

# **TRANSBORDER LEADERSHIP AND WHY IT MATTERS**

July 16, 2020

# 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: 2019 – 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



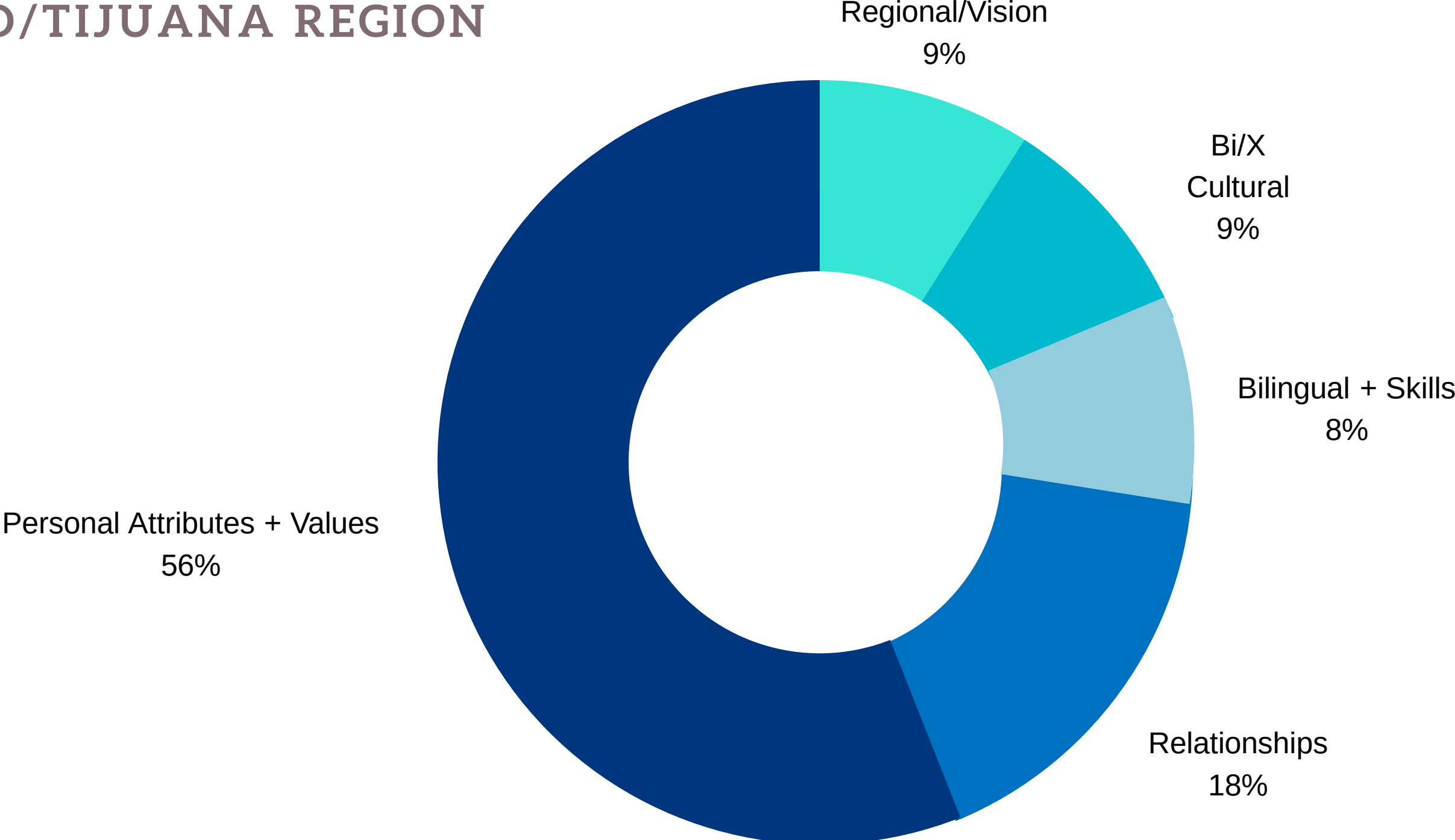
A "new normal" with an improved quality of life on both sides of the border

**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-HAS

## 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 an optimistic "win-win" approach to build both commerce and community. Personal attributes drive success.

### BRIDGES NOT WALLS

Transborder leaders manifest a "we're all in this together" mindset, over a "you're on your own" mindset. "Community before Self" is a Choice; required now more than ever.

# NOW WHAT 2020?

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. Priorities? What helps or hinders your ability to speak with “One Voice”? Are you willing to have difficult conversations? Why Silos? Does “One Region” idea = A Cause?

## FIND YOUR POWER

Power = Ability to get things done. How? Who has “a seat at the table” and who does not? How do you build regional resilience across diverse enterprise networks? What kind of Border Region do you want? Are you all in it together, really?

## WHAT KIND OF LEADER DO YOU WANT TO BE?

We’re in a time of Crisis. We need bold Leaders to step up. Can you question your assumptions? Are you willing to imagine new approaches? Are you willing to transform how you practice leadership in order to transform the Region?

# PATH FORWARD

## SAN DIEGO/TIJUANA REGION



BE BRUTALLY HONEST ABOUT YOUR SITUATION – THEN CREATE A COMPELLING VISION; A “NORTH STAR”



SILO MINDSETS? - FORTIFY INTERNAL BRIDGES -LEVERAGE ALL STRENGTHS



CREATE AND COMMIT TO AN AGENDA FOR A “COVID WORLD.” SEEK ALLIES & PARTNERS EVERYWHERE – BE INCLUSIVE



IMAGINE MULTIPLE SCENARIOS, BUT PROTECT THE VISION. BE ACCOUNTABLE TO THE REGION/ THE PEOPLE YOU SERVE



BUILD CONSENSUS 24/7 – DIALOGUE = “I CAN LIVE WITH IT AND WILL SUPPORT IT” WITH BINATIONAL STAKEHOLDERS



TIME IS OF THE ESSENCE. REGIONAL LEADERSHIP CAN INFLUENCE REALITY IF POWER IS USED STRATEGICALLY

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







**MUCHÍSIMAS GRACIAS**