Crowd Sourcing Your Management Style

Practical leadership for public health managers

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Today's Interactive Session

Agenda

- What is Crowd Sourcing?
- Some Core Principles-How they work
- Management versus Leadership
- How do you learn to Manage
- Attributes of Good and Poor Managers
- Resources
- Interactive Marshmallow Challenge
- Wrap up and Questions



What is Crowd Sourcing?

Crowdsourcing your management style means:

It is a problem-solving approach

Innovation and Idea generation

Letting your team help shape how you lead, make decisions, and solve problems.

Instead of relying on top-down commands, You gather team and community input, feedback,and ideas directly from the people you manage

Core Principles

- **The crowd is smart:** Frontline workers and team members often see day-to-day problems and solutions that managers miss. More diverse ideas.
- **People support what they help create:** When employees help build the process, policy, or solution, they feel more invested in making it work. Ex: Department Goals, Enforcement Policy
- **Shift from buy-in to opt-in:** Collaborative discovery moves a team from passive compliance to active commitment.
- Reduces the distance from Managers and Staff. Ex: Demonstrates Humility and willingness to learn from others.



Management vs. Leadership

MANAGEMENT

- Create clarity and consistency
- Maintain Stability-Execute Goals
- Controls workflows-Budget Adherence
- Designs operational map-Department tasks run smoothly

Plans • Roles • Resources • Follow-through

LEADERSHIP

- Create direction and commitment
- Embraces challenges
- Drive innovation, Inspire, and vision
- Team Engagement-Growth

Purpose • Trust • Influence • Change

You can lead without a title. Strong managers make room for both.

How do you learn to manage?

Courses & training

Build frameworks and shared language.

Modeling behavior

Notice what you want to repeat—and what you don’t.

Reading

Use ideas as prompts, not prescriptions.

Mentoring

Learn through feedback, observation, and trust.

Which person, experience, or mistake has most shaped how you manage?

What good management looks like

LISTEN

Make space before solving.

EMPATHIZE

Care about the person and the work.

MOTIVATE

Connect tasks to purpose.

ENCOURAGE

Support growth and initiative.

BE THOUGHTFUL

Pause; consider impact and context.

BUILD COMMUNITY

Create connection across roles.

BE APPROACHABLE

Invite questions and early warnings.

GIVE CREDIT

Recognize contributions fairly.

Servant leadership • Water-cooler leadership • Realistic • Compassionate



What undermines a team?

RIGIDITY

Rules without context or room to adapt.

VAGUENESS

Unclear expectations and shifting priorities.

MICROMANAGING

Control that crowds out ownership.

POOR COMMUNICATION

People learn too late—or not at all.

PUBLIC CRITICISM

Feedback that shames instead of helps.

SELF-INTEREST

Taking credit; withholding support.



Name the behavior—not the person. Focus on impact and what to do differently.

What resources are available?

- Massachusetts Interlocal Insurance Agency (MIIA) - https://www.emiia.org/
- Massachusetts Management Association (MMA) - https://www.mma.org/
- MMA-Suffolk Certificate Program - https://www.mma.org/applications-opened-for-mma-suffolk-certificate-program-on-feb-1/
- Smart Brief on Leadership - https://www.smartbrief.com/originals/leadership
- Harvard Business School - https://www.hbs.edu/insights

Peer learning is a resource

MMA–Suffolk Class of 2026

Carolina Bencosme
Barry Lewis

Jason Belmonte
Melanie Dineen



A network of peers can help turn ideas into habits.

- Peer learning
- Shared experience
- Professional growth

The Marshmallow Challenge

A hands-on lesson in teamwork, prototyping, and leadership

THE MISSION

In small teams, build the tallest freestanding structure that supports a marshmallow at the top.

THE MATERIALS

20 sticks of dry spaghetti
1 yard of tape
1 yard of string
1 marshmallow
Scissors (optional)

THE RULES

18 minutes total
Use only the provided materials
Structure must stand on its own
Marshmallow goes on top
No holding the structure at the end

DEBRIEF: What did your team do first? Who spoke, listened, tested, or adapted? What would you change next time?

Your next management move

- One management behavior I want to practice…
- One management behavior I want to stop or reduce…
- What’s steps will I take to improve my management style? Will you incorporate crowdsourcing into your department?

Choose one small action. Put a date on it. Follow through.

Contacts-Thank you

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