



Inclusive Leadership Inside Out

Zenell B. Brown, Esq., CDP, SHRM-CP

Ground Rules For Handling the Topics

- Be Curious
- Justice for All
- Use Data (stats, facts & history)
- Analyze trends
- Ask questions & Listen
- Be willing to be wrong (humility) or at least be willing to evolve
- Look for opportunities to be relational over transactional

Inclusive Leadership Inside Out Session Overview

DISC

Maslow's Hierarchy

ERG Theory

Glasser's Choice Theory

SHRM's Workplace Inclusion

\$1m+ Exercise

DISCOVER YOU



The DISC Simulated Assessment



DISC: When working on a new project, I am most likely to:

- A. Take charge, set direction, and push for quick results.
- B. Build excitement, share ideas, and get others involved.
- C. Ensure everyone feels comfortable, supported, and included.
- D. Research thoroughly, organize details, and ensure accuracy.

DISC: When making decisions, I usually rely on:

- A. Gut instinct and urgency—let's move forward.
- B. Input from others and how it impacts people.
- C. Consensus and maintaining harmony in the group.
- D. Data, logic, and proven processes.

DISC: In stressful situations, I tend to:

- A. Become direct, forceful, and want to control outcomes.
- B. Talk it out, look for encouragement, and stay optimistic.
- C. Withdraw, avoid conflict, and look for stability.
- D. Get more cautious, detailed, and focused on correctness.

DISC: Others often describe me as:

- A. Driven and results-oriented.
- B. Outgoing and enthusiastic.
- C. Reliable and supportive.
- D. Careful and analytical.

DISC: My biggest strength at work is:

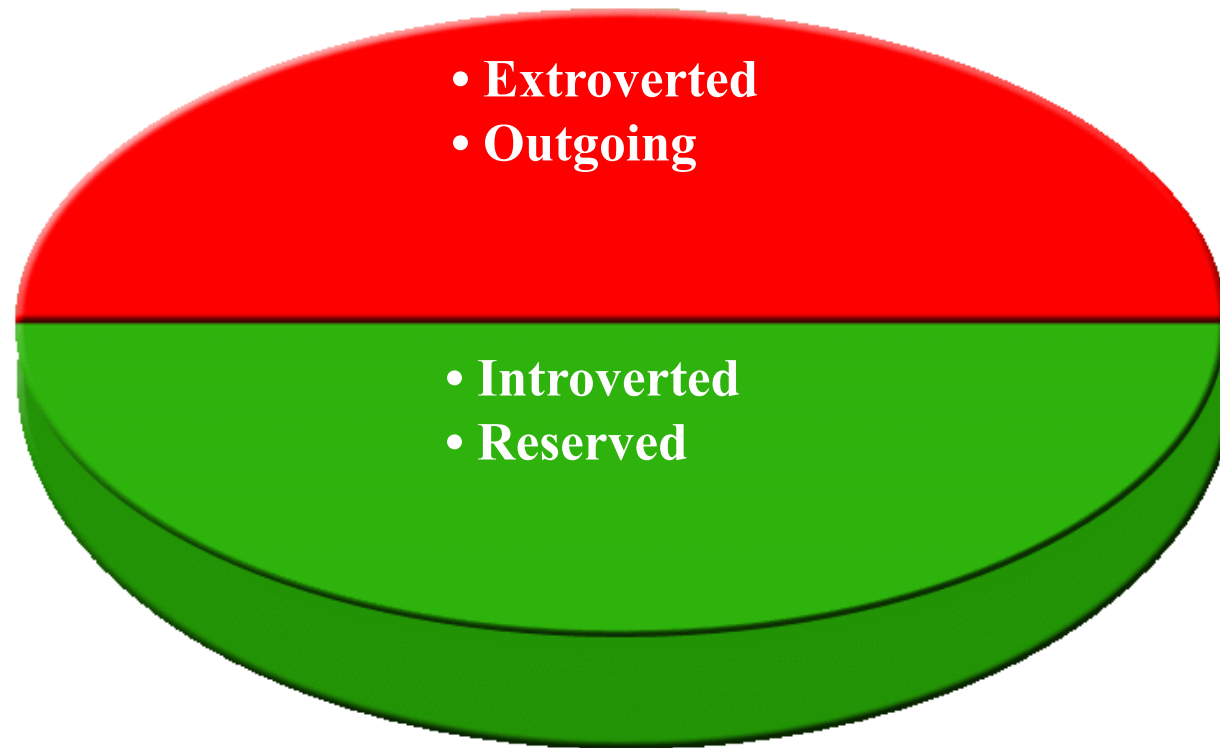
- A. Getting things done and achieving goals.
- B. Inspiring and persuading others.
- C. Listening, patience, and teamwork.
- D. Planning, precision, and problem-solving.

DISC: Scoring

- Mostly A's → Dominance (D): Direct, decisive, results-driven.
- Mostly B's → Influence (I): Energetic, persuasive, people-oriented.
- Mostly C's → Steadiness (S): Calm, dependable, harmony-focused.
- Mostly D's → Conscientiousness (C): Detail-oriented, cautious, systematic.

Maximizing Leadership & Teams with the DISC Assessment

Active Types



**Task-
Oriented
Types**



**People-
Oriented
Types**

Task-Oriented Types

People-Oriented Types

Process



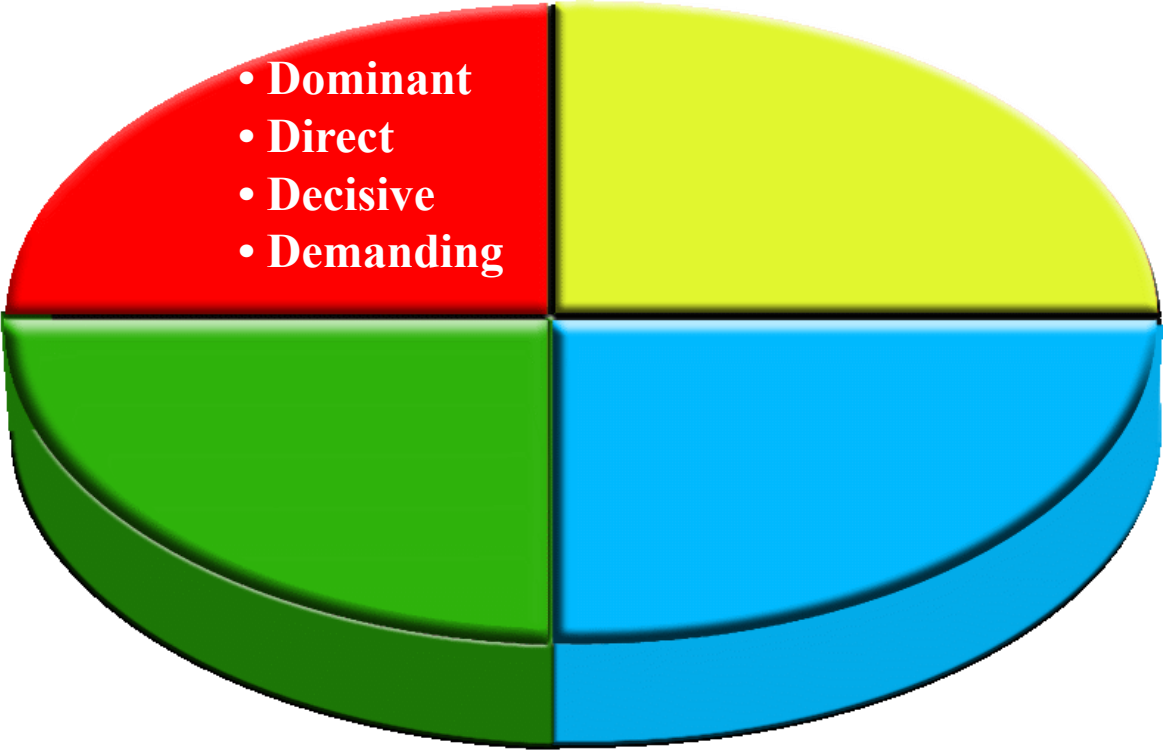
People

Form & Function

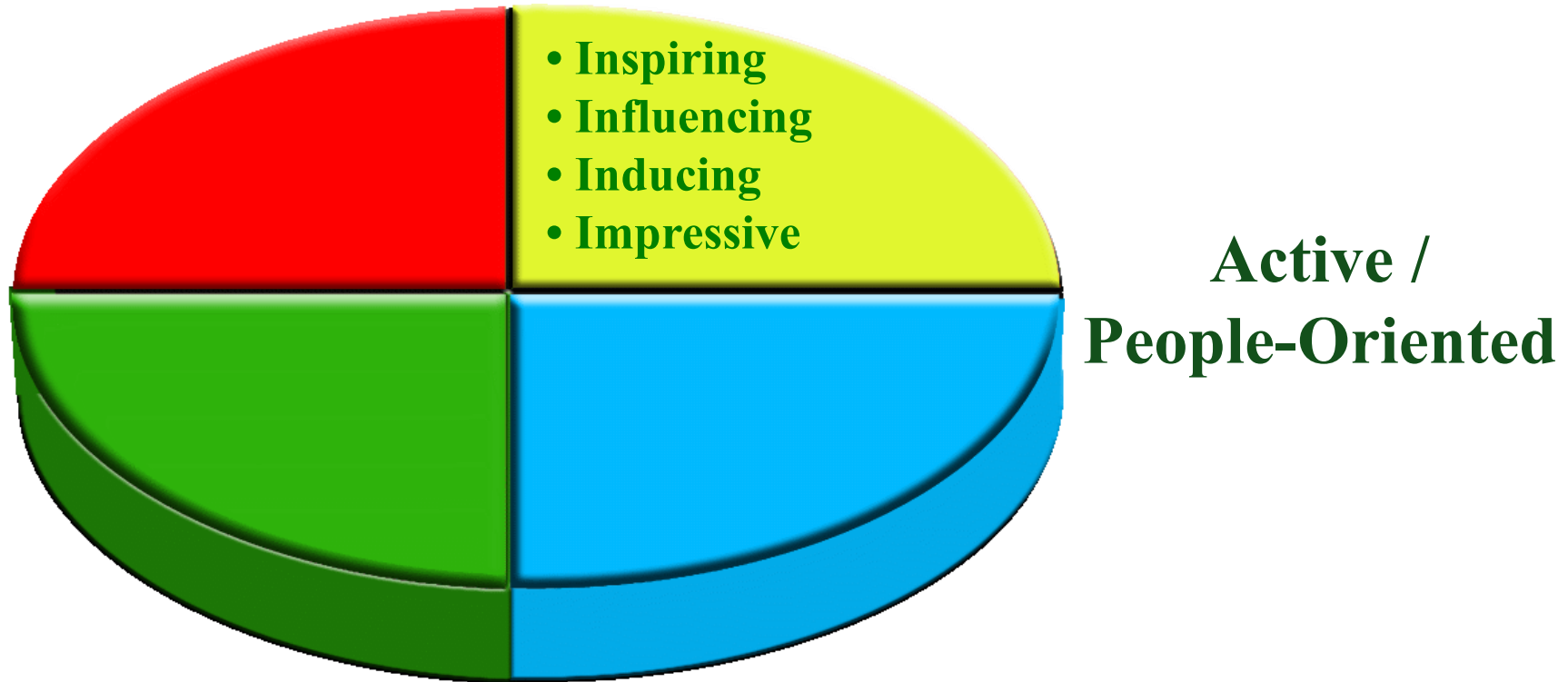
Feeling & Fellowship

“D” Type Behavior

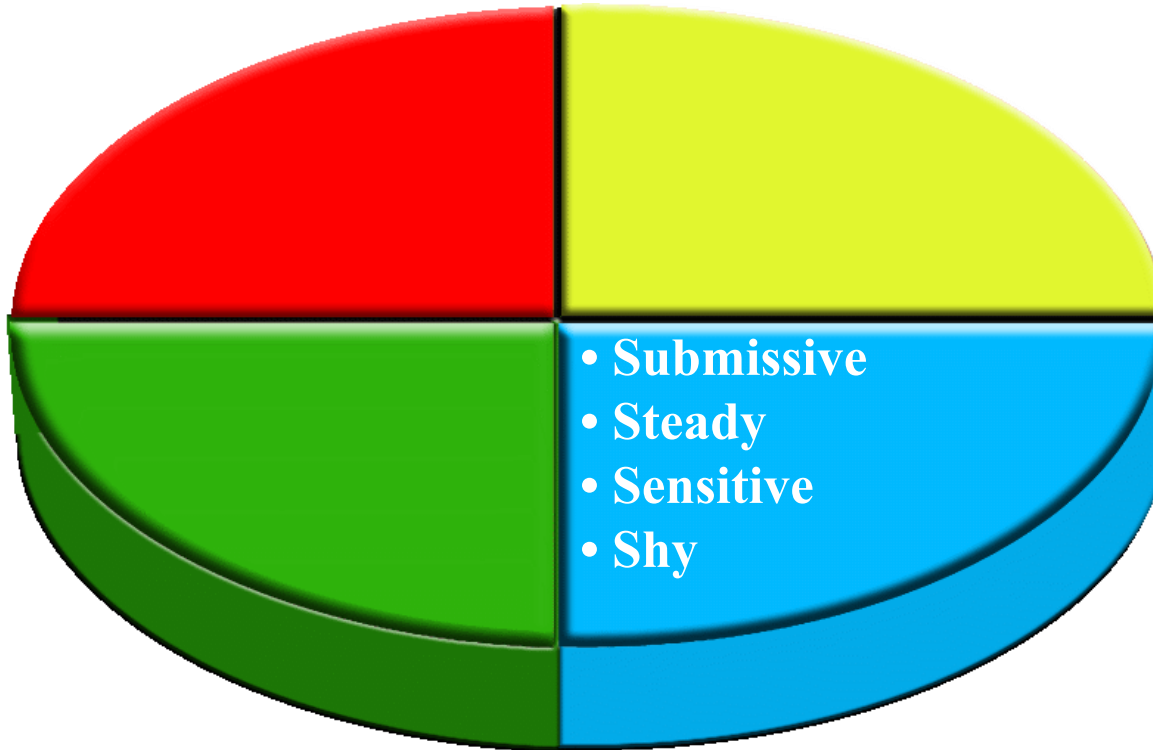
**Active /
Task-Oriented**



“I” Type Behavior



“S” Type Behavior



**Passive /
People -Oriented**

“C” Type Behavior

**Passive /
Task-Oriented**

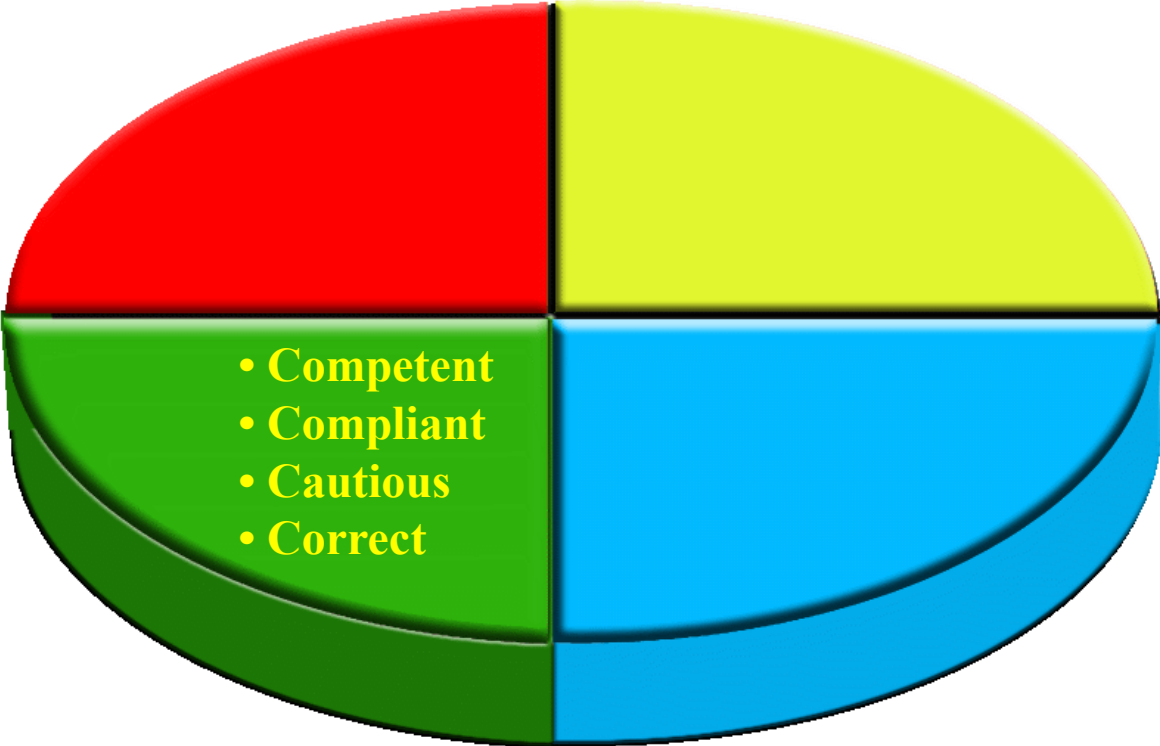


Table Topic: Getting Comfortable with your DISC

- How do I engage on social media?
- How do I network?
- How do act as part of your family?
- How do you act as part of your work team?
- What behavior do you most often have to apologize for?

DISC and . . .

Leadership

Conflict

Team Dynamics

Essentials for Leadership

- Understanding and respect for their and others' roles
- Inspire alignment with organization's mission, visions, and values
- Trust: Competence and Confidence relative to processes and people. Understand and shape culture.
- Effectively make decisions and utilize feedback loops to improve.

Leadership Styles

"D" Leaders —

- Enjoy and are comfortable in leadership
- Work hard
- Can take on difficult tasks
- Are focused on process – not people
- Bottom-line, direct, and fast
- Are direct and decisive
- Need to lead but not control/demand
- Slow down, make space/time for others
- Acknowledge needs of others

Leadership Styles

"D" Leaders —

What type of shoes come to mind?

- When do you need them?
- Why do you need them?
- When may the shoe not be as appropriate?

Leadership Styles

"I" Leaders —

- Comfortable at the front and onstage
- Are influential, persuasive and articulate
- May influence without a title/credentials
- Good talker. May need to listen more
- May seek approval of others to a fault
- Are impressive and positive
- Love crowds and comfortable with attention
- Needs to ensure others know your depth
- May appear proud and self-centered

Leadership Styles

"S" Leaders —

- Thoughtful of others
- Seldom demanding
- Friendly and loyal
- Supportive but may not lead
- Must ensure they assert their own needs
- Realize personal perfection is not necessary
- Take risks and lead
- Ask others to support them
- Are reliable, relaxed, and reserved
- Submissive and security-oriented

Leadership Styles

"C" Leaders —

- Subject matter expertise
- Go by the book
- Wants Things to be just right
- Are thorough & detailed-oriented
- Informed and opinionated
- May be very serious
- Follows rules and procedures
- May provide too much information
- Extremely influential (Data, Stats, Info)
- Need to see solutions and execute (act)

Leadership Styles

“I” Followers —

- "I"s follow people and follow with their hearts.

Leadership Styles

“D” Followers —

- "D"s follow those who know their staff and will act to get things done.

Leadership Styles

“S” Followers —

- "S" follows leaders who have think of others.

Leadership Styles

“C” Followers —

- "C"s follow leaders who have the facts.

How To Handle Conflict

"D" Behavior —

Under Pressure: Becomes dictatorial, domineering, demanding, angry, intense, forceful, direct, bossy.

Sources of Irritation: Weakness, indecisiveness, laziness Lack of — discipline, plan, purpose, direction, authority, control, challenge.

Needs To: Back off, seek peace, relax, think before reacting, control self, be — patient, loving friendly, loyal, kind, sensitive.

Source: Mels Carbonell, Ph.d.

How To Handle Conflict

"I" Behavior —

Under Pressure: Becomes hyper, overly optimistic, immature, emotional, irrational, silly, wordy, selfish.

Sources of Irritation: Disinterest, slowness, pessimism, details, time restraints, antagonism, doubt, structure, lack of — enthusiasm, team participation.

Needs To: Listen, count the cost, control emotions, be — humble, strong, disciplined, punctual, careful with words, conscientious.

Source: Mels Carbonell, Ph.d.

How To Handle Conflict

"S" Behavior —

Under Pressure: Becomes subservient, insecure, fearful, weak-willed, withdrawn, sympathizer, sucker.

Sources of Irritation: Pushiness, instability, inflexibility, anger, disloyalty, insensitivity, pride, discrimination, unfairness.

Needs To: Be — strong, courageous, challenging, aggressive, assertive, confrontational, enthusiastic, outgoing, expressive, cautious, bold.

Source: Mels Carbonell, Ph.d.

How To Handle Conflict

"C" Behavior —

Under Pressure: Becomes moody, critical, contemplative, negative, worrisome.

Sources of Irritation: Incompetence, disorganization, foolishness, dishonesty, inaccuracy, wastefulness, inconsistency, blind faith, false impressions.

Needs To: Loosen up, communicate, be — joyful, positive, tolerant, compromising, open, trusting, enthusiastic.

Source: Mels Carbonell, Ph.d.

Team Dynamics

Your Team:

How many High "D"s?

Determined/Direct behavior

How many High "I"s?

Inspiring/Influential behavior

How many High "S"s?

Stable/Status quo/Supportive behavior

How many High "C"s?

Cautious/Correct behavior

Observation of Teams

- Play/practice together as often as possible
- Wear team uniforms
- Seek coaching
- Celebrate each other's wins
- Develop team communication
- Resolve disputes
- Help injured players
- Mentor new players
- Other

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/go-teams-when-teams-get-healthier-the-whole-organization-benefits>

Team Dynamics

Who are the High "D"s on the Team: _____,
_____, _____.

Who are the High "I"s on the Team: _____,
_____, _____.

Who are the High "S"s on the Team: _____,
_____, _____.

Who are the High "C"s on the Team: _____,
_____, _____.

TEAM DYNAMICS: WHEN THINGS GO WRONG

Natural Responses To Conflict

"D"s — Want To Attack.

"I"s — Want To Expose Others.

"S"s — Want To Support or Submit.

"C"s — Want To Criticize.

TEAM DYNAMICS: HOW TO SELF-CORRECT

"D"s — Restore With Love.

"I"s — Make Others Look Good, Not yourself.

"S"s — Care Enough To Confront.

"C"s — Examine Own Self First. Put the rules aside.

Then consult the Five Dysfunctions of a Team and the Team Success Factors.

Leadership - 5 Dysfunctions of a team

Introduction to Lencioni's five dysfunctions of a team

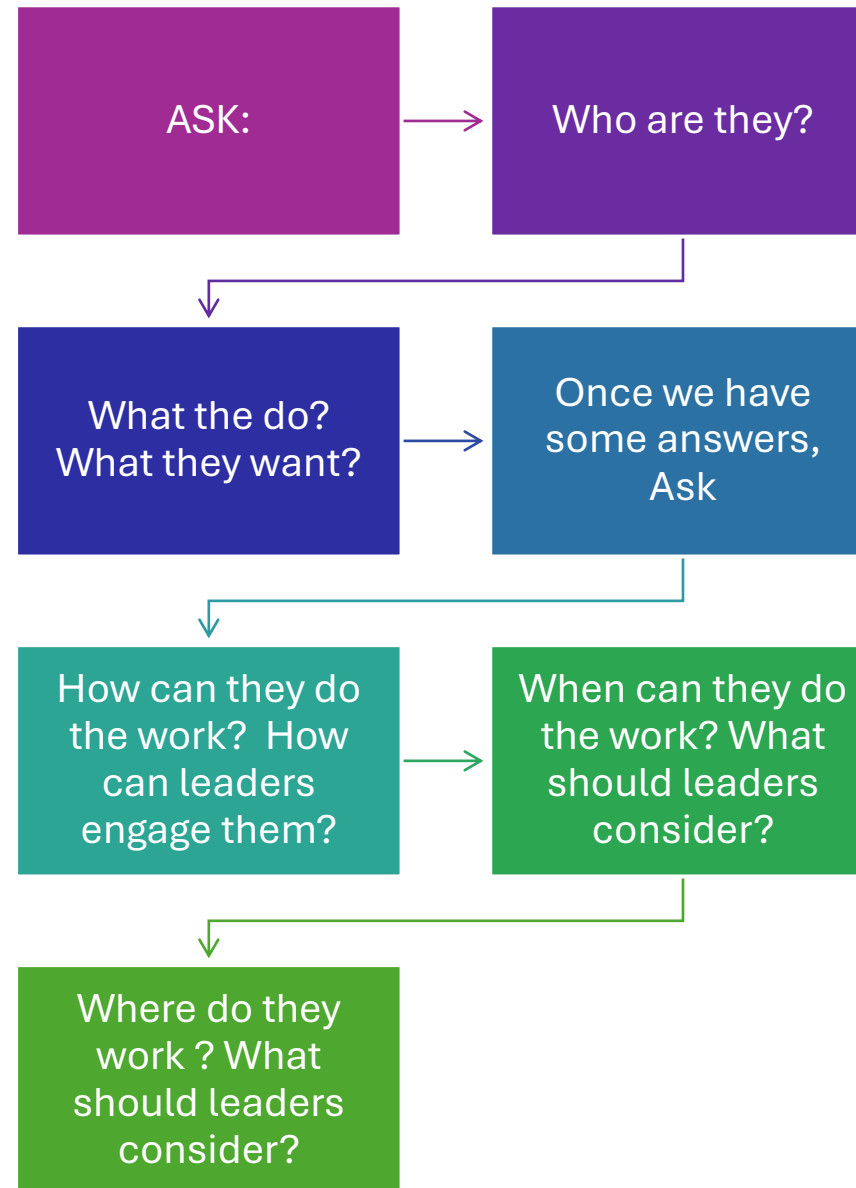




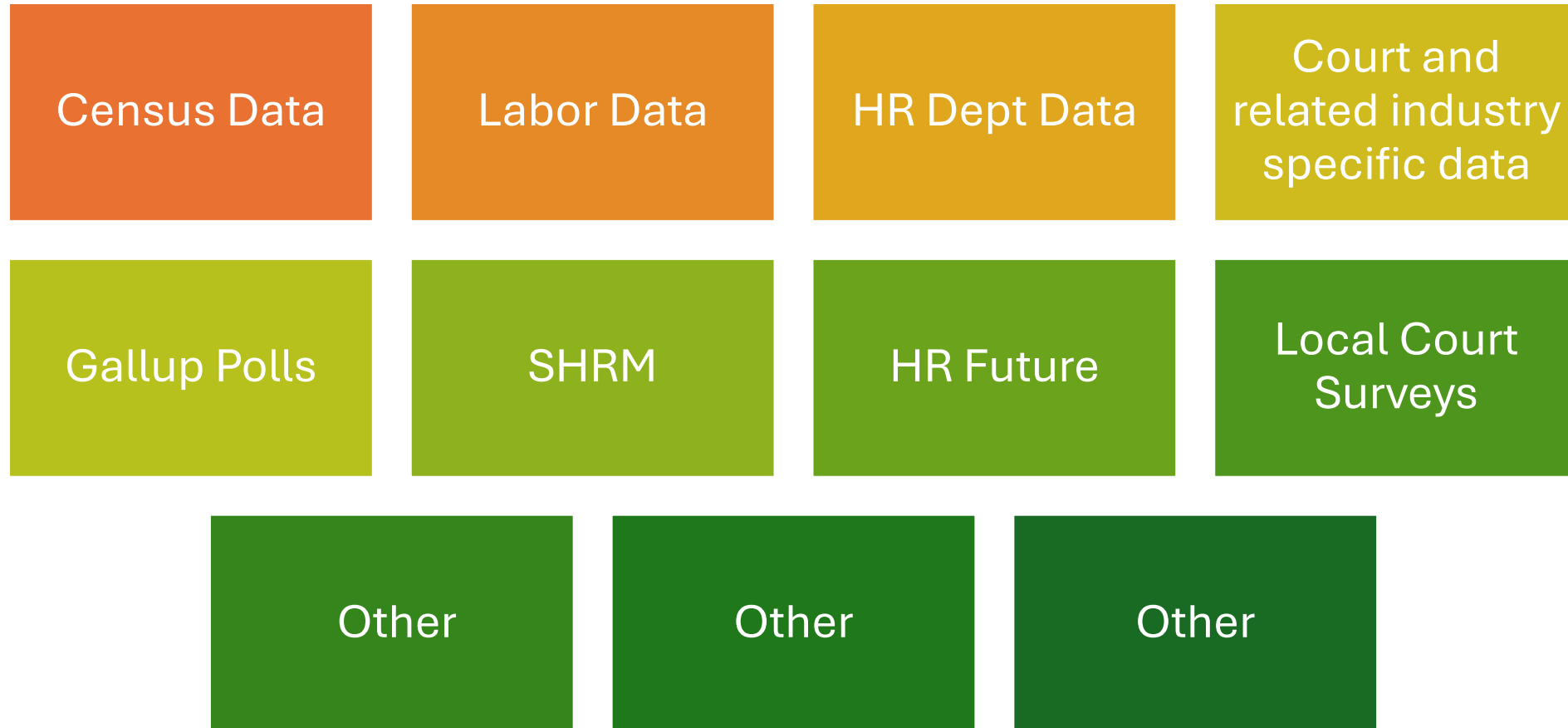
Inclusive Leadership Inside Out

Part 2: INCLUSIVE WORKPLACES &
WORKFORCE EXCELLENCE

WORKFORCE EXCELLENCE: Talented Staff



Resources to help answer: *Who are they and what do they want*



2024

Occupation	Total, 16 years and over	16 to 19 years	20 to 24 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 64 years	65 years and over	Median age
Total employed	161,346	5,661	14,172	35,595	36,197	32,039	26,405	11,276	42.2
Lawyers	1,146	0	0	220	322	251	194	159	46.3
Judicial law clerks	21	2	1	11	4	2	0	1	-
Judges, magistrates, and other judicial workers	68	0	0	3	18	13	19	15	53.7
Paralegals and legal assistants	428	1	35	91	90	100	84	27	43.9
Title examiners, abstractors, and searchers	93	0	2	22	17	20	25	8	47.0
Legal support workers, all other	75	2	8	18	20	11	10	6	40.2

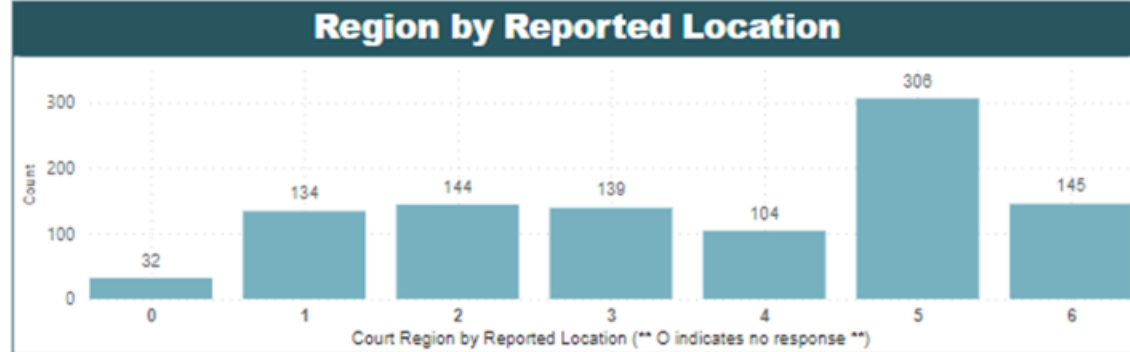
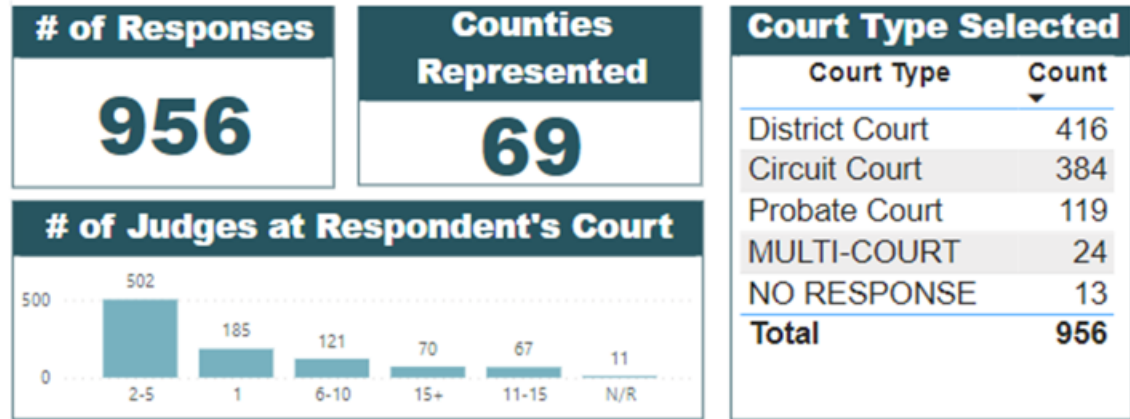
Stats are in 100,000& reported by dept of labor

MJC Employee Survey

Michigan trial courts have approximately 9,000 employees across 274 court locations in 83 counties.

Survey Data represented roughly 10% of total court employees.

Overview of Respondents (Court Employees)



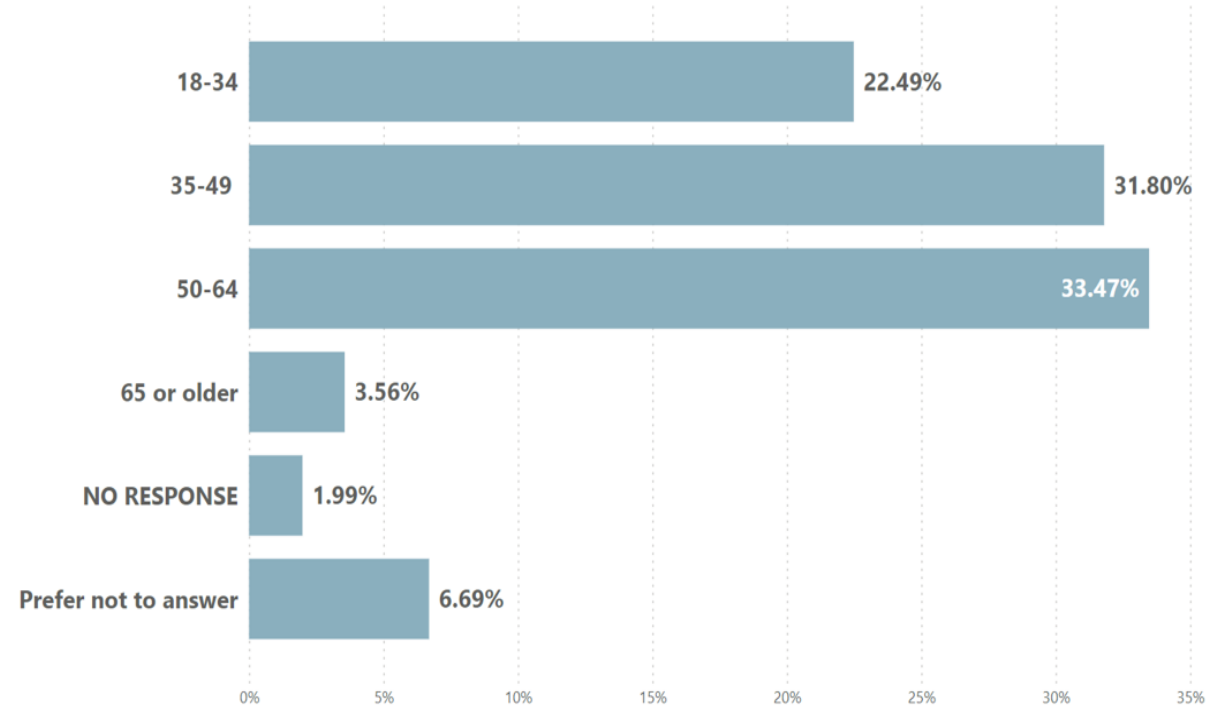
Race/Ethnicity Selected	%	Count
White	74.16%	729
Prefer not to answer	10.58%	104
Black or African American	6.82%	67
Hispanic/Latino/Latina	2.85%	28
NO RESPONSE	2.54%	25
American Indian or Alaskan Native	1.32%	13
Middle Eastern, Northern African (MENA)	0.61%	6
OTHER	0.61%	6
Asian	0.51%	5
Total	100.00%	983

* Selection of multiple race/ethnicity options are counted for each selected group.

Selected Gender	%	Count
Female	76.26%	729
Male	13.49%	129
All Other Respondents	10.25%	98
Total	100.00%	956

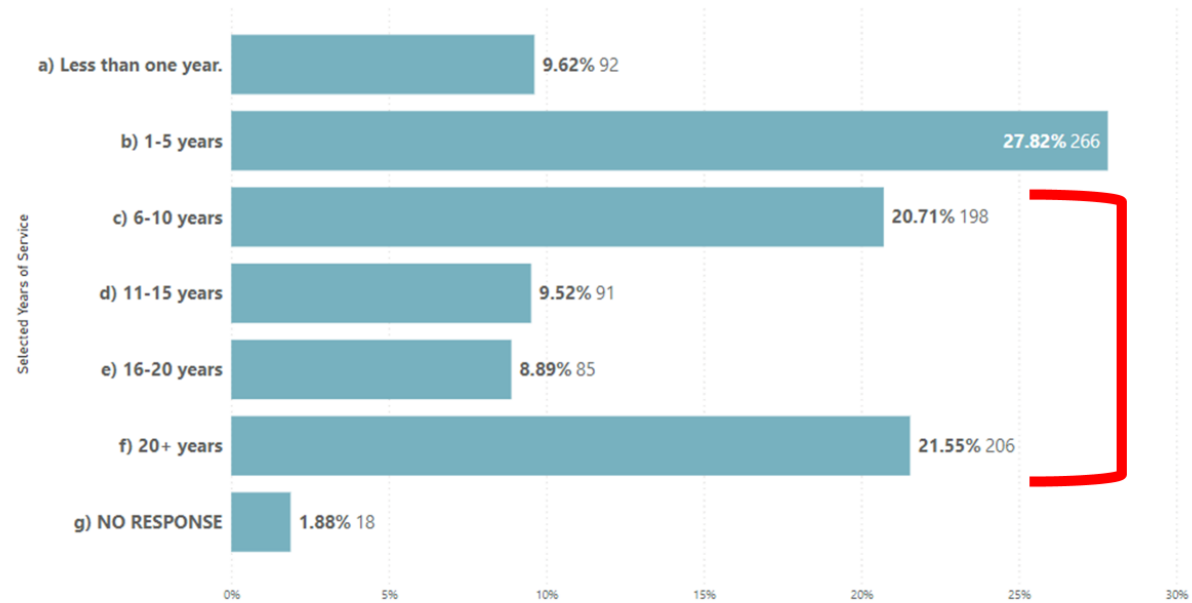
Age Group	%	Count
50-64	33.47%	320
35-49	31.80%	304
18-34	22.49%	215
Prefer not to answer	6.69%	64
65 or older	3.56%	34
NO RESPONSE	1.99%	19
Total	100.00%	956

Respondents by Age Grouping



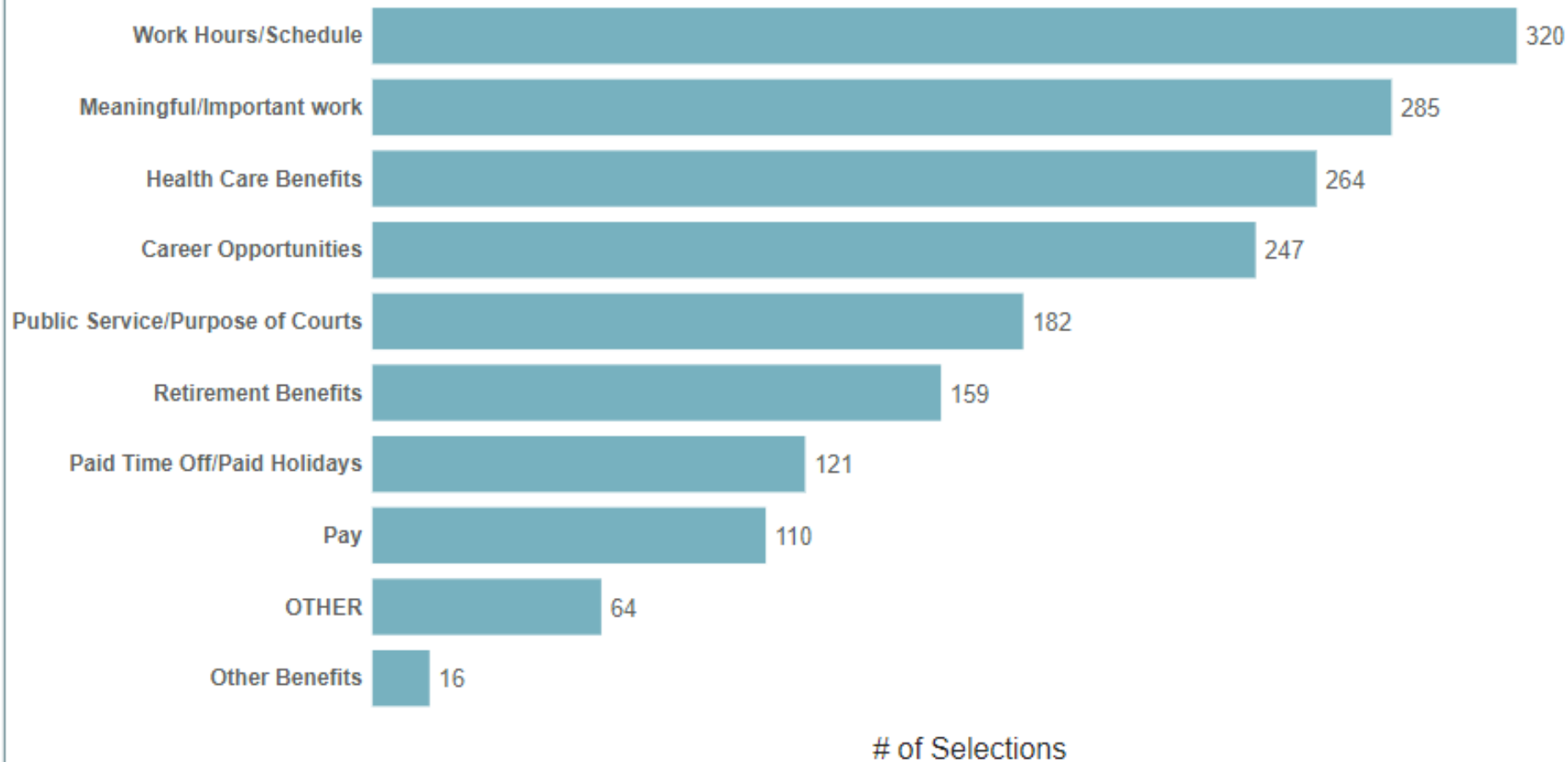
Respondents by Years of Service

Respondents by Years of Service



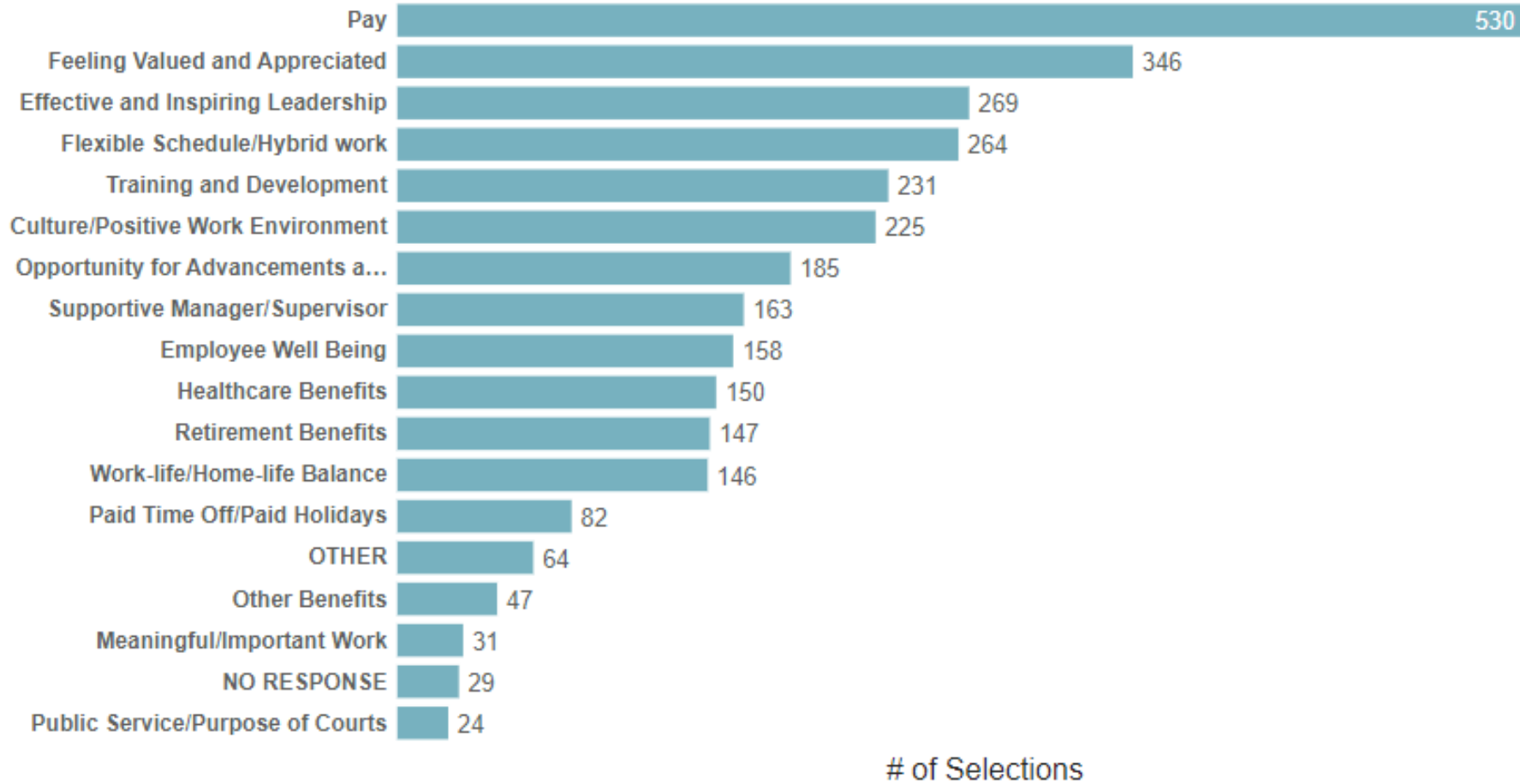
What attracts people to court work?

What appealed to you most when deciding to first work for the court?



The Need for Change

What improvements or changes are most needed to enhance employee satisfaction or morale in your court?



WHAT SHOULD LEADERS CONSIDER?

- “Workers are treasure of the factory. They are important to me.”

Sakichi Toyoda (1867 – 1930)



<https://www.toolshero.com/wp-content/uploads/2022/06/sakichi-toyoda-toolshero.jpg>

WHAT SHOULD LEADERS CONSIDER?

A HEALTHY WORKPLACE

“A healthy workplace is one in which all organizational members collaborate to continually improve processes to protect and promote member well-being and organizational success. All seek alignment of organizational and member goals and needs so that they can grow and thrive together.”

World Health Organization



WHO: Healthy Workplace

World Health Organization (WHO)

- A healthy workplace is one in which all organizational members collaborate to continually improve processes to protect and promote member well-being and organizational success.
- In healthy workplaces, all seek alignment of organizational and member goals and needs so that they can grow and thrive together.
- WHO provides free resources including a survey and supporting documents to help employers assess and enhance these 13 factors of a healthy workplace.

WHAT SHOULD LEADERS CONSIDER?

CULTIVATING A HEALTH WORK CULTURE IN THE NEW YEAR “I challenge you to look at the benefits you currently offer employees and—equally important—what else you should offer them. ... Options include paid time off, flexible work arrangements, employee assistance programs, financial advisory services and well being initiatives. It’s also critical to ensure employees are aware of these benefits and to eliminate any hurdles to using them.” SHRM CEO Johnny C. Taylor, Jr. SHRM-SCP

SHRM HR QUARTERLY, Winter 2025

Photo cred: wbacollaborative.org



Considerations for the Futures: The intergenerational workforce

Year of Birth

- Traditionalists (1925- 1942)
- Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997-2013)
- Alpha (2014 -2024)
- Beta (2025)

Current age

- Traditionalists are 83- 100 years old
- Boomers are 61-85 years old
- Gen X'ers are 60- 45 years old
- Millennials are 29 -44 years old
- Gen Z are 12- 28 years old
- Alphas are 1 – 10 years old
- Betas will enter the workforce fulltime in 2025



	Traditionalists 1925-1942 47 million U.S. Births	Baby Boomers 1946-1964 76 million U.S. Births	Gen X 1965-1980 55 million U.S. Births	Millennials 1981-1996 62 million U.S. Births	Gen Z 1997-2013 (TBD) U.S. Births
Technology Acquired	<ul style="list-style-type: none"> Television Scotch Tape Red & Green Stop Light 	<ul style="list-style-type: none"> Sputnik 1 Microwave Mr. Potato Head Liquid paper Colored Kitchen appliances 	<ul style="list-style-type: none"> Floppy Disk Portable Cassette Player VCR 1st Video Game: Pong 	<ul style="list-style-type: none"> Personal computer Nintendo Camcorder CD Player Cell Phone Internet 	<ul style="list-style-type: none"> Smartphone Snapchat/Instagram/ Youtube/TicTok
Core Values	<ul style="list-style-type: none"> Adhere to rules Family focus Patriotism Savers 	<ul style="list-style-type: none"> Optimism Equal rights/ opportunities Pay your dues Spend now, worry later 	<ul style="list-style-type: none"> Independent Informality Think globally Life balance 	<ul style="list-style-type: none"> Teamwork Confidence Civic duty Achievement 	<ul style="list-style-type: none"> Frugality Social Equality Security Making a difference
Work Ethic	<ul style="list-style-type: none"> Pay your dues Work hard Age = Seniority Company first 	<ul style="list-style-type: none"> Driven Workaholic Quality Work ethic = worth Efficient 	<ul style="list-style-type: none"> Work smarter and with greater output, not longer hours 	<ul style="list-style-type: none"> Ambitious What's next? Multitasking Tenacity Entrepreneurial 	<ul style="list-style-type: none"> Realistic approach Tech savvy "Always on" Inclusive
Preferred Work Environment	<ul style="list-style-type: none"> Conservative Hierarchal Clear chain of command Top-down management 	<ul style="list-style-type: none"> Flat hierarchy Democratic Equal opportunity Friendly 	<ul style="list-style-type: none"> Positive/fun Fast paced Flexible Informal Access to leadership & information 	<ul style="list-style-type: none"> Collaborative Creative Diverse Fun/flexible Achievement-oriented Positive 	<ul style="list-style-type: none"> Competitive Independent Face-to-face communication Continued skill development
Desired Job Traits	<ul style="list-style-type: none"> Recognition/ Respect for their experience Clearly defined rules/policies Job security & stability Value placed on history/traditions 	<ul style="list-style-type: none"> Ability to "shine/ be a star" Team approach Clear & concise expectations Make a contribution 	<ul style="list-style-type: none"> Forward thinking Cutting edge technology Flexibility Input evaluated on merit, not age/ seniority 	<ul style="list-style-type: none"> Challenge Strong, ethical leaders Ability to make a difference Respect despite age 	<ul style="list-style-type: none"> Recognition for their efforts Own technology Flexibility Growth Opportunities

Maslow & Alderfer Motivation Theories

Alderfer's ERG Theory



Question Old Assumptions

“Falling back on management-through-monitoring is falling back on the weakest form of management – and one that drives down down employee engagement.” – Brian Elliot

Source: [MIT Sloan e-newsletter](#)

reprinted on www.NAPCO.com

Author: Brian Elliot

Date: January 2025

Strategic Workforce Management Suggestions:

- Build relationships in many areas
- Recruit widely for talent
- Build pipelines and bridges
- Offer FTE, PTE, Contractor, Intern, and Volunteer opportunities as appropriate
- Properly onboard
- Review job, transfer, and promotional requirements – Objective criteria
- Identify and acknowledge individual and collective positive contributions promptly
- Identify and address performance issues promptly
 - Ability and willingness
 - Meaningful probationary period
 - Corrective Action/Work Improvement Plans
- Provide skills training to ensure success (office communications and etiquette)
- Invest in training and professional development (multiple platforms, programs, and associations)
- Assist employees in career planning
- Review/Update benefits and policies – Remote Work, Flexible Hours, PTO, Wellness leave vs Sick leave, Health care coverage, Pensions Come back, 401 K matching, financial wellness programs (student loans, home ownership, etc.), tuition reimbursement, daycare assistance, EAP, and pet insurance.
- Offer competitive wages
- Ensure a safe work environment

“Talent management programs should be robust, merit-based, and connected to meaningful job classification and compensation systems”

NACM National Agenda 2021-26



INCLUSIVE
WORKPLACES &
WORKFORCE
EXCELLENCE

What do you
envision?
What do you
plan?

What leadership traits and characters do you want to pass down?



Leadership From Day of Hire Mindset

- Development and Growth Programs that are inclusive allow you to begin to develop leaders early.
- Exposure and Opportunities are inclusive
- This goes against the strongholds of seniority
- This goes against generational ideals of what leaders look like
- This goes against thoughts of paying dues and heir apparent leadership
- This changes the norm that leadership is an automatic climb based upon technical skills
- Leadership is the “Lifting as we climb” community

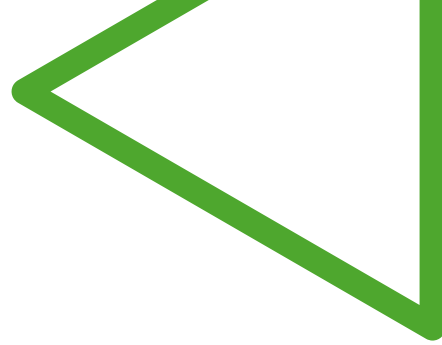
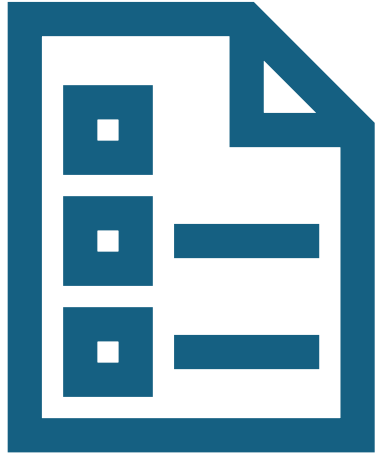
Developing & Training Leaders

- Cohort learning where they learn from instructor and team members
- Learn the vision and the pillars of the organization. Opportunities to learn them collective and to help develop tangible outcomes related.
- Must have opportunity to practice what is learned. They should be put in places to lead others who do not directly report to them inside and outside of the organization.
- They should have a role in succession training.



Final Reflection

- Your investments
- Mentors
- Organizations/Professional Affiliations
- Aspiring Leaders



QUESTIONS?

Zenell B. Brown, Esq., CDP, SHRM-CP

