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Lessons from Lived Experience: From fresh insights to effective action

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Lessons from Lived Experience: From fresh insights to effective action

2014 Emerging Leaders Program Team Project Presentations
Wednesday, June 4, 2014, 8:00 – 10:30 am
Tufts Medical Center Auditorium

CENTER FOR COLLABORATIVE LEADERSHIP

Executive Report

The Emerging Leaders Program (ELP) is the flagship offering of the Center for Collaborative Leadership, which also offers resources for continuous professional development. 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 34 fellows in the 2014 Emerging Leaders Program worked with community partners to generate the theme, “**Learning from Lived Experience: From fresh insights to effective action.**” Each year, the projects draw upon a theme or lesson from the prior year. Last year and this year, fellows saw how the lived experiences of both their stakeholders and themselves generated nuanced and appropriate approaches to problem-solving.

The fellows worked with six community partners, giving their time and professional skills to understand how to frame complex social challenges, engage new partners and resources, and sharpen strategic plans. They conducted surveys, interviews, open houses, and focus groups; they explored social media options, examined best practices, and considered ways to tell powerful stories about the vitally important work of the project sponsor organizations with whom the ELP partnered. Our six project sponsors are:

Massachusetts Business Roundtable
Center for Social Policy, UMass Boston
Hospitality Homes
Commonwealth Diversity Fellows Program
Emerging Leaders Program
Center for Collaborative Leadership

The projects and some highlights of the approach and findings follow:

Massachusetts on the move: The intersection of talent, transportation, and housing. This project built on the concerns of Massachusetts Business Roundtable members that retaining workforce talent, creating affordable housing, and supporting transportation infrastructure are vitally linked. The team interviewed a wide range of business leaders to understand these links. They explored collaborative leadership between business and government. They discovered an illuminating success story of how to support the lived experiences that will keep a talented workforce committed to Massachusetts.

“Merging Knowledge:” Working together toward a world without discrimination. This team participated in the Merging Knowledge approach, pioneered by the ATD (All Together in Dignity) Fourth World Movement. The fellows joined people from different socio-economic class backgrounds, in a structured and long-term set of steps, to build trust and talk together about the nature of poverty. This approach allows community members, who do not normally broach the topic of poverty without interruption or judgment or shame, to interact in

a setting of mutual respect. The fresh insights that result from this process generate policy solutions that are more attuned to the issues and more likely to succeed.

Increasing access to Boston’s healthcare industry through affordable short term housing with a personal touch. Hospitality Homes is a nonprofit organization that provides free short-term housing in volunteer host homes for patients from around the nation and the world who are seeking healthcare in Boston. The fellows created new marketing materials with the aim of helping this nonprofit organization, which has a staff of four people, to reach out and recruit more host families. They piloted an open house event and used their social capital to secure valuable free advertising in The Boston Globe. Hospitality Homes was founded through thinking empathically about the lived experiences of patients and their families. The fellows tapped their own lived experiences in the corporate sector to mobilize new resources and attention to the mission and goals of Hospitality Homes.

Pathways to careers and diversity in state government: Framework for assessing the efficacy of the Commonwealth Diversity Fellows Program (CDFP) to its key stakeholders. The CDFP was established in 2011 to provide a select group of exceptional and diverse UMass Boston students an opportunity to gain public sector experience through a semester-long internship at state government agencies. This project examined the expectations of both the students who will seek jobs and the state agencies that might hire them. The team developed an evaluation instrument that the CDFP can continue to use, generating a dataset of feedback even in its early years. The team also proposed the creation of a mentoring program, connecting the dots from the fellows in the CDFP to the fellows in the Emerging Leaders Program, who could become helpful mentors.

Emerging Leaders Program: Impact of team projects on sponsor organizations. The team projects that you have heard about are part of a long tradition – about six team projects per year over thirteen years. The projects have evolved in their specifications, but have always had the purpose of honing collaborative leadership skills while serving and advancing the strategic purposes of the project sponsor organizations. This team talked to repeat and one-time Emerging Leaders Program project sponsors, which are often small nonprofits for whom the fellows tackle a key piece of work, to learn about their lived experiences of the projects – the design, processes, and most significantly, the ongoing impacts and how those can be best sustained.

Positioning the Center for Collaborative Leadership for growth. The Center for Collaborative Leadership has realized that we, too, can be a beneficiary of the talents and insights of a team of fellows working with us to advance our strategic planning. The team focused the center on positioning itself as a distinct and overarching brand, distinguishing the Emerging Leaders Program as its flagship program, and drawing wider attention to its numerous and growing professional development offerings. They urged the center to employ a parent brand with sub-brands approach, leverage social media, and identify and educate brand ambassadors – who could be any and all of you who know the lived experience of growing as a collaborative leader through the center.

Reflections

These projects have several purposes, for fellows and for our partners:

- To steep rising leaders in collaborative leadership – collaborating within their self-managed teams, with their project sponsor, and with community stakeholders.
- To live the experience of collaborative leadership and to bring lessons back for their home organizations and professional careers as well as for their future civic engagement in the community.
- To provide community partners with the time and talents of engaged professionals – to tackle projects aligned with their strategic imperatives for which they could use additional energy, skills, and perspectives.
- To prime the engine of civic engagement to support the overall economic and social health of the Boston region.

Panel responses and discussion

Our **panelists** will reflect on how the projects realized these purposes, how the fellows might continue to make an impact through their collaborative leadership and civic engagement, and how the panelists' own organizations and communities might benefit from the insights generated through the projects.



Alan Fein is executive vice president and chief strategy officer of the Broad Institute.

Alan spent three years at the Whitehead Institute/MIT Center for Genome Research, working with others on the planning for what was to become the Broad Institute. Prior to this, he spent nearly 20 years in various roles as a university administrator. He was director of financial planning at the University of Chicago, executive director of the Harvard AIDS Institute, senior budget analyst at Harvard, publisher of Harvard Magazine, associate director of the Arnold Arboretum of Harvard, and executive vice-president of Lesley University.

Fein holds a BA from Johns Hopkins University and received his MBA from Stanford University.



As Vice President of Program Management at Brightcove, **Leslie Lewis** oversees the company's Program Management Organization (PMO), providing strategic direction and management to the company's Product Organization. Brightcove Inc., located in Boston's seaport district, is a leading global provider of cloud-based solutions used for delivering and monetizing video across every connected device. In partnership with engineering leadership, Leslie is responsible for defining and managing the execution of best practices that support the delivery of the company's product roadmap and market-leading innovations.

Leslie brings more than 15 years of experience in project/program management, organizational management and technical experience to helping Brightcove's product organization minimize risk and deliver high quality products to customers, addressing the rapidly changing online technology space. Her expertise includes leading organizations through transformational change, successfully managing software delivery processes, and improving cross-functional communication. Since joining Brightcove, Leslie has built an organization that has helped to increase the predictability and efficiency of Brightcove's engineering organization.

Before joining Brightcove, Leslie was Senior Group Program Manager & Chief of Staff for Adobe Software's Digital Media Business Unit, where she was responsible

for program management in Adobe's Interactive Development and Digital Publishing organizations.

Leslie is an active participant in community activities. She is a 2010 Jefferson Awards Champion and past charter member of Soroptimists of Greater Boston. She also currently leads a company-wide committee that provides volunteer opportunities for Brightcove employees.

Leslie graduated from Northeastern University with a bachelor's degree in Electrical Engineering.



David B. Waters is the CEO of Community Servings in Boston. David has been involved with Community Servings as a board member, volunteer and staff person since its founding twenty-three years ago and became the Executive Director/CEO in 1999. With a staff of 45, the agency delivers medically appropriate meals to 1500 critically ill individuals and families per year across 215 square miles, having delivered 5.6 million free meals over 24 years. In 2008, the agency added a new food service job training program, nutrition education classes, and several local foods initiatives, in addition to offering technical assistance to a partner agency in South Africa. Community Servings recently won two prestigious *innovation awards* from the Smaller Business Association of New England and the Massachusetts Nonprofit Network, and was voted "Boston's Favorite Non-Profit" by the readers of the Boston Phoenix.

With 38 years experience in food service management, David served as the General Manager of UpStairs at the Pudding restaurant in Cambridge for eight years, where he first created Community Servings' annual *Pie in the Sky* Thanksgiving pie sale, which is now replicated in cities around the country. He has been honored by the American Marketing Association in the field of nonprofit marketing, and received the *Hero Among Us* award from the Boston Celtics and the *Social Justice Award* from Wainwright Bank. He is the former Board Chair of the international Association of Nutrition Services Agencies, and serves on the Mayor's Food Policy Council and the Massachusetts Food Policy Alliance. He is also an adjunct lecturer at Emerson College in non-profit marketing.

David holds a BA and MA from Middlebury College and a MA from Boston University.



Craig T. Williams is the Senior Vice President and Chief Operating Officer at Tufts Medical Center and Tufts Medical Center Physicians Organization. Mr. Williams has been working in the healthcare industry for over 20 years. The majority of his work has been focused on physician practice management, ambulatory operations, financial analysis, and strategic business planning. Craig is an active member of the HFMA and a Certified Medical Practice Executive with MGMA. Prior to joining Tufts Medical Center, he worked at Brigham & Women's Hospital and Partners Healthcare System. Craig has a Master of Business Administration with a Health Concentration Degree from Suffolk University. His undergraduate degree is a Bachelor of Science in Business Administration from Framingham State University.



Josh Zakim was elected to the Boston City Council on November 5, 2013. Josh represents District 8, which includes the neighborhoods of the Back Bay, Beacon Hill, Fenway, Kenmore Square, Mission Hill, and the West End.

Before running for his position on the Boston City Council, Josh worked at Greater Boston Legal Services in their Consumer Rights Unit, where he fought to keep working families in their homes. He then went on to join the Public Finance group of the law firm Mintz Levin, where he worked on municipal bond transactions for the Commonwealth of Massachusetts, MassPort and the MBTA.

Josh is also an active Board Member of the Lenny Zakim Fund, an organization founded by his father and friends nearly 20 years ago. The Fund directs support and provides training to innovative grassroots organizations dedicated to tackling complex social issues.

Josh now chairs both the Committee on Human Rights and Civil Rights and the Special Committee on Transportation, Public Infrastructure, Planning and Investment. Josh has proven to be a progressive voice on Boston's City Council, and continues to advocate for policies that promote social and economic justice.

We invite audience members to raise questions and share thoughts following the panel.

Perspective on Regional Impact

Tim Sullivan, 2011 Cohort, City of Boston



On Beacon Hill, Capitol Hill, now in City Hall, in the labor movement, among the media, and in the Greater Boston community, Tim is widely recognized as a strong and reasonable advocate with a solid grasp of the issues and a unique ability to effectively articulate policy positions in a manner that resonates with people on all sides.

After 10 years at the Massachusetts AFL-CIO, where he served as Legislative & Communications Director, in February Tim Sullivan joined the new Administration of Mayor Martin J. Walsh in the City of Boston as Chief of Staff for Intergovernmental Relations/Senior Advisor for External Affairs. In his decade at the AFL-CIO, Tim worked hard to pass legislation to improve the quality of life for working families and served as the spokesman for the state labor movement. Since joining Mayor Walsh, Tim has become the Mayor's representative to other mayors and municipalities, and manages a staff that enacts Mayor Walsh's legislative priorities in Washington, on Beacon Hill and in the City Council. Tim works on a daily basis to help the Mayor achieve his ambitious agenda of making Boston a global city with the world's most livable neighborhoods and a place where every Bostonian has a chance to excel.

A graduate of the University of Richmond's Jepson School of Leadership Studies, Tim received a Bachelor of Arts with a triple major and honors-level credentials as well as being elected student body president and selected as commencement speaker. In 2012, Tim graduated with a Masters Degree in Labor Studies from the University of Massachusetts/Amherst, as well as from the University of Massachusetts/Boston Center for Collaborative Leadership Emerging Leaders Program, where he was the first union leader ever accepted into the program and now serves on the Board of Directors.

Tim also serves as a member of the **Boards of Directors** of the *United Way of Massachusetts Bay and Merrimack Valley* and the **Board of Directors** of *MembersPLUS Credit Union*. He has received numerous awards for his contributions in public affairs, including the *2010 Massachusetts AFL-CIO Merit Award for Outstanding Service and Leadership* and *Campaigns and Elections Magazine's "Top 80 Across the Spectrum Massachusetts Influencers."*

Tim lives in Dorchester with his wife Beth.

From fresh insights to effective action

UMass Boston Emerging Leaders Program
Team Project Presentation
June 4, 2014

Agenda

- 8:00 – 8:15 Continental breakfast/Networking
- 8:15 – 8:20 Welcome by Lisa DeAngelis
Director, Center for Collaborative Leadership
- 8:20 – 8:25 Opening Remarks by Maureen Scully
Interim Dean, College of Management University of Massachusetts
Boston
- 8:25 – 9:10 Team Presentation by:
Richard Boyajian, Citizens Financial Group
Jessica Desrosiers, Partners Community Healthcare
Ryan Morrison, Citizens Financial Group
Kenechukwu Anadu, Federal Reserve Bank of Boston
Laura Cullen, Comcast
Stephen Record, Massachusetts Eye and Ear
- 9:10 – 9:40 Panel discussion by:
Alan Fein, Broad Institute
Leslie Lewis, Brightcove
David Waters, Community Servings
Craig Williams, Tufts Medical Center
Josh Zakim, City Councillor
- 9:40 – 10:00 Discussion and Audience Q & A
- 10:00 – 10:10 Perspective on Regional Impact
Tim Sullivan, 2011 Cohort, City of Boston
- 10:10 – 10:15 Closing Remarks by Larry Moulter
Executive in Residence, Center for Collaborative Leadership
- 10:15 – 10:30 Audience invited to stay & network

Guest List (as of 5/30/2014)		
First Name:	Last Name:	Company:
Kenechukwu	Anadu, Cfa	Federal Reserve Bank of Boston
Nora	Blake	Sodexo
Sheri	Bowles	Massachusetts Port Authority
Steffanie	Brady	Federal Reserve Bank of Boston
Ruth	Bramson	Center for Collaborative Leadership Board of Advisors
Joe	Buizon	Massachusetts Commission for the Blind
Rebecca	Burke	Blue Cross Blue Shield of Massachusetts
Dennis	Cataldo	Cataldo Ambulance Service, Inc
Regine	Chrispin	Metropolitan Boston Housing Partnership
Joel	Coffin	BCBS Massachusetts
Jessie	Colbert	Director, Mass. Postpartum Depression Commission
Christopher	Colorio	NSTAR Electric
Joel	Connor	Emerging Leaders Program
Laura	Cullen	Comcast
Susan	Cushing	Santander Bank, N.A
Patrick	DeFontnouvelle	Federal Reserve Bank of Boston
Jessica	Desrosiers	Partners HealthCare
Susie	Devins	Center for Social Policy
Ayoka	Drake	MA Supplier Diversity Office
Kamilia	Drogosz	Massachusetts Commission for the Blind
Denise	Duclos	Hospitality Homes
Susan	Fahmy	Tufts Medical Center
Larissa	Fawkner	Massachusetts Biotechnology Education Foundation
Alan	Fein	Broad Institute
Donna Haig	Friedman	Center for Social Policy, UMass Boston

Tara	Fulton	Blue Cross Blue Shield of Massachusetts
Ive	Gonzalez	Eastern Bank
Maria	Gonzalez	Commonwealth of MA- Office of Access & Opportunity
Caryl	Goodman	Hospitality Homes
Carl	Guerin	The Boston Company Asset Management, LLC
Shanon	Heckethorn	Hospitality Homes
Bridget	Hindle	Santander Bank, N.A
Dan	Hoffenberg	Cataldo Ambulance Service, Inc
Brian	Hubbard	NSTAR Electric
Kevin	Hulme	Brigham and Women's Hospital
Chris	Kealey	Mass. Business Roundtable
Michelle	Landers	ULI Boston
Marc	Lavine	UMass Boston College of Management
Catie	Lawrence-Rodriguez	Hospitality Homes
David	Leonard	Boston Public Library
Claire	Levesque	Tufts Health Plan
Leslie	Lewis	Brightcove, Inc.
Annah	Litzenberger	Santander Bank, N.A
Colleen	Locke	UMass Boston
David	Mahoney	Blue Cross Blue Shield of Massachusetts
Velda	McRae-Yates	UMass Boston
Georgianna	Melendez	UMass Boston
Larry	Moulter	Center for Collaborative Leadership @ UMass Boston
Karen	Ng	Santander Bank, N.A
David	Nicoloro	Newton-Wellesley Hospital
Lauren	Perna	MassBio
Susanne	Pitsios	Comcast
Lori	Prew	School on Wheels of Massachusetts

Carlton	Raymond	Blue Cross Blue Shield of Massachusetts
Andrea	Reardon	UMass Boston College of Management
Steve	Record	Massachusetts Eye and Ear
Sharon	Reilly	Cradles to Crayons
Ken	Roberts	Santander Bank, N.A
Christine	Schonhart	Boston Public Library
Maureen	Scully	UMass Boston College of Management
Benjamin	Sheehan	NSTAR Electric
Jessi	Snow	Boston Public Library
Tim	Sullivan	City of Boston
Richard	Testa	South Shore Bank
David	Waters	Community Servings
CarolAnn	Williams	Massachusetts Eye and Ear
Craig	Williams	Tufts Medical Center
Josh	Zakim	City of Boston

**THE CENTER FOR COLLABORATIVE LEADERSHIP
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