



The Boundary Problem (Reprint from 2/1/2013)

This is a subject you will find interesting since its practical application spans many disciplines: Your personal life, political disputes, and running a business.

What is the boundary problem? Perhaps a simple example will define things. Let's say you are an engineer working for a tire company. Your task is to create a better automobile tire. In order to do so, you need to have a good understanding of what happens "when the rubber meets the road." That is, if you know the chemical properties of a tire and those of asphalt/concrete, then you can build a better tire. *When you focus on what happens at a boundary, you can solve amazing problems.*

Let's try another example. If you lived on the beach by the ocean, you are very aware of what happens with erosion. To prevent erosion, you build a seawall. And, if you lived in Japan, you might even consider how high the seawall should be in the event of a tsunami. Wherever two opposing materials (or points of view) come into play, a boundary exists. Knowing how to take a pro-active position can be the remedy for averting disaster.

How does this relate to managing a business? The first thing you do is define the boundaries. Take the subject of hiring and firing people. When you hire someone, they are coming from the "outside" and are entering into the environment of your "inside" culture. A natural boundary exists. Define the work to be done, the hours of work, and provide them with a clear and concise employee manual. You have now reduced the potential of there being a problem. What do you do when it comes time to discharge someone? Again, we have another boundary. If your company policies are sufficiently defined, you won't be spending time dealing with unemployment compensation issues.

When we spend our energy on solving problems at boundaries, we build a stronger business. Too often it is easier to work on solving things that are not at the boundaries. After all, anyone can build a seawall in Kansas. It may look great, but have we lulled ourselves into thinking we've achieved something important?

Think about what *you* believe are the boundaries in managing *your* business. Focus your energies on creating solutions for these boundary problems. You will be well rewarded.