


**Lessons from Lived Experience**  
*From fresh insights to effective action*

Center for Collaborative Leadership  
Emerging Leaders Program  
Team Project Presentation  
June 4, 2014



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**Changing the  
Face of Leadership**



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**2014 Project Sponsors**

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



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**Emerging Leaders Program Class of 2014**




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Presenter:	Project Sponsor:	Employer:	Project:
Richard Boyajian	Massachusetts Business Roundtable (MBR)	Citizens Bank, N.A.	Massachusetts on the Move: The Intersection of Talent, Transportation, and Housing
Jessica Desrosiers	UMass Boston, Center for Social Policy (CSP)	Partners Community Healthcare	Merging Knowledge: Working Together Toward a World Without Discrimination
Ryan Morrison, CFA	Hospitality Homes	Citizens Bank, N.A.	Increasing Access to Boston's Healthcare Industry through Affordable Short-Term Housing with a Personal Touch
Kenechukwu Anadu, CFA	Commonwealth Diversity Fellows Program	Federal Reserve Bank of Boston	Pathways to Careers and Diversity in State Government: Framework for Assessing the Efficacy of the Commonwealth Diversity Fellows Program to Its Key Stakeholders
Laura Cullen	Emerging Leaders Program (ELP)	Comcast	Emerging Leaders Program: Impact of Team Projects on Sponsor Organizations
Stephen Record	Center for Collaborative Leadership	Massachusetts Eye and Ear	Positioning the Center for Collaborative Leadership for Growth




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**Massachusetts on the Move: The Intersection of Talent, Transportation, and Housing**

**Team Sponsor:** JD Chesloff, Executive Director & Chris Kealey, Deputy Director, Massachusetts Business Roundtable

**Presenter:** Richard Boyajian, Citizens Bank, N.A.



**Team Members:**

- Juleen Freitas                      BNY Mellon
- David Mahoney                    Blue Cross Blue Shield of Massachusetts
- Karen Ng                            Santander Bank, N.A.
- Robert Woods                     State Street Corporation




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### Project Sponsor



MBR's **mission** is to strengthen the state's economic vitality, with the goal of making Massachusetts a highly-desirable place to do business.

MBR's **agenda** is driven by the membership working together on issues that have broad impact on the social and economic well-being of the Commonwealth.

**Strategic Plan** identifies Talent and Quality of Life as necessary investments for a long term competitiveness strategy.

Workforce Development, Transportation and Housing is a **priority** in the 2013-14 legislative session.



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### The Project Ask

Massachusetts Business Roundtable members have increasingly noticed the linkage among the three corners of the vital intersection and have made it an important policy priority for MBR in 2013-2014.

This project is focused on how this important intersection impacts Massachusetts.



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### Project Approach

- Interviewed high level leaders from a broad mix of public and corporate entities
- Obtained statewide cross-section of opinions, not just Boston metro area
  - Went beyond MBR list of contacts
- Summarized interview results to find common themes and / or differences in opinion
- Gathered data on state policies and corporate initiatives covering this vital intersection



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### Project Findings

**Key Drivers** – Viable public transportation and affordable housing inevitably results in higher rates of talent retention.

**Balance** – The right balance between jobs, affordable housing and investments in transportation infrastructure will ensure that talent stays, businesses reduce costs / maximize profitability and the towns and cities of the Commonwealth will thrive.

**Collaboration** – By collaborating, business and government can help to influence job creation, talent retention, affordable housing and improved transportation in the Commonwealth.



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### Project Recommendations

- Enhance Existing Transit Services
- Continue to Create Affordable and Moderate Income Housing
- Leverage Talent Retention Programs
- Increase Awareness of Existing State and Local Programs



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### A Success Story...

**Littleton, MA**  
**"The Point" Project**

The private development project, 'The Point,' in Littleton, MA illustrates the intersection and shows the success that comes from collaboration between the private and public sectors.



The Point



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### Lessons Learned about Collaborative Leadership

Operated in times of both personal and professional ambiguity

Leveraged our individual strengths and skills in approaching various stages of the project and placed trust in each other's ability to complete agreed upon tasks

Communicated frequently in person, by phone, email and online to ensure that everyone had the opportunity to create, review, and offer feedback on the project's content



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### Merging Knowledge: Working Together Toward a World Without Discrimination

**Project Sponsor:** Donna Haig Friedman, Center for Social Policy and the ATD Fourth World Movement

**Team Presenter:** Jessica Desrosiers, Partners Community Healthcare



**Team Members:**

- Amanda Frank      Cambridge Health Alliance
- Annah Litzenberger      Santander Bank, N.A.
- Lori Prew      School on Wheels – Massachusetts
- Richard Testa      South Shore Bank
- Christopher West      Massachusetts Convention Center Authority



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### Project Sponsor: Center for Social Policy, UMass Boston

- Founded in 1992; directed by Donna Haig Friedman
- Committed to reducing and eliminating social and economic inequities through:
  - Policy analysis, research, addressing root causes of poverty and working with communities to formulate solutions.
  - "Merging Knowledge"
- Includes a Constituent Advisory Group consisting of individuals with lived experiences committed to "building knowledge from the ground up."
  - Their goal is to inform and drive social change by illuminating the realities faced by those living in poverty.
- Partnered with the International Movement ATD (All Together in Dignity) Fourth World:
  - Non-governmental, grassroots agency that engages with individuals and institutions to find solutions to eradicate extreme poverty



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**Project Ask:  
Experience Merging Knowledge**



*"MERGING, in this sense, means exposing oneself to the knowledge and experiences of others in order to build KNOWLEDGE that is more complete and greater than the sum of its parts" – Reference ATD 4<sup>th</sup> World*




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**Merging Knowledge Process**



**LEGEND**  
 Student  
 Emerging Leader  
 Constituent Advisor




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**Project Approach:  
ELP's immerse themselves into Merging Knowledge**



**MERGING KNOWLEDGE RETREAT:**  
 "Working Together for a World Without Discrimination"  
 UMass, Boston



**INTERNATIONAL DAY FOR THE ERADICATION OF POVERTY**  
 United Nations, New York  
 and  
**THE WORLD WE WANT: "Peoples' Voices Series"**  
 UNICEF, New York



**LOOKING FORWARD TO JOURNEY'S END:**  
 "30 Years of Family Homelessness in Massachusetts"  
 UMass, Boston



**SHAME AND POVERTY:** "On the Occasion of the 50<sup>th</sup> anniversary of the US War on Poverty, We Look Ahead Together and Learn for Change"  
 UMass Club, Boston




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### Project Findings & Recommendations

#### Accomplishments with the CSP and the Merging Knowledge Project:

- Stepped outside our everyday lives and engaged in a social movement; contributed to making the world a better place.
- Drew upon personal connections to homelessness, poverty, and issues of shame and exclusion.

#### Recommendations going forward:

- Apply the learning from our experiences to our personal and professional lives.
- Work with CSP on developing innovative and creative opportunities to engage future emerging leader teams.




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### Lessons Learned about Collaborative Leadership

- Built strong relationships based on trust
- Fostered a secure environment to talk about issues of shame and poverty
- Operated in periods of ambiguity
- Engaged key stakeholders
- Influenced social policy
- Demonstrated effective time management
- Anticipate continued civic involvement




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### Increasing Access to Boston's Healthcare Industry through Affordable Short Term Housing with a Personal Touch

**Project Sponsor:** Caryl Goodman, Hospitality Homes  
**Presenter:** Ryan Morrison, CFA, Citizens Bank, N.A.



#### Team Members:

- |                      |                      |
|----------------------|----------------------|
| Chris Colorio        | Northeast Utilities  |
| Martina Blanco Lopez | Santander Bank, N.A. |
| Tessa Manolopoulos   | BNY Mellon           |
| Allison McCann       | The Boston Globe     |
| Cesar Molina         | The Boston Globe     |




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### Project Sponsor



**Hospitality Homes** - Hospitality Homes provides free short-term housing in volunteer host homes and donated apartments for families and friends of patients seeking care at Boston-area healthcare organizations. Since 1983, this unique home-away-from-home experience has brought a compassionate response as well as emotional and financial relief to guests in need.



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### The Project Ask

**Project Objectives –**

1. Help create and execute strategy for host family recruitment
2. Re-design host brochure and marketing materials



3. Increase corporate sponsorship / awareness / funding



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### Project Approach

**Project Research** (Tag Sale, Board Meeting, Host Community Night at Spaulding Rehabilitation Center, Wine Tasting Fundraiser)

**Hospitality Homes Open House Hosted by ELP Team at Brookline Library**– targeting host family recruitment in specific locations around hospitals and close to public transportation

**The Boston Globe Advertisements**

- 13 advertisements created, 9 ads ran at various times over a 2 month period, free of cost to Hospitality Homes
- 250,000 readers in 5 states daily
- Duplicate ads on Web

**Arranged and Designed IBEW Billboard**

- Billboard ran for 3½ weeks during peak hours
- 250,000 cars daily, 30,000 during peak hours

**Re-designed Host Family Brochure and Created Other Marketing Materials**



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### Project Approach – Marketing Material

Patients from around the world come to Boston for specialized health care.

2013 Top Users Medical Facilities

2013 Greater Boston Community

Hosts are happy to offer...  
 "I am so happy to offer my parents a change in care. I have a family here, I hope other patients will find it as easy as I did."

With honor and without fuss...  
 "The end-of-life care that my mother received was truly a gift."

Help Hospitality Hosts Stay Close

Help families stay close when they need each other most

Volunteer Host Homes for Patients' Loved Ones

www.hosp.org

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### Project Results

- Increased organizational exposure
- Increased awareness around Brookline for Hospitality Homes
- Increased social media presence:
  - Website hits
  - Twitter / Facebook followers
- Globe advertisements - 2 new host families, 2 in application process, 2 showed interest, but were too far from Longwood Medical Area and MGH
- Open House - 7 families showed interest from the Library Event and provided contact information

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### Project Findings

Hospitality Homes

- No shortage of ideas, however limited resources require sustainable strategies
- Personal messaging from hosts and guests constitute the most impactful marketing

Boston

- Limited access to affordable (temporary) housing is a hurdle to Boston's ability to provide world class healthcare to patients and families outside of Boston, both domestic and international
- Can the Boston healthcare industry compete in an increasingly global economy without the ability to accommodate demand from around the world?

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### Lessons Learned about Collaborative Leadership

- Served as truly a collaborative and flexible leadership experience
- Gained exposure to the not-for-profit sector and the different industries represented by the team




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### Pathways to Careers and Diversity in State Government: Framework for Assessing the Efficacy of the Commonwealth Diversity Fellows Program to its Key Stakeholders

**Project Sponsor:** Georgianna Melendez, Commonwealth Compact  
**Presenter:** Kenechukwu E. Anadu, CFA, Federal Reserve Bank of Boston



**Team Members:**

- |                       |  |
|-----------------------|--|
| Sheri Bowles          | Massachusetts Port Authority           |
| Claire Levesque, M.D. | Tufts Health Plan                      |
| Eugenia Rosa          | Federal Reserve Bank of Boston         |
| Janey Tallarida       | Irish International Immigration Center |




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### Project Sponsor: Commonwealth Diversity Fellows Program (CDFP) & UMass Boston

**Brief History and Objectives:**

- CDFP was established in 2011 to provide a select group of exceptional and diverse students an opportunity to gain public sector experience via a semester-long internship at state government agencies.

**Seeks to:**

- promote diversity in state government agencies
- provide practical work experience to a diverse group of students
- promote public service and civic engagement by providing Fellows an avenue to engage in activities that may help shape the future of their communities




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**The Project Ask**

Devise a process through which the CDFP's efficacy to its key stakeholders can be evaluated, including:

- CDFP advisory board
- Participating government agencies
- Fellows



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**Project Approach**

- Sought to create an evaluation methodology that could be used to assess the program in future years.
- While the initial results from the survey contain valuable information, we emphasized the process for collecting such information versus one-time results.
- Two pronged approach:
  - Create a survey for both Fellows and agencies to assess their views of the program ex post.
  - Suggest other avenues to enhance the program, thus increasing its efficacy over time.



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**Project Approach, continued...**

The surveys sought, among other things, to:

- Assess Fellows' and agencies' satisfaction with the application process;
- Gauge the effectiveness of the communications among all interested parties;
- Rate the likelihood that Fellows would recommend the CDFP to their associates;
- Understand state agencies' likelihood to hire Fellows if they have an opening.



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### Project Findings

The responses found, among other things, that:

- Both Fellows and state agencies were satisfied with the application process, and their overall experience with the program;
- Both Fellows and state agencies were satisfied with the communications among all interested parties;
- Further, most Fellows agreed that the CDFP supports a diverse body of students in becoming civically engaged in public service;
- Survey participants (Fellows) were split on the degree to which the program enhanced their marketability to potential employees.



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### Project Recommendations

- Continue using the surveys on future Fellows and state agencies to build a historical database which may be used to guide future plans to alter the program.
- Consider expanding the program to other Colleges within UMass Boston.
- Develop post-fellowship mentoring. For example, current or former ELP fellows could be engaged to mentor CDFP alumni.
- Use social media to further spread the CDFP's mission. Created a LinkedIn page for the CDFP.



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### Lessons Learned about Collaborative Leadership

- Developed a healthy level of trust among teammates and leveraged one another's strengths to complement one another's weaknesses.
- Learned that "Active Listening" is an important skill to have in a team setting, particularly if the group members have different backgrounds, skills, and experiences.
- Engaged with key stakeholders or constituents and understood their needs and unique circumstances -- important to the success of any initiative to influence policy.



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**Emerging Leaders Program: Impact of Team Projects on Sponsor Organizations**

**Project Sponsor:** Lisa DeAngelis, Director  
Center for Collaborative Leadership

**Presenter:** Laura Cullen, Comcast



**Team Members:**

Ivelisse Gonzalez	Eastern Bank
Beth Miller	Third Sector New England
Kristine Sand	Blue Cross Blue Shield of Massachusetts
Jessica Snow	Boston Public Library



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**Project Sponsor**

**Mission of the Emerging Leaders Program:**  
Identify, and then develop, future leaders for the Greater Boston region who are diverse and reflect the changing demography of our city, who practice a collaborative style of leadership and who are civically engaged.



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**Project Objective**

Explore and Understand the Impact of the Sponsor Organizations' Projects



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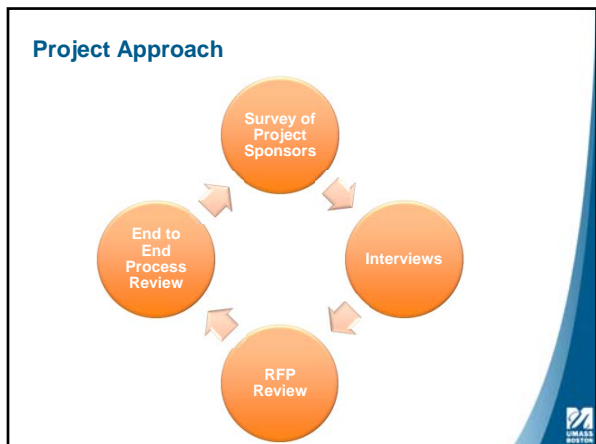
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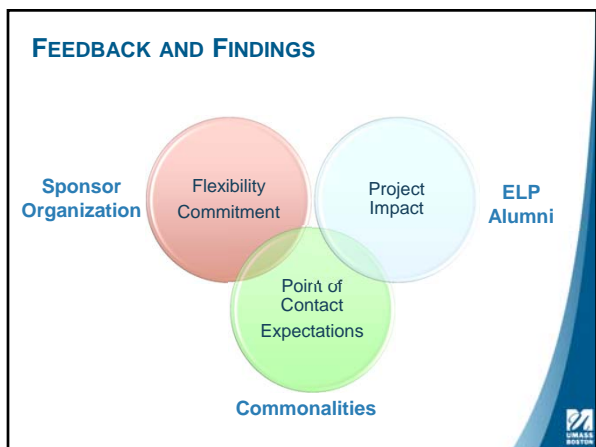
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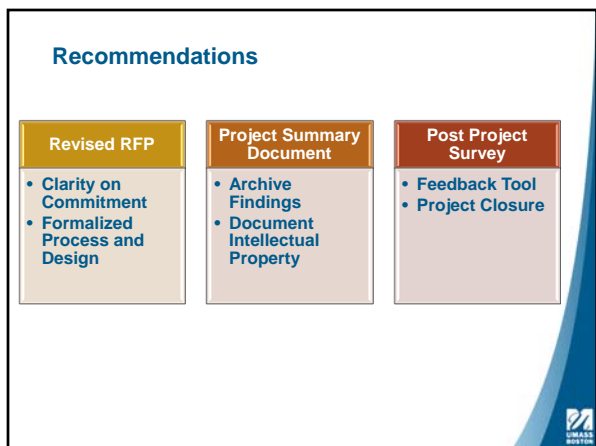
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### Lessons Learned about Collaborative Leadership

- Embraced and celebrated the rich dimensions of diversity
- Built strong relationships based on respect and trust
- Operated in periods of ambiguity
- Committed to continued civic engagement
- Developed organically



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### Positioning The Center for Collaborative Leadership for Growth

**Project Sponsor:** Andrea Wight, Assistant Director, Center for Collaborative Leadership

**Presenter:** Stephen Record, Massachusetts Eye and Ear



**Team Members:**

- |                |   |
|----------------|---|
| Joel Coffin    | Blue Cross Blue Shield of Massachusetts |
| Susan Fahmy    | Tufts Medical Center                    |
| Cecil Morgan   | Santander Bank, N.A.                    |
| David Nicoloro | Newton-Wellesley Hospital               |
| Lauren Perna   | MassBio                                 |



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### Project Sponsor

The Center for Collaborative Leadership is part of the College of Management at UMass Boston

- Founded in 2001 by Dr. Sherry Penney, UMass Boston Chancellor from 1988-2000, with an initial grant provided by State Street Corporation.
- The Center also performs, and collects, extensive research on leadership-related topics.



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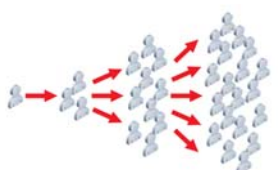
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### The Initial Project Ask:

- Improve the website to help recruit fellows



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### Project Ask continued...

- Differentiation between the Center for Collaborative Leadership & the Emerging Leaders Program



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### Project Ask continued...

- Help the Center become the convener of thought partners on Collaborative Leadership



I don't often seek knowledge on Leadership... but when I do, I go to the Center for Collaborative Leadership.



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### Evolution of Original Project Request

Website content, convener of thought partners, market results of team projects, recruit fellows, host events

**GOAL:**  
Position the Center for Collaborative Leadership as a distinct and overarching brand, distinguishing the Emerging Leaders Program as its flagship program amongst other product offerings.




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### Project Findings & Recommendations

Findings	Recommendations
Brand confusion amongst the Center and the ELP, and its relation to UMass	Employ a parent brand with sub-brands approach
Lack of stakeholder awareness of other valuable Center program offerings	Identify and educate brand ambassadors
The marketing & communications material is inconsistent	Unique social media accounts Revamp collateral
Website needs to reflect the brand architecture and distinction	Provided specific examples of how to update the website
Highlight the Center's unique place in the market	Value proposition and brand promise




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### Lessons Learned about Collaborative Leadership

- Placing ourselves in roles vs. letting our relationship take root first
- Respectful challenges based on trust
- The intrinsic value with diversity of experiences & strengths
- The value of coming together





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*What have you learned about yourself as a leader?*



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*What insights about Collaborative Leadership will you be taking back to your organization / community?*



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