Everyone is a Leader

Dr. William Brantley, USPTO
10/04/2017
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
3 Drivers - 18 Best Practices

Crafting a Vision
- Exploration
  - Remaining Open
  - Prioritizing the Big Picture
- Boldness
  - Being Adventurous
  - Speaking Out
- Testing Assumptions
  - Seeking Counsel
  - Exploring Implications

Building Alignment
- Clarity
  - Explaining Rationale
  - Structuring Messages
- Dialogue
  - Exchanging Perspectives
  - Being Receptive
- Inspiration
  - Being Expressive
  - Being Encouraging

Championing Execution
- Momentum
  - Being Driven
  - Initiating Action
- Structure
  - Providing a Plan
  - Analyzing In-Depth
- Feedback
  - Addressing Problems
  - Offering Praise
The Difference Between Leadership and Management

<table>
<thead>
<tr>
<th>What are we setting out to do?</th>
<th>Leadership Is About ... Coping With Change</th>
<th>Management Is About ... Coping With Complexity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing Direction</td>
<td>Developing a vision and strategies to achieve that vision; setting high but reasonable standards</td>
<td>Planning and Budgeting Establishing detailed steps and timetables and allocating resources</td>
</tr>
<tr>
<td>Aligning People</td>
<td>Communicating direction to influence creation of teams and coalitions that understand vision and strategy</td>
<td>Organizing and Staffing Establishing a structure to achieve the plan; delegating authority and providing policies and processes</td>
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<tr>
<td>Motivating, Mentoring, Inspiring</td>
<td>Energizing people to develop and overcome barriers to change</td>
<td>Controlling and Problem Solving Monitoring and organizing</td>
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<tr>
<td>Producing Change</td>
<td>Often to a dramatic degree, such as cultivating new services and new approaches</td>
<td>Producing Predictability and Order Consistently achieving budgets and targets</td>
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</table>

How Does Leadership Development Fit Into My Career?
Everyone is a leader because everyone influences someone.

~John Maxwell
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.
### 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.

<table>
<thead>
<tr>
<th>Collaboration</th>
<th>Teambuilding</th>
<th>Flexibility</th>
<th>Partnering</th>
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<tr>
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<tr>
<td>Communication</td>
<td>Interpersonal Skills</td>
<td>Resilience</td>
<td>Systems Thinking</td>
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<tr>
<td>Problem Solving</td>
<td>Customer Service</td>
<td>Organizational Knowledge (Knowledge of USPTO Policies)</td>
<td>Risk Taking</td>
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<td>Leveraging Diversity</td>
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Leadership Development

Character Formation

PHASE I
Preparing for Leadership

Rubbing up against the World

PHASE II
Leading

Stepping up to Lead

Crucibles

PHASE III
Giving Back

Peak Leadership

Generativity: Wisdom and Giving Back

10/5/2017
Know Yourself and Lead Yourself
What Kind of Leadership Development Courses Does PTO’s Enterprise Training Division Offer?
<table>
<thead>
<tr>
<th>Session Title</th>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Curriculum Level</th>
</tr>
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<tbody>
<tr>
<td><strong>FY2017, 4th Quarter</strong></td>
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<tr>
<td>Customer Service (Classroom)</td>
<td>6/1/2017</td>
<td>9:00 am – 12:00 noon</td>
<td>Kathy Camou (GIPA)</td>
<td>Aspiring Leaders</td>
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<tr>
<td>Emotional Intelligence (Classroom)</td>
<td>6/8/2017</td>
<td>9:00 am – 12:00 noon</td>
<td>Rosie Saberton (Knox 00B/75)</td>
<td>Aspiring Leaders</td>
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<tr>
<td>Small Project Management (Classroom)</td>
<td>6/22/2017</td>
<td>9:00 am – 11:00 am</td>
<td>Bill Brantley (GIPA)</td>
<td>Individual Leaders / Aspiring Leaders</td>
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<tr>
<td>Understanding the Supervisor’s Role (Classroom)</td>
<td>6/27/2017</td>
<td>1:00 pm – 4:00 pm</td>
<td>Dorene Matheis (GIPA)</td>
<td>Aspiring Leaders</td>
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<tr>
<td>Foundations for Sound Business Writing (vILT webcast)</td>
<td>7/12/2017</td>
<td>9:00 am – 12:15 pm</td>
<td>Dale Carnegie (Live on-line)</td>
<td>Individual Leaders</td>
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<tr>
<td>Get Control – All-Day Training Event (Classroom)</td>
<td>7/20/2017</td>
<td>9:00 pm – 4:30 pm</td>
<td>Get Control! (GIPA)</td>
<td>Individual Leaders / Aspiring Leaders</td>
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<td>Resume Writing (Classroom)</td>
<td>7/25/2017</td>
<td>1:00 pm – 4:00 pm</td>
<td>Rosie Saberton (Knox Conf. Ctr.)</td>
<td>Aspiring Leaders</td>
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<tr>
<td>Disagree Agreeably (Webinar)</td>
<td>8/9/2017</td>
<td>1:00 pm – 2:00 pm</td>
<td>Dale Carnegie (Live on-line)</td>
<td>Individual Leaders / Aspiring Leaders</td>
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<td>Leadership Communication (vILT webcast)</td>
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<td>Taking Charge of Your Career (Classroom)</td>
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<td>Writing Persuasively (vILT webcast)</td>
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<td>Making the Decision to Become a Supervisor (Classroom)</td>
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<td>1:00 pm – 4:00 pm</td>
<td>Burt Gravallese (Remsen Conf. Ctr.)</td>
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<td>Get Organized (Webinar)</td>
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<td>Get Control! (Live on-line)</td>
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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
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.

[Diagram showing various competencies]

- 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.
Leadership... is a journey.

Thank you!

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