



Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century

By The Richard Ivey School of Business, Carol Stephenson

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In today's world of business where organizational boundaries are blurry, intense competition dictates rapid change, and complex issues and relationships cut across departments, business units, and even companies, the old hierarchical command-and-control management approach is no longer sufficient. Distributed leadership approaches are necessary and no one individual can do it all.

In fact, an enterprise is more than just the traditional organization. Value today is often created not just within a company, but also across a network of companies. Being able to connect the various components and to work collaboratively within the network is essential to maintaining competitive advantage. Leaders today must be capable of identifying potential partners, initiating and maintaining relationships, resolving conflicts, and reconfiguring their relationships. *Cross-Enterprise Leadership* is a new model for success in today's world of complexity and ambiguity. Leaders who adopt this approach will be more comfortable dealing with ambiguity, uncertainty, complexity and time pressures, and with creating value through networks of relationships.

Small, domestic, entrepreneurial companies are, by their very nature, cross-enterprise focused. Entrepreneurs will tell you that they live in a world of uncertainty and ambiguity and that they constantly need to adjust on the fly. Equally, large multi-national companies like Wal-Mart, Nestle, or Coca-Cola are inherently complex and issues and relationships cut across functions, levels, geographies, and companies.

Cross-Enterprise Leadership goes beyond a functional perspective to understanding the complexity of business issues from all angles and how they can be integrated, how leaders can rely almost entirely on influence when they may be operating without power or authority, and how they can develop the capacity to make decisions and implement them in an environment filled with uncertainty and complexity.

Most managers operate like the traditional orchestra-waiting to do their written part. But there is no tidy score for business today. CEL enables today's leaders to be more like a jazz band, improvising and building off of one another, creating

music in real time and in relationship to one another.

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Editorial Review

From the Inside Flap

An enterprise is more than the traditional business organization. Value today is often created not just within one company but across a network of companies. This means leaders must be able to identify potential partners, initiate and maintain relationships, and reconfigure those relationships when necessary. *Cross-Enterprise Leadership* is a new model for success in today's world of business networks. Leaders who adopt this approach will be more comfortable dealing with complexity and uncertainty, and more adept at mapping and creating value through enterprise networks.

Small, domestic, entrepreneurial companies are, by their very nature, cross-enterprise focused. Entrepreneurs will tell you that they live in a world of ambiguity, where nothing is certain or permanent and they need to adjust on the fly. Equally, large multi-national companies like Wal-Mart, Nestlé, or Coca-Cola are inherently complex; issues and relationships cut across functions, levels, geographies, and companies.

Cross-Enterprise Leadership goes beyond the traditional core competency management perspective to explain complex business issues from all angles. Leaders will learn how they can rely almost entirely on influence when they may be operating without power or authority, and how they can develop the capacity to make decisions and implement them in an enterprise network.

From the Back Cover

"Graduates of Ivey's Cross-Enterprise Leadership program are able to solve issues that challenge the entire organization. It is truly a revolutionary approach to business education."

—**Arkadi R. Kuhlmann**, Chairman and CEO of ING DIRECT, U.S.

"*Cross-Enterprise Leadership* will be very important for organizations in the future as change continues to accelerate. We need to be more adaptive, more proactive. Leaders need to work across the organization and collaborate outside the organization in ways that we don't always do today. *Cross-Enterprise Leadership* provides that direction."

—**Timothy E. MacDonald**, President, A.T. Kearney Limited (Canada)

"*Cross-Enterprise Leadership* is the difference between becoming an excellent executive and a mediocre one."

—**Timothy D. Hockey**, Group Head, Canadian Banking, TD Bank Financial Group, and President and CEO of TD Canada Trust

THE WORLD OF BUSINESS IS UNDERGOING A SEA CHANGE.

Technology is moving faster, competition is getting fiercer, and increases in global connectivity are erasing longstanding borders and barriers. Businesses and organizations are no longer self-contained bubbles, but rather enterprises that reach across traditional boundaries between companies, countries, and competencies. With this change in structure must come a change in management and leadership, from the traditional command-and control silo-based structure to a new model of distributed leadership, predicated on the fact that no one person can do it alone. What businesses need in order to achieve their goals is what we call cross-enterprise leadership.

Cross-Enterprise Leadership is the combination of business intelligence, organizational intelligence, people intelligence, strategic intelligence, and the general intellect to weave these knowledge bases together. Underlying these skills are the less tangible qualities that allow these intelligences to be applied at the correct time and in the correct way. All of these things work together to create a truly dynamic leader who is capable and effective in a wide range of scenarios and time frames. From entrepreneurial initiatives to multinational corporations, *Cross-Enterprise Leadership* is both applicable and fundamental to the advancement, innovation, and success of your business.

About the Author

THE RICHARD IVEY SCHOOL OF BUSINESS is widely acknowledged as Canada's top business school, and it's consistently ranked as a leading international business school by the *Financial Times*, *Bloomberg Businessweek*, and the *Wall Street Journal*. Affiliated with the University of Western Ontario, where its main campus is located, Ivey also has executive teaching facilities in London, Toronto, and Hong Kong. Renowned for its case study method, Ivey is the second-largest producer of business cases in the world (after Harvard Business School) and the world's leading producer of Asian case studies.

CAROL STEPHENSON, O.C., is Dean of the Richard Ivey School of Business at the University of Western Ontario and holds the Lawrence G. Tapp Chair in Leadership. She is a former CEO with more than 30 years' experience in the private sector. Since joining Ivey as Dean in 2003, she has led the drive to reshape business education for the 21st century.

DR. MARY CROSSAN is a Professor of Strategic Management and the Taylor/Mingay Chair in Business Policy at the Richard Ivey School of Business at the University of Western Ontario. Her research on leadership, organizational learning, and improvisation is published in the top management journals including the *Academy of Management Review*, *Strategic Management Journal*, and *Organization Science*.

DR. JEFFREY GANDZ is Managing Director, Program Design-Executive Development and a Professor in the General Management area at the Richard Ivey School of Business at the University of Western Ontario. He designs and delivers executive programs for corporations and public sector organizations.

DR. GERARD SEIJTS is an Associate Professor of Organizational Behaviour and the Ivey Alumni Association/Toronto Faculty Fellow in Business Leadership at the Richard Ivey School of Business at the University of Western Ontario. He also heads the Leading Cross-Enterprise Research Centre.

Users Review

From reader reviews:

Margaret Bonner:

Have you spare time for just a day? What do you do when you have much more or little spare time? That's why, you can choose the suitable activity to get spend your time. Any person spent their own spare time to take a wander, shopping, or went to the actual Mall. How about open or read a book entitled *Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century*? Maybe it is for being best activity for you. You know beside you can spend your time with your favorite's book, you can cleverer than before. Do you agree with its opinion or you have other opinion?

Vicky Penn:

Reading a reserve tends to be new life style with this era globalization. With reading through you can get a lot of information that may give you benefit in your life. Having book everyone in this world can easily share their idea. Guides can also inspire a lot of people. Many author can inspire all their reader with their story or their experience. Not only the storyline that share in the ebooks. But also they write about the knowledge about something that you need example of this. How to get the good score toefl, or how to teach children, there are many kinds of book which exist now. The authors on this planet always try to improve their proficiency in writing, they also doing some analysis before they write with their book. One of them is this Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century.

James Smith:

Within this era which is the greater man or who has ability to do something more are more important than other. Do you want to become one among it? It is just simple method to have that. What you must do is just spending your time very little but quite enough to get a look at some books. One of the books in the top record in your reading list will be Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century. This book which is qualified as The Hungry Hillsides can get you closer in growing to be precious person. By looking upwards and review this publication you can get many advantages.

Chad Davis:

What is your hobby? Have you heard which question when you got scholars? We believe that that question was given by teacher to their students. Many kinds of hobby, Everybody has different hobby. So you know that little person such as reading or as reading through become their hobby. You have to know that reading is very important and also book as to be the thing. Book is important thing to increase you knowledge, except your own teacher or lecturer. You discover good news or update with regards to something by book. Many kinds of books that can you choose to adopt be your object. One of them is niagra Cross-Enterprise Leadership: Business Leadership for the Twenty-First Century.

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