The Well-Rounded Leader

Mastering the Technical, Strategic and Soft Skills Required to Successfully Lead Others

OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY AND DIVERSITY

DIVERSITY PROGRAM

UNITED STATES PATENT AND TRADEMARK OFFICE

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Welcome!

Which Do You Believe?

➢ There are two schools of thought:

1. Well-rounded leader is a myth; and

2. Well-rounded leader is possible with work.

➢ Why do you believe the option you've chosen?

Rule of Thumb

➢ **Where there is breath, there is hope.**

Major Categories of Leaders

➢ Most people fall into two categories of leaders:

- **Task-oriented**
- **People-oriented**

Which category do you think you fall into? Which is your "default" style?

Task-Oriented Leaders

➤ **Pros**

- Provide clear and direct instructions

- Are organized and able to set and meet deadlines

- Able to provide clear guidance to achieve goals

- Productivity-driven; use rewards to motivate
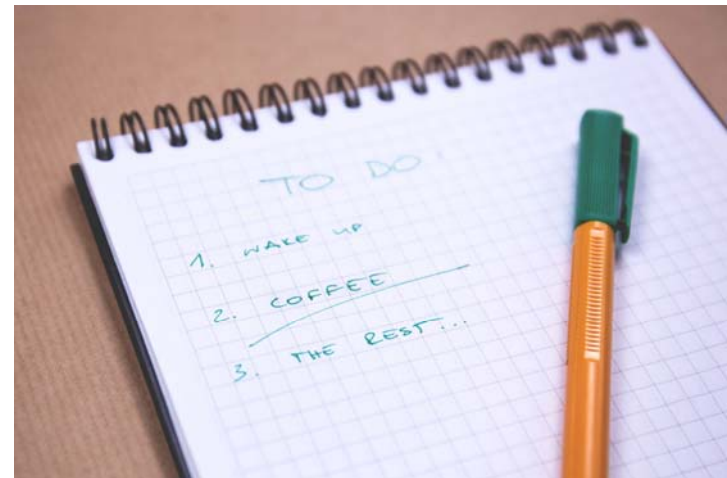
Task-Oriented Leaders (con't)

➢ **Cons**

- Can stifle innovation and autonomy

- Sole focus on technical and business skills and may overlook or minimize the people aspect

- May be inflexible

- May contribute to employee burnout

People-Oriented Leaders

➢ **Pros**

- Motivate and energize employee

- Line-of-sight direction (tying people to mission)

- Engender trust through relationships/collaborations

- Development-driven; use rewards to motivate

People-Oriented Leaders (con't)

➢ **Cons**

- Not often great at providing clear guidance, instructions and deadlines, which makes employees feel overwhelmed

- Difficulty in disciplining or making tough business decisions

- Too flexible

- Emphasis on democratic process for decision-making may dilute mission

Goal

➢ Goal is to become both task-oriented and people-oriented, ***evolving*** from an expert (narrow focus) to a leader (broad focus)

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The Evolution of a Well-Rounded Leader

➢ **In the beginning, our focus is typically task-oriented.**

➢ We learn to *manage ourselves* through:

- Time Management
- Prioritization
- Organization
- Self-discipline
- Adherence to Deadlines and Codes of Conduct
- Professionalism

The Evolution of a Well-Rounded Leader (con't)

➢ Ideally, as we progress in our careers, we:

- Increase autonomy and decision-making authority
- Become adaptable and flexible
- Develop clearer communication skills

➢ Our focus shifts from managing only ourselves to managing people:

Systems and Processes ➡️ **Teams** ➡️ **Organizations**

Emotional Intelligence and the Well-Rounded Leader

➢ **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 the Well-Rounded Leader (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)

Emotional Intelligence and the Well-Rounded Leader (con't)

➢ Individuals with high EQs are better able to:

- Build relationships/collaborations
- Develop their employees
- Communicate effectively
- Influence others to achieve desired results
- Create a clear line-of-sight for others
- Understand different/opposing points of view
- Foster innovation and inclusivity
- Motivate others and harness emotion to solve problems
- See the bigger picture (strategic)

Moving from Expert to 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!**

➢ **Optimal leadership** is the marriage of technical *and* people skills

Your Evolution as a Well-Rounded Leader

Ways to Evolve Into a Well-Rounded Leader

➢ Identify your strengths, weaknesses and **positive opposites** to help you develop both your task- and people-oriented skillsets

Strength	Overuse of Strength
Detail-Oriented	Perfectionistic
Independent	Trouble working with teams
Decisive	Excludes other points of view
Visionary	Dreamer/unrealistic
Empathetic	Emotional

Weakness	Positive Opposite
Self Critical	Encouraging
Procrastination	Accountable
Disorganized	Organized
Risk Averse	Calculated risk-taking
Shy	Speak up when appropriate

Ways to Evolve Into a Well-Rounded Leader (con't)

- Delete binary thinking (i.e., right/wrong, black/white). Instead, ask:

  - What am I noticing?
  - Is this healthy or unhealthy?
  - Is this the best choice for me/the individual/team/organization?
  - Will this decision bring me/the individual/team/organization closer to achieving the mission/goals?

- Stop "should-ing" yourself (i.e., I *should* have done X)

19

Ways to Evolve Into a Well-Rounded Leader (con't)

➤ Exercise creativity:

- Schedule a block of time to brainstorm ideas
- Draw or design
- Create a story, mood or vision board
- Learn a new skill
- Try one or more creativity exercises found at UX Collective

Ways to Evolve Into a Well-Rounded Leader (con't)

➢ Connect with others (to build rapport and empathy)

- Invite coworkers out for coffee or lunch
- Ask someone how their weekend was spent
- 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

Ways to Evolve Into a Well-Rounded Leader (con't)

➤ Never stop learning or evolving!

- Periodically assess your strengths, weaknesses and positive opposites
- At least once in your career, take a 360° assessment
- Find out your MBTI personality type and how that may impact your working relationships with others
- Get a coach or mentor, and become a coach or mentor

Questions

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