The Well-Rounded Leader

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

I'm not bossy!
I have skills...leadership skills!!
Understand?
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)
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.

<table>
<thead>
<tr>
<th>Strength</th>
<th>Overuse of Strength</th>
<th>Weakness</th>
<th>Positive Opposite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detail-Oriented</td>
<td>Perfectionistic</td>
<td>Self Critical</td>
<td>Encouraging</td>
</tr>
<tr>
<td>Independent</td>
<td>Trouble working with teams</td>
<td>Procrastination</td>
<td>Accountable</td>
</tr>
<tr>
<td>Decisive</td>
<td>Excludes other points of view</td>
<td>Disorganized</td>
<td>Organized</td>
</tr>
<tr>
<td>Visionary</td>
<td>Dreamer/unrealistic</td>
<td>Risk Averse</td>
<td>Calculated risk-taking</td>
</tr>
<tr>
<td>Empathetic</td>
<td>Emotional</td>
<td>Shy</td>
<td>Speak up when appropriate</td>
</tr>
</tbody>
</table>

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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)
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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