

Enacting Inclusivity: Diverse Leaders of Diverse Groups



In Finland, leaders of the political parties in the ruling coalition are all women.



Power and Status: The Basic Tools of Leadership

- Using power is simple and direct; using status adds value, especially for leaders who don't fit traditional expectations.
- Max Weber's concept of status: A person's rank in a group based on prestige, honor, and respect given to them by others.
- Weber's concept of power: The ability to enact one's will even when others resist. Leaders can promise rewards or threaten punishment. It's transactional.
- Used well, power is effective but has negative consequences.
 - Followers don't innovate but wait for orders.
 - Using power creates resistance that can produce backlash when leaders try to be reasonable.
- To use power effectively, use enough to stifle resistance.

Use Status and Influence to Soften Power

- Weber on status: Rank in a group based on prestige, honor, and respect. The higher a person's status, the more influence they have over followers even without a formal leadership position.
- Leaders who have high status can motivate without having to rely on power. Instead, people willingly contribute and sacrifice to accomplish group goals. It's transformational.
- Status is based on non-conscious expectations that a person's contributions will benefit the group.
- Status characteristics produce these expectations: Gender, race, age, height, beauty, education, occupation, income, reputation for expertise in some area, and record of success.
- Expectations from status characteristics combine and generalize to determine the overall influence of a leader.
- Effective Leaders rely on the influence of their high status when possible and use power forcefully when needed.

Leader Development Hub

United States Naval Academy, Leadership Education and Development
Bering/HumanTouch Joint Venture

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Links to Dashboards of Events in Progress

Links to Dashboards of Events completed

 <div>4/C Kevin Mullaney 30th Company Colonial Heights, VA Submarines, USMC Brigade Boxing Knights of Columbus [Edit Profile]</div>	Leadership Mantra: <i>Be better every day by envisioning and pursuing excellence.</i> [Edit Mantra]
30th CO 3rd Platoon NL110 Knights of Columbus Brigade Boxing Conduct Remediation CSTS	ENTP Strength: Vision Challenge: Follow Through
Demonstrated Leadership Score: 47 Top Skills: Visioning 4.7 Adaptive 4.5 Articulate 4.2 Learned 3.7	Current Goal: <i>Increase Emotional Intelligence</i> Emotions Perceiving Emotions Vocabulary of 3 Notifications/Messages <input type="text" value="Search..."/>
47 Month Plan 	

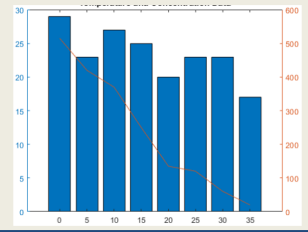
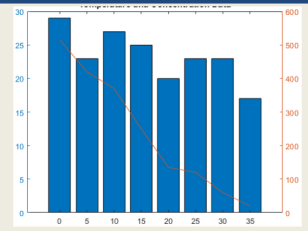
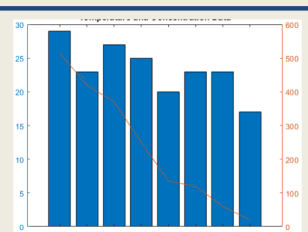
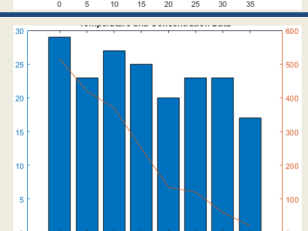
Editable by Midshipman

Selectable by Midshipman

Demonstrated Leadership

Links to artifacts relevant to this Attribute//Proficiency


Links to developmental content relevant to this Attribute//Proficiency

Demonstrated Leadership:	
<div>47.1</div> <div>Professional0.3</div> <div><div>Staff Evaluations/Endorsements</div><div>Peer Feedback/Endorsements</div><div>Related Journal Entries</div><div>Related Goals</div><div>Instruments</div><div>Developmental Exercises</div><div>Recommended Reading</div></div>	
<div>Learned3.7</div> <div><div>Staff Evaluations/Endorsements</div><div>Peer Feedback/Endorsements</div><div>Related Journal Entries</div><div>Related Goals</div><div>Instruments</div><div>Developmental Exercises</div><div>Recommended Reading</div></div>	
<div>Innovative2.2</div> <div><div>Staff Evaluations/Endorsements</div><div>Peer Feedback/Endorsements</div><div>Related Journal Entries</div><div>Related Goals</div><div>Instruments</div><div>Developmental Exercises</div><div>Recommended Reading</div></div>	
<div>Adaptive4.5</div> <div><div>Staff Evaluations/Endorsements</div><div>Peer Feedback/Endorsements</div><div>Related Journal Entries</div><div>Related Goals</div><div>Instruments</div><div>Developmental Exercises</div><div>Recommended Reading</div></div>	

Captures All Relevant Quantitative Data Entered for this Attribute/Proficiency

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Leadership Mantra:

Be better every day by envisioning and pursuing excellence.

[\[Edit Mantra\]](#)

30th CO 3rd Platoon
NL110
Knights of Columbus
Brigade Boxing
Conduct Remediation
CSTS

ENTP
Strength: Vision
Challenge: Follow Through

Demonstrated Leadership Score: 47

Top Skills:

Visioning	4.7
Adaptive	4.5
Articulate	4.2
Learned	3.7

Current Goal:
Increase Emotional Intelligence

Emotions

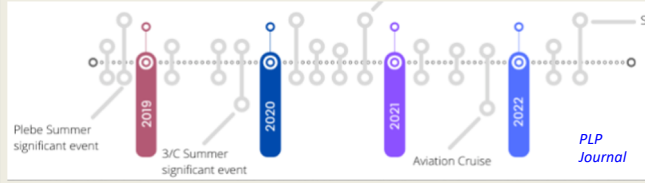
Perceiving

Vocabulary of Emotions

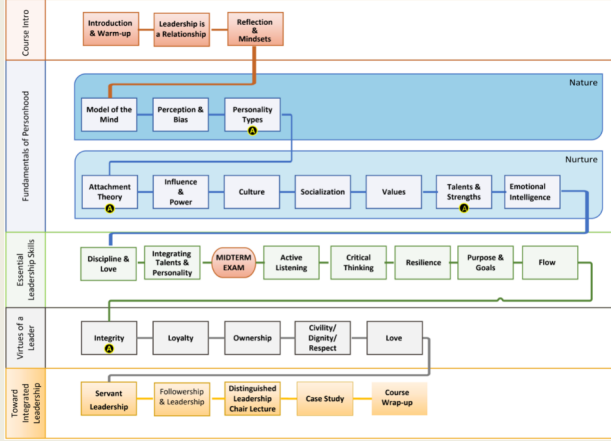
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Notifications/Messages

47 Month Plan



NL110: Preparing to Lead



Jungian Personality Type: ENTP

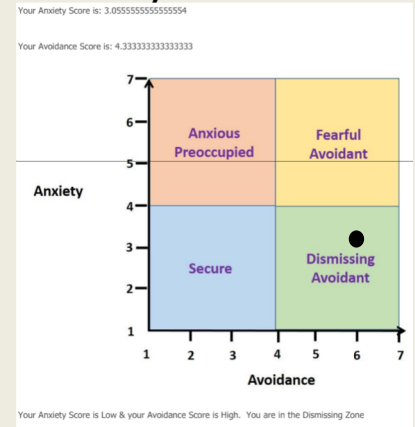
Entrepreneur Strengths

- **Bold** – People with the Entrepreneur personality type are full of life and energy. There is no greater joy for Entrepreneurs than pushing boundaries and discovering and using new things and ideas.
- **Rational and Practical** – Entrepreneurs love knowledge and philosophy, but not for their own sake. What's fun for Entrepreneur personalities is finding ideas that are actionable and drilling into the details so they can put them to use. If a discussion is completely arbitrary, there are better uses for Entrepreneurs' time.

Entrepreneur Weaknesses

- **Insensitive** – Feelings and emotions come second to facts and "reality" for Entrepreneurs. Emotionally charged situations are awkward, uncomfortable affairs, and Entrepreneurs' blunt honesty **doesn't help here. These personalities often have a lot of trouble** acknowledging and expressing their own feelings as well.

Attachment Style



Clifton StrengthsFinder

Restorative

You love to solve problems. Whereas some are dismayed when they encounter yet another breakdown, you can be energized by it. You enjoy the challenge of analyzing the symptoms, identifying what is wrong, and finding the solution. You may prefer practical problems or conceptual ones or personal ones. You may seek out specific kinds of problems that you have met many times before and that you are confident you can fix. Or you may feel the greatest push when faced with complex and unfamiliar problems. Your exact preferences are determined by your other themes and experiences. But what is certain is that you enjoy bringing things back to life. It is a wonderful feeling to identify the undermining factor(s), eradicate them, and restore something to its true glory. Intuitively, you know that without your intervention, this thing—this machine, this technique, this person, this company—might have ceased to function. You fixed it, resuscitated it, rekindled its vitality. Phrasing it the way you might, you saved it.

Responsibility

Your Responsibility theme forces you to take psychological ownership for anything you commit to, and whether large or small, you feel emotionally bound to follow it through to completion. Your good name depends on it. If for some reason you cannot deliver, you automatically start to look for ways to make it up to the other person. Apologies are not enough. Excuses and rationalizations are totally unacceptable. You will not quite be able to live with yourself until you have made restitution. This conscientiousness, this near obsession for doing things right, and your impeccable ethics, combine to create your reputation: utterly dependable. When assigning new responsibilities, people will look to you first because they know it will get done. When people come to you for help—and they soon will—you must be selective. Your willingness to volunteer may sometimes lead you to take on more than you should.

Resilience

Hardiness: *Commitment* Score: 4
 Hardiness: *Control* Score: 3.8
 Hardiness: *Challenge* Score: 2
 Resilience Score: 3.4

Hardiness: *Challenge*

You generally dislike when your daily routine and regular activities are disrupted. You would probably prefer not take on the challenge of having more than one thing to do at a time.

While consistency is important, it is important to develop strategies to be more flexible. When things change and that leads to stress or frustration, take a moment to step away or breath deeply, then think of strategies to adjust the routine or schedule to adapt to the change.

Hardiness: *Commitment*

You typically find the activities in your life to be interesting and filled with meaning. You look forward to daily activities because you see the meaning and value in performing those activities.

Be aware of times that you feel less excited about life's activities and assess what might be causing this lack of excitement, avoid falling into traps that can take away your drive and commitment toward even simple daily activities.

Hardiness: *Control*

You believe that you have control over the outcomes of your life. You have discovered that through hard work, you often achieve your goals. In general, you think that your choices and actions make a real difference in how things will turn out in the end.

Personal Leadership Portfolio

Leadership Journal


Essay#1: Attachment and Relationships

Purpose to Influence Plan

Essay#2: Discipline and Modern Technology

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Leadership Mantra:

Be better every day by envisioning and pursuing excellence.

[\[Edit Mantra\]](#)

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CSTS

ENTP
Strength: Vision
Challenge: Follow Through

Demonstrated Leadership Score: 47

Top Skills:

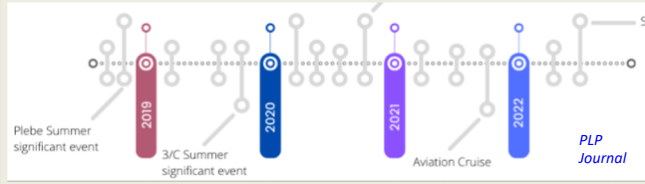
Visioning	4.7
Adaptive	4.5
Articulate	4.2
Learned	3.7

Current Goal:
Increase Emotional Intelligence

Emotions	Perceiving
Emotions	Vocabulary of

Notifications/Messages

47 Month Plan



ELD Event Dashboard

CSTS



Goals:

Program Goal:

Demonstrate proficiency in the professional skills of seamanship and navigation.

Unit Goal:

Individual Goal:

Demonstrate selflessness in my interactions with my fellow crewmates

Instruments: Resilience

Hardiness: *Commitment* Score: 4
Hardiness: *Control* Score: 3.8
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Journal

Reflections:

Where is our team currently in the group forming process (forming/storming/norming/performing) and what do we need to do to move to the next level?

[Complete Reflection]

Peer Feedback [Provide Feedback]

What am I doing that is causing hardship to my fellow crewmates?

- Stop being bossy when we are working as a team to get things done

What am I doing that my crewmates appreciate?

- Good backup when navigating
- Good communication


Faculty/Staff Evaluation

Professional:
Adaptive:
Selfless:
Resilient:
Articulate:
Inclusive:



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30th Company

Colonial Heights, VA

Submarines, USMC

Brigade Boxing
Knights of Columbus

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Leadership Mantra:

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[Edit Mantra]

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Conduct Remediation

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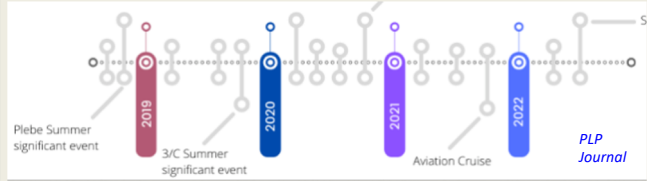
Emotions

3

Notifications/Messages

Search...

47 Month Plan



Plebe Summer significant event

2018

3/C Summer significant event

2020

Aviation Cruise

2021

2022

PLP Journal

Brigade Dashboard

30th Company 3rd Platoon



Squad Leader:
1/C Jason Rimmer

Fire Team Leader:
2/C Mike Norton

Leader Development Goal

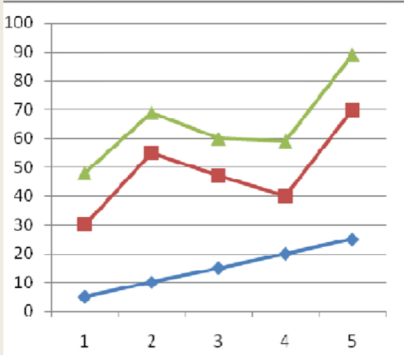
Increase Emotional Intelligence

Perceiving Emotions
Vocabulary of Emotions

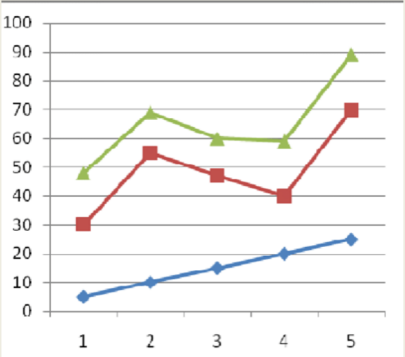
Instrument: Mayer-Salovey-Caruso Emotional Intelligence Test, Version 2.0 (MSCEIT, V 2.0) [\[take survey\]](#)

Peer Feedback: Profile of Emotional Competence Brasseur & Mikolajczak (CREIO, 2018) [\[invite feedback\]](#)

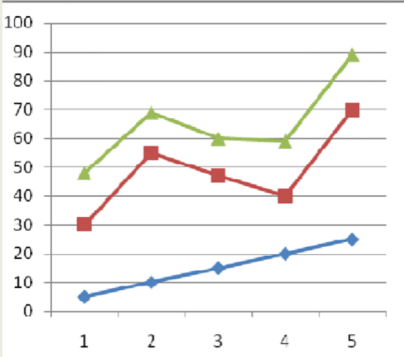
Physical Mission



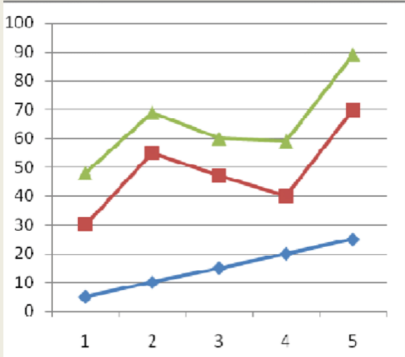
Mental Mission



Professional Knowledge



Military Performance



Fire Team Leader Dashboard

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Knights of Columbus

Leader Development Goal

Increase Emotional Intelligence

Perceiving Emotions
Vocabulary of Emotions

4/C Lance Brickjaw



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Brigade Boxing
Knights of Columbus

Leader Development Goal

Increase Emotional Intelligence

Perceiving Emotions
Vocabulary of Emotions

3/C Ruben Hardunkichud



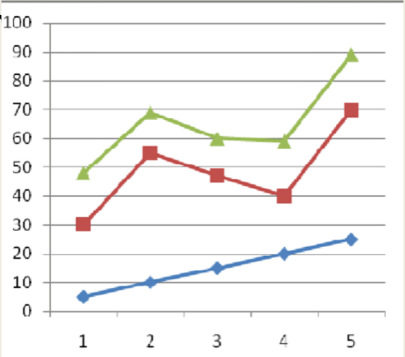
Colonial Heights, VA
Submarines, USMC
Brigade Boxing
Knights of Columbus

Leader Development Goal

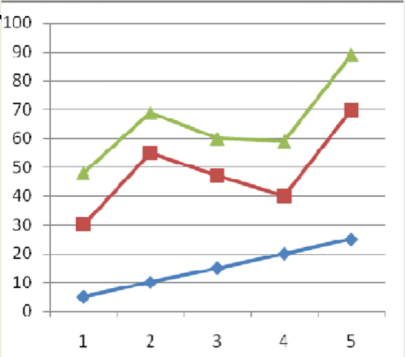
Increase Emotional Intelligence

Perceiving Emotions
Vocabulary of Emotions

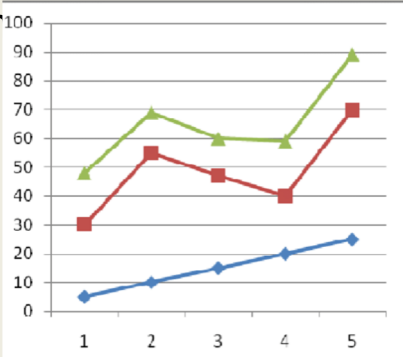
Overall Performance Summary



Overall Performance Summary



Overall Performance Summary



Leadership Education

Mentoring and Remediation

Experiential Leader Development

[illegible]

Demonstrated Leadership:		47.1%
Professional 0.3 <i>Self Evaluation/Reflections</i> <i>Peer Feedback/Environments</i> <i>Journal Journal Entries</i> <i>Related Goals</i> <i>Instruments</i> <i>Developmental Exercises</i> <i>Developmental Reading</i>		
Learned 3.7 <i>Self Evaluation/Reflections</i> <i>Peer Feedback/Environments</i> <i>Journal Journal Entries</i> <i>Related Goals</i> <i>Instruments</i> <i>Developmental Exercises</i> <i>Developmental Reading</i>		
Innovative 2.2 <i>Self Evaluation/Reflections</i> <i>Peer Feedback/Environments</i> <i>Journal Journal Entries</i> <i>Related Goals</i> <i>Instruments</i> <i>Developmental Exercises</i> <i>Developmental Reading</i>		
Adaptive 4.5 <i>Self Evaluation/Reflections</i> <i>Peer Feedback/Environments</i> <i>Journal Journal Entries</i> <i>Related Goals</i> <i>Instruments</i> <i>Developmental Exercises</i> <i>Developmental Reading</i>		

Research and Assessment

LDH Notional Data Set.xlsx - Excel																			Mullaney, Kevin CAPT USN USNA Annapolis							
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M11 XNM																										
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R								
										High SAT Math	High SAT Verbal	Major Group	Major Code	Major			Serv Assign Code									
1	Mids Id	Mid Pk Id	Class Year	Status	Gender	Minority	Ethnic Code	Ethnicity	Feeder						Grad OOM	Comm Code		Service Assignment								
2	58208	7071922	2017	Graduated	Male	Other	CA	Caucasian	Direct	730	740	II	SQE	Quantitative Economics	120	NA	20	PILOT								
3	58577	7073207	2017	Graduated	Male	Other	CA	Caucasian	Direct	730	740	II	SMA	Mathematics	241	NA	20	PILOT								
4	58680	7073179	2017	Graduated	Male	Other	CA	Caucasian	Direct	680	790	III	FPS	Political Science	42	NA	30	NUC SUB								
5	59310	7073319	2017	Graduated	Male	Other	CA	Caucasian	Direct	800	630	I	EME	Mechanical Engineering	88	NA	30	NUC SUB								
6	59643	7075501	2018	Graduated	Male	Other	CA	Caucasian	Direct	800	800	III	HHS	History	44	MC	50	USMC GROUND								
7	59680	7076399	2017	Graduated	Male	Other	CA	Caucasian	Foundation	670	690	III	FPS	Political Science	298	NA	33	SPECOPS								
8	59872	7074717	2018	Graduated	Female	Other	CA	Caucasian	Direct	760	790	II	SMO	Operations Research	425	MC	52	USMC PILOT								
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14	60357	7075388	2017	Separated	Male	Minority	HI	Hispanic	NAPS	560	520															
15	60379	7075674	2017	Graduated	Male	Other	CA	Caucasian	Foundation	800	740	I	EME	Mechanical Engineering	65	NA	20	PILOT								
16	60398	7076459	2017	Graduated	Female	Minority	HI	Hispanic	Direct	710	740	III	FLC	Chinese	411	NA	21	NFO								
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20	60866	7076164	2017	Graduated	Male	Other	CA	Caucasian	Direct	680	690	I	ECE	Computer Engineering	354	NQ	1	NPQ								
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28	60874	7075662	2017	Graduated	Female	Other	FN	International	Direct	580	600	II	SIT	Information Technology	364	NC	2	FN								



“The problem of teaching leadership”

Over 66% of college students and nearly 90% of Air Force Academy cadets report they are “above average in natural leadership ability”

Leadership as a concept is highly valued

therefore many people have difficulty recognizing their deficiencies.

it is tempting to think you can only learn about leadership by doing it

There is broad general consensus on what effective leadership looks like –

it is far removed from what research indicates is effective

it is far removed from the leader people would want in practice



“What we do to address this”

- USAFA has 4 Core leadership classes taught over four years.
 - We do not claim to teach “LEADERSHIP”
 - The courses are now the application of interdisciplinary behavioral sciences to the context of leadership and organizations.
 - Each short 10 lesson course follows the design of:
 - basic science and theory of human behavior and cognition that underlies effective\ineffective leadership
 - the basic science of why people fail to lead they way they would want to be led.
-



Course examples

- We describe the most widely accepted principals of transformational leadership and the psychological factors that make people less capable of enacting these when they gain position of power and status.
 - Idealize influence – self presentation as authentic while remaining an organizational archetype – share your values and remaining consistent with them to build trust
 - More power affords more freedom to ignore organizational constraints
 - More status leaves you less concerned about what others think of you
 - Individualized consideration – perspective taking and empathy
 - Higher power leaves us less likely to take the perspective of the other
 - We become more likely to objectify less power people as a means to an end
-



Course examples

- Intellectual stimulation – creating psychological safety to question assumptions and make mistakes, encouraging diverse perspective
 - Higher power leaves us wanting fewer options and input
 - Higher status lends greater influence, and status process undermine the likelihood of diverse voices being heard in work groups

 - Inspirational Motivation – create a vision of success & develop emotional appeals to followers values
 - Higher power increase psychological distancing
 - Higher power increase the likelihood of risk taking (seems like a good idea to you) lower power increases the focus on risks of action
 - Higher status and higher power makes it harder to consider the perspectives of others necessary to understand and relate to those emotions
-

Executive MBA – Strategic Leadership

A case for research into practice



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Director EMBA-SL
Fellow Global Supply Chain Institute

UIDP
21 April 2022

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