

LEADING ACROSS ORGANIZATIONAL BOUNDARIES

Overview

As a leader, you need to break through organizational barriers in order to achieve critical goals. Knowledge workers do not operate in a vacuum – they have to work cross-functionally to create customer-focused solutions. Competence in managing the intangibles – the explicit as well as unspoken boundaries – is needed to perform at a high level. Finding common ground and reaching true agreements with people from other areas of business who have other competing priorities requires that you communicate fully and effectively, negotiate when necessary, and manage conflict.

Increase your sensitivity to the systems and interpersonal issues that impact your ability to get things accomplished. Look at the success factors for building trust across boundaries. Walk away with tools and techniques to engage and influence others, and ensure that the work that matters most gets done.

Who Should Attend

Leaders and managers who want to increase their effectiveness in leading initiatives that require cross-boundary collaboration

Benefits & outcomes

- Learn how to "see" boundaries of all kinds
- Strengthen your cross-functional awareness and cultural intelligence
- Apply tools to uncover and work with barriers in your organization
- Create a strategic action plan to build trust within key relationships

Program Curriculum

Module 1: Identifying Boundaries

- Identifying Organizational Boundaries
- Leading Across Boundaries
- My Most Challenging Boundaries
- Boundaries at Connections, Ltd.
- Typical Organizational Boundaries
- Types of Organizational Boundaries
- Current Boundary Challenges
- Your Organizational Map
- Lessons Learned

Module 2: Trust and Communication

- Trust and Communication
- Trust in the Workplace
- The Four Cornerstones of Trust
- Communication Abilities
- Balanced Communication
- Listening
- Knowing Yourself as a Listener
- Conveying
- The Importance of Non-verbal Communication
- The One-Minute Message
- Presentation Feedback Sheet
- Listening and Conveying for Context
- Communication Across Context
- Getting from Point A to Point B
- Information Flow in Virtual Teams
- Tracking a Conversation
- Building a winning Bid
- Fast Feedback
- Action Plan for Enhancing my Communication Abilities
- Lessons Learned

COURSE OUTLINE

Module 3: Encountering Obstacles

- Encountering Obstacles
- Calculating Resistance
- Our Organizational Change Efforts
- Stakeholder Commitment Analysis
- Stakeholder Commitment Chart
- Stakeholder Considerations
- Two Paths to Collaboration
- Barrier Statements
- Obstacles and Objections
- Boundary Analysis
- Prevention Checklist
- Overcoming a Critical Obstacle
- Lessons Learned

Module 4: Negotiating with Integrity

- Negotiating with Integrity
- Work Identity as Barrier
- Work Culture Analysis
- What Was I Thinking?
- Is It Really a Negotiation?
- The Affinity Continuum
- Scoring Your Results
- Positions and Interests
- Stakeholder Interests and Needs
- Areas of Inquiry
- My Personal Equity
- Needs, Interests, and Personal Equity
- Collaborative Negotiation
- Three Keys to Success
- Negotiation Styles
- Impact of Negotiating Style
- Balancing Your Approach
- Preparing for a Negotiation
- Observer's Notes
- Lessons Learned

Module 5: Managing Conflict

- Conflict Management
- The Landscape of Conversation
- Sources of Conflict
- Underlying Losses
- Loss Analysis
- Process Values
- Interpersonal Conflict, Part 1
- Three Levels of Conflict
- The Impact of Perceptions
- Individual Conflict, Part 2
- Observer's Notes
- Going Back to the Table
- Territorial Conflicts
- Understanding Your Own Territorial Drive
- Dialogue about Territoriality
- Trust in the Workplace Revisited
- Building Trust through Presence
- Assessing Presence
- Building Conflict-Handling Capacity
- Creating the Unified Organization Territory
- Lessons Learned

Module 6: Bringing the Learning Home

- Developing Yourself
- Leader's Development Plan
- Bringing the Learning Home
- Resources

Linkage Training Programs are approved by the following organizations

