How to Walk on the Leading Edge without Falling Off the Cliff

By Judith A. Neal

The complexity of the business world today is astounding. Nothing is predictable. The rules of the game are changing. Just when you think you’ve figured out how to have a competitive advantage, a competitor develops a new technology. Just when you think you’ve found the right motivation tool, the values in your workforce seem to shift. Just when you think you’ve found the right geographical area for the expansion of your internationalization efforts, political turmoil erupts.

Yet some people seem to have an uncanny knack for knowing what’s going to happen before it unfolds. They’re able to create new rules for the game instead of following the rules everyone else follows. They’re able to plan a strategy that seems absurd to most people at first, and is later called brilliant when it’s successful. They are a part of an unusual breed of leaders called edgewalkers.

An edgewalker is someone who walks between two worlds. In ancient cultures each tribe or village had a shaman or medicine man. This was the person who walked into the invisible world to get information, guidance, and healing for members of the tribe. This was one of the most important roles in the village. Without a shaman the tribe would be at the mercy of unseen gods and spirits, the vagaries of the cosmos. The skill of walking between the worlds hasn’t died out; in fact it’s even more relevant today. Organizations that will thrive in the 21st century will embrace and nurture edgewalkers. Because of their unique skills, they are the bridge-builders linking and facilitating different approaches, strategies, and techniques.

Walking on the Leading Edge

Five key skills form the hallmark of an edgewalker:

- Visionary consciousness
- Multicultural responsiveness
- Intuitive sensitivity
- Risk-taking confidence
- Self-awareness

1. Visionary Consciousness

Edgewalkers began with visionary consciousness. All their other skills are in service of a sense of mission about something greater than themselves. They feel called to make difference in the world. The visionary skills arise out of a strong sense of values and integrity. Often these values are developed through some kind of painful experience or loss, and the edgewalker becomes committed to helping other people who maybe going through similar kinds of experiences. Typically the edgewalkers have gone through a major personal or career change that requires them to develop new skills that were needed previously. Edgewalkers are the consummate integrators of seemingly unrelated ideas, skills, and fields.
2. Multicultural Responsiveness
Edgewalkers must have strong *multicultural responsiveness*. They’re bilingual in the sense that they can understand the nuances of different worlds or cultures. They span conventional boundaries and act as translators. Edgewalkers know how to pick up on subtle cues that are different from their own. They pay minute attention to people different from themselves and have an open, warm curiosity about people from other cultures. They look for commonalities more than differences, and they want to know more about the worlds of others.

3. Intuitive Sensitivity
Edgewalkers have strong *intuitive sensitivity*. They’re natural futurists. Because they’re avid readers they are constantly integrating information from many sources and looking for underlying themes and patterns. Like the shamans of old, they’ve learned to pay attention to subtle, perhaps invisible, signs of potential change. They have an uncanny knack of making the right decisions, often taking action that seems counterintuitive to others. But when asked how they knew what to do in a particular situation, they have difficulty explaining. They reply, I just “knew”. Intuitive skills are gained through the practice of deep listening. When listening to others, edgewalkers listen as much for the unsaid as the said. They also look for coincidences, patterns, or synchronicities that might provide clues to guide them in their decision making.

4. Risk-Taking Confidence
Another strong skill that edgewalkers display is the skill of calculated *risk-taking confidence*. Edgewalkers have a strong sense of adventure and experimentation. They’re always attracted to the next new thing. Like entrepreneurs, edgewalkers are easily bored with stability and are attracted to what’s over the horizon. They’re constantly asking what’s next and trying to figure out how to be part of it. Because they’re able to walk in two worlds, the world of practicality and the world of creativity, the risk they take to jump into the next new thing are based on information and intuition. Having a clear vision guided by strong values helps the edgewalker take risks that might not make sense to others.

5. Self-Awareness
The most important edgewalker skill is that of *self-awareness*. A principle that edgewalkers understand is that each person is a microcosm of the whole. Leaders who are edgewalkers know that if they’re experiencing a vision or dream or hunger, it’s most likely arising in others as well. The challenge for the edgewalker is to find others who have the same passion and to work together to make a difference. Leaders who are edgewalkers have a strong sense of being connected to something greater than themselves.

These five skills can be taught. However, the leaders who tend to learn best strongly value their own personal development and have low control needs.

Avoiding Potential Pitfalls
Edgewalkers can often get too far ahead of the pack. If this happens, they lose their credibility and the opportunity to influence others to do creative work. It’s nice to have someone say you’re ahead of your time, but there are few rewards for being too far out there. The most successful edgewalkers can remain in the real world and can remember establishes language and values so they can be a bridge to new ideas. For this reason, you should:
1. Watch for signs that you may be getting to far out on the edge; if this seems to be happening, revisit your own past experience, current priorities and future aspirations.
2. When you have a new idea that you want to implement, talk to people who are likely to disagree with you or try to block you.
3. Create relationships with people who may provide a good reality check.
4. Have patience with people who don’t want to move as fast as you do; take time to build relationships with them and specifically ask for their support.
5. Cultivate the skill of honoring people who disagree with you; listen for any pearls of wisdom they have to offer.

**Conclusion**

Edgewalkers are the leaders of the future. They are the corporate shamans who bring wisdom and guidance for their organizations. It’s not an easy role to play but it’s one that’s essential to the success of your organization- and one that can make you feel fully alive.

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**Making It Happen**

- Write mission and values statements for the work you want to do in the world.
- Read professional material in fields that are unfamiliar to you.
- Listen carefully to what people and the world have to say.
- Trust your instincts about ways you can make a difference.
- Remember to take time to nurture your inner being and to pay attention to the signs you receive.
- Master practicality and common sense, as well as commanding the creative and visionary skills.
- Bring creative skills to scientific problems.
- Involve others in your ideas, recognizing different approaches and perspectives.

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I usually walk off backwards then grab on the way down. Not as drastic or risky as jumping off. But when it comes to jumping, I'll try to aim for a nearby face to grab onto while on my way down. Just jump looking towards the cliff face and press W (push towards the rock face) and press JUMP to grab. It sometimes (rarely though) fails, if the rock face is too irregular, that's why it's better to do it on places that look smoother or have a slight incline.

If you practice eventually you will be able to sprint at the cliff edge, jump and turn around in mid air and grab on to the wall with about twenty feet to spare of the fall. The practice then involves grabbing on with more than twenty feet to spare because if you slide down the cliff face and hit the ground you still take fall damage sometimes. Depends on the structural material of the cliff edge. Rock is one thing, but one of the best climbers in the world, Hermann Buhl, who was the first man to first ascend 2 8 KM peaks, walked off a cornice on a much shorter peak. Snow cornices have m... So you should be on a rappel line. Then you start down off the edge and down the cliff. Many people have died en-rappel, so one should have a healthy respect for this too easy activity, especially when snow and ice are involved, when the rock is fractured, at the end of the day and tired, when the light is failing. And so forth. There are also fake cliff rocks which look like you have lots of feet (meters) below your feet when out of the frame, the ground is close at hand. Related Questions. More Answers Below. Then we show how the solution to the problem with the cliff can be expressed in terms of the solution without the cliff. Unconstrained walk. Consider the problem of a random walker moving without a cliff, i.e. just an unconstrained random walker. Denote the probability of arriving at point $j$, having started at point $i$, after $n$ steps, by the symbol $p_{ji}(n)$. Let $k$ denote the number of rightward steps. If the problem was altered to say it terminates when he falls off a cliff or walks into a wall, that would give a definite stopping point to evaluate the failed to fall off cliff result. My math extends as far as limit theorem in 1st year Engineering Calculus, so am obviously willing to bow to the assembled wisdom above that says I'm wrong