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*

Follow this and additional works at: [https://scholarworks.umb.edu/ccl_pubs](https://scholarworks.umb.edu/ccl_pubs)

Part of the [Leadership Studies Commons](https://scholarworks.umb.edu/ccl_pubs), [Organization Development Commons](https://scholarworks.umb.edu/ccl_pubs), and the [Training and Development Commons](https://scholarworks.umb.edu/ccl_pubs)

Recommended Citation  
[https://scholarworks.umb.edu/ccl_pubs/5](https://scholarworks.umb.edu/ccl_pubs/5)

This Presentation is brought to you for free and open access by the Center for Collaborative Leadership at ScholarWorks at UMass Boston. It has been accepted for inclusion in Center for Collaborative Leadership Publications by an authorized administrator of ScholarWorks at UMass Boston. For more information, please contact library.uasc@umb.edu.
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
### Emerging Leaders Program—2018 Cohort

<table>
<thead>
<tr>
<th>NAME</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Baggs</td>
<td>Boston Red Sox</td>
</tr>
<tr>
<td>Katya Bereznaya</td>
<td>Federal Reserve Bank of Boston</td>
</tr>
<tr>
<td>Stacey Brice</td>
<td>Eastern Bank</td>
</tr>
<tr>
<td>Debra Broderick</td>
<td>Federal Reserve Bank of Boston</td>
</tr>
<tr>
<td>Christopher Burke</td>
<td>Boston Fire Department</td>
</tr>
<tr>
<td>Matthew Burwell</td>
<td>Legal Sea Foods</td>
</tr>
<tr>
<td>Lydia Camara</td>
<td>Massasoit Community College</td>
</tr>
<tr>
<td>Vetto Casado</td>
<td>Small Can Be Big</td>
</tr>
<tr>
<td>Gladys Casas-Poll</td>
<td>State Street Corporation</td>
</tr>
<tr>
<td>Richard Chacón</td>
<td>WBUR</td>
</tr>
<tr>
<td>Noel Chambers</td>
<td>Eversource</td>
</tr>
<tr>
<td>Winifred Cotter</td>
<td>Boston Police Department</td>
</tr>
<tr>
<td>Veronique Daphnis</td>
<td>The Boston Company Asset Management</td>
</tr>
<tr>
<td>Katherine DePasquale</td>
<td>People's United Bank</td>
</tr>
<tr>
<td>Matt Fenlon</td>
<td>University of Massachusetts Boston</td>
</tr>
<tr>
<td>Irena Gagulic</td>
<td>Massport</td>
</tr>
<tr>
<td>Wayne Gay</td>
<td>Brightcove</td>
</tr>
<tr>
<td>Joshua Gilliam</td>
<td>Suffolk Construction</td>
</tr>
<tr>
<td>Marc Gottesman</td>
<td>DigitasLBi</td>
</tr>
<tr>
<td>Katherine Gray</td>
<td>Boston Globe Media</td>
</tr>
<tr>
<td>Bonnie Greenwood</td>
<td>Irish International Immigrant Center</td>
</tr>
<tr>
<td>Amelia Hadziahmetovíc</td>
<td>TD Garden and Boston Bruins</td>
</tr>
<tr>
<td>Dawn Leanness</td>
<td>Codman Academy Charter Public School</td>
</tr>
<tr>
<td>Jason Levine</td>
<td>Steward St. Elizabeth Medical Center</td>
</tr>
<tr>
<td>Anand Mahalingham</td>
<td>Blue Cross Blue Shield of Massachusetts</td>
</tr>
<tr>
<td>Rodney Marshall</td>
<td>Boston Fire Department</td>
</tr>
<tr>
<td>Amy Martin Zacharias</td>
<td>Suffolk County District Attorney’s Office</td>
</tr>
<tr>
<td>Katherine McEneaney</td>
<td>Eversource</td>
</tr>
<tr>
<td>Donald McGrail</td>
<td>United States Secret Service</td>
</tr>
<tr>
<td>Kerry McOsker</td>
<td>Federal Reserve Bank of Boston</td>
</tr>
<tr>
<td>Heather Murray</td>
<td>Conservation Law Foundation</td>
</tr>
<tr>
<td>Yen Nguyen</td>
<td>Federal Reserve Bank of Boston</td>
</tr>
<tr>
<td>Patrick Nihan</td>
<td>Eversource</td>
</tr>
<tr>
<td>Shannon O’Connell</td>
<td>Blue Cross Blue Shield of Massachusetts</td>
</tr>
<tr>
<td>Bethany Sales</td>
<td>Boston Globe Media</td>
</tr>
<tr>
<td>Lea Sansone</td>
<td>MassBio</td>
</tr>
<tr>
<td>Edward Schettino</td>
<td>Animal Rescue League of Boston</td>
</tr>
<tr>
<td>Chris Shannon</td>
<td>Federal Reserve Bank of Boston</td>
</tr>
<tr>
<td>Brian Sheehan</td>
<td>Eastern Bank</td>
</tr>
<tr>
<td>Dian Simmons</td>
<td>University of Massachusetts Boston</td>
</tr>
<tr>
<td>Vivian Simonelli</td>
<td>Brigham and Women’s Hospital</td>
</tr>
<tr>
<td>Stephen Spillane</td>
<td>Blue Cross Blue Shield of Massachusetts</td>
</tr>
<tr>
<td>Subha Sridar</td>
<td>Boston Medical Center Well Sense</td>
</tr>
<tr>
<td>Domingos Teixeira</td>
<td>VPNE</td>
</tr>
<tr>
<td>Sean Walsh</td>
<td>Boston Red Sox</td>
</tr>
<tr>
<td>Winnie Wang</td>
<td>Partners Community Physicians Organization</td>
</tr>
</tbody>
</table>
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, healthcare, 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
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 Gilman | Suffolk Construction | Massachusetts Business Roundtable | Working in Areas Outside One’s Expertise: New Settings
Stephen Spillane | Blue Cross Blue Shield of Massachusetts | Massachusetts Community College | Dealing with Ambiguity: Scaling Complex Problems
Vetto Canales | SonCan Be Big | William Monroe Institute for the Study of Black History and Culture | Dealing with Ambiguity: Shifting External Climate
Kate McGeevary | Eversource | University of Massachusetts Office of Community Partnerships | Reflecting on Personal Leadership Style and Experience
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 Hadžiahmetović
- Amy Martin Zacharias
- Jason Lawre
- Katherine Gray
- Noel Chambers
- Sean Walsh
- Yen Nguyen
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

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
Project Team Members
Gladys Casao-Pall 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

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 Leaness: Codman Academy Charter Public School
- Don McGrail: US Secret Service
- Brian Sheehan: Eastern Bank

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.

We are the… Knights of the Round Table

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 Simon: Brigham and Women’s Hospital
- Stephen Spillane: Blue Cross Blue Shield of Massachusetts
- Bonnie Greenwood: Irish International Immigrant Center
- Richard Chacon: WBUR-FM
- Winifred Cotter: Boston Police Department
- Diann Simmons: University of Massachusetts Boston
**Project Goal:**

Environmental Scan for Strategic Planning Process

**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.

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.

**Our Sponsor:**

**Project Team Members**

Rodney Marshall  |  Boston Fire Department
Katja Berezhnaya  |  Federal Reserve Bank of Boston
Heather Murray  |  Conservation Law Foundation
David Braga  |  Boston Red Sox
Domingos Teixeira  |  VPNE
Vetto Casado  |  Small Can Be Big Inc.
Lydia Kamara  |  Massasoit Community College
Bethany Sales  |  Boston Globe Media
Budget Crisis Threatens UMass Boston Institutes

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

Marketing Campaign and Overhaul

Boathouse Group Inc. (Ad agency partnership)
- Logo design
- Website consulting
- Social Media Marketing

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

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 ambiguous “uncertain”, from the verb ambiguere “to wander around, meander”, based on ambi(—)“around” + agere “to drive, lead”. (alphadictionary)
Feeling your way through ambiguity to “the” finish line: Define, Refine, React, Repeat

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