

# **TRANSBORDER LEADERSHIP AND WHY IT MATTERS**

July 9, 2020

# PRESENTATION

EVERYTHING YOU NEED TO KNOW

My Background  
Why This Research  
Research Findings  
What's Next

# MORALES ASSOCIATES

EXECUTIVE DEVELOPMENT | ORGANIZATIONAL EFFECTIVENESS |  
TRANSCULTURAL LEADERSHIP

## BACKGROUND SUMMARY

Ph.D. in Sociology from the University of California, Berkeley

Conducted post-doctoral research at the Center for U.S.-Mexican Studies, University of California, San Diego

Faculty at the Center for Creative Leadership

Founded Morales Associates consultancy in 1995

# RESEARCH PROJECT

SAN DIEGO/TIJUANA REGION



What makes a Transborder leader?

What skills, attitudes and behaviors make up the profiles of leaders in Cali-Baja?

How can those competencies help support a vision and agenda for the border region?

What can leaders and decisionmakers in general learn from Transborder leaders?

# RESEARCH PARTICIPANTS

SAN DIEGO/TIJUANA REGION



%

**43** Border Stakeholders

**40/40/11/9** Range of Enterprises

**30/70** Country of Origin

**33/60/7** Education

**68/17/13/2** Languages



# WHAT'S ON THEIR MINDS?

SAN DIEGO/TIJUANA REGION

"The border is a place where dreams are made or crushed."



# WHAT'S ON THEIR MINDS?

SAN DIEGO/TIJUANA REGION

"I have been working to help develop the Mexican economy. That was the original purpose of building a company."



# WHAT'S ON THEIR MINDS?

SAN DIEGO/TIJUANA REGION

"To be TransFronterizo you have to be bi-cultural. It does not matter where you were born. You have to participate in both communities to understand the cultures."





# PERCEPTIONS

2019 SAN DIEGO/TIJUANA REGION

# 2019 THEMES

## SAN DIEGO/TIJUANA REGION



### BRIDGE BUILDING

Connecting; Uniting; Collaborating;  
Building shared prosperity; Multicultural,  
Multi-Ethnic; Promoting one region;  
Commerce; Community; Regional peace,  
justice, security; Las Californias



### CROSS BORDER FLOW

Safe, fluid cargo/People traffic; Cross  
border wait times; Creative border  
crossing - pleasant, efficient; Reduce  
friction at POEs; Easy access for all; Open  
border



### COMMERCE/TRADE

Economy, free and open trade, tourism,  
less/no taxes; Economic growth for Baja



### ECOSYSTEM - NATURAL/URBAN

Reduce air/water pollution; Environmental  
resilience/health; Waste containment;  
Improve infrastructure TJ River Valley;  
Xborder environment; Climate change



### OPTICS/PERCEPTIONS; MIGRATION/HUMAN DIGNITY; EDUCATION

# TOP ISSUES: PRESENT - 2025

## SAN DIEGO/TIJUANA REGION



### ONE REGION CONNECTED

Synergy; Strength; Unity; Best of both worlds; A community that needs to believe it really is one region



### POTENTIAL OPPORTUNITY

Entrepreneurial spirit; Global platform; Place of renaissance; Economic opportunity



### UNIQUE CHARACTERISTICS

Dynamic; Vibrant; Complex; Creative; Tolerant; Competitive



### COMMERCE

Booming economy; Entrepreneurial showcase



### QUALITY OF LIFE & CULTURE

Beautiful place; Urban; Crowded and messy



### DIVISION & DISSONANCE

Fear; Uncertainty; Misunderstanding; The Wall; Negative perceptions; Militarization of border



# VISION

2030 SAN DIEGO/TIJUANA REGION

# 2030 VISION

## SAN DIEGO/TIJUANA REGION



A smart, cosmopolitan region - connected, fluid and united



Commercially and culturally attractive



Well administered with coordinated strategic development



Strong economic drivers + attention to needs of a vibrant community



A region where tensions are minimized and potential is achieved



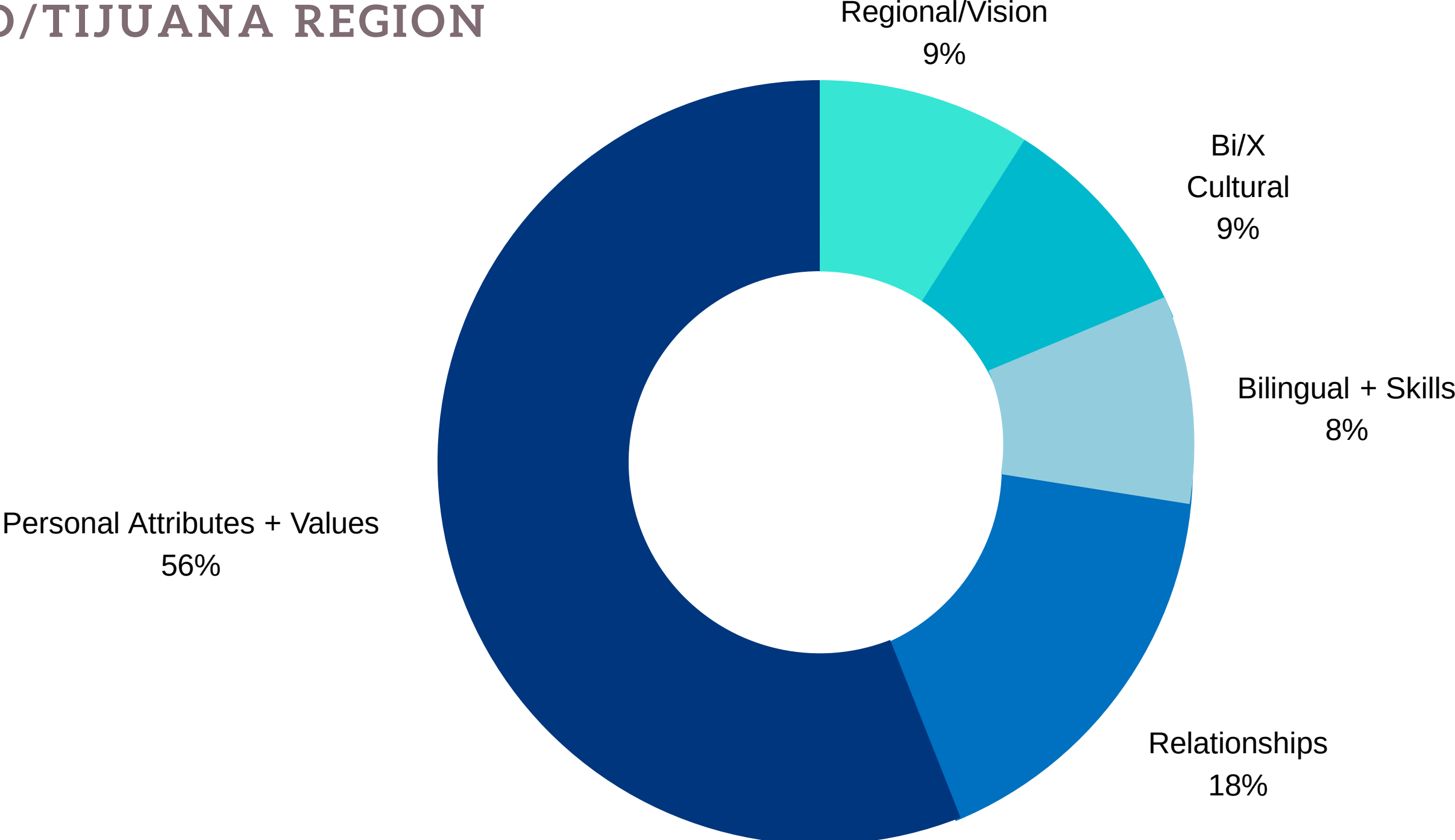
A "new normal" with an improved quality of life on both sides of the border

**HOW WILL THIS HAPPEN?  
IT'S A QUESTION OF LEADERSHIP.**



# TRANSBORDER LEADERSHIP COMPETENCIES

SAN DIEGO/TIJUANA REGION



# PERSONAL ATTRIBUTES/COMPETENCIES

SAN DIEGO/TIJUANA REGION

- Openness
- Optimistic mindset
- Adaptability
- Flexibility
- Action-focused
- Decisiveness
- Empathy
- Humility
- Respect
- Patience

- Persistence
- Perseverance
- Curiosity
- Passion
- Clear leadership philosophy
- Listening skills
- Able to hear others
- Creativity
- Innovation

- Inclusive - can work across diverse cultures/perspectives
- Goal directed
- Resilience
- Endurance
- Self awareness
- Civility
- Reasonableness
- Diplomacy

- Integrity-ethical
- Honest
- Risk taker
- Dealing with complexity
- Problem solver

# AH-HA

## SAN DIEGO/TIJUANA REGION

### ADAPT AND RESPOND

Transborder leaders demonstrate resilience, persistence and creativity in a VUCA World (Volatile, Uncertain, Complex, Ambiguous).

### SUPER POWERS

Transborder leaders succeed with a "win-win" mindset to build both commerce and community. Personal attributes drive success.

### BRIDGES NOT WALLS

Transborder leaders manifest a "we're all in this together" attitude, over a "survival of the fittest" attitude. "Community before Self."



# NOW WHAT?

## SAN DIEGO/TIJUANA REGION

“This is a community that needs to work on believing that it is one region.”

### CONTINUE THE CONVERSATION

“One region” idea is a work-in-progress. How do you resolve multiple and competing demands? What helps or hinders your ability to speak with one voice?

### FIND YOUR POWER

Power = Ability to get things done. Who has a seat at the table and who does not? How do you build regional resilience across diverse enterprise networks?

### IDENTIFY YOUR PERSONAL LEADERSHIP PHILOSOPHY

Stakeholders are only human. What key events and defining moments shaped you? How will the region grow its Transborder leaders?



**MUCHÍSIMAS GRACIAS**