



LEADING ACROSS BOUNDARIES

“EdgeWork increases the capacity of individuals and teams to perform in cross-organizational and functional contexts. As its name suggests, this simulation explores how those on the edge of organizations can better build working relationships with their counterparts in other organizations, given their respective goals, conflicts and interdependencies.”

EdgeWork® is a simulation of dynamic relationships, conflicts and trade-offs. These arise among participants placed in two organizations with different cultures working together on a shared task that will determine their mutual future. From this simulation, participants learn how they assimilate their identities as group members and how that affects their working relationships and their effective functioning. Participants work as group members within two large organizations. They experience fluid job boundaries while working amidst ambiguity, range of different perspectives, and changing priorities. The exercise helps groups and organizations identify critical issues that can and will determine success or failure for the organization, the group and the individuals.

Chris Musselwhite
Head Product Designer of EdgeWork

The Simulation

To explore group and organizational functioning, EdgeWork® uses tensions and challenges created between the continued development of hypothetically emerging 21st-Century technology and the near-term, profitable application of a still-developing innovation. Two companies find themselves interacting with regard to this emerging technology. They discover in the process that they have some similar and some different goals, perspectives and values, yet their mutual survival is at stake. One company is a small research and development organization driven by humanitarian concerns and the desire to explore and advance the science behind their innovative technology. The other organization is an established business with existing and potential customers who need this emerging and developing technology for specific applications in for-profit ventures. The simulation explores the conflict of investing for long-term growth versus maximizing profits now. It also explores the value of bringing conflict into the open versus seeking harmony and agreement.

EdgeWork is a flexible simulation that creates a real-world challenge in a safe environment for participants to explore the effects of their decisions and actions on the effectiveness of their groups and organizations. The debrief of the simulation can be structured a number of ways to explore various issues and fit a number of applications with the primary debrief structured around the topic of navigating boundaries. This includes discussions about defining and clarifying boundaries, viewing boundaries from both sides, identifying common ground and developing innovative ideas to integrate the boundaries that exist.

**Appropriate
for 12 to 24 participants**

Level 3 Simulation

(See Simulation Classification System at discoverylearning.com)

Materials

Supply Kit Contains

- ▶ Booklet providing background information and describing featured technology
- ▶ Company profiles for the two organizations
- ▶ Role packets with description of role, authority, calendar of meetings and information unique to each role
- ▶ All necessary information and handouts for the facilitator including the agenda, detailed checklists, in-sim memos and posters

Certification Provides:

- ▶ Downloadable Facilitator Guide and Memo Booklet
- ▶ Online Simulation Module
- ▶ Master Trainer Conferencing

EdgeWork® works well with:

Decision Style Profile®