Managing Group Dynamics and Building Effective Leadership Teams

Walter W. Wright
Cleveland Foundation
Established in 1914, the Cleveland Foundation is the world's first community foundation and the nation’s second-largest today, with assets over $2 billion and annual grants of $90 million.

*In addition to funding, the Foundation acts as an “honest broker” and convenor.*
Three Types of Grant Making

- Community Responsive
- Donor Directed
- Board Directed
Greater University Circle and Living Cities Initiatives
Foundations are required to live in paradox – be bold innovators, as well as cautious stewards.

_Innovation Requires Iteration_

“a succession of approximations, each building on the one preceding, successively closer to a desired result”

_Learn to Fail, or Fail to Learn_
NEIGHBORHOODS AT RISK
### Cleveland High Poverty Neighborhoods

<table>
<thead>
<tr>
<th>Neighborhood</th>
<th>Poverty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>78%</td>
</tr>
<tr>
<td>University</td>
<td>62%</td>
</tr>
<tr>
<td>Hough</td>
<td>61%</td>
</tr>
<tr>
<td>Fairfax</td>
<td>58%</td>
</tr>
<tr>
<td>Glenville</td>
<td>56%</td>
</tr>
<tr>
<td>East Cleveland</td>
<td>56%</td>
</tr>
<tr>
<td>Buckeye-Shaker</td>
<td>49%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>58%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Area</th>
<th>Poverty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Cleveland</td>
<td>46%</td>
</tr>
<tr>
<td>Cuyahoga County</td>
<td>30%</td>
</tr>
</tbody>
</table>
GREATER UNIVERSITY CIRCLE
“A New Geography of Collaboration”
Uptown
phase I complete; phase II under construction
Cedar Hill Station - Bus & Rail

Major Connection between East Suburbs and Cleveland
New Mayfield Road Transit Station
“Change the environment. Change the assumptions. People are capable of extraordinary things.”

Bill Strickland, inspiration for NewBridge, and founder of Manchester Bidwell in Pittsburgh and author of “Make the Impossible Possible”

NewBridge provides after-school arts programs for youth, and no-cost training for adults, with curricula developed by UH and Clinic.
“Living Cities supports bold, promising approaches that harness a city's unique role as America’s engine for economic prosperity and have the potential to transform the lives of low-income people and the communities in which they live”
“Greater University Circle Community Wealth Building Initiative”

The Integration Initiative: $80 mm (grant and debt)
- Cleveland
- Detroit
- Baltimore
- Newark
- Twin Cities

Begins 2011

$14.77 mm award over 3 years - $12 m debt, $3 m grant

Living Cities – 22 of the nation’s greatest foundations and finance institutions

Cleveland Foundation - Greater University Circle Initiative (grant support)
Living Cities

“Greater University Circle Community Wealth Building Initiative”

Mission: “Increase Jobs, Income and Ownership Opportunities for Low Income Cleveland Residents”

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Begins 2011

“Buy Local” procurement small business capacity and capital

“Hire Local” workforce policy and practice

Economic Inclusion Management Committee

“Live Local” Greater Circle Living Engagement quality of life

Anchor and other partners

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Group Dynamics

Emotional Intelligence – Reward Success

“Forcing, Storming, and Norm-ing”

“Learn to Fail, or Fail to Learn”

Self-interest, “Skin in the Game”

Decision Making, Sharing Power, Ownership
Seeing the big picture, seeing patterns in relationships and processes, dealing with the uncertainties and trade-offs that are part of the complexities of organizations.
Power Styles

Robert Blake and Jane Mouton - 1964, Creative Commons
Servant Leadership

The Servant Leader - shares power, puts the needs of others first and helps people develop and perform as highly as possible.

– Robert K. Greenleaf, 1970

The highest type of ruler is one of whose existence the people are barely aware.

Next comes one whom they love and praise;

Then comes one whom they fear;

Last comes one whom they despise and defy.

– Lao-Tzu
“Adaptive Leadership”

“Adaptive leadership...is being able to take on the gradual but meaningful process of adaptation.

“It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.”
Technical Problems:

have a clear solution...
you can “fix” it

Adaptive Problems:

are emotional, recurring, include competing values...

there’s often a gap between “what people say and what they do.” There is no known solution.

Examples - racism, poverty, war.
Adaptive Leadership

Step Up to UH

Anchor and Group dynamics and the Economic Inclusion Management Committee
Buy Local

Hire Local

Live Local

(Connect)
The Pathway out of Poverty

<table>
<thead>
<tr>
<th>In Crisis</th>
<th>At Risk</th>
<th>Safe</th>
<th>Stable</th>
<th>Thriving</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No Income or assets</td>
<td>• Seeking job or temp/seasonal job or other legal income</td>
<td>• Employed in semi-stable job</td>
<td>• Permanent &amp; stable job paying living wage</td>
<td>• Permanent, stable employment sufficient to build assets</td>
</tr>
<tr>
<td>• Homeless or unstable housing</td>
<td>• Temporary or transitional housing</td>
<td>• Housing is stable and is affordable (maybe with subsidy)</td>
<td>• Housing is stable &amp; and is affordable without subsidy</td>
<td>• Housing is permanent &amp; affordable without subsidy</td>
</tr>
<tr>
<td>• No or unreliable transportation or child care.</td>
<td>• Transportation and child care available, but not affordable or reliable</td>
<td>• Transportation and child care are generally reliable and affordable</td>
<td>• Transportation and child care are reliable and affordable</td>
<td>• Transportation and child care are reliable &amp; affordable</td>
</tr>
<tr>
<td>• Safety and mental health risks are high</td>
<td>• Seeking GED or vocational training</td>
<td>• Has high school diploma, GED, or vocational training</td>
<td>• Career &amp; educational plan in place; on-going learning</td>
<td>• Implementing education and career plan</td>
</tr>
<tr>
<td>• Addictions and/or Legal Problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• No skills or credentials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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</table>

Based on HUD Self-Sufficiency Matrix
Functioning Neighborhoods Connect Residents to Community Assets

- Employment networks
- Entrepreneurial opportunities
- Business, real estate investment
- More products and services
- Productive, healthy community

- Undervalued, underutilized assets and human capital
- Disinvestment and despair

Adopted from Neighborhoods that Build Capacity and Opportunity (Amarta Sen)
Linking Residents to Employment

Supports for Success

Outreach & Recruitment

Transportation

Housing Stability

Professional Networks

Health care

Child Care

Legal

Neighborhood Residents

Orientation, Assessment, Screening for Career Paths

GED/Basic Literacy

Technical Training

Career Coaching

Softskills

Job Search skills

Work Experience

Job leads Qualifications Application process

Building Skills
Incumbent Workforce Development Programs

GED Class

Bridge to your Future
   -- Bridge to College program for employees
   -- Over 200 employees have participated

Pathway to Patient Care Assistant (PCA)
   – Current UH service employees trained to become PCAs, first rung on health care career ladder
   – Outcomes: 100% completion and retention at 6 mos; 80% retention rate after one year

Career Coaching
   – Over 250 employees coached annually, 57% successfully obtain new jobs
Step Up to UH – backfilling jobs with GUC residents

- UH and Towards Employment
  - Identify jobs, screening criteria, timeline for recruitment
- Neighborhood Connections/community development corps.
  - Outreach and meeting convening
- Towards Employment
  - Recruitment, coordination, screening, pre-employment soft-skills training, wraparound supports

Outcomes:

- 41 hires since July 2013; new cohort underway
- Significantly improved interview to hire ratio
- 85% retention rate over 18 months
- First cohort is now eligible for the Bridges or Pathway to PCA programs!
Greater University Circle Jobs Pipeline: Step Up to UH
People, including managers and leaders, typically equate the quality of a decision with the quality of the result.

When people observe a good result, they conclude that they made a good decision. Likewise, when a bad result is observed, people conclude that a bad decision was made.

This is not true.

Decisions and results are two different things. Time elapses between a decision and the realization of its result. Decisions are made at a specific moment in time; afterwards, people implement these decisions, and the result is observed in the future.

– De Reyck and Degraeve, London Business School
“What separates the remarkable from the good is the ability to adjust, adapt, respond, and be resourceful in the face of change and to learn from experience.”