INCLUSIVE LEADERSHIP JOB AID

These reflective questions will guide CG leaders at different levels for the (updated inclusive) leadership competencies

Self Awareness & Learning

Coast Guard leaders continually develop their knowledge, skills, and expertise as the cornerstone for building their emotional intelligence which will maximize their effectiveness. They should be aware of their own unconscious biases and learn how to manage their conscious biases. They understand that their natural state, without these interventions, tends to lean toward self-cloning and self-interest, and that mission readiness is enhanced with diverse perspectives. Coast Guard leaders understand that inclusive leadership and professional development is a life-long journey with many phases. The continuum ranges from being unaware to being an advocate for others and change. Inclusive leaders value curiosity and a growth mindset and seek feedback from others. They practice self-reflection to learn from experience, as well as the experiences of others, to develop more complex ways of thinking.

TEAM MEMBER & TEAM LEAD/FIRST LINE SUPERVISOR	MID-LEVEL MANAGER/ PROGRAM MANAGER	SENIOR MANAGER	EXECUTIVE
Questions to ask yourself:	**Questions to ask yourself:**	**Questions to ask yourself:**	**Questions to ask yourself:**
— *What are my values?* — *Am I paying attention to my emotions?* — *How am I challenging myself and investing in my personal development?*	— *Am I seeking feedback from my colleagues?* — *How am I receiving and incorporating feedback?* — *What are my strengths and weaknesses?*	— *Can I communicate my values to those I lead, both in word and action?* — *How do I demonstrate humility among those I lead?* — *Am I intentionally setting aside time and space for self-reflection?*	— *How is my leadership style impacting culture?* — *Am I leading with integrity?* — *Do I have anything to hide?* — *How comfortable would I be with an external probe or audit?* — *How can I balance the demands on my attention?* — *How are my values reflected in my leadership?*

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Honor
Respect
Devotion
to Duty

Cultural Fluency

Coast Guard leaders develop cultural fluency as stewards of our entire workforce. Culturally fluent leaders recognize, respect, and demonstrate that there can be different ways of knowing, learning, communicating, and achieving goals through leveraging our diverse workforce. They demonstrate emotional intelligence and social awareness by managing relationships with an understanding of how racism, privilege, social construct, identity, differing abilities, and bias can impact our workforce. They are aware of their power and take the time to reflect about how others may interpret their actions. They build psychological safety with their teams to increase understanding. They are able to respectfully navigate cultural differences, and conflicts, tensions, or misunderstandings. Culturally fluent leaders actively guide and influence others toward equity for marginalized persons to build an inclusive workforce.

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Questions to ask yourself:	**Questions to ask yourself:**	**Questions to ask yourself:**	**Questions to ask yourself:**
— *Am I actively listening when talking to others?* — *How can I support collaboration in my team?* — *How do I identify counterproductive behavior?* — *What biases do I have?*	— *Am I actively listening when talking to others?* — *How can I support collaboration in my team?* — *How do I identify counterproductive behavior?* — *What biases do I have?*	— *Am I proactively building relationships beyond people who report to me?* — *Do I empower first-line supervisors to manage conflict?* — *How do my decisions enhance diversity, equity, and inclusion in the workplace?*	— *How do I build a culture of inclusivity?* — *How aware am I of employee engagement in my office?* — *What am I doing to improve employee engagement?* — *How far do my relationships extend beyond my organization?* — *How can I extend further?*

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Inclusive Collaboration

Coast Guard leaders encourage collaboration, creative thinking, and innovative solutions to overcome/tackle the volatile, uncertain, complex and ambiguous challenges of the work environment. They create awareness and support by engaging multiple perspectives for key decisions and maintain collaboration throughout the change management process. They take measured risks, learn from the challenges, and encourage others to do the same. They apply this same process to those who work for them. They build psychological safety by empowering individuals to be authentic and to feel comfortable sharing their perspectives. They construct an environment where people believe their contributions are valued.

| TEAM MEMBER & TEAM LEAD/FIRST LINE SUPERVISOR	MID-LEVEL MANAGER/ PROGRAM MANAGER	SENIOR MANAGER	EXECUTIVE
Questions to ask yourself:	**Questions to ask yourself:**	**Questions to ask yourself:**	**Questions to ask yourself:**
— *How am I incorporating innovation into my day-to-day duties?* — *Am I establishing credibility in my field by producing high-quality work?* — *How do I react to unexpected organizational changes?* — *What are my strategies for adapting?*	— *How am I encouraging innovation on my team?* — *How does my work fit into the vision of the organization?* — *How do I lead my team through organizational change?* — *What kinds of calculated risks am I taking?*	— *What is my vision for the work I lead in the coming years?* — *How am I communicating that vision to those I lead?* — *How am I supporting others in their risk-taking?* — *Do they know I have their backs?* — *Am I aware of the rules, laws and regulations that relate to my work? How can I better navigate them to achieve results?*	— *How can I foster a culture of innovation and risk-taking while navigating the rules and regulations of my work?* — *How am I modeling innovation and risk-taking in my own leadership?* — *How do I communicate that to those I lead?*

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LEADING COAST GUARD · LEADING SELF · LEADING CHANGE · LEADING OTHERS
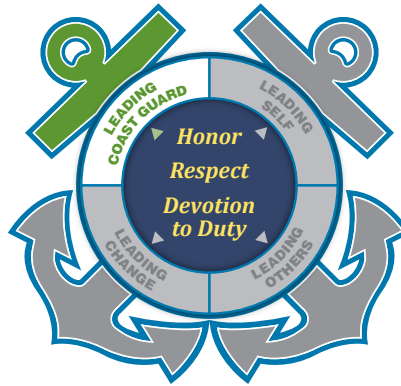
Talent Acquisition & Employee Development

Coast Guard leaders leverage their knowledge of team member's qualities and accomplishments to advocate for equity in tasks, assignments, evaluations, formal training, mentoring programs, and advancement, and provide timely feedback when needed. They demonstrate an inclusive talent mindset by recognizing when institutional biases limit access and full participation and take action to promote diverse team composition. Leaders develop and implement strategies to attract and retain a diverse workforce to maximize staffing needs and better realize organizational goals. They identify and address race, gender, or other discriminating inequities that may occur throughout all organizational levels. Coast Guard leaders develop and maintain human resource systems and policies that are adaptable to the evolving workforce needs and promote a culture of belonging where individuals thrive personally and professionally.

TEAM MEMBER & TEAM LEAD/FIRST LINE SUPERVISOR	MID-LEVEL MANAGER/ PROGRAM MANAGER	SENIOR MANAGER	EXECUTIVE
Questions to ask yourself:	**Questions to ask yourself:**	**Questions to ask yourself:**	**Questions to ask yourself:**
— *What kind of data do I collect, summarize, and analyze to support my work?* — *How do I take ownership and responsibility for my work?* — *What technology should I learn and ultimately master to succeed in my role?* — *Am I providing excellent customer service, both externally nd internally?*	— *How am I holding myself and my team accountable toward our goals?* — *How are we being accountable to our customers?* — *Can I interpret data to make effective decisions?* — *How does my team or project fit into the larger organization?*	— *Am I celebrating results with those I lead?* — *Am I able to connect results to long-term outcomes for the American people?* — *How often am I using data to make decisions?* — *Am I aware of the system—the stakeholders, the policies, the procedures—around me and how it affects my ability to achieve results?*	— *How do I create a culture of accountability in my organization?* — *Could I appear before Congress to defend my organization's people and results?* — *Am I using effective systems, processes and technology to empower my organization to succeed?* — *How am I driving toward long-term organizational outcomes?*

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