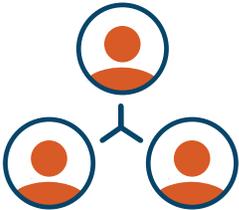


Five Types of Boundaries

Vertical		<p>Leading across levels, ranks, seniority, authority, power</p> <p>Common Terms: span of control, hierarchy chart, seniority, top-down/bottom-up, superior/subordinate, exempt/nonexempt, cascade through the ranks</p>
Horizontal		<p>Leading across functions, units, peers, expertise</p> <p>Common Terms: division of labor, task differentiation, silos, stovepipes, turf battles, navigating the matrix, front office/back office, revenue center/cost center, legacy organizations, functions, units, peers</p>
Stakeholder		<p>Leading at the interchange of an organization and its external partners, e.g., alliances, networks, value chains, vendors, customers, shareholders, advocacy groups, governments, regulators, and communities</p> <p>Common Terms: constituents, networks, walled-off, iron curtain, closed doors, corporate-centric, not-our-business, insider/outsider, cross sector, corporate social responsibility</p>
Demographic		<p>Leading between diverse groups, including the full range of human diversity from gender and race to education and ideology</p> <p>Common Terms: heterogeneity, multicultural, mosaic, glass ceilings, generation gaps, intolerance, diversity-divides, ideological battles, personality differences, culture clashes</p>
Geographic		<p>Leading across distance, locations, cultures, regions, markets</p> <p>Common Terms: Regions, Markets, East/West, native/foreigner, global/local, HQ/field, mothership/satellite, language differences, virtual teams, geographically-dispersed teams</p>