The Art of Inclusive Leadership
Leveraging Your Role as a Leader to Develop and Sustain an Empowered and Diverse Workforce
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

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<th>Traditional</th>
<th>Transactional</th>
<th>Transformational</th>
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<td>• Autocratic</td>
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<td>• Laissez Faire</td>
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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.
Ways to Become an Inclusive Leader

➢ Learn more about yourself and others via assessments:

• [Meyers-Briggs Personality Type Inventory](https://www.mbticentral.com)® (MBTI)

• [Dominance, Influence, Steadiness and Conscientiousness](https://www.dicsolutions.com)® (DiSC) Assessment

• [Riso-Hudson Enneagram Type Indicator](https://www.enneagram.com)® (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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