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Collaborative Leadership In Action

Maureen Scully

University of Massachusetts Boston, maureen.scully@umb.edu

Catherine R. Bates

University of Massachusetts Boston, Catherine.Bates@umb.edu

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Collaborative Leadership in Action

A Public Symposium

2018 Emerging Leaders Program Team Project Presentations

Tuesday, May 22, 2018

8:30 – 10:30 AM

At the

Boston Public Library

CENTER FOR COLLABORATIVE LEADERSHIP



Emerging Leaders Program—2018 Cohort

NAME	ORGANIZATION
David Baggs	Boston Red Sox
Katya Berezhnaya	Federal Reserve Bank of Boston
Stacey Brice	Eastern Bank
Debra Broderick	Federal Reserve Bank of Boston
Christopher Burke	Boston Fire Department
Matthew Burwell	Legal Sea Foods
Lydia Camara	Massasoit Community College
Vetto Casado	Small Can Be Big
Gladys Casas-Poll	State Street Corporation
Richard Chacón	WBUR
Noel Chambers	Eversource
Winifred Cotter	Boston Police Department
Veronique Daphnis	The Boston Company Asset Management
Katherine DePasquale	People's United Bank
Matt Fenlon	University of Massachusetts Boston
Irena Gagulic	Massport
Wayne Gay	Brightcove
Joshua Gilliam	Suffolk Construction
Marc Gottesman	DigitasLBI
Katherine Gray	Boston Globe Media
Bonnie Greenwood	Irish International Immigrant Center
Amela Hadžiahmetović	TD Garden and Boston Bruins
Dawn Leanness	Codman Academy Charter Public School
Jason Levine	Steward St. Elizabeth Medical Center
Anand Mahalingham	Blue Cross Blue Shield of Massachusetts
Rodney Marshall	Boston Fire Department
Amy Martin Zacharias	Suffolk County District Attorney's Office
Katherine McEneaney	Eversource
Donald McGrail	United States Secret Service
Kerry McOsker	Federal Reserve Bank of Boston
Heather Murray	Conservation Law Foundation
Yen Nguyen	Federal Reserve Bank of Boston
Patrick Nihan	Eversource
Shannon O'Connell	Blue Cross Blue Shield of Massachusetts
Bethany Sales	Boston Globe Media
Lea Sansone	MassBio
Edward Schettino	Animal Rescue League of Boston
Chris Shannon	Federal Reserve Bank of Boston
Brian Sheehan	Eastern Bank
Dian Simmons	University of Massachusetts Boston
Vivian Simonelli	Brigham and Women's Hospital
Stephen Spillane	Blue Cross Blue Shield of Massachusetts
Subha Sridar	Boston Medical Center Well Sense
Domingos Teixeira	VPNE
Sean Walsh	Boston Red Sox
Winnie Wang	Partners Community Physicians Organization

Executive Report

The Emerging Leaders Program (ELP) is the flagship offering of the Center for Collaborative Leadership, which also offers resources to inspire the continuous professional development of collaborative leaders. The mission of the ELP is:

“To identify and then develop future leaders for Greater Boston who are diverse and reflect the changing demography of our city and who practice a collaborative style of leadership.”

The 46 ELP fellows in the 2018 cohort (the 17th cohort) worked with seven community partners on projects of strategic importance to these nonprofit and government organizations. The fellows contribute their professional skills and discover collaborative leadership through practice.

We have developed and refined our collaborative leadership model – a process built on teamwork, trust, and respect for diversity of thought – and we aim to deliver a transformational learning experience.

The theme of our public symposium is **“Collaborative Leadership in Action.”** The fellows will share their insights about what collaborative leadership involves – its challenges and benefits – and what they will take back to their workplaces. In their “project exhibits” – which we invite you to explore – you can view the wide range of data, analyses, results, and recommendations created with and for the partners.

Our seven partners, also called “project sponsors,” are listed below, in the order of the presentation. One member from each of the project teams – which numbered 5 to 8 members – will be the spokesperson for that team’s work.

- **Boston Public Library**
- **Center for Collaborative Leadership at UMass Boston**
- **Massachusetts Business Roundtable**
- **Massasoit Community College**
- **Trotter Institute for the Study of Black History and Culture**
- **UMass Boston Office of Community Partnerships**
- **Stop Handgun Violence**

We will explore these collaborative leadership themes:

- **Leading in a leaderless team**
- **Working in areas outside one’s area of expertise**
- **Dealing with ambiguity**
- **Reflecting on personal leadership style and experience**

This year's projects are:

Boston Public Library

Develop recommendations regarding internal communications and any interdependent challenges.

Center for Collaborative Leadership, UMass Boston

Provide recommendations on how best to proceed in implementing a mentorship program.

Massachusetts Business Roundtable

Create briefing materials on five key public policy areas – education, energy, health care, transportation, and taxation.

Massasoit Community College

Develop an environmental scan for the college's strategic planning process, with special attention to workforce development and placement for students.

Trotter Institute for the Study of Black History and Culture, UMass Boston

Craft a marketing campaign and provide a strategic development plan for sustainability.

Office of Community Partnerships, UMass Boston

Identify institutional partners and clear messaging to support the urban mission and identity.

Stop Handgun Violence

Enhance a tool kit, under development from last year's cohort, which will be used by advocates and organizations in other states.

Collaborative Leadership in Action
UMass Boston Emerging Leaders Program
Team Project Presentation
May 22, 2018

Agenda

- | | |
|---------------|--|
| 8:30 – 9:10 | Continental Breakfast & Project Exhibits |
| 9:10 – 9:15 | Welcome by Lisa DeAngelis
Director, Center for Collaborative Leadership |
| 9:15 – 9:20 | Opening Remarks by Maureen Scully, PhD
Professor, College of Management, UMass Boston |
| 9:20 – 10:00 | Team Presentation by:
Noel Chambers—Eversource
Patrick Nihan—Eversource
Joshua Gilliam—Suffolk Construction
Stephen Spillane—Blue Cross Blue Shield of Massachusetts
Vetto Casado—Small Can Be Big
Kate McEneaney—Eversource
Kerry McOsker—Federal Reserve Bank of Boston |
| 10:00 – 10:15 | Discussion and Audience Q & A |
| 10:15 – 10:30 | Continue Discussions at Project Exhibits |


Collaborative Leadership in Action

A Public Symposium

2018 Emerging Leaders Program Team Projects Presentation
 Tuesday, May 22, 2018
 8:30 – 10:30 AM

McKim Building, Lower Level
 Boston Public Library

CENTER FOR COLLABORATIVE LEADERSHIP




Changing the Face of Leadership




2018 Project Sponsors

Boston Public Library
Center for Collaborative Leadership
Massachusetts Business Roundtable
Massasoit Community College
Trotter Institute for the Study of Black History and Culture
University of Massachusetts Office of Community Partnerships
Stop Handgun Violence



Presenter	Employer	Project Sponsor	Project
Noel Chambers	Eversource	Boston Public Library	Leading in a Leaderless Team
Patrick Nihan	Eversource	Center for Collaborative Leadership	Working in Areas Outside One's Expertise: New Settings
Joshua Gilliam	Suffolk Construction	Massachusetts Business Roundtable	Working in Areas Outside One's Expertise: New Topics
Stephen Spillane	Blue Cross Blue Shield of Massachusetts	Massasoit Community College	Dealing with Ambiguity: Scaling Complex Problems
Vetto Casado	Small Can Be Big	William Monroe Institute for the Study of Black History and Culture	Dealing with Ambiguity: Shifting External Climate
Kate McEneaney	Eversource	University of Massachusetts Office of Community Partnerships	Dealing with Ambiguity: Understanding the Client's Multiple Stakeholders
Kerry McOsker	Federal Reserve Bank of Boston	Stop Handgun Violence	Reflecting on Personal Leadership Style and Experience



Emerging Leaders Program

Class of 2018




Leading on a Leaderless Team

Project Sponsor: Boston Public Library
 Presenter: Noel Chambers – Eversource



Project Team Members

Amela Hadziahmetović	Boston Bruins and TD Garden
Amy Martin Zacharias	Suffolk County District Attorney's Office
Jason Levine	Steward St. Elizabeth's Medical Center
Katherine Gray	Boston Globe Media
Noel Chambers	Eversource
Sean Walsh	Boston Red Sox
Yen Nguyen	Federal Reserve Bank of Boston



About the Sponsor

- Sponsor Organization: The Boston Public Library
- Project Sponsor:



David Leonard
President, Boston Public Library
 2010 Cohort



Project Goal

- Help the Boston Public Library to identify internal communication barriers
- Provide solutions for how to mitigate
- Generate executive summary and support documents



Team Dynamics

- Defining Roles
- Dividing the Labor
- Communicating
- Holding Each Other Accountable
- Deadlines and Deliverables



Team Dynamics

ELP - Boston Public Library Project Plan	Oct 29 - Nov 11	Nov 12 - Nov 25	Nov 26 - Dec 9	Dec 10 - Dec 23	Dec 24 - Jan 6	Jan 7 - Jan 20	Jan 21 - Feb 3	Feb 4 - Feb 17	Feb 18 - Mar 3
Define project (range)	Get work from client	Define milestones, client deliverables	Define workstreams, client deliverables	Workdays	Workdays	Research workstreams			Research Deliverables
Focus Group Interviews		Draft questionnaire - plan for outreach	Conduct Focus groups	Conduct Focus groups	Analysis & Draft report due				
Large Survey									Draft survey
Best Practices	Research	Research	Research	Research	Research	Synthesis	Synthesis	Synthesis	Draft analysis due
Industry Expert Interviews				Draft list of interviewees	Conduct interviews	Conduct interviews	Synthesis		
Client deliverables									Check in with client
Team homework		11/15 - 100 questions review project plan							



Methodology

- Best Practices Research
 - Other Libraries
 - Our Own Organizations
- Phone Interviews with Library Employees
- Online Survey for Library Employees



Project Deliverable

- Executive Summary
 - Recommendations for New / Current Practices
- Online Survey and Phone Interview Summary
- Best Practice Research and Summary



Working In Areas Outside One's Own Expertise: *New Settings*

Project Sponsor: UMass Center for Collaborative Leadership
Presenter: Patrick Nihan – Eversource



Project Team Members

Gladys Casas-Poll	State Street Corporation
Katie DePasquale	People's United Bank
Anand Mahalingham	Blue Cross Blue Shield of Massachusetts
Patrick Nihan	Eversource
Shannon O'Connell	Blue Cross Blue Shield of Massachusetts
Winnie Wang	Partners Community Physicians Organization



The Center for Collaborative Leadership

"...challenge and inspire you to act collaboratively, identify and rethink boundaries, build purposeful relationships, and be a better citizen and leader."

The Vision Statement:

"By July 2020, we will be a preeminent source of collaborative leadership expertise – offering education, training, and experiential programs through multiple channels to inspire people and organizations in Greater Boston and beyond."



Project Abstract – Mentorship Program

- Network of **600+ ELP Alumni**
- Create a mentorship program to utilize the experience, diversity and skill set of past and future ELP Alumni
- Mentorship program must be:
 - Valuable
 - Innovative
 - Sustainable



Working Outside of One's Expertise

The Challenge	Our Advantage
No experience with mentorship programs	Innovative approach with no preconceived notions
Receiving project requirements vs doing the defining	Able to relate with the challenges of the project sponsor
No clear roles on the team	A true collaborative effort!



The Mentorship Program—Deliverables

- Mentors will be searchable via specific criteria
 - **Skills, location, experience, industry, etc.**
- Mentor/Mentee relationship on an "as needed" basis
- Utilize "Alumni Channel" as a platform
- Tools created to help facilitate with guidelines on meet-up criteria and etiquette
- The groundwork has been laid. Upcoming Fellows will be charged with piloting and implementing!



Looking Forward

- Remember the power of collaborative leadership
- Advocate for the mentorship program
- Stay involved



Working In Areas Outside One's Own Expertise: *New Topics*

Project Sponsor: Massachusetts Business Roundtable

Project Presenter: Josh Gilliam—Suffolk Construction

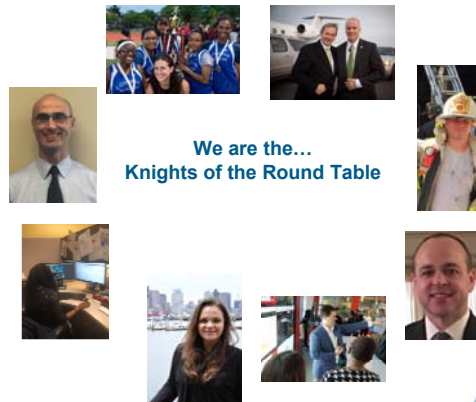


Project Team Members

Chris Burke	Boston Fire Department
Matt Burwell	Legal Sea Foods
Veronique Daphnis	BNY Mellon
Irena Gagulic	Massachusetts Port Authority
Josh Gilliam	Suffolk Construction
Dawn Leanness	Codman Academy Charter Public School
Don McGrail	US Secret Service
Brian Sheehan	Eastern Bank



We are the... Knights of the Round Table



Project Goal

- Research specific issues that will impact the Greater Boston area
- Develop fact sheets that create data points for these issues
- Provide guidance on how to source unbiased data

Massachusetts Business Roundtable

Mission:

- Strengthen the state's economic vitality.
- Engaging with public and private leaders to develop public policy solutions to make Massachusetts a highly desirable place to do business.



Chris Kealey
Deputy Director



JD Chesloff
Executive Director



Team Dynamics

- Fairly large team (8)
- Wide range of backgrounds
- "Jumped right in"
- Assigned tasks
- Paired up on project topics

TRANSPORTATION

TALENT

HEALTHCARE

COMPETITIVENESS



Working outside areas of expertise

1. Intricacies create "3 sides to every story".
2. Value of sources.
3. Interconnectivity of the economic ecosystem.
4. Decisions affect people.



Dealing With Ambiguity: *Scaling Complex Problems*

Project Sponsor: Massasoit Community College

Project Presenter: Stephen Spillane - Blue Cross Blue Shield of Massachusetts



Project Team Members

Matthew Fenlon	University of Massachusetts Boston
Vivian Simonelli	Brigham and Women's Hospital
Stephen Spillane	Blue Cross Blue Shield of Massachusetts
Bonnie Greenwood	Irish International Immigrant Center
Richard Chacón	WBUR-FM
Winifred Cotter	Boston Police Department
Diann Simmons	University of Massachusetts Boston



Project Goal:

Environmental Scan for Strategic Planning Process

MASSASOIT
COMMUNITY COLLEGE



Journey:

- Assigned team roles and point of contacts
- Set up a site visit to meet with different departments at Massasoit
- Divide the team into two sub groups
- Divide up the research responsibilities
- Hold conference calls and communicate via email to keep things moving and everyone up to date



Challenges:

- Different to work on a project without a clear end or correct answer
- Working in sub groups but eventually coming together for one deliverable
- Not always having the information you need and working through that



Outcome:

- Redesigned the project scope with the help of the sponsor. Moved to a more focused theme where we could make a real impact
- Took initiative and cultivated our own external contacts when faced with communication hurdles from the sponsor and other employers
- Offered recommendations based upon regional workforce reports and conversations with industry professionals that we believe, if followed, will position MCC graduates for employment



Dealing with Ambiguity: *Shifting External Climate*

Project Sponsor: William M. Trotter Institute

Project Presenter: Vetto Casado - Small Can Be Big Inc.



Project Team Members

Rodney Marshall	Boston Fire Department
Katya Berezhnaya	Federal Reserve Bank of Boston
Heather Murray	Conservation Law Foundation
David Baggs	Boston Red Sox
Domingos Teixeira	VPNE
Vetto Casado	Small Can Be Big Inc.
Lydia Camara	Massasoit Community College
Bethany Sales	Boston Globe Media



Our Sponsor:

Mission:

The Trotter Institute is working to right history by bringing light to Boston's historically black spaces: the North End, Beacon Hill, the South End, Roxbury, Dorchester, and Mattapan. The Institute will chart an inclusive Boston history that shows the evolution of the black presence in and contributions to Boston.

Initial Goal:

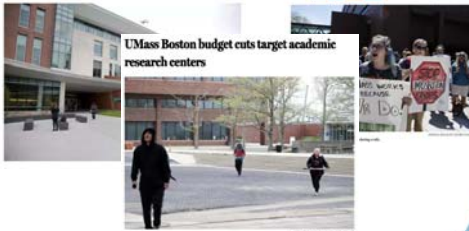
Create digital maps of prior and present black Boston neighborhoods, revealing a more complex tale of Boston history and evolution.



Budget Crisis Threatens UMass Boston Institutes

- Mt. Ida purchase becomes a lightning rod
- External shocks to our project

Caught in a financial crisis, UMass Boston begins to cut jobs



Marketing Campaign and Overhaul



Boathouse Group Inc. (Ad agency partnership)

- Logo design
- Website consulting
- Social Media Marketing



the TROTTER INSTITUTE

the TROTTER INSTITUTE



William Monroe Trotter Institute

Educate & Empower.



Barbara Lewis, director

Who was William Monroe Trotter?



Key Leadership Lessons

- Adaptive thinking and focused approach
- Communication is key
- Leveraging strengths and immediate assets (Boathouse Group, Boston Red Sox, etc.)

Leadership In the Face of Ambiguity: Understanding the Client's Multiple Stakeholders

Project Sponsor: University of Massachusetts Office of Community Partnerships

Project Presenter: Kate McEneaney - Eversource



Project Team Members

Stacey Brice	Eastern Bank
Marc Gottesman	DigitasLBI
Kate McEneaney	Eversource
Chris Shannon	Federal Reserve Bank of Boston
Subha Sridhar	Boston Medical Center HealthNet Plan

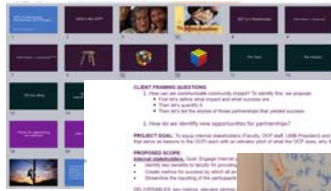
Leadership Theme: How to Deal with Ambiguity

Ambiguity (Merriam Webster)

- 1) doubtful or uncertain especially from obscurity or indistinctness
- 2) capable of being understood in two or more possible senses or ways

Ambiguous is a light English make-over of Latin ambiguum "uncertain", from the verb ambigere "to wander around, meander", based on amb(i)- "around" + agere "to drive, lead". (alphadictionary)

Feeling your way through ambiguity to “the” finish line: Define, Refine, React, Repeat



OBJECTIVE: To create a shared understanding of the project's purpose and goals, and to establish a common framework for the project's execution.

KEY TAKEAWAYS:

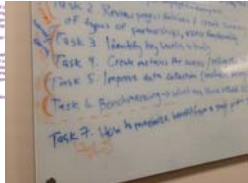
- 1. The project's purpose and goals are the foundation for the project's success.
- 2. The project's execution is a continuous process of learning and adaptation.
- 3. The project's success is measured by the achievement of its goals and the satisfaction of its stakeholders.

PROJECT CHALLENGES:

- 1. Limited resources and budget constraints.
- 2. Unclear roles and responsibilities.
- 3. Communication barriers and information silos.

PROJECT OUTCOMES:

- 1. A clear and concise project charter.
- 2. A shared understanding of the project's purpose and goals.
- 3. A common framework for the project's execution.



Why be a leader? Leadership Motivations

Egoic (grounding)

- Validation
- Sense of control over environment
- Exercise of competencies
- Promise of power/reward



Spiritual (lofting)

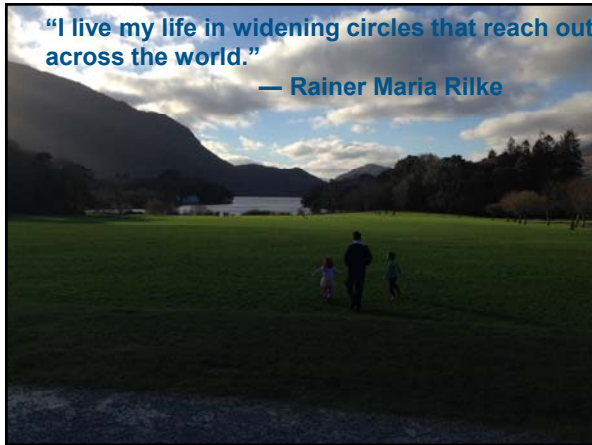
- Leadership as a means to effect change

Social (connecting)

- Building and fulfilling relationships to others



“I live my life in widening circles that reach out across the world.”
— Rainer Maria Rilke



Reflecting on Personal Leadership Style and Experience

Project Sponsor: Stop Handgun Violence

Project Presenter: Kerry McOsker - Federal Reserve Bank of Boston



Project Team Members

Debra Broderick	Federal Reserve Bank of Boston
Wayne Gay	Brightcove
Kerry McOsker	Federal Reserve Bank of Boston
Lea Sansone	MassBio
Edward Schettino	Animal Rescue League of Boston



Stop Handgun Violence

Stop Handgun Violence is a non-profit organization committed to the prevention of gun violence through education, public awareness, effective law enforcement, and common sense gun laws.

Project abstract: Enhance an existing toolkit for individuals which can be used by advocates and organizations in other states.



Group Leadership Styles

A Team of Five

- We all had unique strengths
 - Different ways of approaching the project
- We all worked well with one another
 - We were inclusive, authentic, and communicative with each other
- Having a small group ended up working to our benefit
 - Very cohesive group

Shared Leadership

(Chris West, Executive Leadership)

Quiet/Reserved	2 Team Members
Outspoken/Direct	1 Team Member
Thoughtful/Analytical	0 Team Members
Friendly/Unassuming	2 Team Members



Stop Handgun Violence Toolkit

- The toolkit we worked on as a team is meant to educate and empower others to take a stand and become an advocate for a cause they care about.
- Working through our personal leadership styles, we were helping others develop their own sense and style of leadership and advocacy.



Debunking The Stereotypical Leader Myth



Anyone can be a leader. Developing your own brand of leadership can be essential to success.



Audience

Questions & Comments



The Center for Collaborative Leadership was established in 2001 in the College of Management at the University of Massachusetts Boston. Our mission is to challenge and inspire you to act collaboratively, identify and rethink boundaries, build purposeful relationships, and be a better leader and citizen. The center has

- three executive leadership development programs to fit your needs,
- a curriculum that is experiential and actionable,
- opportunities to build purposeful relationships,
- research and publications demonstrating the impact of collaborative leadership, and
- pathways to become civically engaged and to have an impact in the community.

Lisa DeAngelis is the director for the center. Her purpose is to encourage people to step into their uniqueness, claim their power, and actualize their vision. The center provides her with the opportunity to live her purpose by working with organizations and individuals who want to have a larger impact, for themselves and the world around them.

Maureen Scully has been a faculty advisor to the center since 2007, bringing her expertise in cross-sector collaboration, diversity and inclusion, and strategies for stewarding organizational change. She previously served as Interim Dean of the College of Management.

The center was founded by **Sherry H. Penney**, the first holder of the Sherry H. Penney Endowed Professorship in Leadership at the University of Massachusetts Boston. Dr. Penney served as chancellor of UMass Boston from 1988 to 2000. She has also served as interim president of the University of Massachusetts system (1995) and as interim president of SUNY Plattsburgh (1986–1987). She remains an active member on the center’s board.

THE CENTER FOR COLLABORATIVE LEADERSHIP
COLLEGE OF MANAGEMENT
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
McCormick Building, 5th floor, Room 431
Boston, MA 02125-3393

Phone: 617.287.3890
Email: leaders@umb.edu
Website: www.umb.edu/leaders