

**UNITED STATES  
PATENT AND TRADEMARK OFFICE**



# Everyone is a Leader

Dr. William Brantley, USPTO  
10/04/2017

UNITED STATES  
PATENT AND TRADEMARK OFFICE





**What is Leadership Development Training?**

**How Does Leadership Development Fit Into My Career?**

**What Kind of Leadership Development Courses Does PTO's Enterprise Training Division Offer?**

# What is Leadership Development Training?





**“Leadership is the art of getting someone else to do something you want done because they want to do it.”**

# Leadership Theories

- Great Person
- Trait Theories
- Behavioral Theories
- Situational Leadership
- Contingency Theory
- Transactional Leadership
- Transformational Leadership



# LEADERSHIP STYLES



**SCORE SYSTEM**  
Efficiency Engagement

Time	Team
Output	Ownership
/10	/10

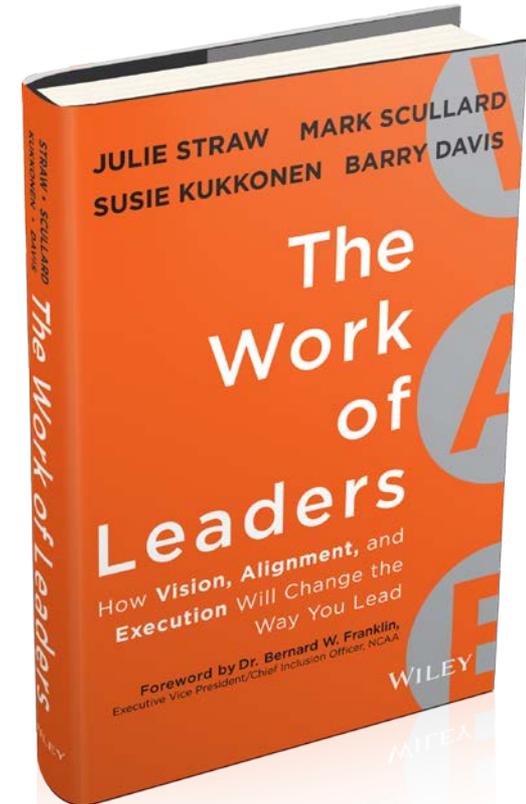
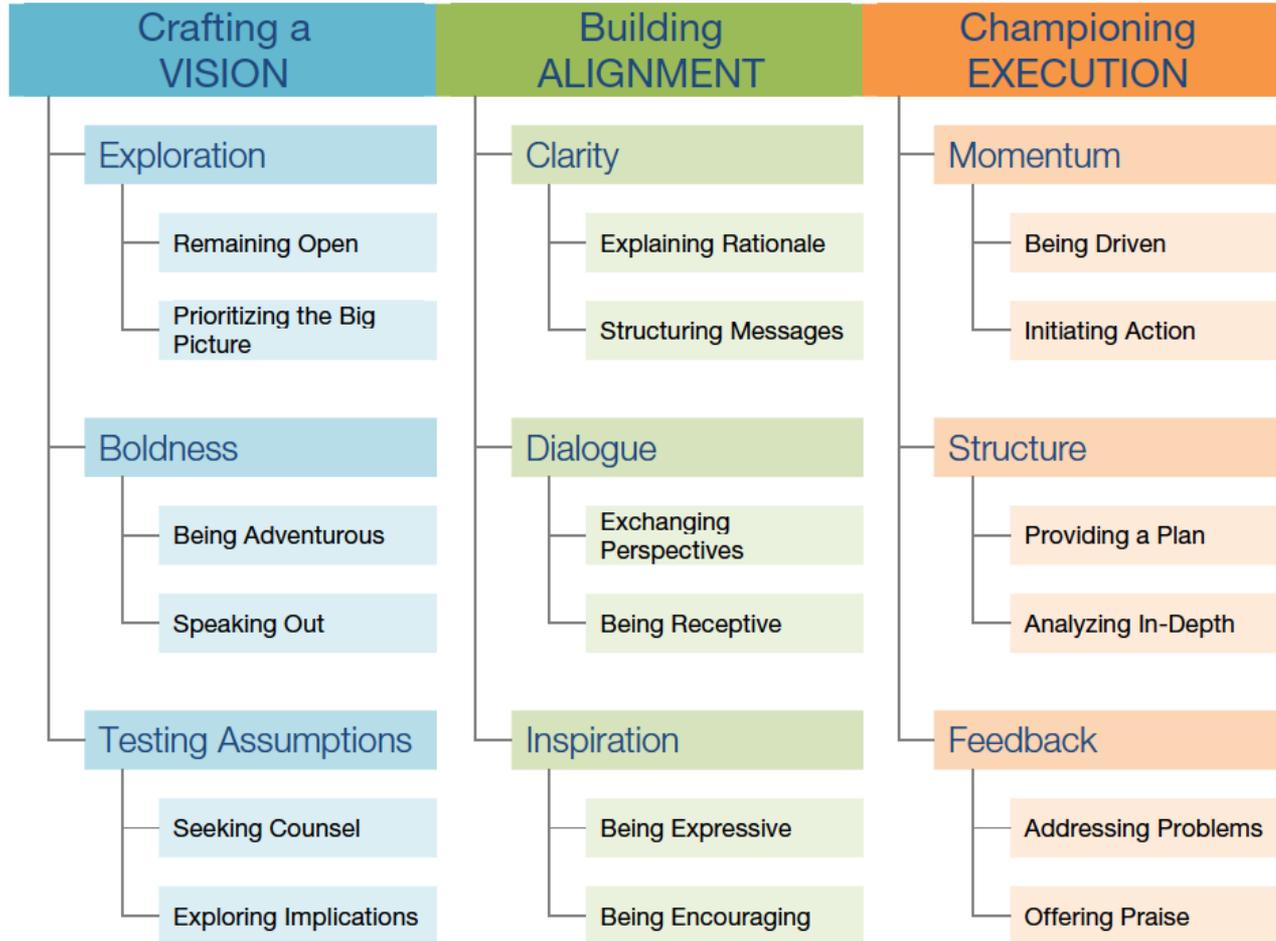
leadership.org.au  
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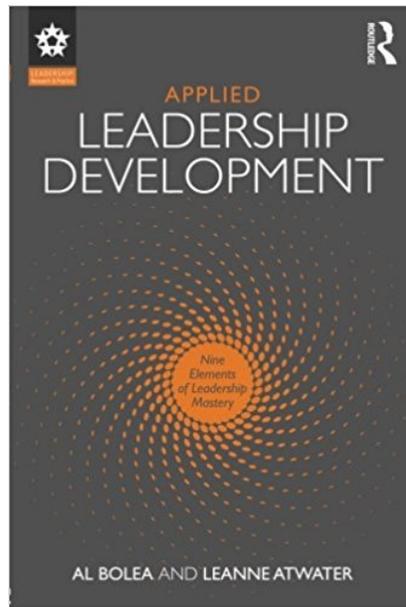
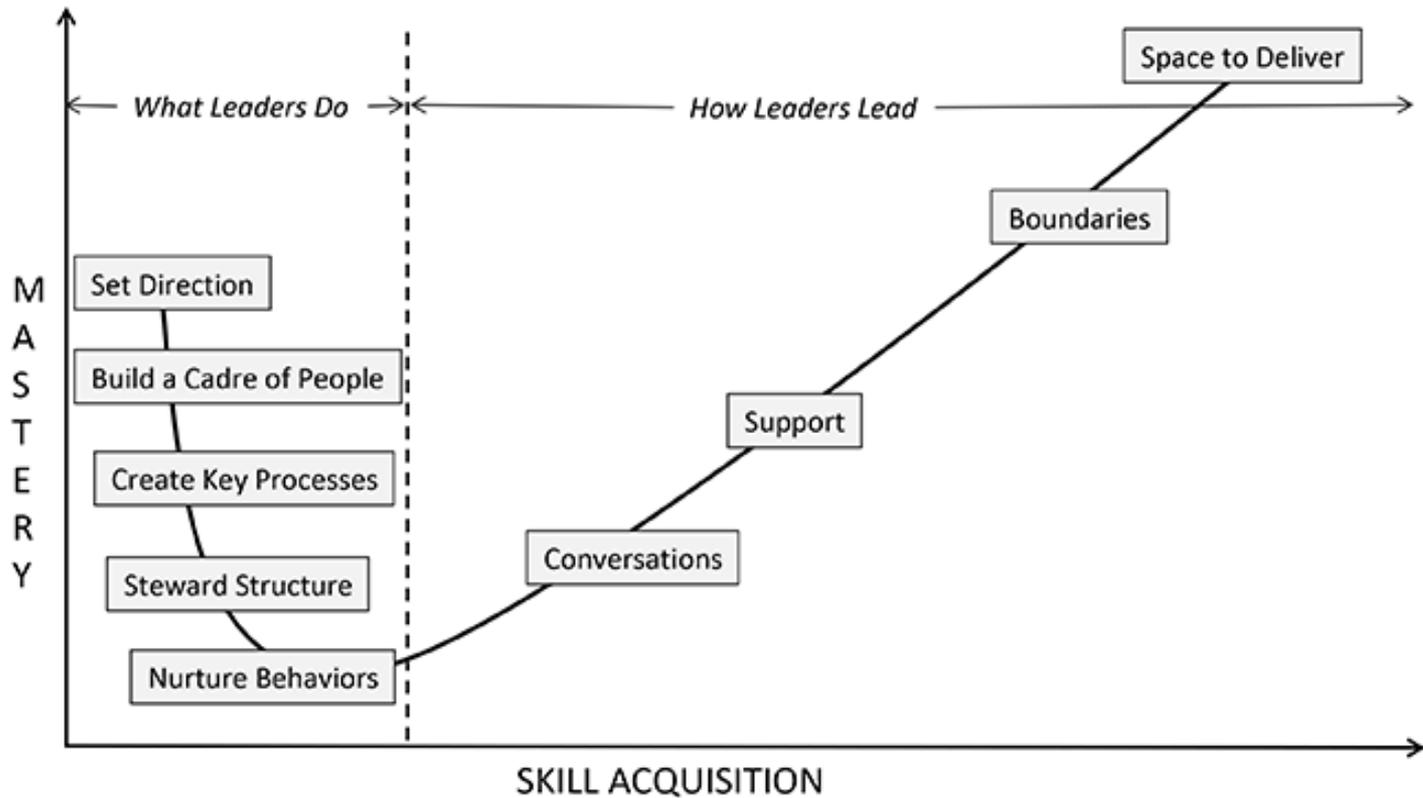




Leadership  
Development

# 3 DRIVERS - 18 BEST PRACTICES





uspto



# The Difference Between Leadership and Management

	Leadership Is About ... Coping With Change	Management Is About ... Coping With Complexity
What are we setting out to do?	<ul style="list-style-type: none"><li>▶ <b>Establishing Direction</b> Developing a vision and strategies to achieve that vision; setting high but reasonable standards</li></ul>	<ul style="list-style-type: none"><li>▶ <b>Planning and Budgeting</b> Establishing detailed steps and timetables and allocating resources</li></ul>
How do we deliver results?	<ul style="list-style-type: none"><li>▶ <b>Aligning People</b> Communicating direction to influence creation of teams and coalitions that understand vision and strategy</li></ul>	<ul style="list-style-type: none"><li>▶ <b>Organizing and Staffing</b> Establishing a structure to achieve the plan; delegating authority and providing policies and processes</li></ul>
How do we make it happen?	<ul style="list-style-type: none"><li>▶ <b>Motivating, Mentoring, Inspiring</b> Energizing people to develop and overcome barriers to change</li></ul>	<ul style="list-style-type: none"><li>▶ <b>Controlling and Problem Solving</b> Monitoring and organizing</li></ul>
What are the outcomes?	<ul style="list-style-type: none"><li>▶ <b>Producing Change</b> Often to a dramatic degree, such as cultivating new services and new approaches</li></ul>	<ul style="list-style-type: none"><li>▶ <b>Producing Predictability and Order</b> Consistently achieving budgets and targets</li></ul>

Source: Based on materials in John Kotter's "What Leaders Really Do," *Harvard Business Review*, December 2001.

# How Does Leadership Development Fit Into My Career?



***Everyone is a leader because  
everyone influences someone.***

**~John Maxwell**



# USPTO

## LEADERSHIP DEVELOPMENT PROGRAM

Learn. Lead. Grow.



<a href="#">Home</a>	<a href="#">About LDP</a>	<a href="#">FAQs</a>	<a href="#">Resources</a>	<a href="#">Leadership in Action</a>	<a href="#">Mentoring</a>
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- [Senior Leaders](#)
- [Mid-Level Leaders](#)
- [New Supervisors](#)
- [Aspiring Leaders](#)
- [Individual Leaders](#)



Welcome to the USPTO Leadership Development website! This site is intended to provide you with information you need regarding opportunities available through the USPTO Leadership Development Program (LDP).

The LDP is built on the foundation that leadership is everybody's business and the USPTO is committed to educating and growing leaders throughout all levels of the organization.

Regardless of your position or title, the Leadership Development Program has a developmental opportunity that is right for you. You can determine which one is best based on your current role and your developmental interests and needs.

Select a level in the graphic above to learn more about which level pertains most closely to your developmental needs and interests or current position.

# Who are Individual Leaders?

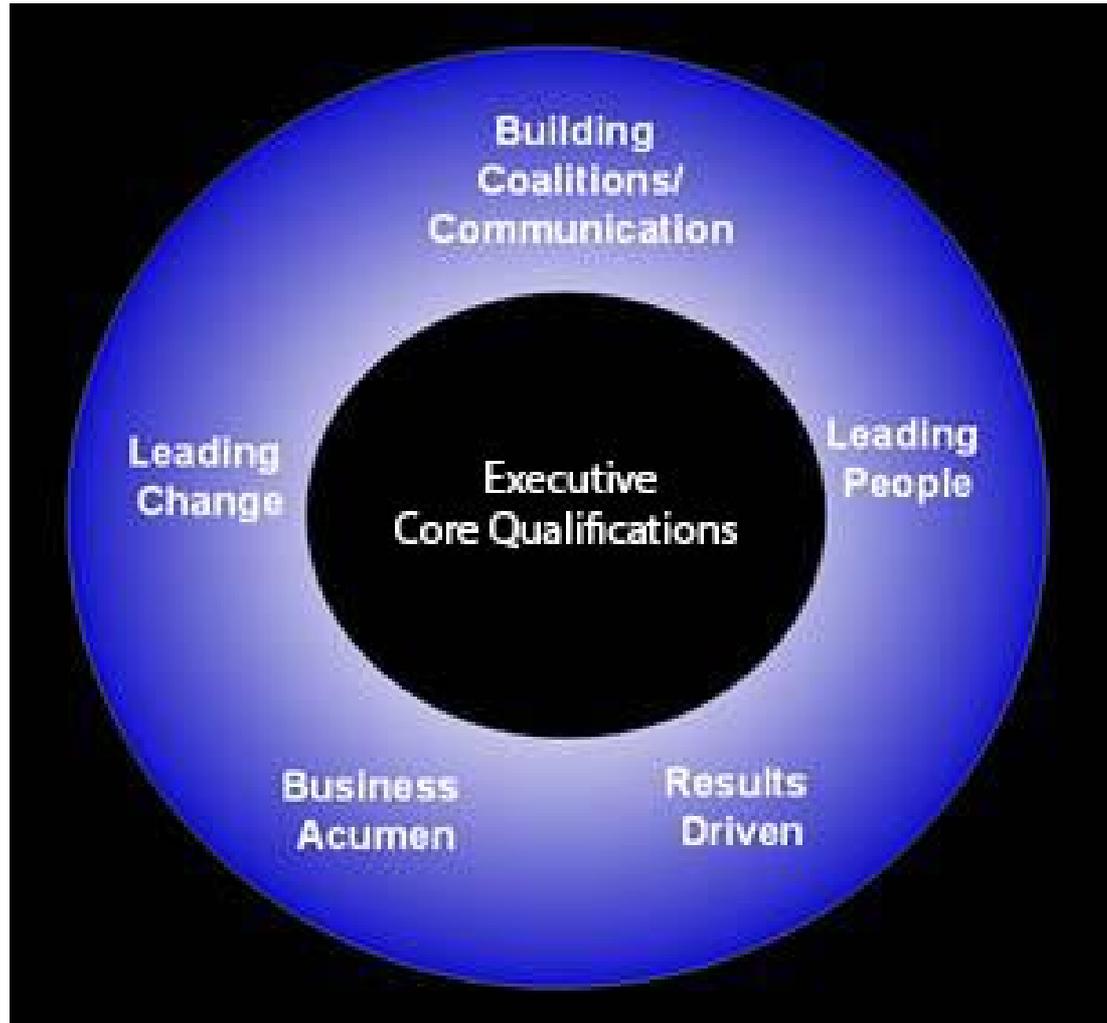
“Individual Leaders” are non-supervisory, permanent full-time or temporary career or career conditional employees, with at least one year service at the USPTO at any grade level.

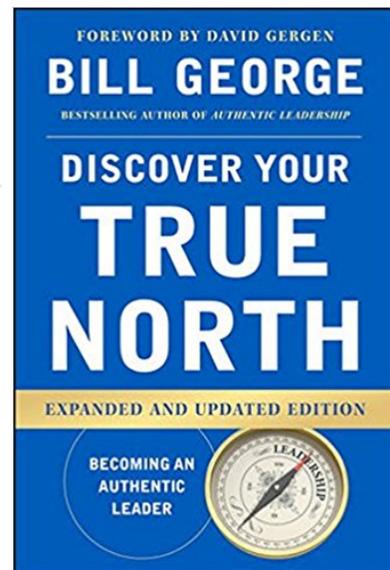
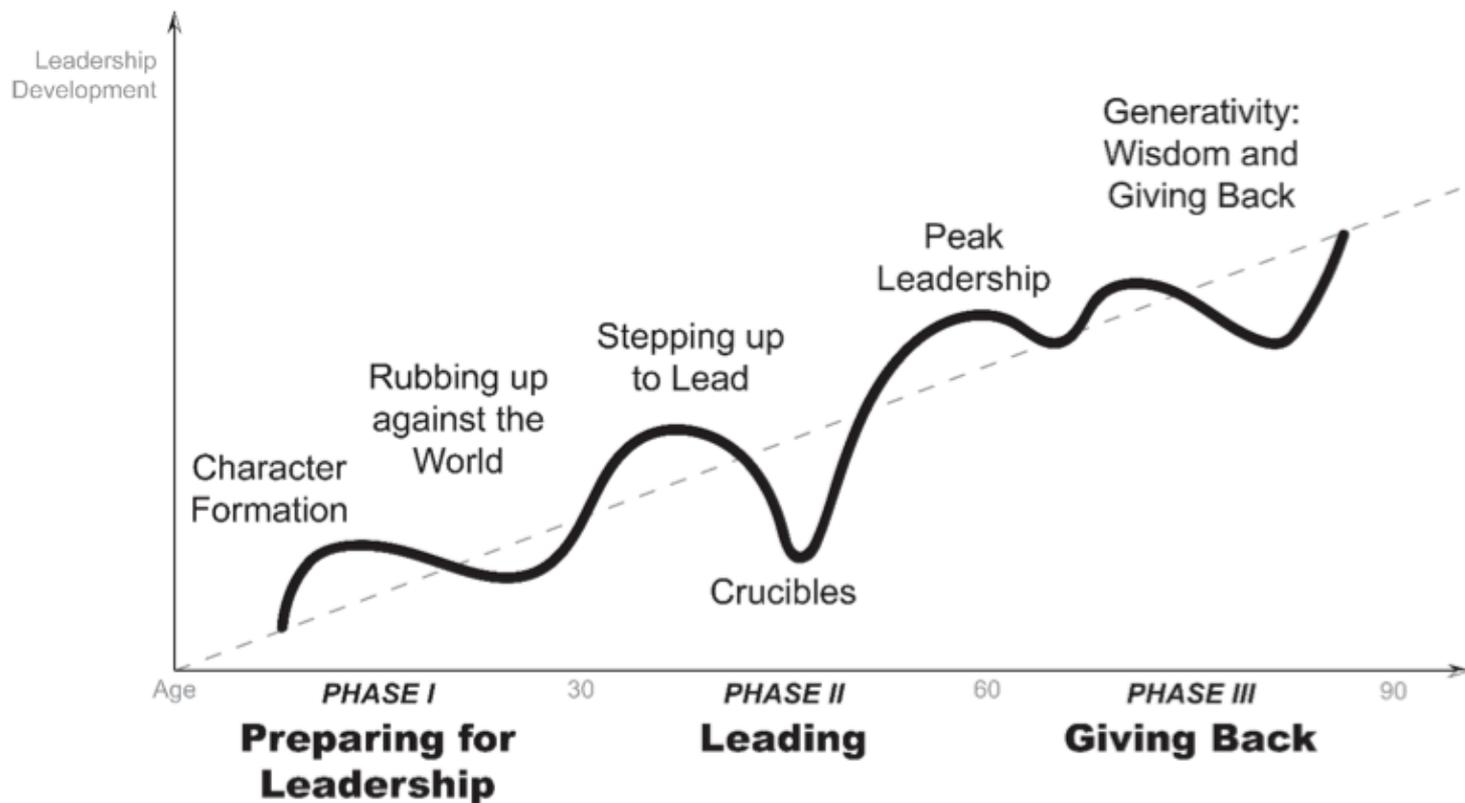
✓ INTERPERSONAL SKILLS	✓ PROBLEM SOLVING	✓ LEVERAGING DIVERSITY	✓ ACCOUNTABILITY FOR SELF
✓ WRITTEN COMMUNICATION	✓ CONTINUAL LEARNING	✓ COLLABORATION	✓ CUSTOMER SERVICE
✓ ORAL COMMUNICATION	✓ PUBLIC SERVICE MOTIVATION	✓ TEAMWORK	✓ ORGANIZATIONAL SKILLS

# Who are Aspiring Leaders?

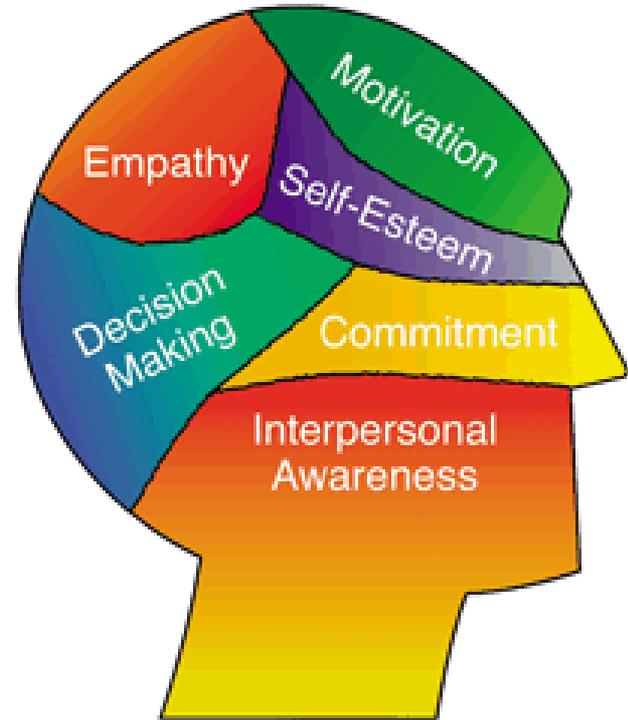
Aspiring Leaders are permanent, full-time, non supervisory employees at the 7-15 grade level, including team leaders interested in potentially becoming supervisors.

✓ COLLABORATION	✓ TEAMBUILDING	✓ FLEXIBILITY	✓ PARTNERING
✓ COMMUNICATION	✓ INTERPERSONAL SKILLS	✓ RESILIENCE	✓ SYSTEMS THINKING
✓ PROBLEM SOLVING	✓ CUSTOMER SERVICE	✓ ORGANIZATIONAL KNOWLEDGE (KNOWLEDGE OF USPTO POLICIES)	✓ RISK TAKING
✓ LEVERAGING DIVERSITY			





# Know Yourself and Lead Yourself



# **What Kind of Leadership Development Courses Does PTO's Enterprise Training Division Offer?**



Session Title	Date	Time	Location	Curriculum Level
<b>FY2017, 4<sup>th</sup> Quarter</b>				
Customer Service (Classroom)	6/1/2017	9:00 am – 12:00 noon	Kathy Camou (GIPA)	Aspiring Leaders
Emotional Intelligence (Classroom)	6/8/2017	9:00 am – 12:00 noon	Rosie Saberton (Knox 00B75)	Aspiring Leaders
Small Project Management (Classroom)	6/22/2017	9:00 am – 11:00 am	Bill Brantley (GIPA)	Individual Leaders /Aspiring Leaders
Understanding the Supervisor's Role (Classroom)	6/27/2017	1:00 pm – 4:00 pm	Dorene Matheis (GIPA)	Aspiring Leaders
Foundations for Sound Business Writing (vILT webcast)	7/12/2017	9:00 am – 12:15 pm	Dale Carnegie (Live on-line)	Individual Leaders
Get Control – All-Day Training Event (Classroom)	7/20/2017	9:00 pm – 4:30 pm	Get Control! (GIPA)	Individual Leaders /Aspiring Leaders
Resume Writing (Classroom)	7/25/2017	1:00 pm – 4:00 pm	Rosie Saberton (Knox Conf. Ctr.)	Aspiring Leaders
Disagree Agreeably (Webinar)	8/9/2017	1:00 pm – 2:00 pm	Dale Carnegie (Live on-line)	Individual Leaders /Aspiring Leaders
Leadership Communication (vILT webcast)	8/15/2017	9:00 am – 12:15 pm	Dale Carnegie (Live on-line)	Aspiring Leaders
Taking Charge of Your Career (Classroom)	8/16/2017	9:30 am – 12:30 pm	Rosie Saberton (Remsen Conf. Ctr.)	Aspiring Leaders
Communicate with Different Personality Styles (vILT webcast)	8/17/2017	1:00 pm – 2:00 pm	Dale Carnegie Digital (Live on- line)	Individual Leaders
Writing Persuasively (vILT webcast)	9/6/2017	9:00 am – 12:15 pm	Dale Carnegie (Live on-line)	Individual Leaders
Making the Decision to Become a Supervisor (Classroom)	9/13/2017	1:00 pm – 4:00 pm	Burt Gravalles (Remsen Conf. Ctr.)	Aspiring Leaders
Get Organized (Webinar)	9/15/2017	9:00 am – 10:00 am	Get Control! (Live on-line)	Individual Leaders

<b>Session Title</b>	<b>Date</b>	<b>Time</b>	<b>Location</b>	<b>Curriculum Level</b>
Writing Persuasively ( <a href="#">yILT webcast</a> )	10/10/2017	1 – 4:15 pm	Dale Carnegie (Live on-line)	Aspiring Leaders
Taking Charge of Your Career ( <a href="#">Classroom</a> )	10/11/2017	9:30 am – 12:30 pm	Rosie Saberton (GIPA)	Aspiring Leaders
Making the Decision to Become a Supervisor ( <a href="#">Classroom</a> )	10/25/2017	1 – 4 pm	Burt Gravalles (GIPA)	Aspiring Leaders
Resume Writing ( <a href="#">yILT webcast</a> )	11/7/2017	1 – 4 pm	Rosie Saberton (Live on-line)	Aspiring Leaders
Resume Writing Workshop ( <a href="#">Classroom</a> )	11/13/2017	9:30 am – 12:30 pm	Rosie Saberton (GIPA)	Individual Leaders
Small Project Management ( <a href="#">Classroom</a> )	11/15/2017	9 – 11 am	Bill Brantley (GIPA)	Individual Leaders
Get Organized! ( <a href="#">Webinar</a> )	11/15/2017	3 – 4 pm	Get Control! (Live on-line)	Individual Leaders

# Who are New Supervisors?

A “New Supervisor” is anyone who has been a supervisor for less than three years and has not completed mandatory new supervisory skills training. The term can also apply to management officials at their business unit’s discretion.

- Establish Yourself in the Role
- Get Results Through Others, Build Relationships
- Fostering Employee Engagement
- Manage Change and Conflict
- Communicate Effectively
- Develop Coach and Mentor Others
- Think Strategically, Manage Finance and Foster Creativity and Innovation
- Provide High Quality Customer Service
- Manage Human Capital Part I
- Manage Human Capital Part II



## Who are the Mid-Level Leaders?

"Mid-Level Leaders" are currently supervising others or serving as a management official, has previously attended a supervisory training program, and meets at least one of the following criteria:

- Has three or more years experience as a supervisor or management official; or
- Currently supervises at least one layer of subordinate supervisors

✓ KNOWLEDGE OF LABOR RELATIONS (LR) AND EMPLOYEE RELATIONS (ER)	✓ MANAGING A REMOTE WORKFORCE	✓ COMMUNICATION	✓ ORGANIZATIONAL KNOWLEDGE
✓ HUMAN CAPITAL MANAGEMENT	✓ CONFLICT MANAGEMENT	✓ INTERPERSONAL SKILLS	✓ ANALYTICAL SKILLS
✓ FINANCIAL MANAGEMENT	✓ LEADING CHANGE	✓ SYSTEMS THINKING	

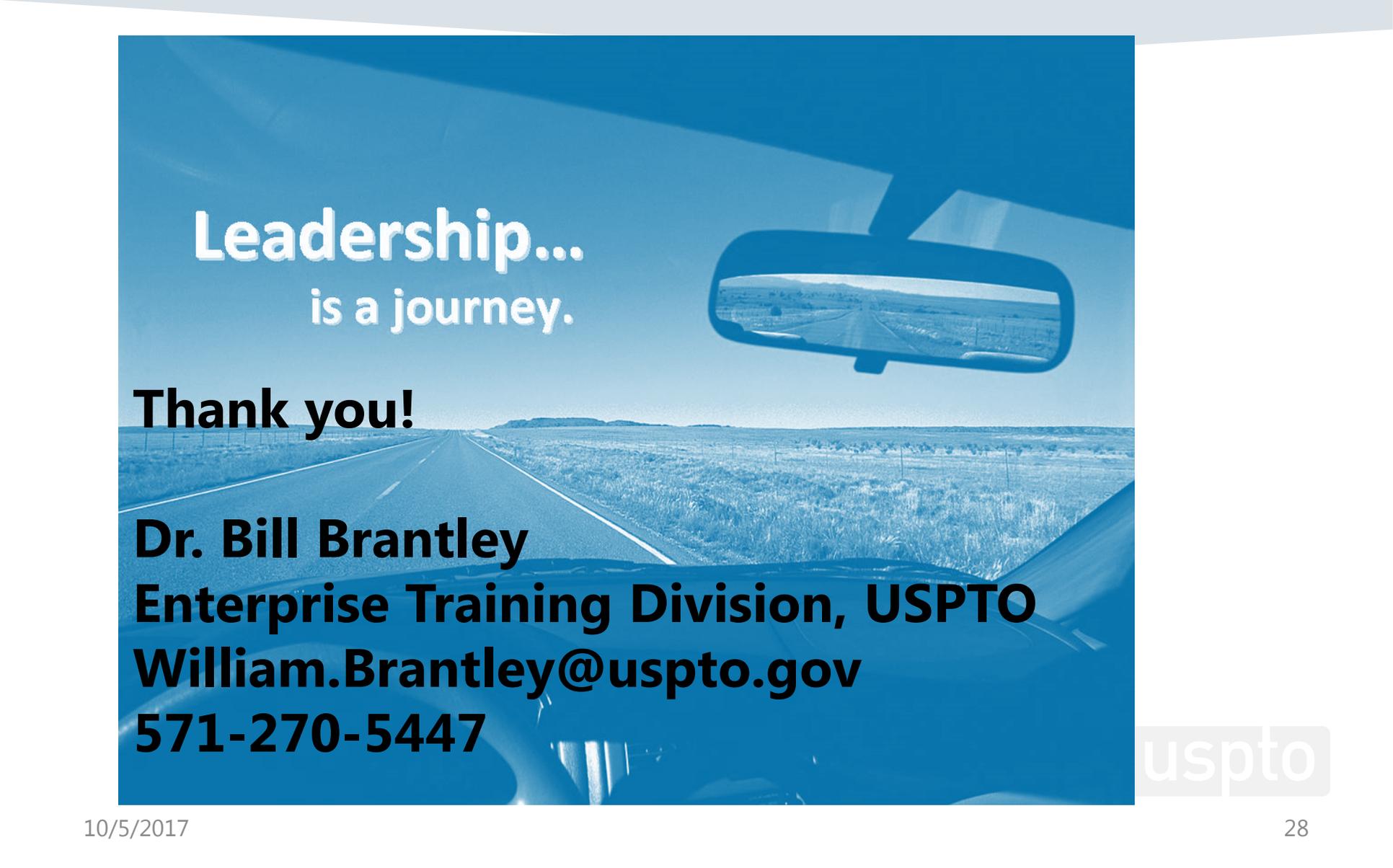
## Who are the Senior Leaders?

“Senior Leaders” are supervisors with five or more years experience; or who currently supervise two or more layers of subordinate supervisors; or who currently oversee a major function or department of the agency.

✓ CREATIVITY AND INNOVATION	✓ ENTREPRENEURSHIP	✓ EXTERNAL AWARENESS	✓ HUMAN CAPITAL PLANNING
✓ INFLUENCING/NEGOTIATING	✓ POLITICAL SAVVY	✓ STRATEGIC THINKING	✓ VISION
✓ LEADING CHANGE	✓ FINANCIAL MANAGEMENT	✓ ACCOUNTABILITY (FOR AGENCY RESULTS)	

Leadership...  
is a journey.

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**Leadership...**  
**is a journey.**

**Thank you!**

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