Boundaries

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Boundaries in Complex Human Systems

- **Complex**

- “Independent” entities interacting
- Crossing boundaries.
- No one person/team can be “in control”

- **Human System Boundaries**

- Socially constructed “containers”



Bridging Boundaries: Lessons for Leaders

- Interviews with 40 senior leaders in health care and public sectors
- Questions as to:
 - Most successful initiatives & partners
 - Context, Assigned or self-initiated
 - The story
 - Results
 - What made it successful?
 - What did you do as a leader?
 - What were the roles of others?
- Themed the responses

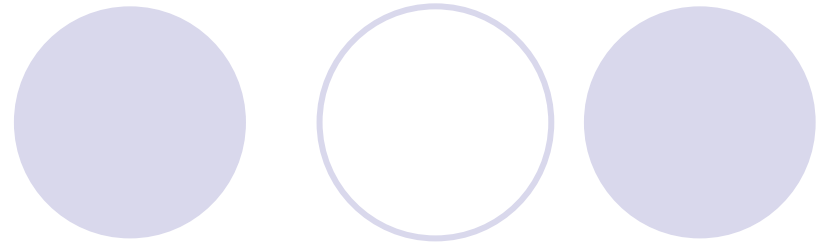


One Story: Inspections, Investigations and Enforcement (II&E) led by an ADM

- Provincial Cabinet Mandate & Support
- Labour ADM took the time to determine commitment & strategy
- Engagement strategy: beginning with 6 senior leaders from the 13 ministries
- Initial team chose “joint training” as first “product” -- “quick win”

“My image was to tap into high potential staff in each ministry. I knew I needed people in each Ministry or agency that could lead the change, bring the ministry along and had the personal expertise to be a leader.”

The II&E Strategy



- Three levels of leadership
- Secretariat in each ministry
- Engaged middle & front lines and included other jurisdictions
- Within 4 weeks of start tested training idea at first event
- 6 OST Events of 250 participants around the Province



Results of Initiative at Interview

- *Cultural Shift: Automatic sharing useful training products across ministries and jurisdictions*
- *Common Risk Framework*
- *8 ministries trained in the code of professionalism*
- *13 Ministries are still engaged in the overall project*
- *New lead came up from the ranks*
- *Still finding cross boundary training programs that emerged during OST events*



What made it successful?

- *Free reign on design of project*
- *Working outside of the normal project methodologies during start-up.*
- *Identified rising stars within the 6 key ministries*
- *Provided coaching and profile to these individuals*
- *Wrote this initiative into people's performance contracts*
- *Acknowledged and credited people with work they did in own ministries*
- *Started with simple initiatives (training) before advancing to more complex initiatives*
- *Demonstrated Quick Wins*
- *Secretary of Cabinet championed the initiative*
- *Open and transparent -- our website listed people and activities*

One Critical Success Factor

“If I had a project manager between me and the cabinet, asking me for gant charts and budgets, it would not have happened. When doing something conceptual like this you need the freedom to develop the strategy.”



Other Leaders' Initiatives

- North Network
- Ambulatory Care
Emergency Response
- Common internal IT
system for 5 hospitals
- Common web based
HR infrastructure for
all Ministries
- Public Health IT
initiative
- Inter-jurisdictional
land development
- Integrated regional
health care initiative
- Integrated Stroke
Response System
- A single building
complex for multiple
regional organizations

Patterns in the responses

- Strategically Building Momentum
 - Personal understanding Commitment and Confidence
 - Collective momentum for success
- Co-creating a living vision
 - Personal Core
 - Emergent shared vision
- Nurturing Collaboration and Initiative

Momentum = Velocity x Mass



- Without it inertia, existing processes and systems, overwhelm the energy for change
- Velocity
 - Speed of visible and tangible results
- Mass
 - Depth and breadth of commitment & action of stakeholders
- Velocity without mass is not momentum
- Accelerated Growth

To Build Momentum

- Personal confidence
- Identify stakeholders & how and when to engage them
- Error on side of earlier and more engagement
- Understand stakeholders challenges & interests
- Engage – Deliver – Communicate -- Engage
- Scotch and Coffee, cars and planes, Large Group Forums with all systems in the room

“Get results, execution and momentum first and then alignment will follow”

Create a Shared Living Vision

- Leadership open to multiple visions related to core
- You know it is shared when:
 - People articulate and act on the shared vision in own system



Nurture Collaboration and Initiative

- Transparency – often web enabled
- Constant communication of deas and results
- Letting go to engage participation
- Walk the talk
- Appropriate Governance
- Resources: Both essential and emergent
- Shared Responsibilities and rewards



Cool Strategies/Tools Used

- **Mapping stakeholders and decide who is critical when**
- **Send people (not consultants) out to visit options, develop cases**
- **Sequential reporting meetings**
- **Good project management for linear parts**
- **Put up stats on public web site**
- **Large group events**
- **Coffee, scotch, cars & planes**



Bibliography

Sharon King, Larry Peterson. *“Bridging Boundaries: Lessons from Leaders”*.

2006. Starfield Consulting.

<http://www.starfield.ca/cms/index.php/item/380>