



The Art of Inclusive Leadership

*Leveraging Your Role as a Leader to Develop and Sustain
an Empowered and Diverse Workforce*

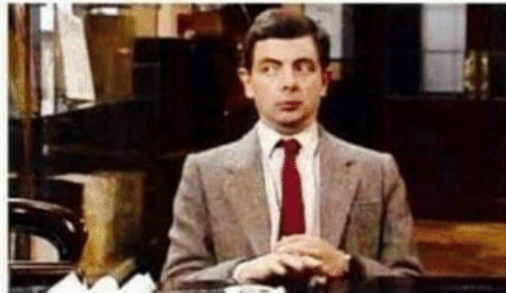
UNITED STATES
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Welcome!

Interviewer : do you have any experience in a leadership role?

Me : well, I am the admin for a Whatsapp group



Level-setting: Definitions

- **Diversity** = Having a seat at the table
- **Inclusion** = Having a voice
- **Belonging** = Having that voice be heard



All three are equally important to have in an organization.

What *Is* Inclusion/Inclusivity?



What Makes an Inclusive Leader?



Prior Workshops Recap: Types of Leaders

Traditional

- Autocratic
- Laissez Faire

Transactional

- Transactional

Transformational

- Participative
- Democratic
- Situational

Q1: Which is your “default” style?

Q2: To which category does the inclusive leader belong?

The Goal: Inclusive Leadership



Inclusive Leadership model created by [The Soul of Business](#).

Major Characteristics of Inclusive Leaders

- Committed
- Brave/Courageous
- Aware of Biases
- Curious
- Culturally Competent
- Collaborative



Inclusive leaders have a high Emotional Intelligence quotient (EQ)!

Emotional Intelligence and Inclusive Leadership

- **Emotional Intelligence** is a necessary key ingredient to effectively lead people, who then manage processes
- It is the level of your ability to understand yourself *and* others, what motivates you *and* them and how to work cooperatively with them to achieve results.
- **Your EQ is directly related to how well you are able to lead others.**

Emotional Intelligence and Inclusive Leadership (con't)

➤ Do You have a high EQ?

- **Self-awareness** – Awareness of your emotions and capabilities
- **Self-regulation** – Self control, conscientiousness, adaptability
- **Motivation** – Determining commitment, optimism and drive
- **Empathy** – Recognizing how others feel; anticipating needs
- **Social/Interpersonal Skills** – Soft skills (negotiating, influencing, collaboration, networking)

Inclusive Leadership: Commitment

- Inclusive leaders have a **deep sense of fairness**
- **Devote time, energy and resources** toward creating a culture of value and belonging; this aligns with their values
- **Able to combine *intellect*** (business case for D&I) **with *emotion*** (viewing people as more than resources)



Inclusive Leadership: Bravery/Courage

➤ Inclusive leaders:

- **Challenge** entrenched cultures and accepted thinking/practices
- **Act** on their convictions and principles (personal risk-taking)
- **Recognize** their limitations and seek feedback to overcome those limitations
- **Admit to and learn from** mistakes
- Hold themselves and others **accountable**



Inclusive Leadership: Aware of Biases

➤ Inclusive leaders know:

- Biases inhibit objective decision-making; and
- Promote self-cloning
- Not sharing authority, power or credit is discouraging and damages relationships

➤ They make an effort to:

- Set aside their personal interests and agendas
- ID their own biases to prevent them from influencing decision-making
- Develop and implement policies/processes to prevent organizational biases

Inclusive Leadership: Curious

- Inclusive leaders are **lifelong learners**
 - Open-minded
 - Like to be exposed to new/different things and ideas
 - Get bored with the status quo
 - Want to know about others
 - Set stretch goals for themselves and others
 - Seek to improve themselves (always evolving)
- Engage in respectful questioning
- Refrain from making fast judgments

Inclusive Leadership: Culturally Competent

- Inclusive leaders are culturally intelligent and **promote cultural competence** by:
 - Demonstrating self awareness of their own culture and perceptions of it by others
 - Learning about other cultures
 - Practicing the ability to understand, communicate with and effectively interact with people of other cultures
- Are aware of how stereotypes can be a negative influence and seek to learn and share their knowledge with others

Inclusive Leadership: Collaborative

- Inclusive leaders are able to work through and with others to achieve goals by:
 - **Communicating** clearly, often and in a timely manner
 - **Empowering and developing** others
 - **Unifying** individuals by creating a group identity and shared goals
 - **Creating line-of-sight** to provide purpose and meaning
 - **Understanding** how different thinkers respond to change and mitigating negative emotions
 - **Devising intentional opportunities** for creativity/innovation

Transforming Into an Inclusive Leader

- Being placed in a position of leadership is often where individuals plateau and rely solely on their default styles
- **There is a difference between being in a position of leadership and being a leader!**
- A continual process of evolution—both personal and professional—is necessary



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Ways to Become an Inclusive Leader

➤ **Learn more about yourself and others** via assessments:

- [Meyers-Briggs Personality Type Inventory](#)® (MBTI)
- [Dominance, Influence, Steadiness and Conscientiousness](#)® (DiSC) Assessment
- [Riso-Hudson Enneagram Type Indicator](#)® (RHETI)



Ways to Become an Inclusive Leader (con't)

➤ *Intentionally* connect with others

- Invite coworkers out for coffee or lunch
- Offer to listen, without judgment, to a problem, situation or story
- Encourage someone with a compliment or affirmation
- Leave a thank you note
- Leverage humor
- Create opportunities for brainstorming and creativity



Ways to Become an Inclusive Leader (con't)

➤ **Learn about people, places, customs and cultures that differ from your own**

- Join an Employee Resource Group (ERG) or Affinity Group
- Participate in Special Emphasis Month observances
- Make an effort to understand about the challenges, successes and contributions of other communities
- Watch foreign-language television shows for films, or listen to music from around the world
- Study a new language (start with basic phrasing)

Remember: Respectful questioning is never a bad thing!



Ways to Become an Inclusive Leader (con't)

- **Reach up/across:** Work with a coach or mentor to help identify areas needing improvement or to solicit guidance
- **Reach back:** Become a coach or mentor to someone else
- **Become an Executive Advisor or Champion** for an ERG or other employee group



Ways to Become an Inclusive Leader (con't)

➤ **Keep enhancing your EQ**

- The higher your EQ, the better your overall leadership skills

➤ **Never stop learning or evolving**

- Continue assessing yourself and making adjustments
- Read as much as you can (e.g., books, articles, magazines, etc.)
- Research leadership styles, particularly inclusive leadership

Questions



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