



NATIONAL ASSOCIATION OF
Community Health Centers®

NACHC's 2022 Health Center Leadership 4-part Webinar Series

October 5, 2022 – Session 1

Foundations of Becoming A Leader

Transitioning into Leadership

Sponsored by:

Johnson & Johnson

NACHC's STRATEGIC PILLARS

1



Equity and Social Justice

Center everything we do in a renewed commitment to equity and social justice

2



Empowered Infrastructure

Strengthen and reinforce the infrastructure for leading and coordinating the Community Health Center movement, notably consumer boards and NACHC itself

3



Skilled and Mission-driven Workforce

Develop a highly skilled, adaptive, and mission-driven workforce reflecting the communities served

4



Reliable and Sustainable Funding

Secure reliable and sustainable funding to meet increasing demands for Community Health Center services

5



Improved Care Models

Update and improve care models to meet the evolving needs of the communities served

6



Supportive Partnerships

Cultivate new and strengthen existing mutually beneficial partnerships to advance the shared mission of improving community health

To learn more about NACHC's Strategic Pillars visit <https://www.nachc.org/about/about-nachc/>

THE NACHC MISSION

America's Voice for Community Health Care

The National Association of Community Health Centers (NACHC) was founded in 1971 to promote efficient, high quality, comprehensive health care that is accessible, culturally and linguistically competent, community directed, and patient centered for all.





Transitioning Into Leadership

October 5, 2022

Virtual Session



Helping Organizations
Redefine and Pursue Wellness

Today's Learning Objectives

- Gain knowledge on how to move from being a doer to leading a team
- Increase confidence and learn tactics to lead former peers with comfort
- Learn a tool for better organizing your to-do list so that you can delegate with confidence





Workshop Agenda

Estimated Time	Discussion Topic/Session
5 min	Welcome & Overview
25 min	From Doing to Leading
20 min	Leading Former Peers
30 min	Delegating with Confidence
10 min	Wrap Up & Next Steps

Organizational Roles

Historical View of Traditional Organizational Roles





From Doing to Leading

Moving from Individual Contributor to Leader





Doing versus Leading

- Doing is about YOU
- Leading is about your TEAM
- What made you successful as a DOER may not bring you success as a LEADER
- Developing your leadership skills is a must



NEW
MINDSET



NEW
RESULTS



REFLECTION



1. What did you like most/least about being a doer?
2. What do you like most/least about leading?
3. What do you believe helps or hinders your ability to balance doing and leading?



A person with short dark hair, wearing a horizontally striped t-shirt and dark pants, is sitting on a metal balcony railing. They are facing away from the camera, looking out over a vast landscape at sunset. The sky is a mix of orange, yellow, and light blue, with some clouds. In the distance, there are rolling hills and a body of water. The balcony railing is made of metal and has a glass panel. The overall mood is peaceful and contemplative.

Get On The Balcony

REFLECTION



1. How much time do you spend on the dance floor?
2. What keeps you on the dance floor?
3. What needs to change in the way you lead people so that you spend more time on the balcony?

How to Lead versus Do



Doers	Leaders
Have all the answers	Ask a lot of questions
Put out others' fires	Equip others to prevent/put out fires
Jockey to help others avoid failure and experience discomfort	Allow others to "fail," recognizing failure leads to learning
Get in the way or run over others	Pave the way for others to succeed
Create teams of doers	Create leaders
Remain focused on being specialists	Evolve to being generalists, relying on others to share their special expertise
Create "To Do" lists	Create "To Lead" lists
Focus on near term, tactical execution	Focus on long term vision, planning, execution, and results
Stay on the dance floor	Visit the dance floor and spend a great deal of time on the balcony



Leading Former Peers

Building a New Relationship



How to Lead Peers

What makes it difficult?

REFLECTION



1. What makes it difficult to lead former peers?



REFLECTION



1. Think of someone you explicitly trust. What are the traits that make you trust them?
2. What is one thing someone could do that would break trust with you?

Trust Equation



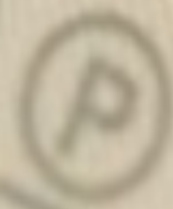
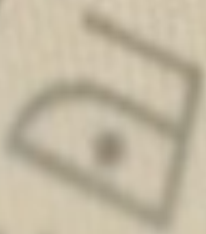
$$\begin{array}{ccccccc} & & \text{Credibility} & & \text{Reliability} & & \text{Intimacy} \\ & & \text{C} & + & \text{R} & + & \text{I} \\ \text{T} = & & & & & & \\ \text{Trustworthiness} & & \hline & & \text{S} & & \\ & & \text{Self Orientation} & & \end{array}$$



Your
approach to
building and
maintaining
TRUST with
each team
member can
vary greatly.

USA MEX

**ONE SIZE
DOES NOT
FIT ALL**



Von links bügeln/iron inside
repasser sur l'envers/iron inside

Employee Landscape

$$\begin{array}{c}
 \text{Credibility} \quad \text{Reliability} \quad \text{Intimacy} \\
 \text{T} = \text{C} + \text{R} + \text{I} \\
 \text{Trustworthiness} \quad \text{Self Orientation} \\
 \text{S}
 \end{array}$$



Team Member	Preferences/ Styles	Strengths	Areas for Improvement	Motivators	Trust
	<i>What are the employee's preferences or styles?</i>	<i>What are the employee's strengths?</i>	<i>What are the employee's areas for improvement/focus?</i>	<i>What motivates this employee?</i>	<i>What is the current level of trust between me and this employee?</i>
Jennifer H.	Extrovert, enjoys collaborating, lacks detail	Big picture thinker, facilitation skills, good communication	Needs help with approach and process; often works outside of scope	Collaborating with others, learning new things	Medium

Employee Landscape



Team Member	Preferences/ Styles	Strengths	Areas for Improvement	Motivators	Trust
	<i>What are the employee's preferences or styles?</i>	<i>What are the employee's strengths?</i>	<i>What are the employee's areas for improvement/focus?</i>	<i>What motivates this employee?</i>	<i>What is the current level of trust between me and this employee?</i>



Top 10 Ideas for Consideration

1. Lead by example...be the leader you want to see in your organization
2. Hold one-on-one meetings with team members to cultivate relationship/trust
3. Set boundaries and “renegotiate” the relationship
4. Reintroduce yourself in your new role
5. Address awkwardness early
6. Clearly communicate expectations as the new leader
7. Communicate, communicate, listen, listen
8. Expand your network, build new relationship with peer leaders
9. Equip and empower your team; trust them as you would like them to trust you
10. Engage in difficult yet productive conversations regularly





Delegating with Confidence

Entrust and Empower Your Team

Definition

Del·e·gate

verb

/ˈdeleˌgāt/


Entrust (a task or responsibility) to another person.



***There is no such thing as time management.
You cannot manage time.
You can only manage your commitments.***

A close-up photograph of two hands shaking in a firm grip. The hand on the left is dark-skinned, and the hand on the right is light-skinned. The background is plain white. A blue horizontal banner is overlaid across the middle of the image, containing the text 'What commitments are you making?'.

What commitments are you making?



**To be able to
effectively delegate
you need to know
what's on your plate**

REFLECTION



1. What's on your plate? Write down commitments you currently have on your plate (personal and professional).
Examples: Meetings, Projects, Strategic Planning, Emails, Monthly Reports, Hobbies, Kid Events, Dates



Eisenhower Matrix Introduction

	Urgent	Not Urgent
Important		
Not Important		

Eisenhower Matrix

- Where do you think you spend most of your time?
- Where do you think you should spend more time?

Which quadrant do these go into:

- Social Media
- Project deadline
- Strategic Planning
- Email response (most)



Activity: My Eisenhower Matrix

	Urgent	Not Urgent
Important		
Not Important		

1. Review your list of commitments
2. Find at least one commitment that can go in each quadrant of the matrix
3. Continue putting all commitments into the appropriate quadrant of the matrix



What to Delegate?

	Urgent	Not Urgent
Important	Do (Do it NOW)	Decide (Schedule it)
Not Important	Delegate (Find someone to do it)	Ditch (Eliminate it)

Four Valid Responses:

1. YES

2. NO

3. COMMIT TO COMMIT

4. COUNTER OFFER

REFLECTION



1. What's 1 thing you will do different to better or more confidently delegate?

THANK YOU FOR YOUR PARTICIPATION

Contact Information

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www.ceekllc.com

Find us:



CEEK a Better Way®



October 5, 2022

Provided by CEEK

Helping Organizations Redefine and Pursue Wellness

Next Steps

A link to the recording will be sent to all who registered.

Upcoming Sessions:

Session 2: October 12: Creating/Developing Boundaries

Session 3: October 19: Improving Focus and Attention

Session 4: October 26: Giving and Receiving Feedback

For more information: <https://www.nachc.org/59153-2/>

For questions, email trainings@nachc.org

THANK YOU!



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Community Health Centers®

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