

NACHC LEADERSHIP TRAINING



Being a Leader

vs.

Being a Boss



E-Learning Workbook



NATIONAL ASSOCIATION OF
Community Health Centers®

Excelling in Your Role as a Health Center Leader: Being a Leader vs. Being a Boss

PARTICIPANT WORKBOOK

Being a Leader vs. Being a Boss

“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

—Sheryl Sandberg

Author, founder of *LeanIn.org* and chief operating officer of Facebook®



There are many managers and supervisors in the business world today who are wonderful bosses; but are they great leaders? To truly excel in these roles, managers and supervisors need to display leadership qualities—vision, creativity, innovation, collaboration and teamwork.

This module introduces skills that are part of a valuable leadership tool kit that can be applied by new managers and supervisors to develop leadership capabilities and more effectively manage and motivate their teams.

Learning objectives

- Define the six differences between a leader and a boss to determine how one is more effective than the other
- Discuss the new day-to-day job responsibilities and skill sets faced during the transition from individual contributor to leader
- Explain how to utilize the five-step approach to adaptive leadership to match the right task, employee and leadership development style when assigning work and providing growth opportunities

How Bosses and Leaders Are Different



EXERCISE

How are bosses and leaders different? If most employees had the choice between working for a boss or a leader, they would pick a leader hands down. Let's dig a little deeper and look at six specific ways that bosses and leaders are different. In the spaces provided, please list the ways you think a boss and a leader view these six core areas of their roles within the organization.

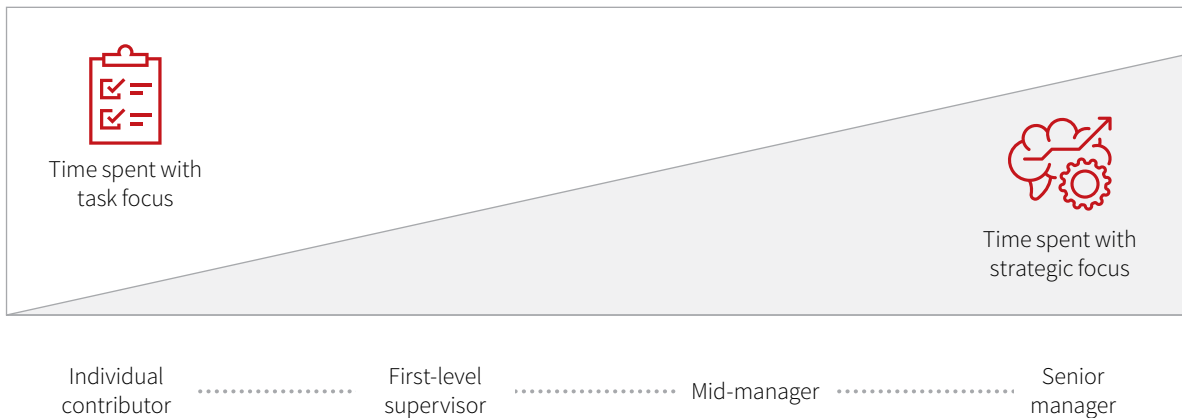
BOSS		LEADER
<input type="text"/>	KEY FOCUS	<input type="text"/>
<input type="text"/>	DRIVING FORCE	<input type="text"/>
<input type="text"/>	WORK AND OBJECTIVES	<input type="text"/>
<input type="text"/>	SOURCE OF AUTHORITY	<input type="text"/>
<input type="text"/>	COMMUNICATION AND DELEGATION	<input type="text"/>
<input type="text"/>	LEVEL OF ACCOUNTABILITY	<input type="text"/>

To break it down simply, bosses focus more on things than people, and leaders focus more on people than things. The manager chooses—lead or supervise, innovate or administrate, collaborate or dictate? Having a “people focus” means transitioning away from the “things” mindset of an individual contributor. It can be challenging.

Adapted from: <https://www.cleverism.com/leader-vs-boss/>

Going From Individual Contributor to Leader— What Are the New Skill Sets?

An individual contributor is more focused on single issues with clearly defined goals. A high-performing individual contributor has experience and is recognized as an expert who can analyze issues and consider a range of possible solutions and implications. When those individuals become leaders, all of that shifts.



DISCUSSION

Responsibilities over time

What do you think are the implications of the graph?

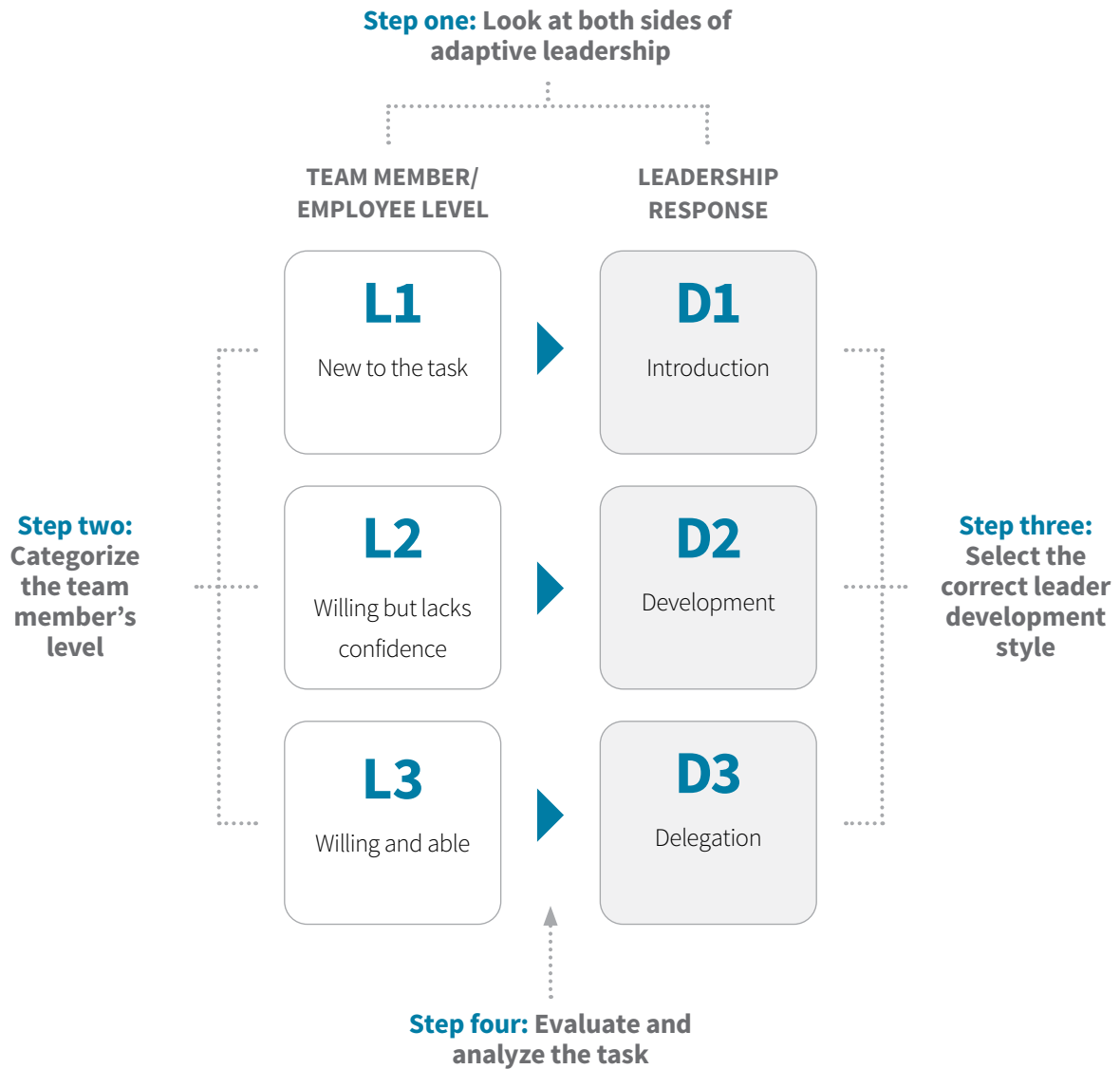
Is it possible to be a good leader and an individual contributor/expert?

How can a supervisor or manager maintain a high enough level of task/technical expertise and still grow as a leader?

What problems can occur because supervisors or managers don't let go of the role of the individual contributor/expert?

Five-step Approach to Adaptive Leadership

What is adaptive leadership, and how does it help in applying the right leadership model when managing teams, assigning work and providing growth opportunities?



Step five: Know the impact



LEADER DEVELOPMENT STYLES	D3	Abandoned	Uncertain	✓
	D2	Confused	✓	Demotivated
	D1	✓	Disengaged	Micro-managed
		L1	L2	L3

TEAM MEMBER LEVELS



EXERCISE

Adaptive leadership application

Think of one of your team members (or yourself at some point in your career) and a task he or she was taking on.

- How did the team member feel about the task?
- What should the leader have done, given the situation?
 - Inserted him- or herself to tell the employee what to do?
 - Told the employee to complete the task in X time—and then walked off?
- How did the response you are thinking of make the employee (or you) feel? Confused? Worried? Confident? Prepared?



Conclusion

Being a boss is easy—being a leader is hard. Yet being a leader is more rewarding. It gives the leader, and the team, the best chance at success. It requires learning new things, getting comfortable with not always being the expert and understanding that the days of being a task-oriented individual contributor are no longer the focus. Once a manager or supervisor knows what a leader can be and what his or her own innate style is, that knowledge can be used to adjust how he or she addresses work and leads teams based on what is going on in the organization. Being a leader can be hard—but with hard work and the right tools, it can be done!

This self-paced module is based on the NACHC/Skill Path webinar of the same name which took place in Fall 2020.