Teaching Teamwork Across Disciplines

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Key Trends in World of Business & Organizations

- Knowledge explosion
  - Levels of technical, functional specialization . . . &
  - Need for integration

- Growth/change information technologies

- Business & Non-Profit World Global
Implications for Organizations

- Trends require flatter, more dynamic, networked organizations

- Permeable organizational ‘Boundaries’ across “Supply Chain”

- New organizational forms/relationships

- Collaboration competitive imperative . . . requiring use of Teams
Implications for Managers & Professionals of All Kinds

Clear ‘Business Case’
teamwork & interpersonal skills
required of everyone
The Business Case for Management Skill Development *during* NU MBA Program

In the *WSJ/Harris Interactive* recent annual ranking of America’s top national business schools, 4125 industry recruiters, surveyed about 21 attributes desired in MBA programs & in MBA students -- recruiters rated very important:

- 89% *communications and interpersonal* (i.e. 5 on a 5 point scale)
- 87% *ability to work well within a team*
- 86.2% *personal ethics and integrity*
- 84.3% *analytical and problem solving* skills
- 82.9% *work ethic*
- 74.5% *fit with organizational culture*
- Etc., etc.
NU Business School’s Response

- Redesigned NU MBA Program focus Managerial Skills *during* 2 year program

- Introduced Skill Development directly into curriculum
- Formed ‘Learning Teams’ to execute group/team projects in all course work
- Learning Teams re-formed when students go to Co-op assignments
- Students must demonstrate skill development achievements both while in school and on Co-op
NUSL/MBA Collaboration in LSSC
Producing “Practice Ready” Students

3 Prong Experiential Educational Approach

LSSC

COOP

CLINICS
LSSC Training Lawyers: Goals

- Heighten awareness societal impact of law
- Critically analyze contemporary law
- Implement team problem solving to produce complex work products
- Conduct & present sophisticated analyses for actual organizational clients
- Explore how the law can be used as a tool for social change
Hours Produced Annually:

- LSSC Social Justice Component Projects Produce: Approximately **20,000 hours/year**
- Pro Bono service for **16 state agencies & community-based organizations**
LSSC Social Justice Project Client Orgs & Projects 2011-2012

1. Massachusetts Alliance on Teen Pregnancy
   Consent & Confidentiality in Med/Psych Counseling for Minors
2. Southern Legal Counsel, Inc.
   Reducing the Incidence of Restraint and Seclusion of Children in the Public Schools
3. Rosie’s Place
   A Universal Application Solution for Public Benefits Eligibility
4. Massachusetts Communities Action Network
   Consent & Confidentiality in Med/Psych Counseling for Minors
5. Program on Human Rights & Global Economy
   US Human Rights Advocacy: Social Determinants of Health
6. Public Health Advocacy Institute, Inc.
   State Protections Against Abusive Digital Marketing to Children
7. Victim Rights Law Center
   Minor Victims of Sexual Assault - Consent & Confidentiality
8. National Whistleblowers Center
   International Whistleblower Support Under the FCPA & Dodd-Frank
9. Alternatives for Community & Environment
   Community Responses to Municipal Sewage Overflows
10. Brazilian Immigrant Center, Inc.
    Domestic Housekeeper Workers’ Rights
11. Community Legal Aid
    Protecting Refugee Rights to Benefits & Services
12. Due Diligence Project
    Ending Worldwide Violence Against Women
13. Florida Legal Services, Inc.
    Enforcing Guestworker Employment Contracts
14. Drug Policy Alliance, Office of Legal Affairs
    Ending Drug Testing of Public Beneficiaries
15. Massachusetts Office of the Child Advocate
    Enacting a MA Juvenile Records Expungement Statute
16. New Hampshire Public Defender
    Guiding NH Criminal Practice
Just-in-Time ("JIT")
Management Skill Development
LSSC JIT TRAINING ELEMENTS

LSSC Lawyering Fellows trained in:

Managerial Skills
- Self awareness diagnostics
- Facilitation
- Managing up/down/across
- Team development
- Interventions
- Diversity

Social Justice Project Specific Skills
- Strategic Planning (e.g. resource gathering, research planning, etc.)
- Complex legal problem solving
Stages of Team Development

1. Forming
2. Storming
3. Norming
4. Performing
Management Skill Development

*Interventions* using the Plan-Execute-Evaluate Process
Lessons Learned from working with LSSC/ALSSC program

- Andragogy:
  - Real-live problem based approach works best
  - Adults learn best when need/opportunity arises
  - When/where there is ‘pain’, JIT approach works

- “Be faithful to process, and the content will emerge”

- KISS (“keep it simple stupid”)