

University of Massachusetts Boston

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Emerging Leaders Program Team Projects

Center for Collaborative Leadership

Summer 6-19-2017

Collaborative Leadership in Action

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Collaborative Leadership in Action

A Public Symposium

2017 Emerging Leaders Program Team Project Presentations

Monday, June 19, 2017

8:00 – 10:30 AM

Ballroom A & B, Campus Center
University of Massachusetts Boston

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 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 2017 cohort (the 16th cohort) worked with seven community partners on projects of strategic importance to these non-profit and government organizations. The fellows contribute their professional skills and discover collaborative leadership through practice. 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 move around and 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 4 to 7 members – will be the spokesperson for that team’s work.

- **Boston Athletic Association**
- **Center for Social Policy at UMass Boston**
- **Institute for Community Inclusion**
- **Massachusetts Business Roundtable**
- **Center for Collaborative Leadership at UMass Boston**
- **Stop Handgun Violence**
- **Office of Diversity and Inclusion at UMass Boston**

The projects’ purposes and the teams’ insights on collaborative leadership in action:

Boston Athletic Association (BAA)

Expand the work of BAA’s Community Service Program and investigate the development of an Ambassador Training Program and viable fundraising options.

Collaborative Leadership in Action: Operating with Limited Resources

Center for Social Policy (CSP)

Conduct a strategic planning process and crystallize CSP’s value proposition within the ecosystem of research, capacity building, and social policy.

Collaborative Leadership in Action: Working with Diverse Stakeholders

Institute for Community Inclusion (ICI)

Develop a proposal for sustainability of the Community Life Engagement Project, which aims to improve how people with intellectual and developmental disabilities experience a meaningful day, beyond the workplace, in their communities.

Collaborative Leadership in Action: Managing Ambiguity

Massachusetts Business Roundtable (MBR)

Interview senior business leaders and public officials as part of an evaluation of the Workforce Competitiveness Trust Fund, which funds workforce training partnerships to develop a pipeline of talent for jobs in demand.

Collaborative Leadership in Action: Working in Areas Outside One's Expertise

Center for Collaborative Leadership

Conduct a competitive analysis, locally and nationally, of other leadership training programs and their offerings in the areas of professional development, thought leadership, and alumni relations.

Collaborative Leadership in Action: Reflecting on Personal Leadership Styles & Experiences

Stop Handgun Violence (SHV)

Determine how to influence state-level gun laws and policies, while researching Massachusetts as a successful model for creating effective public awareness, public safety, and legislation without banning guns.

Collaborative Leadership in Action: Collaborating Across Differences

Office of Diversity and Inclusion (ODI)

Assess the proposal to create a Center for Gender Equity on the UMass Boston campus, toward aligning fully with the inclusion and safety goals advanced in legislation (such as Title IX, the Violence Against Women Act, and the Clery Act).

Collaborative Leadership in Action: Collaborating with Multiple Stakeholders

Collaborative Leadership in Action
UMass Boston
Emerging Leaders Program
Team Project Presentations
June 19, 2017

Agenda

- 8:00 – 8:45 Continental Breakfast & Project Exhibits
- 8:45 – 8:50 Welcome by Lisa DeAngelis
Director, Center for Collaborative Leadership
- 8:50 – 8:55 Opening Remarks by Maureen Scully, PhD
Professor, College of Management University of Massachusetts
Boston
- 8:55 – 9:30 Team Presentation by:
Kristen O’Malley—Massachusetts Convention Center Authority
Andy Lam—Boston Globe Media
Luis da Costa—Boston Medical Center HealthNet Plan
Trevor Tessin—Eversource
Darren Carmon—State Street Corporation
Ben Levy—Boathouse Group
Sam Silta—Boston Police Department
- 9:30 – 9:50 Discussion and Audience Q & A
- 9:50 – 10:30 Continue Discussions at Project Exhibits


Collaborative Leadership in Action

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University of Massachusetts Boston


CENTER FOR COLLABORATIVE LEADERSHIP



Operating with Limited Resources


Project Sponsor: The Boston Athletic Association

Project Presenter: Kristen O'Malley, Massachusetts Convention Center Authority



Project Team Members

<p>Karalyn Bere Rachel Chisholm Kristen O'Malley Brendan O'Riordan Maria Itati Moguilner Costantini Michael McCarthy</p>	<p>Tufts Medical Center Blue Hills Bank Massachusetts Convention Center Authority Suffolk Construction Massachusetts Port Authority Boston Fire Department</p>
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2017 Project Sponsors

- The Boston Athletic Association
- Center for Social Policy
- Institute for Community Inclusion
- Massachusetts Business Roundtable
- Center for Collaborative Leadership
- Stop Handgun Violence
- Office of Diversity and Inclusion—UMass Boston



BAA Mission Statement And Project Goal

Boston Athletic Association, established in 1887, is a nonprofit organization with a mission of promoting a healthy lifestyle through sports, especially running.

The B.A.A. Leadership was particularly interested in the opportunities afforded by developing an Ambassador Program



Today's Theme

What insights about Collaborative Leadership in Action have you gained from your team project?




Operating with Limited Resources



- **Internal**
 - Building and Enhancing Strengths
 - Resolving and Reducing Weakness
- **External**
 - Exploit and Expand Opportunities
 - Avoid and Thwart Threats
- **Lessons Learned**
 - Be Scrappy
 - Be Creative
 - Leverage



The Center for Social Policy

Reshaping Poverty Policy for and with Families and Communities



Team Internal Method

Limited Time and Challenging Schedules:

- Basecamp
- Standing bi weekly conference call time
- Allocated one member as the liaison between team and project sponsor
- In-person meetings



Research Item	Owner
Logistics of Program Application	Kristen / Rachel
Requirements of the Program	Kristen / Rachel
General Requirements of the Ambassador	Ita / Karalyn
Specific Types of Individuals for the Program	Mike
BAA Support / Program Incentives	Brendan



Initial project

- Create a Strategic Plan
- Communication
- Fundraising
- Relationships with Stakeholders
- Academic Teaching and Learning
- Community Engagement



Working Comfortably with Diverse Participants

Project Sponsor: The Center for Social Policy

Project Presenter: Andy Lam, Boston Globe Media



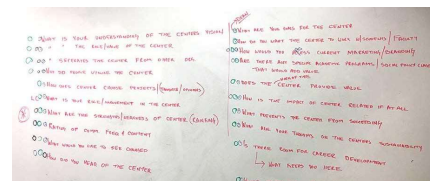
Project Team Members

Andy Lam Boston Globe Media
 Doug Kimble Suffolk Construction
 Jacquinn Sinclair The Community Builders, Inc.
 Katya Kumar Year Up
 Peter Edouarzin Federal Reserve Bank of Boston




Revised project

- Prioritize the center's needs—whiteboard exercise
- Narrowing the scope
- Interview stakeholders (21 questions, 22 interviews)
- SOAR Analysis (Strengths-Opportunities-Aspirations-Results)
- Make a recommendation based on results





Our team experience

FRUSTRATION



- Learnings from ELP were very useful
- Very supportive and collaborative
- Safe environment to share ideas
- Distributed work after a team member left

Working comfortably with diverse participants


- The value of listening
- Willing to explore unfamiliar topics
- Working with different work styles
- Our own leadership styles
- Value diverse perspectives
- Seek out diversity in our network
- Collaboration in decision-making



Collaborative Leadership

Challenges

- Too many cooks in the kitchen
- Decision making hindered
- No clear project leader



Managing Ambiguity

Project Sponsor: The Institute for Community Inclusion (ICI)

Project Presenter: Luis da Costa, Boston Medical Center HealthNet Plan



Project Team Members

Morenike Adetula	Marsh & McLennan
Karen Carbone	Eastern Bank
Luis da Costa	Boston Medical Center HealthNet Plan
Reynold Maughn	Boston Fire Department
David Parenteau	Suffolk Construction
Kevin Patel	Zipcar



Collaborative Leadership

Benefits

- Collective input to reach better outcomes
- Diversity of ideas and perspectives
- Challenging each other's ideas
- Better team morale, everybody matters
- Teamwork, working towards a common goal
- Leaning in and out of leadership roles as needed



Our Sponsor: Institute for Community Inclusion (ICI)

- The ICI is a program of UMass Boston and Boston Children's Hospital and part of the national network of University Centers for Excellence in Developmental Disabilities.

Mission:

- Promotes the full inclusion of people with disabilities in every aspect of society – through training, research, consultation, and clinical and employment services.




Community Life Engagement Project

- Part of the Institute for Community Inclusion at UMass
- To Improve how people with intellectual and developmental disabilities (IDD) are supported in their communities outside of employment as part of a meaningful day
- Developing policies and practices that state agencies and service providers can implement and utilize for providing services to such individuals via a provider assessment toolkit that:
 - Identifies areas of improvement
 - Provides technical assistance to develop a compliance action plan



Managing Ambiguity – Beyond ELP

- This experience has reminded us that many situations in the workplace and in life do not have:
 - Clear parameters
 - Preset way of doing things.
- Often we do not have all the information we need.
- We should not be afraid to ask questions to understand and define more clearly the task at hand, the overall context, the expectations, and the goal.
- Asking questions and working through “ambiguity” can lead to productive and collaborative discussions and to clearer and better outcomes.
- *Leads to success!*



Managing Ambiguity – Our Journey

- Our project team saw this project as journey
- The UMass Emerging Leaders Program framework for
 - Team selection process
 - We only had known each other for a few days
 - Project sponsor selection
 - We only had summary information about the project
- Our team specifically selected our sponsor because
 - Personally – each team member was drawn to ICI's mission
 - Collectively – team wanted to help ICI achieve its goal



Working in Areas Outside One's Expertise

Project Sponsor: Massachusetts Business Roundtable (MBR)

Project Presenter: Trevor Tessin, Eversource



Project Team Members

Joanne Small	Allied Universal
Kella Barros	Suffolk Construction
Trevor Tessin	Eversource
Katie Krueze	TD Garden
Ida Faber	Legal Seafood
Kseniya Benderskaya	Federal Reserve of Boston
Adam Scala	Federal Reserve of Boston



Managing Ambiguity – Our Approach

- Divide team research responsibilities and tasks
- Designate one point of contact with sponsor
- Hold regular team conference calls to discuss project
- Develop questions for sponsor so we could better understand and clarify deliverable
 - Repeated as necessary until we felt we had a defined scope that would allow us to provide a good product
- Appreciate sponsor as a great partner, responsive to our questions (through emails and meetings)
- Collaborate with sponsor, to work through the “ambiguity” and define the scope of our project deliverable



Client Mission

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.

Team Focus - Workforce Competitiveness Trust Fund (WCTF) invests in demand-driven programs designed by industry sector partnerships that train and place unemployed and underemployed workers.

Commonwealth Corporation



Mission:

- Strengthen the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education and workforce organizations.



Working in Areas Outside One's Expertise

- **My Expertise – Sr. Supervisor of Electric Transmission System for Eversource Energy (11 yrs.)**
 - No experience influencing public policy
 - Never lobbied legislators, appropriators or policy makers
 - Haven't worked with advocacy organizations
 - Not familiar with workforce development programs
- **Our professional roles influenced the shape of the project outcome**
 - Examples



Reflecting on Personal Leadership Styles & Experiences

Project Sponsor: The Center for Collaborative Leadership

Project Presenter: Darren Carmon, State Street Corporation



Project Team Members

Ariel Gardner	marlo marketing
Darren Carmon	State Street Corporation
Kathleen Phelan	Harvard Pilgrim
Kerry Timilty	Blue Cross Blue Shield of Massachusetts
Liliana Silva	East Boston Neighborhood Health Center
Nancy Carlucci	Blue Cross Blue Shield of Massachusetts
Timothy Anderman	Blue Cross Blue Shield of Massachusetts



Working in Areas Outside One's Expertise

- **Leadership Lessons Learned:**
 - It's hard enough to lead a team when you're a subject matter expert.
 - When collaborating in a team-based cross organizational environment where nobody is an expert and there are no defined leaders, the navigation can be substantially more difficult.
 - An upfront individual assessment was key to a successful project to ensure our skills, backgrounds and strengths were leveraged appropriately.



Center for Collaborative Leadership "Path to the Future" Project Overview

- Primary objective was to identify local leadership programs and highlight opportunities to expand the visibility of the Center's leadership development offerings.
- Research methods included:
 - A comparative analysis of five local leadership programs considered to be competitors of the Center
 - A survey distributed to the 2017 cohort, centered around the nomination process within each participating organization.



Working in Areas Outside One's Expertise

- **What I'll take back to my workplace:**
 - We can't always be experts in everything—but sometimes non-experts bring a fresh view.
 - Build a collaborative work environment—to appropriately value and engage the collective expertise of the team.
 - In preparing for upper levels of leadership within our organizations, we will need to be well versed in many areas of competency in order to succeed.



Center for Collaborative Leadership "Path to the Future" Project Overview

- Findings illustrated that the Center's program offerings are in line with its competitors, however there are opportunities to strengthen brand promotion and alumni engagement.
- Recommendations include, but not limited to:
 - Articulate core messaging and program differentiators in all Center communications
 - Increased utilization of social media platforms
 - Improved alumni engagement through mentorship or ambassador program



Reflecting on Personal Leadership Styles & Experience

Everyone Leads:

Project format and needs were conducive to multiple leadership scenarios

- Several components – individual timelines, expectations and delegation of work
- Varying degrees of engagement/availability – constantly changing group dynamic
- Breakout groups – different partners and work styles



Collaborating Across Differences

Project Sponsor: Stop Handgun Violence

Project Presenter: Ben Levy, Boathouse Group



Project Team Members

Crystal Valencia	University of Massachusetts Boston
Kristen Massimine	Massachusetts General Hospital
Andrea Macone	UMass Boston-Office of Diversity and Inclusion
Dylan Semple	The Boston Company Asset Management
Matthew Schricker	Blue Cross Blue Shield of Massachusetts
Ben Levy	Boathouse Group
Anna Christo	MassBio



Reflecting on Personal Leadership Styles & Experience

Self Awareness:

Evaluating leadership programs for a leadership program while in a leadership program

- Center analysis – self-reflection on overall experience
- Competing leadership programs – considering Center's experience in relation to others
- Trends in leadership education – researching leadership landscape for growth ideas and inspiration



Background

- Massachusetts is one of the few states with the most gun legislation and fewest gun-related deaths and injuries
- 2014 marked a critical turning point for Massachusetts for gun legislation



Leadership Theme:

Reflecting on Personal Leadership Styles and Experience

Takeaways

- **Ariel** – I will encourage team members to act as a leader in their individual tasks.
- **Darren** – I will do my part to promote a work environment where innovative ideas and different ways of thinking are welcomed.
- **Kathleen** – I will lead with authenticity and promote a healthy work environment where creativity, collaboration and innovation is encouraged.
- **Kerry** – I will encourage an environment of collaboration, empowerment, diverse thinking and innovation.
- **Lili** – I will lead with a deeper understanding and appreciation of the importance of creating shared meaning and purpose when working in groups.
- **Nancy** – I will promote an environment and attitude for respectful and creative participation to achieve impactful thinking and ideas.
- **Tim** – I will encourage a collaborative working environment where new ideas are shared and received with respect and openness.



Stop Handgun Violence

Role and Vision

Role (one of many)

- Worked with multiple stakeholders to help influence legislation

Vision

- Based on success in Massachusetts, focus on implementing these common-sense gun laws in other states



Importance of Stakeholder Collaboration In Passing Legislation

- It's critical to have a multi-stakeholder group with diverse backgrounds to create systemic change
- Each group member must bring something unique to the table
- This process takes time – building relationships is key

Sub-Groups	Roles
Public Service	Police, Legislators, District attorney, Community activists
Firearm Experts	NRA members, Gun owners, Advocacy groups
Specialists	Public health advocate, Criminologist, Educators, Mental health professional
Lived Experience	Victims of gun-related injuries, Victims' families and friends
Media	Editors, Reporters



Original Project Goal

- **Project Abstract:**
 - The Office of Diversity and Inclusion (ODI) is proposing the establishment of a Center for Gender Equity on campus.
 - We seek to get a sense of the best practices in higher education or in non-profit organizations that address the issues covered by these federal regulations.
 - We need ideas for a model that would most sync with the kind of campus that UMass Boston is becoming.
- **Organizational Goals:**
 - To ensure a safe and inclusive environment for all students, staff, faculty, and extended community.



Lessons Learned

- When working with multiple stakeholders, it's important to establish a common goal everyone can support
- Play to everyone's strengths – don't pretend to know something you don't actually know (it takes a village)
- Real progress requires truly listening to others – especially those with whom you disagree



Multiple UMass Boston Departments

- Center for Collaborative Leadership
- Office of Diversity and Inclusion
- Public Safety / University Police
- Human Resources
- Dean of Students
- Student Affairs



Collaborating with Multiple Stakeholders

Project Sponsor: Office of Diversity and Inclusion, UMass Boston

Project Presenter: Sam Silta, Boston Police Department



Project Team Members

Cathal Conlon	Kraft Soccer, LLC
Amy Mulligan-Capocci	John Hancock
Tonya Platt	District Attorney's Office
Sam Silta	Boston Police Department
Shauna Elliott	Boston Globe Media
Sara Haun	Tufts Medical Center
Julianne Nee	Brigham and Women's Hospital



Strengths Identified

- Each department is dedicated to the safety and security of faculty and students.
- Each department has a clear understanding of their role and their charge within the Title IX program.
- ODI implemented or will be working towards implementing many of our recommendations.
- Safety and security is at the heart of the mission and vision of the UMass Boston departments we contacted.



Challenges Identified

- Lack of communication among departments
- Different interpretations of victim rights
- Under funded—common thread within all departments



Our Experience

- Our group was pleased with our collaboration and interactions as a team.
- We gained a greater understanding of the complexities of collaborating within a large organization.



Emerging Leaders Program—2017 Cohort

NAME	ORGANIZATION
Morenike Adetula	Marsh & McLennan
Timothy Anderman	Blue Cross Blue Shield of Massachusetts
Keila Barros	Suffolk Construction
Kseniya Benderskaya	Federal Reserve Bank of Boston
Karalym Bere	Tufts Medical Center
Karen Carbone	Eastern Bank
Nancy Carlucci	Blue Cross Blue Shield of Massachusetts
Darren Carmon	State Street Corporation
Rachel Chisholm	Blue Hills Bank
Anna Christo	MassBio
Cathal Conlon	Kraft Soccer LLC
Luis da Costa	Boston Medical Center HealthNet Plan
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Katherine Kreuz	TD Garden
Katya Kumar	Year Up
Andy Lam	Boston Globe Media
Ben Levy	Boathouse Group
Andrea Macone	UMass Boston-Office of Diversity and Inclusion
Kristen Massimine	Massachusetts General Hospital
Reynold Maughn	Boston Fire Department
Michael McCarthy	Boston Fire Department
Amy Mulligan-Capocci	John Hancock
Julianne Nee	Brigham and Women's Hospital
Kristen O'Malley	Massachusetts Convention Center Authority
Brendan O'Riordan	Suffolk Construction
David Parenteau	Suffolk Construction
Kevin Patel	Zipcar
Kathleen Phelan	Harvard Pilgrim Health Care
Tonya Platt	Suffolk County District Attorney's Office
Adam Scala	Federal Reserve Bank of Boston
Matthew Schricker	Blue Cross Blue Shield of Massachusetts
Dylan Semple	The Boston Company Asset Management
Sam Silta	Boston Police Department
Liliana Silva	East Boston Neighborhood Health Center
Jacquinn Sinclair	The Community Builders, Inc.
Trevor Tessin	Eversource
Kerry Timilty	Blue Cross Blue Shield of Massachusetts
Crystal Valencia	University of Massachusetts Boston
Adam Whitfield	Boston Red Sox
Joanne Young Small	Allied Universal

The **Center for Collaborative Leadership** was established in 2001 in the College of Management at the University of Massachusetts Boston. The center provides access to four leadership development programs to meet the needs of your organization and your employees:

- **Emerging Leaders Program,**
- **Master Class Series,**
- **Online Training Series,**
- **Custom In-House Leadership Development.**

Offerings are steeped in the collaborative leadership model –a process built on teamwork, trust, and respect for diversity of thought –and deliver a transformational learning experience.

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.

Lisa DeAngelis is the director for the center. Her expertise lies in helping professionals at all levels connect with their own capabilities, and she is passionate about seeing the “light bulb go off” when they begin to recognize their potential.

The center’s executive in residence is **Larry Moulter**, an established and respected Boston business leader. He effectively and transparently communicates and collaborates with executive teams and employees, investors, government leaders, the media, and the public.

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).

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

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