

## **Boundary Work: The Missing Link in Ethical Leadership Development?**

**Below is the framing post, followed by a chat transcript  
(with most of the enjoyable but less durable social interactions removed)**

In *Human Systems Management*, the brilliant systems thinker C. West Churchman wrote a thought piece called "Poverty and Development." It is as difficult to convey insights of this piece through excerpts, as it is to convey the richness of a tapestry through threads pulled from its fabric. But I will try:

I have on my desk two pictures. One is of a young boy who is crying; behind him is his mother lying on the ground...The other is of a woman, nicely dressed, wearing a handsome necklace...My own face, which I cannot see, probably has that strange academic curiosity, the can-I-write-an-essay? look. Of course, we cannot see the photographers' faces, or the magazine editors' faces. Or even you, the reader's face...

Let us turn now to the first word of the constitution of the United States, and the Charter of the United Nations. It is "we" ("We the people of...")...consider the UN and other organisations' estimates of baby mortality caused by poverty around the world: 35,000 daily, or one million each month that die of poverty...Where is the "we" in these figures?...

I have been talking about a wide world "Weltanschauung"—a (WWW) in Internet language—in which poverty is created out of wealth. In this case wealth produces necklaces, roads, temples, large corporate headquarters and smooth-running ships, planes and autos; is there a "Therefore"? That is, is the real story that once upon a time a lady owned an eleven-million-dollar necklace and therefore a boy in Rwanda was crying for his supper, and that therefore his mother could not feed him? ~Churchman

**Where do we draw boundaries?** Churchman is speaking to a fundamental leadership challenge. A decision may seem successful and ethical within one boundary, yet damaging and unethical within another. Creation of jobs in India may parallel job losses in the U.S. Profit for an oil company may link to spills that destroy food sources for Indigenous communities. Praise for a charismatic leader may discourage employees who did the work. A decision for efficient clear-cut logging in North America might lead to boycotts of products by European customers. We must be reminded that *we construct boundaries socially*, even if we think of them as real (Richardson and Lissack). And that social construction comes with built-in values.

**Are boundaries bad?** The concept of boundarylessness became fashionable via Jack Welch of GE and others. We often complain about silos, communication barriers and knowledge gaps. Yet, there are times when boundaries are useful. Do leaders invest enough effort in thinking about the value of different boundary approaches? Do they think about the power implications of boundaries?

**How do power and boundaries relate?** In his *Theory of Boundary Critique*, Midgley (2000) describes how powerful groups form bounded, influential cores. Each core group can value or devalue anything on its margins. Citizens can be valued or devalued by government; immigrants by longer term residents; visible minorities by visible majorities; field staff by headquarters and so on. If these boundaries and value choices are not attended to, dynamics between the core and margins can consume considerable resources.

**Which way do we face?** Once boundaries are drawn, we tend to face inward. Our dominant focus is on governance, structures and processes within [*fill in the blank*: our country, or department, our race, our firm, our school, efficiency, financial profit...] The Harwood Institute is one organization that helps groups shift focus from inward to outward. Through this shift, organizations learn much more from communities, customers or clients and can better serve them.

Gerald Midgley is an internationally recognized systems theorist and practitioner who has worked with intractable community challenges. He considers “boundary” THE central concept in systems thinking. Can we ignore it?

**Suggested questions for dialogue:**

- 1. Where have you seen boundaries hinder effective work?**
- 2. Where have you seen boundaries enable effective work?**
- 3. How might shifting from facing inward to outward change work in your organizations or client groups?**
- 4. What do we currently emphasize in leadership development? Is boundary work on the current menu?**
- 5. What might change if leaders actively worked with the ethics of boundary choices?**

Alice MacGillivray [www.4KM.net](http://www.4KM.net) has a PhD in Human and Organizational Systems from Fielding Graduate University, where she is a Fellow with the Institute for Social Innovation. Her interest in boundaries began as a child, when she noticed the richness of intersecting natural systems. Alice’s dissertation explored ways in which respected leaders understand and work with boundaries. She lives on an island near the 49<sup>th</sup> parallel in Western Canada.

If you are not familiar with twitter chats, read from the bottom up. Realize that there are conversations within conversations. For example, someone may respond directly to a participant, but other tweets separate pieces of that conversation. I have retained re-tweets (RT) to give a sense of what resonated with the group.

[KaizenBizChat](#) [@complexified](#) I hope you can join us again! c: [@4KM](#) [#KaizenBiz](#) -10:14 AM Apr 12th, 2013

[KaizenBizChat](#) Q5 Is boundary work on the current menu of leadership development? How? Why/Why not? [#KaizenBiz](#) -10:13 AM Apr 12th, 2013

[KaizenBizChat](#) You're welcome! RT [@4KM](#) Thank you Elli for all the background work you do to bring great people into this learning space. [#Kaizenbiz](#) -10:12 AM Apr 12th, 2013

[KaizenBizChat](#) You can always tell the really good [#KaizenBiz](#) topics...[@3keyscoach](#) ends up in Twitter jail. Today is no different! c: [@4KM](#) -10:11 AM Apr 12th, 2013

[KaizenBizChat](#) Thank you to Alice MacGillivray ([@4KM](#)) of [#FieldingU](#) for being fabulous guest & bringing such a thought-provoking topic! [#KaizenBiz](#) -10:09 AM Apr 12th, 2013

[ideabloke](#) [@3keyscoach](#) Indeed you do, Elli, Thx loads! [@complexified](#) [#kaizenbiz](#) -10:07 AM Apr 12th, 2013

[KaizenBizChat](#) Q4 4.What do we currently emphasize in leadership development? [#KaizenBiz](#) -10:07 AM Apr 12th, 2013

[4KM](#) Thank you Elli for all the background work you do to bring great people into this learning space. [#Kaizenbiz](#) -10:05 AM Apr 12th, 2013

[3keyscoach](#) [@complexified](#) You're welcome. 1 thing I like to do as host is help everyone be heard [@ideabloke](#) [#KaizenBiz](#) -10:05 AM Apr 12th, 2013

[complexified](#) [#KaizenBiz](#) thanks for the great shared learning,

and thanks to [@4km](#) for inviting me to join you. -10:05 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): [@4KM](#) [#KaizenBiz](#) A5: maybe less fear, more openness to safe-to-fail probes of complex challenges. More adaptive capacity. -10:04 AM Apr 12th, 2013

[complexified](#) Great, thanks RT [@Jabaldaia](#) Thank you Alice! [@4KM](#) Thank you Elli [@3keyscoach](#) and thank you all for this great moments of wisdom! [#kaizenbiz](#) -10:04 AM Apr 12th, 2013

[3keyscoach](#) Perhaps we need to do topic on complexity. Intriguing threads emerging today! [#KaizenBiz](#) -10:04 AM Apr 12th, 2013

[3keyscoach](#) [@Jabaldaia](#) You're welcome, Jose! [@4KM](#) brought quite a topic today! [#KaizenBiz](#) -10:03 AM Apr 12th, 2013

[mkosmicki](#) This was a really interesting chat. Lots to think about and synthesize. Thanks! See you all next week. [#KaizenBiz](#) -10:03 AM Apr 12th, 2013

[complexified](#) [@4KM](#) [#KaizenBiz](#) A5: maybe less fear, more openness to safe-to-fail probes of complex challenges. More adaptive capacity. -10:03 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): Oh yes :- ) RT [@4KM](#) [@complexified](#) Or complicated is changing a tire; complex is changing a culture. [#Kaizenbiz](#) -10:02 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): If ideas for follow-up chats come to mind, let Elli know. And have a great weekend. [#Kaizenbiz](#) -10:02 AM Apr 12th, 2013

[Jabaldaia](#) Thank you Alice! [@4KM](#) Thank you Elli [@3keyscoach](#) and thank you all for this great moments of wisdom! [#kaizenbiz](#) -10:02 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): [@ideabloke](#) [#KaizenBiz](#) imho,

beware any who talk of simplify, cutting, harnessing complexity. Complexity just IS, ALWAYS. Learn to engage it. - 10:02 AM Apr 12th, 2013

[4KM](#) If ideas for follow-up chats come to mind, let Elli know. And have a great weekend. [#Kaizenbiz](#) -10:01 AM Apr 12th, 2013

[complexified](#) Oh yes :-)) RT [@4KM](#) [@complexified](#) Or complicated is changing a tire; complex is changing a culture. [#Kaizenbiz](#) -10:01 AM Apr 12th, 2013

[3keyscoach](#) [@AndrewMueller](#) You are always welcome to jump in! We haven't seen you for a while so thank you! [#KaizenBiz](#) -10:01 AM Apr 12th, 2013

[3keyscoach](#) RT [@Jabaldaia](#): A5 In many cases people would have peace, hope, and happiness was up every day [#kaizenbiz](#) -10:00 AM Apr 12th, 2013

[4KM](#) Thank you Jose: RT [@Jabaldaia](#): A5 In many cases people would have peace, hope, and happiness was up every day [#Kaizenbiz](#) -10:00 AM Apr 12th, 2013

[3keyscoach](#) [@pisarose](#) [@4KM](#) Bye Shelly and thank you for being with us today! [#KaizenBiz](#) -10:00 AM Apr 12th, 2013

[complexified](#) Yes! RT [@4KM](#) [@mkosmicki](#) ..a whole other topic. Ironically, complexity ppl tend to have simpler approaches than systems people [#Kaizenbiz](#) -10:00 AM Apr 12th, 2013

[4KM](#) Sounds as if we are wrapping up. Thanks so much for jumping into this messy, expansive topic. A challenge for <140 [#Kaizenbiz](#) -10:00 AM Apr 12th, 2013

[Jabaldaia](#) A5 In many cases people would have peace, hope, and happiness was up every day [#kaizenbiz](#) -10:00 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): [@mkosmicki](#) [@3keyscoach](#) [#KaizenBiz](#) re systhink, see esp. critiques of Ralph Stacey & colleagues. Spatial/mechanical orgview; agnt outside sys - 10:00 AM Apr 12th, 2013

[3keyscoach](#) Maybe they're cogs? RT [@4KM](#): I hope I got some wheels turning (to use an inappropriately mechanical metaphor) [#KaizenBiz](#) -9:59 AM Apr 12th, 2013

[complexified](#) [@ideabloke](#) [#KaizenBiz](#) imho, beware any who talk of simplify, cutting, harnessing complexity. Complexity just IS, ALWAYS. Learn to engage it. -9:59 AM Apr 12th, 2013

[AndrewMueller](#) Thanks for letting me jump into [#kaizenbiz](#) halfway through. All the crazy smart minds here energized me for the day! -9:59 AM Apr 12th, 2013

[mkosmicki](#) [@Jabaldaia](#) LOL Yes. ;- ) [#KaizenBiz](#) -9:59 AM Apr 12th, 2013

[3keyscoach](#) [@stevenstearns](#) We do love [#Kaizenhumor](#)! LOL [#KaizenBiz](#) -9:59 AM Apr 12th, 2013

[4KM](#) If anyone has last thoughts on Q5What might change if leaders actively worked with the ethics of boundary choices? [#Kaizenbiz](#) -9:59 AM Apr 12th, 2013

[mkosmicki](#) [@complexified](#) Thanks for the reference...I'll check it out. [#KaizenBiz](#) -9:58 AM Apr 12th, 2013

[3keyscoach](#) QUEST6 5.What might change if leaders actively worked with the ethics of boundary choices? c: [@4KM](#) [#KaizenBiz](#) -9:58 AM Apr 12th, 2013

[4KM](#) I hope I got some wheels turning (to use an inappropriately mechanical metaphor) [#Kaizenbiz](#) -9:58 AM Apr 12th, 2013

[3keyscoach](#) Sure...RT [@4KM](#): Do we have 2 minutes for [#5](#)

Elli? [#KaizenBiz](#) -9:58 AM Apr 12th, 2013

[3keyscoach](#) Today's convo reminded me how brilliant you all are in spirit & intelligence. Thank you, [#Kaizenfolk!](#)

[#KaizenBiz](#) -9:58 AM Apr 12th, 2013

[stevenstearns](#) [@pisarose](#) True...[#kaizenbiz](#) know no boundaries! ...pardon my PUNishment... :) [#TGIF](#) [#SoMe](#)

[#Rocks](#) -9:58 AM Apr 12th, 2013

[Jabaldaia](#) [@mkosmicki](#) "ethical intelligence" - It can be also a way to call, less clever to bad guys :- ) [#kaizenbiz](#) -9:57 AM Apr 12th, 2013

[4KM](#) Do we have 2 minutes for [#5](#) Elli? [#Kaizenbiz](#) -9:57 AM Apr 12th, 2013

[pisarose](#) Thanks [@4KM](#) [@3keyscoach](#) for stretching my thinking today! Until next time... [#kaizenbiz](#) -9:57 AM Apr 12th, 2013

[ideabloke](#) Ditto! MT [@3keyscoach](#): ...thank you to Alice MacGillivray ([@4KM](#)) for bringing such a meaty topic! Very mind expanding! [#kaizenbiz](#) -9:57 AM Apr 12th, 2013

[AndrewMueller](#) [@pisarose](#) Thanks, I will take a look at that article... I saw something that seemed to speak in a similar vein a while back [#kaizenbiz](#) -9:57 AM Apr 12th, 2013

[mkosmicki](#) Has it already been an hour? That was FAST! [#KaizenBiz](#) -9:57 AM Apr 12th, 2013

[complexified](#) [@mkosmicki](#) [@3keyscoach](#) [#KaizenBiz](#) re systhink, see esp. critiques of Ralph Stacey & colleagues. Spatial/mechanical orgview; agnt outside sys -9:57 AM Apr 12th, 2013

[4KM](#) [@complexified](#) Or complicated is changing a tire; complex is changing a culture. [#Kaizenbiz](#) -9:57 AM Apr 12th, 2013

[3keyscoach](#) RT [@ideabloke](#): The new EI. :p RT [@4KM](#): Was just realizing I dont think I have heard the term ethical intelligence. [#kaizenbiz](#) -9:56 AM Apr 12th, 2013

[3keyscoach](#) RT [@Jabaldaia](#): [@3keyscoach](#) Yes! New skills "social intelligence" (improve), collaboration, open mind, etc :- ) [#kaizenbiz](#) -9:56 AM Apr 12th, 2013

[AaronAlexander](#) [@ideabloke](#) [@4KM](#) One of my favorite forms of Intelligence [#EI](#) [#KaizenBiz](#) -9:56 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): [@3keyscoach](#) [#KaizenBiz](#) complicated is making a Toyota. Realm of experts. Complex is fear of telling CEO cars on fire. Realm of unknowns. -9:56 AM Apr 12th, 2013

[4KM](#) Wow-hour is almost up. BTW in dissertation I got to work w amazing leaders doing boundary wk (though they didn't always know it) [#Kaizenbiz](#) -9:56 AM Apr 12th, 2013

[3keyscoach](#) Before we run out of time, thank you to Alice MacGillivray ([@4KM](#)) for bringing such a meaty topic! Very mind expanding! [#KaizenBiz](#) -9:56 AM Apr 12th, 2013

[pprothe](#) +1 RT [@ideabloke](#): [@3keyscoach](#) The fortitude 4 timely decision making (good/bad) is still a highly prized attribute, trumps most. [#kaizenbiz](#) -9:55 AM Apr 12th, 2013

[mkosmicki](#) [@4KM](#) True. ;- ) [#KaizenBiz](#) -9:55 AM Apr 12th, 2013

[ideabloke](#) The new EI. :p RT [@4KM](#): Was just realizing I dont think I have heard the term ethical intelligence. [#kaizenbiz](#) -9:55 AM Apr 12th, 2013

[csinkus](#) A4 What shld be emphasized- EE's, Work Enviro, Responsbl Co's (Social enviro & ecnmc) = Happy EE's + Happy Cstmrs+ Happy Investrs [#Kaizenbiz](#) -9:55 AM Apr 12th, 2013

[AndrewMueller](#) [@4KM](#) I think the answer lies in our ability to



communicate. The best leaders communicate w/ their every action [#kaizenbiz](#) -9:55 AM Apr 12th, 2013

[complexified](#) [@3keyscoach](#) [#KaizenBiz](#) complicated is making a Toyota. Realm of experts. Complex is fear of telling CEO cars on fire. Realm of unknowns. -9:54 AM Apr 12th, 2013

[ideabloke](#) [@3keyscoach](#) The fortitude for timely decision making (good or bad) is still a highly prized attribute, trumps most. [#kaizenbiz](#) -9:54 AM Apr 12th, 2013

[4KM](#) [@mkosmicki](#) That could be a whole other topic. Ironically, complexity ppl tend to have simpler approaches than systems people [#Kaizenbiz](#) -9:54 AM Apr 12th, 2013

[3keyscoach](#) Say more? RT [@4KM](#): Was just realizing I dont think I have heard the term ethical intelligence. [#KaizenBiz](#) -9:54 AM Apr 12th, 2013

[pisarose](#) [@AndrewMueller](#) So true. You might find this interesting...encourages hiring neurotics over extroverts. <http://t.co/F7jwstxI7Y> [#kaizenbiz](#) -9:54 AM Apr 12th, 2013

[3keyscoach](#) My goodness, where did that hour go? [#KaizenBiz](#) -9:54 AM Apr 12th, 2013

[mkosmicki](#) Someone coined a new phrase! RT [@4KM](#): Was just realizing I dont think I have heard the term ethical intelligence. [#KaizenBiz](#) -9:54 AM Apr 12th, 2013

[Jabaldaia](#) [@3keyscoach](#) Yes! New skills "social intelligence" (improve), collaboration, open mind, etc :-) [#kaizenbiz](#) -9:54 AM Apr 12th, 2013

[3keyscoach](#) [@mkosmicki](#) [@complexified](#) That's very true My early training was in systems in psych setting Find I use over & over in biz setting [#KaizenBiz](#) -9:54 AM Apr 12th, 2013

[4KM](#) RT [@joelyoh](#): A4: The generation gap these days means

that leadership development includes diplomacy, education, bridge building. [#Kaizenbiz](#) -9:54 AM Apr 12th, 2013

[SeanCafferky](#) RT [@AndrewMueller](#): Forget boundaries and concentrate in Values. Clearly defined and enculturated values solve boundary issues [#kaizenbiz](#) -9:53 AM Apr 12th, 2013

[4KM](#) Was just realizing I don't think I have heard the term ethical intelligence. [#Kaizenbiz](#) -9:53 AM Apr 12th, 2013

[joelyoh](#) A4: The generation gap these days means that leadership development includes diplomacy, education, bridge building. [#kaizenbiz](#) -9:53 AM Apr 12th, 2013

[4KM](#) [@AndrewMueller](#) So true. Might charisma be a reflection of the-best-of-status-quo rather than diversity or innovation? [#Kaizenbiz](#) -9:53 AM Apr 12th, 2013

[3keyscoach](#) [@Jabaldaia](#) Just rattling ideas off my head. Not enough room in 140 :( [#KaizenBiz](#) -9:53 AM Apr 12th, 2013

[ideabloke](#) So...is simplifying the complex not part of the looking outward approach? [#kaizenbiz](#) -9:52 AM Apr 12th, 2013

[3keyscoach](#) [@Jabaldaia](#) Hmm....& what leadership skills do we emphasise? Do we pay more attention to emotional intelligence? Decision-making? [#KaizenBiz](#) -9:52 AM Apr 12th, 2013

[mkosmicki](#) [@3keyscoach](#) [@complexified](#) Even systems thinking can get fairly complex. I've seen logic models that look like subway maps. [#KaizenBiz](#) -9:52 AM Apr 12th, 2013

[4KM](#) MT [@complexified](#): [#KaizenBiz](#) A4: dominant [#leadership](#) discourse...leader as hero; bottom line. Treat complex as complicated. [#Kaizenbiz](#) -9:51 AM Apr 12th, 2013

[complexified](#) RT [@4KM](#) [@3keyscoach](#) Where'r complexity folks here? Re: paralyzed by decision may be holding us back from agile ways of deciding? [#Kaizenbiz](#) -9:51 AM Apr 12th, 2013

[joelyoh](#) A4: The focus in leadership development is as much about people development as biz development. The people are the business. [#kaizenbiz](#) -9:51 AM Apr 12th, 2013

[AndrewMueller](#) For better or worse, charisma often determines the initial selection, + sometimes the success of, our leaders. [#kaizenbiz](#) -9:51 AM Apr 12th, 2013

[pisarose](#) A5: Leadership development is struggling, IMO. Ideally, boundary work would encourage boundary-testing within ethical bounds [#kaizenbiz](#) -9:51 AM Apr 12th, 2013

[3keyscoach](#) [@complexified](#) When is the complex not complicated? Seems counter-intuitive unless using systems thinking? [#KaizenBiz](#) -9:51 AM Apr 12th, 2013

[4KM](#) [@mkosmicki](#) Me too. Leaders are responsible for change. And many believe big picture thinking needed about change-to-what? [#Kaizenbiz](#) -9:50 AM Apr 12th, 2013

[joelyoh](#) Truth is the team is the hero. RT [@complexified](#): [#KaizenBiz](#) A4: dominant discourse on leadership still too often about leader as hero -9:50 AM Apr 12th, 2013

[Jabaldaia](#) [@3keyscoach](#) I think it is more how to navigate in rough seas. We need to leverage new leadership skills [#kaizenbiz](#) -9:50 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): [#KaizenBiz](#) A4: dominant discourse on leadership still too often about leader as hero; bottom line, etc. Treats the complex as complicated. -9:50 AM Apr 12th, 2013

[mkosmicki](#) [@4KM](#) I think so. And sometimes they are made to be political when perhaps they should not be? [#KaizenBiz](#) -9:50 AM Apr 12th, 2013

[ideabloke](#) RT [@4KM](#): Yes: the birth of ideas (effective or not)

such as triple bottom line, natural, social, and intellectual capital [#kaizenbiz](#) -9:50 AM Apr 12th, 2013

[3keyscoach](#) Think that's true RT [@4KM](#): [@mkosmicki](#) Perhaps boundaries are always [small or large p] political? [#KaizenBiz](#) -9:49 AM Apr 12th, 2013

[joelyoh](#) RT [@pprothe](#): A4: Balancing Vision and Action, Reality and Collaboration, Ethics [#kaizenbiz](#) -9:49 AM Apr 12th, 2013

[complexified](#) [#KaizenBiz](#) A4: dominant discourse on leadership still too often about leader as hero; bottom line, etc. Treats the complex as complicated. -9:49 AM Apr 12th, 2013

[3keyscoach](#) RT [@pprothe](#): A4: Balancing Vision and Action, Reality and Collaboration, Ethics [#KaizenBiz](#) -9:49 AM Apr 12th, 2013

[mkosmicki](#) I am finding the leadership aspect of this chat very interesting! [#KaizenBiz](#) -9:49 AM Apr 12th, 2013

[4KM](#) [@mkosmicki](#) Perhaps boundaries are always [small or large p] political? [#Kaizenbiz](#) -9:49 AM Apr 12th, 2013

[joelyoh](#) RT [@csinkus](#): A4 Accountability & results [#KaizenBiz](#) -9:48 AM Apr 12th, 2013

[3keyscoach](#) RT [@mkosmicki](#): A4b: Boundaries can also be highly political (i.e. pipeline, water rights, social programs, etc) [#KaizenBiz](#) -9:48 AM Apr 12th, 2013

[3keyscoach](#) RT [@mkosmicki](#): RT [@4KM](#): And even taking 15 minutes to talk boundaries before and after decisions might be enlightening? [#KaizenBiz](#) -9:48 AM Apr 12th, 2013

[pprothe](#) A4: Balancing Vision and Action, Reality and Collaboration, Ethics [#kaizenbiz](#) -9:48 AM Apr 12th, 2013

[3keyscoach](#) QUEST5 Is boundary work on the current menu of

leadership development? How? Why/Why not? [#KaizenBiz](#) -9:48 AM Apr 12th, 2013

[4KM @ideabloke](#) Yes: the birth of ideas (effective or not) such as triple bottom line, natural, social, and intellectual capital [#Kaizenbiz](#) -9:48 AM Apr 12th, 2013

[zacharyjeans](#) RT [@joelyoh](#): Q4: What do we currently emphasize in leadership development? [#KaizenBiz](#) -9:48 AM Apr 12th, 2013

[joelyoh](#) Q4: What do we currently emphasize in leadership development? [#KaizenBiz](#) -9:47 AM Apr 12th, 2013

[3keyscoach @Jabaldaia](#) But according 2 [@4KM](#), is even more complex than simply 1 Org Potential is like ripple in pond Who gets nudged/rocked? [#KaizenBiz](#) -9:47 AM Apr 12th, 2013

[mkosmicki](#) RT [@4KM](#): And even taking 15 minutes to talk boundaries before and after decisions might be enlightening? [#KaizenBiz](#) -9:47 AM Apr 12th, 2013

[4KM](#) MT [@pisarose](#): A4: Were emphasizing more than leaders vision & execution--personal & interpersonal qualities... important. [#Kaizenbiz](#) -9:46 AM Apr 12th, 2013

[4KM](#) And even taking 15 minutes to talk boundaries before and after decisions might be enlightening? [#Kaizenbiz](#) -9:46 AM Apr 12th, 2013

[mkosmicki](#) A4b: Boundaries can also be highly political (i.e. pipeline, water rights, social progrms, etc) [#KaizenBiz](#) -9:46 AM Apr 12th, 2013

[pisarose](#) A4: We're emphasizing more than leaders' vision & execution--personal & interpersonal qualities are becoming more important. [#kaizenbiz](#) -9:45 AM Apr 12th, 2013

[4KM @3keyscoach](#) Where are the complexity folks here? Re: paralyzed by decision may be holding us back from agile

ways of deciding? [#Kaizenbiz](#) -9:45 AM Apr 12th, 2013

[3keyscoach](#) RT [@complexified](#): [@KaizenBizChat](#) [#KaizenBiz](#)  
A1: most common boundaries are those of power, fear, lack of knowledge, lack of understanding. -9:45 AM Apr 12th, 2013

[Jabaldaia](#) A4 Leaders should think about the potential of its employees and not what is enough (qualifications) for the Organization [#kaizenbiz](#) -9:45 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): [@3keyscoach](#) Think about pipelines, water rights, bonus structures, pay grids, retail pricing, outsourcing... [#Kaizenbiz](#) -9:44 AM Apr 12th, 2013

[ideabloke](#) [@3keyscoach](#) Agreed, many orgs define results differently, not just profit. [@mbhahn](#) [#kaizenbiz](#) -9:44 AM Apr 12th, 2013

[3keyscoach](#) [@4KM](#) How do you move out or through the quandary? [#KaizenBiz](#) -9:44 AM Apr 12th, 2013

[joelyoh](#) Q3 How might shifting from facing inward to outward change work in your orgs or client groups? [#KaizenBiz](#) -9:44 AM Apr 12th, 2013

[3keyscoach](#) [@4KM](#) Couldn't you end up being so caught between, you could end up paralysed by decision? [#KaizenBiz](#) -9:44 AM Apr 12th, 2013

[pprothe](#) RT [@4KM](#): [@3keyscoach](#) I think boundary choices are always ethical choices, but that is rarely surfaced. [#Kaizenbiz](#) -9:43 AM Apr 12th, 2013

[4KM](#) Re: lifting masses out of poverty: I don't pretend to have answers, but these are important questions to understand deeply? [#Kaizenbiz](#) -9:43 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): [@3keyscoach](#) Once you adopt this lens, almost every story in the news can be seen as a boundary/ethics quandary. [#Kaizenbiz](#) -9:43 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): [@3keyscoach](#) I think boundary choices are always ethical choices, but that is rarely surfaced.

[#Kaizenbiz](#) -9:43 AM Apr 12th, 2013

[4KM](#) [@3keyscoach](#) Think about pipelines, water rights, bonus structures, pay grids, retail pricing, outsourcing... [#Kaizenbiz](#)

-9:42 AM Apr 12th, 2013

[3keyscoach](#) Depends on org culture RT [@mbhahn](#): I always thought results trumped everything in a work environment

[#KaizenBiz](#) -9:42 AM Apr 12th, 2013

[pisarose](#) A4: Borrowing from [@DrHenryCloud](#), leaders must be in charge of themselves enough to step in & address org patterns. [#kaizenbiz](#)

-9:42 AM Apr 12th, 2013

[ideabloke](#) Agreed! RT [@4KM](#): [@3keyscoach](#) Once you adopt this lens, almost every story in the news can be seen as a boundary/ethics quandary. [#kaizenbiz](#)

-9:42 AM Apr 12th, 2013

[3keyscoach](#) RT [@mkosmicki](#): A3: I find that "looking out" sometimes gives me ideas for a "looking in" problem I'm trying to solve. Innovation. [#KaizenBiz](#)

-9:42 AM Apr 12th, 2013

[AndrewMueller](#) [@ideabloke](#) Yes, in a sense, I am speaking of using values to build a cohesive company culture. Boundaries will self regulate [#kaizenbiz](#)

-9:42 AM Apr 12th, 2013

[csinkus](#) A4 Accountability & results [#KaizenBiz](#) -9:42 AM Apr 12th, 2013

[3keyscoach](#) RT [@pisarose](#): A3: Effective leaders look inward and outward. [#kaizenbiz](#)

-9:42 AM Apr 12th, 2013

[mkosmicki](#) RT [@4KM](#): [@3keyscoach](#) I think boundary choices are always ethical choices, but that is rarely surfaced.

[#KaizenBiz](#) -9:42 AM Apr 12th, 2013

[3keyscoach](#) RT [@TomAsacker](#): [@4KM](#) But aren't the values of the West lifting masses out of poverty; e.g. China, India [#KaizenBiz](#) -9:41 AM Apr 12th, 2013

[4KM](#) [@3keyscoach](#) Once you adopt this lens, almost every story in the news can be seen as a boundary/ethics quandary. [#Kaizenbiz](#) -9:41 AM Apr 12th, 2013

[3keyscoach](#) [@complexified](#) Hello Bruce, welcome. We're on Q4 What do we currently emphasize in leadership development? [#KaizenBiz](#) -9:41 AM Apr 12th, 2013

[ideabloke](#) RT [@mkosmicki](#): A3: I find that "looking out" sometimes gives me ideas for a "looking in" problem I'm trying to solve. Innovation. [#KaizenBiz](#) -9:40 AM Apr 12th, 2013

[4KM](#) [@3keyscoach](#) I think boundary choices are always ethical choices, but that is rarely surfaced. [#Kaizenbiz](#) -9:40 AM Apr 12th, 2013

[complexified](#) [@KaizenBizChat](#) [#KaizenBiz](#) A1: most common boundaries are those of power, fear, lack of knowledge, lack of understanding. -9:40 AM Apr 12th, 2013

[csinkus](#) A3 Outward provides perspective on perception & what needs to be changed, emphasized or communicated inward/ internal [#KaizenBiz](#) -9:40 AM Apr 12th, 2013

[pisarose](#) A4: Leaders must know who/what is leading them to ensure they're not codependent (unable to let go of what doesn't/could work). [#kaizenbiz](#) -9:40 AM Apr 12th, 2013

[Jabaldaia](#) [@complexified](#) Hi Bruce! Welcome! [#kaizenbiz](#) -9:40 AM Apr 12th, 2013

[AndrewMueller](#) [@4KM](#) Effective Values are phrased in the positive and focus on enabling self direction rather than what not to do [#kaizenbiz](#) -9:40 AM Apr 12th, 2013



[3keyscoach](#) [@4KM](#) What relationship do you see between ethics and boundaries? [#KaizenBiz](#) -9:39 AM Apr 12th, 2013

[4KM](#) [@complexified](#) Hey Bruce; so good to have you here. [#Kaizenbiz](#) -9:39 AM Apr 12th, 2013

[mbhahn](#) I always thought results trumped everything in a work environment [#kaizenbiz](#) -9:39 AM Apr 12th, 2013

[Jabaldaia](#) RT [@4KM](#): Underneath these comments, I'm seeing the big issue of ethics and boundaries. Lots would argue "for profit" is enough [#Kaizenbiz](#) -9:39 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): Underneath these comments, I'm seeing the big issue of ethics and boundaries. Lots would argue "for profit" is enough [#Kaizenbiz](#) -9:39 AM Apr 12th, 2013

[mkosmicki](#) A3: I find that "looking out" sometimes gives me ideas for a "looking in" problem I'm trying to solve. Innovation. [#KaizenBiz](#) -9:39 AM Apr 12th, 2013

[pisarose](#) A3: Effective leaders look inward and outward. [#kaizenbiz](#) -9:39 AM Apr 12th, 2013

[4KM](#) MT [@ideabloke](#): [@AndrewMueller](#) Interesting, values seem to beget boundaries. ...solution you speak of is a more complete buy in? [#Kaizenbiz](#) -9:39 AM Apr 12th, 2013

[TomAsacker](#) [@4KM](#) But aren't the values of the West lifting masses out of poverty; e.g. China, India [#KaizenBiz](#) -9:39 AM Apr 12th, 2013

[complexified](#) [#kaizenbiz](#) sorry to be late.. Bruce Waltuck, complexity & org change thinker/consultant/writer, NJ/DC/world -9:39 AM Apr 12th, 2013

[3keyscoach](#) QUEST4 What do we currently emphasize in leadership development? [#KaizenBiz](#) -9:38 AM Apr 12th, 2013

[4KM](#) Underneath these comments, I'm seeing the big issue of ethics and boundaries. Lots would argue "for profit" is enough [#Kaizenbiz](#) -9:38 AM Apr 12th, 2013

[4KM](#) Love it. RT [@Jabaldaia](#): A3 Looking outward increases the prospects of the environment and take the best decisions [#Kaizenbiz](#) -9:37 AM Apr 12th, 2013

[ideabloke](#) [@AndrewMueller](#) Interesting, values seem to beget boundaries. Maybe the solution you speak of is a more complete buy in? [#kaizenbiz](#) -9:37 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): In Churchman's paper he implies the values of the West (or North or wealthy) are creating huge, damaging boundaries. [#Kaizenbiz](#) -9:37 AM Apr 12th, 2013

[eisconsulting](#) Failure to focus on outward change prohibits org growth & advancement. Only clients can tell u what they want/need. [#KaizenBiz](#) -9:37 AM Apr 12th, 2013

[3keyscoach](#) RT [@Jabaldaia](#): A3 Looking outward increases the prospects of the environment and take the best decisions [#kaizenbiz](#) -9:37 AM Apr 12th, 2013

[4KM](#) MT [@pisarose](#): A3: In marketing...outward fosters deeper understanding of customers. In social media...opens door for engagement. [#Kaizenbiz](#) -9:37 AM Apr 12th, 2013

[4KM](#) In Churchman's paper he implies the values of the West (or North or wealthy) are creating huge, damaging boundaries. [#Kaizenbiz](#) -9:36 AM Apr 12th, 2013

[Jabaldaia](#) A3 Looking outward increases the prospects of the environment and take the best decisions [#kaizenbiz](#) -9:36 AM Apr 12th, 2013

[csinkus](#) A3 Looking outward can provide a view into solving client problems, vs pushing product- Boundries help define ability to deliver [#KaizenBiz](#) -9:36 AM Apr 12th, 2013

[4KM](#) [@TomAsacker](#) I need an emoticon for that. Things like joint visits to seniors' homes with fire dept – security, smoke alarms etc [#Kaizenbiz](#) –9:35 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): [@AndrewMueller](#) Ahhh but aren't the values bounded by however we construct them? Wall Street? IBM? The U.S.? Greenpeace? [#Kaizenbiz](#) –9:35 AM Apr 12th, 2013

[KaizenBizChat](#) Q3 How might shifting from facing inward to outward change work in your organizations or client groups? [#KaizenBiz](#) –9:35 AM Apr 12th, 2013

[3keyscoach](#) RT [@AndrewMueller](#): Forget boundaries and concentrate in Values. Clearly defined and enculturated values solve boundary issues [#kaizenbiz](#) –9:35 AM Apr 12th, 2013

[mkosmicki](#) MT [@pisarose](#): A3: Marketing, shifting outward fosters deeper understanding of customers. In SoMe, it opens door for engagement. [#KaizenBiz](#) –9:35 AM Apr 12th, 2013

[ideabloke](#) MT [@pisarose](#): A3: In mktg, shifting outward fosters deeper understanding of customers. In SoMe, it opens door for engagement. [#kaizenbiz](#) –9:35 AM Apr 12th, 2013

[4KM](#) [@AndrewMueller](#) Ahhh but aren't the values bounded by however we construct them? Wall Street? IBM? The U.S.? Greenpeace? [#Kaizenbiz](#) –9:35 AM Apr 12th, 2013

[TomAsacker](#) [@4KM](#) Positive tickets? [#KaizenBiz](#) –9:34 AM Apr 12th, 2013

[4KM](#) Saw a police [#leadership](#) team that shifted to outward focus; many innovations w other first responders [#Kaizenbiz](#) –9:34 AM Apr 12th, 2013

[pisarose](#) A3: In marketing, shifting outward fosters deeper understanding of customers. In social media, it opens door for engagement. [#kaizenbiz](#) –9:34 AM Apr 12th, 2013

[TomAsacker](#) A3: [@4KM](#) What prompted the dialogue?  
[#KaizenBiz](#) -9:34 AM Apr 12th, 2013

[AndrewMueller](#) Forget boundaries and concentrate in Values.  
Clearly defined and enculturated values solve boundary  
issues [#kaizenbiz](#) -9:33 AM Apr 12th, 2013

[4KM](#) [@joelyoh](#) Welcome [#Kaizenbiz](#) -9:33 AM Apr 12th, 2013

[3keyscoach](#) [@mkosmicki](#) [@TomAsacker](#) I'm watching this  
thread. :) Ppl & leaders let you know if you overstep  
[#KaizenBiz](#) -9:33 AM Apr 12th, 2013

[4KM](#) RT [@pprothe](#): A3: Looking outward opens groups up to  
feedback that might be tough to take, but invaluable for  
moving biz forward [#Kaizenbiz](#) -9:33 AM Apr 12th, 2013

[4KM](#) In dialogue w the kids they moved to bus passes, rec  
centre passes for showers etc and learned a lot about the  
community 2/2 [#Kaizenbiz](#) -9:32 AM Apr 12th, 2013

[joelyoh](#) I'm joining [#KaizenBiz](#) late with Q2: Where have you  
seen boundaries enable effective work? [#KaizenBiz](#) -9:32 AM Apr  
12th, 2013

[ideabloke](#) RT [@pprothe](#): A3: Looking outward opens groups  
up to feedback that might be tough to take, but invaluable  
for moving biz forward [#kaizenbiz](#) -9:32 AM Apr 12th, 2013

[4KM](#) United Way donor offered \$ for bicycles for kids at risk.  
Normally they would have accepted \$. But they turned  
outward 1/2 [#Kaizenbiz](#) -9:32 AM Apr 12th, 2013

[pprothe](#) A3: Looking outward opens groups up to feedback  
that might be tough to take, but invaluable for moving biz  
forward [#kaizenbiz](#) -9:31 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): I encountered this inward/outward

frame through the Harwood Institute. Will share one example about a funder [#Kaizenbiz](#) -9:31 AM Apr 12th, 2013

[mkosmicki @TomAsacker](#) Oh yes. Victim of public "spanking" here. ;- ) [Oh, you'll know if you violate one. :)] [#KaizenBiz](#) -9:31 AM Apr 12th, 2013

[4KM](#) I encountered this inward/outward frame through the Harwood Institute. Will share one example about a funder [#Kaizenbiz](#) -9:31 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): Lost the post, but Jose raised Q of "talking about the same thing" with some of these paradoxes. [#Kaizenbiz](#) -9:31 AM Apr 12th, 2013

[csinkus](#) A2 Boundaries can provide focus- Know what you do & do it well- Startups sometimes get distracted w/ product development w/ \$\$\$ [#KaizenBiz](#) -9:30 AM Apr 12th, 2013

[4KM](#) Lost the post, but Jose raised Q of "talking about the same thing" with some of these paradoxes. [#Kaizenbiz](#) -9:30 AM Apr 12th, 2013

[ideabloke](#) Boundaries also elicit different responses. Some see it as safety while others are challenged by them. [#kaizenbiz](#) -9:30 AM Apr 12th, 2013

[3keyscoach](#) QUEST3 How might shifting from facing inward to outward change work in your organizations or client groups? c: [@4KM](#) [#KaizenBiz](#) -9:29 AM Apr 12th, 2013

[ltlewys](#) A2: the most effective boundaries are the ones that bend, that provide enough structure on a project to encourage and enable. [#Kaizenbiz](#) -9:29 AM Apr 12th, 2013

[4KM](#) MT [@eisconsulting](#): ... Question becomes is the boundary the most effective method. [#Kaizenbiz](#) -9:29 AM Apr 12th, 2013

[TomAsacker](#) [@mkosmicki](#) Oh, you'll know if you violate one.  
:) [#KaizenBiz](#) -9:29 AM Apr 12th, 2013

[3keyscoach](#) RT [@mbhahn](#): there are also implied and expressed boundaries, some written and unwritten, how do you know if you violate one? [#kaizenbiz](#) -9:29 AM Apr 12th, 2013

[3keyscoach](#) RT [@JohnRichardBell](#): A2: Good example of 'boundaries' as a business asset is the ethic of focus.  
[#KaizenBlz](#) -9:28 AM Apr 12th, 2013

[mkosmicki](#) RT [@mbhahn](#): there are also implied and expressed boundaries, some written and unwritten, how do you know if you violate one? [#KaizenBiz](#) -9:28 AM Apr 12th, 2013

[ideabloke](#) Only to the unimaginative mind. RT [@mbhahn](#): The main question is ask is are all boundaries restrictive?  
[#kaizenbiz](#) -9:28 AM Apr 12th, 2013

[eisconsulting](#) Most who establish boundaries are doing so w/ an end result in mind. Question becomes is the boundary the most effective method. [#KaizenBiz](#) -9:28 AM Apr 12th, 2013

[mbhahn](#) there are also implied and expressed boundaries, some written and unwritten, how do you know if you violate one? [#kaizenbiz](#) -9:27 AM Apr 12th, 2013

[Jabaldaia](#) [@4KM](#) May be we are not talking (thinking!) about the same boundaries creativity/innovation :-)  
[#kaizenbiz](#) -9:27 AM Apr 12th, 2013

[mkosmicki](#) A2: My office door is a very solid boundary. :-)  
[#KaizenBiz](#) -9:27 AM Apr 12th, 2013

[3keyscoach](#) [@mbhahn](#) I think we're prone to thinking boundaries are bad but sometimes they are merely containers, other time prisons [#KaizenBiz](#) -9:27 AM Apr 12th, 2013

[JohnRichardBell](#) A2: Good example of 'boundaries' as a

business asset is the ethic of focus. [#KaizenBlz](#) -9:27 AM Apr 12th, 2013

[csinkus](#) A1 Boundaries sometimes enable defense mechanisms that limit an open exchange when looking to provide a solution vs product [#KaizenBiz](#) -9:27 AM Apr 12th, 2013

[ideabloke](#) Intent in setting boundaries in the first place is key. Is it to bolster effectiveness or is it more self serving? [#kaizenbiz](#) -9:27 AM Apr 12th, 2013

[3keyscoach](#) RT [@mbhahn](#): The main question is ask is are all boundaries restrictive? [#kaizenbiz](#) -9:27 AM Apr 12th, 2013

[4KM](#) [@JohnRichardBell](#) Re: "which mountain to climb." Another dimension. Mountain locations stable; some work stable. [#Kaizenbiz](#) -9:26 AM Apr 12th, 2013

[mbhahn](#) But boundaries can stop creativity too [#kaizenbiz](#) -9:26 AM Apr 12th, 2013

[KaizenBizChat](#) Q2 Where have you seen boundaries enable effective work? [#KaizenBiz](#) -9:26 AM Apr 12th, 2013

[3keyscoach](#) RT [@ideabloke](#): A2: Boundaries can serve as proverbial RR tracks, motivate ppl to get to the right side of the tracks. [#kaizenbiz](#) -9:26 AM Apr 12th, 2013

[mbhahn](#) Boundaries are not prison cells. They are means to keep you focused and productive [#kaizenbiz](#) -9:26 AM Apr 12th, 2013

[3keyscoach](#) RT [@eisconsulting](#): Sometimes boundaries are established simply to identify the standard as opposed to leaving it to perception. [#KaizenBiz](#) -9:26 AM Apr 12th, 2013

[pprothe](#) RT [@JohnRichardBell](#): RT [@mkosmicki](#) Boundaries ~ Strategy...Interesting thought. [#KaizenBiz](#) <~Best example is which mountain to climb -9:25 AM Apr 12th, 2013

[4KM](#) I'm not hearing that all boundaries are restrictive  
[@mbhahn](#) Some enabling; some protective [#Kaizenbiz](#) -9:25 AM  
Apr 12th, 2013

[TomAsacker](#) Boundaries force action. [#Kaizenbiz](#) -9:25 AM Apr  
12th, 2013

[JohnRichardBell](#) RT [@mkosmicki](#) Boundaries ~  
Strategy...Interesting thought. [#KaizenBiz](#) <~Best example is  
which mountain to climb -9:25 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): I'm seeing lots about personal  
boundaries; time/space boundaries as potentially beneficial.  
[#Kaizenbiz](#) -9:25 AM Apr 12th, 2013

[mkosmicki](#) Yes! RT [@ideabloke](#): A2: Creativity stems from  
boundaries. [#KaizenBiz](#) -9:25 AM Apr 12th, 2013

[4KM](#) Another paradox: RT [@Jabaldaia](#): A2 If boundaries are  
constraints > constraints leverage creativity. vs A1 inhibiting  
innovation [#Kaizenbiz](#) -9:25 AM Apr 12th, 2013

[mbhahn](#) The main question is ask is are all boundaries  
restrictive? [#kaizenbiz](#) -9:24 AM Apr 12th, 2013

[ideabloke](#) A2: Creativity stems from boundaries. [#kaizenbiz](#) -  
9:24 AM Apr 12th, 2013

[3keyscoach](#) Ingenuity is important biz tool! RT [@Jabaldaia](#): A2  
If boundaries are constraints > constraints leverage creativity  
[#KaizenBiz](#) -9:24 AM Apr 12th, 2013

[eisconsulting](#) The motive behind the establishment of the  
boundary will often predict how it will affect the employee.  
[#KaizenBiz](#) -9:24 AM Apr 12th, 2013

[JohnRichardBell](#) [@4KM](#) Re: Lateral Thinking Culture.  
Encouraged people to lead with "Here's a provocation."  
Respondents always wanted to know more. [#KaizenBiz](#) -9:24 AM



Apr 12th, 2013

[4KM](#) Wow – I'm going to be re-reading; so much good stuff going by so quickly [#Kaizenbiz](#) -9:24 AM Apr 12th, 2013

[pprothe](#) RT [@Jabaldaia](#): A2 If boundaries are constraints > constraints leverage creativity [#kaizenbiz](#) -9:24 AM Apr 12th, 2013

[3keyscoach](#) RT [@Jabaldaia](#): A2 If boundaries are constraints > constraints leverage creativity [#kaizenbiz](#) -9:23 AM Apr 12th, 2013

[mkosmicki](#) [@JohnRichardBell](#) Boundaries ~ Strategy...Interesting thought. [#KaizenBiz](#) -9:23 AM Apr 12th, 2013

[4KM](#) [@mbhahn](#) No, but we have had similar things happening with science in Canada; even with librarians [#Kaizenbiz](#) -9:23 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): Has anyone worked with business incubators to protect groups from outside pressures and complications? [#Kaizenbiz](#) -9:23 AM Apr 12th, 2013

[3keyscoach](#) RT [@mbhahn](#): 2 Boundaries keep you from overstepping your bounds and provide a clear direction of work [#kaizenbiz](#) -9:23 AM Apr 12th, 2013

[eisconsulting](#) Boundaries hinder productivity when they prevent the liberties employees feel they need to be successful. [#KaizenBiz](#) -9:23 AM Apr 12th, 2013

[3keyscoach](#) RT [@JohnRichardBell](#): A2: Synonym for 'boundaries' is 'strategy' – the what, where, why & how in business. [#KaizenBiz](#) -9:23 AM Apr 12th, 2013

[4KM](#) [@litlewys](#) I worked in one of those "space w guidelines" places. Principles, not policies. It was amazing. [#Kaizenbiz](#) -9:23 AM Apr 12th, 2013

[mkosmicki](#) MT [@mbhahn](#) I am talking business boundaries, i

seen some industries where people get fired 4 doing pr when they R something else [#KaizenBiz](#) -9:23 AM Apr 12th, 2013

[3keyscoach](#) RT [@TomAsacker](#): A2. Successful brands are all about boundaries. Creates and reinforces appeal to a particular audience. [#KaizenBiz](#) -9:23 AM Apr 12th, 2013

[mbhahn](#) [@4KM](#) did u hear about the microsoft person who left the company for public comments last week? he was a creative role doing pr [#kaizenbiz](#) -9:22 AM Apr 12th, 2013

[3keyscoach](#) RT [@pprothe](#): A2: When people respect time away from work to recharge / time for quiet thought versus need to be connected 24/7 [#kaizenbiz](#) -9:22 AM Apr 12th, 2013

[KRLRose](#) RT [@JohnRichardBell](#): A2: Synonym for 'boundaries' is 'strategy' – the what, where, why & how in business. [#KaizenBiz](#) -9:22 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): [@ideabloke](#) Interesting you use "managers" for creating boundaries. This is really built into management expectations. [#Kaizenbiz](#) -9:22 AM Apr 12th, 2013

[pisarose](#) A2: Boundaries help us to see individual contributions when viewing a process end-to-end. May also lead to redefinition. [#kaizenbiz](#) -9:22 AM Apr 12th, 2013

[ideabloke](#) A2: Boundaries can serve as proverbial RR tracks, motivate ppl to get to the right side of the tracks. [#kaizenbiz](#) -9:22 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): [@JohnRichardBell](#) Yes – so few leaders master the dvpmt of a culture where lateral thinking is treasured [#leadership](#) [#Kaizenbiz](#) -9:22 AM Apr 12th, 2013

[4KM](#) [@mbhahn](#) Re: overstepping your bounds. Yet this seems in conflict with some Q1 answers. How do leaders wk w paradox? [#Kaizenbiz](#) -9:22 AM Apr 12th, 2013

[3keyscoach](#) RT [@ideabloke](#): A1: Managers who feel threatened by their employees can create a boundary that affects work efficiency. [#kaizenbiz](#) -9:22 AM Apr 12th, 2013

[mbhahn](#) I am talking business boundaries, i seen some industries where people get fired for doing pr when they are something else [#kaizenbiz](#) -9:22 AM Apr 12th, 2013

[eisconsulting](#) Sometimes boundaries are established simply to identify the standard as opposed to leaving it to perception. [#KaizenBiz](#) -9:22 AM Apr 12th, 2013

[KaizenBizChat](#) Q1 Where have you seen boundaries hinder effective work? [#KaizenBiz](#) -9:22 AM Apr 12th, 2013

[mkosmicki](#) A2: Personally, I like being able to say "I am not available". At work, it helps define what I can and can't provide. [#KaizenBiz](#) -9:21 AM Apr 12th, 2013

[Jabaldaia](#) [@3keyscoach](#) I agree! [#kaizenbiz](#) -9:21 AM Apr 12th, 2013

[pprothe](#) A2: Sometimes it's more productive to think inside the box vs. outside. Can yield creative solutions (i.e. imposing boundaries) [#kaizenbiz](#) -9:21 AM Apr 12th, 2013

[4KM](#) I'm seeing lots about personal boundaries; time/space boundaries as potentially beneficial. [#Kaizenbiz](#) -9:21 AM Apr 12th, 2013

[lttlewys](#) [@4km](#) [@ideabloke](#) Managers shouldn't be creating boundaries it should be a space with guidelines, create safe space not fear [#Kaizenbiz](#) -9:21 AM Apr 12th, 2013

[Jabaldaia](#) A2 If boundaries are constraints > constraints leverage creativity [#kaizenbiz](#) -9:21 AM Apr 12th, 2013

[4KM](#) Has anyone worked with business incubators to protect groups from outside pressures and complications? [#Kaizenbiz](#) -9:21 AM Apr 12th, 2013

[mbhahn](#) 2 Boundaries keep you from overstepping your bounds and provides a clear direction of work [#kaizenbiz](#) - 9:20 AM Apr 12th, 2013

[JohnRichardBell](#) A2: Synonym for 'boundaries' is 'strategy' - the what, where, why & how in business. [#KaizenBiz](#) -9:20 AM Apr 12th, 2013

[pprothe](#) +1 RT [@TomAsacker](#): A2. Successful brands are all about boundaries. Creates and reinforces appeal to a particular audience. [#KaizenBiz](#) -9:20 AM Apr 12th, 2013

[pisarose](#) A2: Most basic example of boundaries enabling effective work = saying NO to requests (or "not now"). Prioritizing work. [#kaizenbiz](#) -9:20 AM Apr 12th, 2013

[3keyscoach](#) [@Jabaldaia](#) Sometimes boundaries provide form to encourage experimentation or practical application of ideas (goes w/ A2) [#KaizenBiz](#) -9:20 AM Apr 12th, 2013

[TomAsacker](#) A2. Successful brands are all about boundaries. Creates and reinforces appeal to a particular audience. [#KaizenBiz](#) -9:20 AM Apr 12th, 2013

[4KM](#) So what about the flip side? Q2 When do boundaries help us? [#Kaizenbiz](#) -9:20 AM Apr 12th, 2013

[mbhahn](#) If you cross the boundary you might be deported to your area [#kaizenbiz](#) -9:20 AM Apr 12th, 2013

[pprothe](#) A2: When people respect time away from work to recharge / time for quiet thought versus need to be connected 24/7 [#kaizenbiz](#) -9:19 AM Apr 12th, 2013

[mkosmicki](#) [@pisarose](#) Individual egos...oh yes....definitely. [#KaizenBiz](#) -9:19 AM Apr 12th, 2013

[4KM @ideabloke](#) Interesting you use "managers" for creating boundaries. This is really built into management expectations. [#Kaizenbiz](#) -9:19 AM Apr 12th, 2013

[3keyscoach](#) Do they? RT [@Jabaldaia](#): A1 Boundaries are a wrong form of control and discipline. Serve only to master the leadership fears [#KaizenBiz](#) -9:19 AM Apr 12th, 2013

[mkosmicki @pisarose](#) In some cases perhaps. In others it may be fear of accountability for a piece of the project. [#KaizenBiz](#) -9:19 AM Apr 12th, 2013

[mbhahn](#) Lets say when you see big companies doing layoffs, many times its redundancys and poor hiring methods [#kaizenbiz](#) -9:19 AM Apr 12th, 2013

[Jabaldaia](#) A1 Boundaries are a wrong form of control and discipline. Serve only to master the leadership fears [#kaizenbiz](#) -9:18 AM Apr 12th, 2013

[3keyscoach](#) QUEST2 Where have you seen boundaries enable effective work? [#KaizenBiz](#) -9:18 AM Apr 12th, 2013

[4KM @JohnRichardBell](#) Yes – so few leaders master the dypmt of a culture where lateral thinking is treasured [#leadership](#) [#Kaizenbiz](#) -9:18 AM Apr 12th, 2013

[ideabloke](#) A1: Managers who feel threatened by their employees can create a boundary that affects work efficiency. [#kaizenbiz](#) -9:17 AM Apr 12th, 2013

[4KM](#) RT [@TomAsacker](#) Once creative ideas come out, then apply boundaries. (One of the nice transitions I'm seeing to Q2!) [#Kaizenbiz](#) -9:17 AM Apr 12th, 2013

[mbhahn](#) Yes, lets say in a start up, you have lots of hats to wear in a big corp setting your stuck in the tasks given [#kaizenbiz](#) -9:17 AM Apr 12th, 2013

[JohnRichardBell](#) RT [@4KM](#) Do you often see employees rewarded for lateral thinking? [#Kaizenbiz](#) <~When lateral thinking has to be part of the culture -9:17 AM Apr 12th, 2013

[pisarose](#) [@mkosmicki](#) Do you think territorial behavior stems primarily from securing group identity within the org--or from individ. egos? [#kaizenbiz](#) -9:17 AM Apr 12th, 2013

[4KM](#) [@mbhahn](#) Say more about size of company? Is maturity of company important, too? [#Kaizenbiz](#) -9:16 AM Apr 12th, 2013

[mkosmicki](#) A1: Boundaries can also inhibit partnering on projects that could benefit multiple orgs that join together for a project. [#KaizenBiz](#) -9:16 AM Apr 12th, 2013

[3keyscoach](#) RT [@mbhahn](#): Some people call going beyond the boundaries as showing initiative, others say its taking others peoples job too [#kaizenbiz](#) -9:16 AM Apr 12th, 2013

[3keyscoach](#) RT [@4KM](#): Re A1 [@pisarose](#) So true. A big topic in knowledge management. [#KM](#) [#Kaizenbiz](#) -9:16 AM Apr 12th, 2013

[3keyscoach](#) RT [@pprothe](#): Are boundaries in this case, similar to silos? If so, they prevent collaboration [#kaizenbiz](#) -9:16 AM Apr 12th, 2013

[3keyscoach](#) RT [@TomAsacker](#): Creativity requires no boundaries. Once the ideas come out, then apply boundaries. [#KaizenBiz](#) -9:16 AM Apr 12th, 2013

[4KM](#) RT [@mbhahn](#): Some people call going beyond the boundaries as showing initiative, others say its taking others peoples job too [#Kaizenbiz](#) -9:16 AM Apr 12th, 2013

[3keyscoach](#) [@JohnRichardBell](#) Glad you're with us! You add important perspective to convos! [#KaizenBiz](#) -9:16 AM Apr 12th, 2013

[pprothe](#) I must always credit [@cloudspark](#) for elevating importance of silo slaying. They kill agility and innovation and thus performance [#kaizenbiz](#) -9:16 AM Apr 12th, 2013

[mbhahn](#) You will also find the bigger the company, the smaller the boundaries and more checks and balances too [#kaizenbiz](#) -9:16 AM Apr 12th, 2013

[4KM](#) You might ask "What kind of boundary?" Whatever is important for your work: Administrative, Cultural, Jurisdictional, Functional... [#KaizenBiz](#) -9:15 AM Apr 12th, 2013

[JohnRichardBell](#) RT [@TomAsacker](#) Once creative ideas come out, then apply boundaries. [#KaizenBiz](#) <~1st lateral thinking, 2nd logical thinking -9:15 AM Apr 12th, 2013

[Jabaldaia](#) A1 when we try to expand research boundaries (discipline) may hinder work or leverage curiosity [#kaizenbiz](#) -9:15 AM Apr 12th, 2013

[3keyscoach](#) RT [@JohnRichardBell](#): A1: Lateral thinking has no boundaries, "therefore" boundaries limit innovation. PS - Glad to join today's [#KaizenBiz](#) -9:15 AM Apr 12th, 2013

[4KM](#) [@JohnRichardBell](#) Hi John. Do you often see employees rewarded for lateral thinking? [#Kaizenbiz](#) -9:15 AM Apr 12th, 2013

[mkosmicki](#) A1: I've seen boundaries completely bring projects to a standstill. "This is MY sandbox." so to speak. [#KaizenBiz](#) -9:15 AM Apr 12th, 2013

[4KM](#) Absolutely [@pprothe](#) - silos are bounded (we design and perpetuate the silos) [#Kaizenbiz](#) -9:15 AM Apr 12th, 2013

[TomAsacker](#) RT [@JohnRichardBell](#): A1: Lateral thinking has no boundaries, "therefore" boundaries limit innovation. PS - Glad to join today's [#KaizenBiz](#) -9:14 AM Apr 12th, 2013

[lttlewys](#) RT [@pprothe](#): Are boundaries in this case, similar to

silos? If so, they prevent collaboration [#kaizenbiz](#) -9:14 AM Apr 12th, 2013

[4KM](#) Re A1 [@pisarose](#) So true. A big topic in knowledge management. [#KM](#) [#Kaizenbiz](#) -9:14 AM Apr 12th, 2013

[mbhahn](#) Some people call going beyond the boundaries as showing initiative, others say its taking others peoples job too [#kaizenbiz](#) -9:14 AM Apr 12th, 2013

[pprothe](#) RT [@TomAsacker](#): Creativity requires no boundaries. Once the ideas come out, then apply boundaries. [#KaizenBiz](#) -9:14 AM Apr 12th, 2013

[TomAsacker](#) Creativity requires no boundaries. Once the ideas come out, then apply boundaries. [#KaizenBiz](#) -9:14 AM Apr 12th, 2013

[pprothe](#) Are boundaries in this case, similar to silos? If so, they prevent collaboration [#kaizenbiz](#) -9:13 AM Apr 12th, 2013

[3keyscoach](#) RT [@mbhahn](#): this could be a good chat on the matrix bought on systems and checks, we are the programs [#kaizenbiz](#) - i read the framing post lol -9:13 AM Apr 12th, 2013

[3keyscoach](#) [@mbhahn](#) A for the day, Michael for reading post ;-) [#KaizenBiz](#) -9:13 AM Apr 12th, 2013

[JohnRichardBell](#) A1: Lateral thinking has no boundaries, "therefore" boundaries limit innovation. PS - Glad to join today's [#KaizenBiz](#) -9:13 AM Apr 12th, 2013

[4KM](#) [@TomAsacker](#) Say more about boundaries and innovation Tom? [#Kaizenbiz](#) -9:13 AM Apr 12th, 2013

[3keyscoach](#) Say more? RT [@TomAsacker](#): A1 Boudaries hinder innovation. [#KaizenBiz](#) -9:13 AM Apr 12th, 2013

[pisarose](#) A1: Boundaries are a hindrance in information-sharing. It's not always a tech issue; territorial instincts



sometimes prevail. [#kaizenbiz](#) -9:13 AM Apr 12th, 2013

[SmartRecruiters](#) Empower leaders by providing the trust, freedom, & resources they need to be successful.

<http://t.co/LvioA9wBPP> [#KaizenBiz](#) -9:13 AM Apr 12th, 2013

[mbhahn](#) this could be a good chat on the matrix bought on systems and checks, we are the programs [#kaizenbiz](#) - i read the framing post lol -9:12 AM Apr 12th, 2013

[TomAsacker](#) A1 Boudaries hinder innovation. [#kaizenbiz](#) -9:12 AM Apr 12th, 2013

[4KM](#) RT [@3keyscoach](#) Q1 Where have you seen boundaries hinder effective work? c: [@4KM](#) [#KaizenBiz](#) [#leadership](#) [#Kaizenbiz](#) -9:11 AM Apr 12th, 2013

[3keyscoach](#) True...RT [@4KM](#): Actually the scholar-practitioner divide is another huge boundary topic. [#KaizenBiz](#) -9:11 AM Apr 12th, 2013

[3keyscoach](#) QUEST1 Where have you seen boundaries hinder effective work? c: [@4KM](#) [#KaizenBiz](#) -9:11 AM Apr 12th, 2013

[3keyscoach](#) Shall we begin? [#KaizenBiz](#) -9:10 AM Apr 12th, 2013

[4KM](#) Actually the scholar-practitioner divide is another huge boundary topic. [#Kaizenbiz](#) -9:10 AM Apr 12th, 2013

[3keyscoach](#) Did you all see framing post by Alice MacGillivray ([@4KM](#))? <http://t.co/QslKhnyU1> [#KaizenBiz](#) -9:10 AM Apr 12th, 2013

[4KM](#) (but keep in mind I just keep going back to school because consulting is do darned interesting) [#Kaizenbiz](#) -9:09 AM Apr 12th, 2013

[3keyscoach](#) .[@4KM](#) is a Fellow with the Institute for Social Innovation [#KaizenBiz](#) -9:09 AM Apr 12th, 2013

[3keyscoach](#) Alice MacGillivray ([@4KM](#)) PhD in Human & Organizational Systems from Fielding Graduate University, cont'd [#KaizenBiz](#) -9:09 AM Apr 12th, 2013

[jolewitz](#) Yes, it is, isnt it? ROFL RT [@4km](#): [@jolewitz](#) Multi-tasking is a boundary topic in itself. [#Kaizenbiz](#) -9:08 AM Apr 12th, 2013

[Jabaldaia](#) Agree! :- ) RT [@4KM](#): [@jolewitz](#) Multi-tasking is a boundary topic in itself. [#Kaizenbiz](#) -9:08 AM Apr 12th, 2013

[4KM](#) [@jolewitz](#) Multi-tasking is a boundary topic in itself. [#Kaizenbiz](#) -9:07 AM Apr 12th, 2013

[3keyscoach](#) Guest, [@4KM](#) Became fascinated by boundaries as child exploring nature Nature's boundaries (ecotones) R often rich & productive [#KaizenBiz](#) -9:07 AM Apr 12th, 2013

[jolewitz](#) Hi Elli (& Alice) - Love this topic but gonna have to lurk today (I'm multi-tasking) [@3keyscoach](#) [@4KM](#) [#kaizenbiz](#) -9:05 AM Apr 12th, 2013

[mbhahn](#) I was featured in the wall street journal <http://t.co/HnZWFCjXR> has the article and the paper scanned for job searching [#kaizenbiz](#) -9:05 AM Apr 12th, 2013

[3keyscoach](#) No, link? RT [@mbhahn](#): [@3keyscoach](#) did you see me in the wall street journal this week? [#KaizenBiz](#) -9:05 AM Apr 12th, 2013

[4KM](#) The WSJ has trouble getting across the 49th parallel (just kidding, but I didn't read it) [#Kaizenbiz](#) -9:06 AM Apr 12th, 2013

[4KM](#) [@mbhahn](#) Say more! [#Kaizenbiz](#) -9:04 AM Apr 12th, 2013

[mbhahn](#) [@3keyscoach](#) did you see me in the wall street journal this week? [#kaizenbiz](#) -9:03 AM Apr 12th, 2013

[4KM](#) Hi everyone! Logging in from my home office on Gabriola Island (Canada's west coast). [#Kaizenbiz](#) -9:02 AM Apr

12th, 2013

[mbhahn](#) [@3keyscoach](#) Hello [#kaizenbiz](#) -9:01 AM Apr 12th, 2013

[3keyscoach](#) Hello and welcome to today's chat [#KaizenBiz](#) -9:01 AM Apr 12th, 2013

[4KM](#) [@litlewys](#) Ahhh, but I am looking to the collective for great insights! Bigger boundaries [#Kaizenbiz](#) -8:58 AM Apr 12th, 2013

[litlewys](#) Afternoon all, thawing out and getting ready for some great insights from [@4km!!](#) [#KaizenBiz](#) -8:56 AM Apr 12th, 2013

[4KM](#) For those of you into [#metaphor](#), here is my Pinterest page on [#boundaries](#). [#KaizenBiz](#) [#complexity](#) [#socialjustice](#) [#nature](#)... -8:22 AM Apr 12th, 2013

[4KM](#) Re: boundary chat on [#Kaizenbiz](#) at 9 Pacific today, you may know that some ecosystem boundary areas are the most productive in nature. -7:11 AM Apr 12th, 2013

[4KM](#) Those of you interested in [#complexity](#) and [#boundaries](#) as social constructs might enjoy our chat at 9am Pacific tomorrow [#Kaizenbiz](#) -4:45 PM Apr 11th, 2013

[DavidHolzmer](#) Great!! >> RT [@4km](#): Hi [@complexified](#) [@ken\\_homer](#) [@coyenator](#) [@hvgard](#) [@JBordeaux](#) Framing post is up for [#Kaizenbiz](#) chat <http://t.co/LJY1RXrU04> -6:27 PM Apr 10th, 2013

[KaizenBizChat](#) Framing post for Fri 12pm ET [#KaizenBiz](#) by guest [@4KM](#) "Boundaries: Missing Link in Ethical Leadership Development" <http://t.co/TFzpiL4Wpl> -9:52 AM Apr 10th, 2013

[KaizenBizChat](#) On [#KaizenBiz](#) Fri 5pm GMT/12pm ET/9am PT "Boundary Work: Missing Link in Ethical Leadership Development?" w/ guest Alice MacGillivray [@4KM](#) -9:50 AM Apr 10th, 2013

[4KM](#) Looking fwd to it! MT [@3keyscoach](#): Excited to have our own Alice MacGillivray ([@4KM](#)) next wk. Topic: Leaders & Boundary Choices [#KaizenBiz](#) -5:49 PM Apr 5th, 2013