



## ARE YOU A TRUE LEADER OR JUST A BOSS?

あなたは真の指導者か単なる上司か？

BY SKY SCHOOLEY (STAFF WRITER AT BUSINESSNEWSAILY.COM)

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**BEING PROMOTED TO A MANAGEMENT ROLE IS A HUGE ACCOMPLISHMENT, BUT MANY PROFESSIONALS FIND THE RESPONSIBILITY MORE CHALLENGING THAN THEY IMAGINED. BEING SOMEONE'S BOSS DOESN'T NECESSARILY MEAN YOU'RE A GOOD LEADER. EFFECTIVE LEADERSHIP IS INCREASINGLY ESSENTIAL IN THE WORKPLACE, AS MORE AND MORE EMPLOYEES LEAVE OTHERWISE EXCELLENT COMPANIES OVER ONE RESOLVABLE ELEMENT - BAD BOSSES. ACCORDING TO A STUDY BY GOODHIRE, 82% OF ALL SURVEYED PROFESSIONALS WOULD POTENTIALLY QUIT THEIR JOB BECAUSE OF A BAD BOSS. THERE ARE CRUCIAL DIFFERENCES BETWEEN BOSSES AND LEADERS, SO IT'S CRUCIAL TO ANALYZE YOUR LEADERSHIP STYLE TO ENSURE YOU'RE EFFECTIVELY STEERING YOUR TEAM IN THE RIGHT DIRECTION.**

### Are leaders born or made?

The discussion about whether leadership is an innate trait or something that can be learned spans decades. While there's extensive research about whether leaders are born or made, the general consensus is that there's truth to both sides. While some natural abilities – like being collaborative, intelligent, charismatic and compassionate – help professionals emerge as managers, training and experience can transform someone into a true leader.

Many traits, including stress resistance, the ability to delegate, being responsible and having a respectful management style, can and should be trained and learned. How to train to be a leader

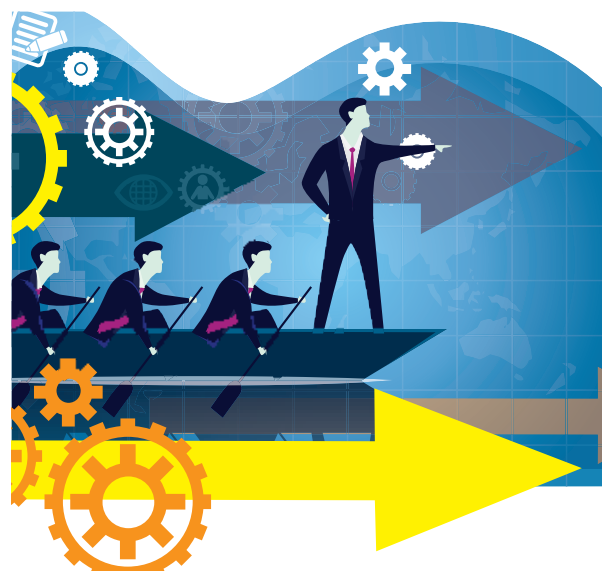
These are some of the many ways to grow proactively as a leader:

- Explore management theories. One way to become a better leader is by consulting management books and exploring management theories. You can evaluate different management styles and select one that suits you and will benefit your team.

管理職に昇進することは大きな成果ですが、管理職の多くが想像以上に責任が重く感じています。誰かの上司であることが必ずしも良い指導者であるとは限りません。悪い上司という解決可能な問題が原因で優れた企業を退職する従業員が増えている中、効果的な指導力が職場でますます重要になっています。GoodHireの調査によると、調査対象者全体の82%が、悪い上司のために仕事を辞める可能性があるかと回答しています。上司と指導者の間には決定的な違いがあるため、自分の指導力を分析して、チームを正しい方向に効果的に導いていることを確認することが大切です。

### 指導者は生まれつきなのか、作られたものなのか？

指導力が先天的特性なのか、それとも習得できるものなのかは、何十年にもわたって議論されています。生まれつき指導者なのか、後天的になったのかについては広範囲で研究されています。一般的には、どちらもあり得るという意見で一致しています。協調性、知性、カリスマ性、思いやりなどの先天的な能力には、組織の管理職として頭角を現すのに役立つものもありますが、研修や経験が真の指導者に変貌させることがあります。



- Find a coach. Another way to improve your leadership skills is by enrolling in a coaching program. A good career coach will help you identify problem areas and employ thought-provoking strategies to help you develop personally and professionally.
- Find (and become) a mentor. Unlike a coach, who is usually with you for a short time with a clear agenda in mind, a mentorship relationship is long term. While a mentor can help you, being a mentor can also help improve your leadership skills.

To be a good boss or leader, incorporate a few key strategies into your behavior, including thoughtfulness, communication and setting clear expectations for your employees.

- Be thoughtful. A good leader conducts their decision-making process based on the team's and company's best interests. Ken Gosnell, founder of CEO Experience, recommends treating your employees with thoughtfulness. "Leaders who lead for impact think first of their followers. They know that if they are doing what is in the best interest of their followers, it will bring great results for the followers and the organization."
- Communicate and listen. Leaders should also incorporate good communication by listening to their teams. Gosnell said that a listening leader will hear how to make an organization better through their team's words. "Listening leaders grow in influence and impact, while those who neglect to listen to their team will struggle with disengaged employees who won't listen. A leader who wants to be listened to should practice listening to their people."
- Set clear expectations. Whether you see yourself as a boss or a leader, Sue Andrews, business and HR consultant at KIS Finance, said, the key to your success is your staff seeing you as fair in your approach toward them. Set fair, clear employee expectations and be consistent in your manners so your staff knows what they can expect from you. "This is essential in the workplace, as one of the greatest causes of employee stress is not knowing what to expect from their manager," Andrews said. "Frequent changes in focus and conflicting priorities will leave staff feeling anxious. However, effective communication and a clear goal will ensure that teams all pull in the same direction." What are a team leader's responsibilities?

Team leaders are responsible for more than just delegating tasks and monitoring employees. They are responsible for the success of the whole team and the success of each team member. An effective team leader should understand each member's strengths, weaknesses and goals, and utilize their talents accordingly.

Executive and leadership coach Christina J. Eisinger created a brief checklist for leaders when they're determining their primary responsibilities:

- Ensure the team has what they need to get the job done.
- Provide challenging, meaningful work.
- Be accessible and approachable.

ストレスへの耐性、委任する能力、責任感、敬意を払った管理の仕方など、多くの特性を鍛えたり習得したりでき、すべきです。指導者になる訓練とは以下の通りです。

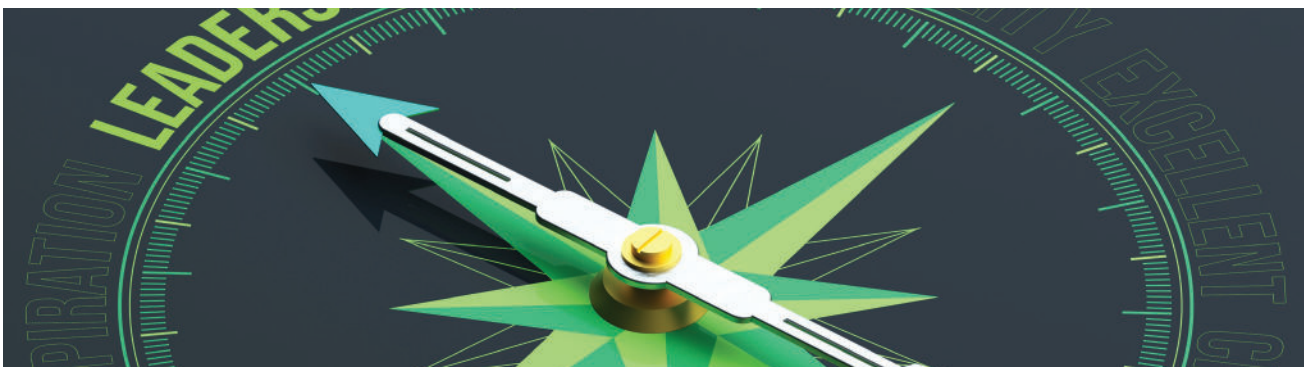
指導者として積極的に成長するための多くの方法の一部です。

- 管理理論を探求する。管理の書籍で調べたり、管理理論を探求したりすることが、より良い指導者になる方法の一つです。様々な管理の仕方を評価して、自分に合っていて、さらに部下のためになるものを選択することができます。
- 監督者を探す。指導力を向上させるもう一つの方法は、監督養成プログラムに参加することです。優れた経歴監督者は、問題点を特定し、しき示唆に富んだ戦略を採用することで個人的や職業的な成長を支援します。
- 師匠を見つける（そして師匠になる）。明確な議題を念頭に置いて、短い期間を共に過ごすだけの監督とは違い、師弟関係は長期的なものです。師匠には助けてもらえますが、自分が師匠になることは、指導者としての技能を向上させることにも役立ちます。

優れた上司や指導者になるには、思慮深さ、意思の疎通、部下への明確な期待値の設定など、幾つかの重要な戦略を行動に取り入れてください。

- 思慮深くある。優れたリーダーは、部下と組織の最善の利益に基づいて意思決定をします。CEO Experienceの創始者、ケン・ゴズネルは、「有効な結果を求めて先導する指導者は、部下のことを第一に考える。指導者が部下の最大の利益になることをすれば、部下と組織に絶大な成果をもたらすことを知っている。」と、部下に思いやりを持って接することを勧めています。
- 意思の通をして傾聴する。ゴズネルは、「指導者は、部下の声に耳を傾け、良好な意思疎通を図る必要があります。傾聴する指導者は、部下の言葉を通して、組織をより良くする方法が聞こえる。傾聴する指導者は、影響力を増強させるが、部下に耳を傾けない上司は、聞く耳を持たず、やる気の無い部下に苦勞するだろう。部下に聞き入れて欲しければ、指導者が自分の部下に耳を傾ける練習をすべきだ。」と述べています。
- 明確な期待値を設定する。KIS Financeの事業と人事コンサルタントであるスー・アンドリュースによると、自分を上司と見なすか、指導者と見なすかに関わらず、成功の鍵は、部下が自分に対するアプローチを公平に見ているかどうかだと言います。公正で明確な従業員への期待値を設定し、一貫性のある礼儀で、部下が何を期待されているか理解できるようにします。アンドリュースは、「これは職場に不可欠なことですが、従業員のストレスの最大の原因の一つは、上司に何を期待すべきか知らないことだ。焦点が頻繁に変更されて優先順位に矛盾が生じると、部下を不安にさせるが、有効な意思疎通と明確な目標は、チーム全員を同じ方向に向かせる。」と言っています。指導者の責任とはなんでしょう？

指導者は、単に仕事を委任し、部下を監視するだけではありません。チーム全体の成功と各従業員の成功に責任があります。有能な指導者は、それ



- Hold regular one-on-one meetings with each direct report that focus on career development.
- Measure performance.
- Provide regular, ongoing feedback, including performance reviews.

If you do not currently implement all of these responsibilities in your work duties, don't worry. Focus on improving and seek feedback from your team about what you can do better. According to Eisinger, most good leaders start out as bosses.

"In the work I do, it seems to be an inevitable transition point for people as they first step into a supervisory role and develop their leadership capabilities," she said. "It's normal to exhibit some of these 'boss' characteristics. However, it is critical to recognize one's unique challenges and work to overcome them so they can become leaders."

### Are you a leader or a boss?

While it can be a strenuous journey from boss to true leader, the rewards are well worth the effort. Being a thoughtful leader can increase your team's productivity, motivation and loyalty, and ensure your company's success.

<https://www.businessnewsdaily.com/1404-characteristics-good-boss.html>

Skye Schooley,  
Business Operations Insider and Senior Lead Analyst

Skye Schooley is a human resources writer at business.com and Business News Daily, where she has researched and written more than 300 articles on HR-focused topics including human resources operations, management leadership, and HR technology. In addition to researching and analyzing products and services that help business owners run a smoother human resources department, such as HR software, PEOs, HROs, employee monitoring software and time and attendance systems, Skye investigates and writes on topics aimed at building better professional culture, like protecting employee privacy, managing human capital, improving communication, and fostering workplace diversity and culture.

それぞれの部下の長所、短所、目標を理解し、それに応じて才能を活用する必要があります。

幹部や指導者のコーチであるクリスティーナ・アイシンガーは、指導者の主な責任を決定する際の簡単なチェックリストを作成しました。

- 部下が仕事を成し遂げるために必要なものが与えられているかを確認する
- やりがいのある有意義な仕事を提供する
- 親しみやすく、近寄り堅くないこと
- それぞれの直属の部下と定期的に人材育成に焦点を置いた面談をする
- 勤務態度を評価する
- 勤務態度を含む、定期的かつ継続的な評価を提供する

現時点で、職務でこれらすべての責任を果たしてなくても、心配はいりません。改善に集中し、改善可能な点について部下からの意見を求めましょう。アイシンガーによると、優れた指導者のほとんどは、上司として始めています。

「私の仕事では、監督の役割の第一歩を踏み出すとき、指導力を付けようとする人にとって、避けられない転換点である。いかにも「上司」という特徴を示すのは普通のことですが、指導者になるためには、自分特有の課題を認識し、それを克服するために努力することが重要だ。」と述べています。

### あなたは指導者か、それとも上司か？

上司から真の指導者になるまでの道のりには苦難がありますが、努力する価値は十分あります。思慮深い指導者になることで、チームの生産性、意欲、忠誠心を向上させ、組織を成功に導くことができます。

## CLASSES OFFERED

### クラスの概要

## MICROSOFT COMPUTER BASED TRAINING



Integrated Microsoft software courses are offered in the FSS Training Institute computer room from 8am to 3pm via appointment. Microsoft Office 2016 and Windows 10 courses are self-paced, interactive, step-by-step simulation, ranging from beginner to advanced learning. FSOT also has Japanese versions of these programs available. This training is available to FSS personnel. To reserve a time slot call the FSS Training Institute staff at 225-8105 and follow up with an FSSTI Form 4 to 374fss.fsot.1@us.af.mil

マイクロソフトのソフトウェアの統合コースが、FSS訓練課で08:00 から15:00まで提供されています。Office 2016 と Windows 10のコースは、自分のペースで、段階定期に疑似体験ができ、初心者から上級者まで学習できます。日本語のソフトウェアも用意しております。この訓練はFSS（軍支援中隊）の従業員が対象です。予約は、225-8105までFSOTに電話をした後、FSSTI フォーム 4 を374fss.fsot.1@us.af.milまでお送り下さい。

# CLASSES OFFERED

## クラスの概要



### INITIAL FSS TRAINING

*(FOR FSS EMPLOYEES ONLY)*

A **MANDATORY** orientation for new unit members that must be completed within their first 30 days within the organization. Course topics include information on safety, ethics, diversity, harassment, and customer service.

FSSに入職した従業員のオリエンテーションで、入職後30日以内に受ける必要があります。コースには、安全規則、倫理、多様性、嫌がらせ、接客などの情報が含まれます。

### FSS ANNUAL TRAINING

*(FOR FSS EMPLOYEES ONLY)*

A yearly refresher course **MANDATORY** for all FSS employees (military and civilian).

FSS従業員に義務付けられた年次講習です。軍人、民間人ともに必要条件を満たすため毎年受講する必要があります。

### COMPUTER BASED TRAINING

*(FOR FSS EMPLOYEES ONLY)*

Some of the courses offered are Total Force Awareness Training, Office, Windows, and AFSVC Genius SIS courses. The Office courses are self-paced, interactive with step-by-step simulation.

Total Force Awareness Training, Office, Windows, サービス部管理コースなどが提供されます。Officeのコースは、自分のペースでできる相互的、段階的に疑似体験ができます。

### SERVSAFE FOOD HANDLER TRAINING

*(IN ENGLISH AND JAPANESE – FOR FSS MEMBERS ONLY)*

It is **MANDATORY** that all food service workers in FSS be certified in the NRA ServSafe Food Handler program. This course teaches basic disciplines of food safety and gives the employees an overall understanding of their role keeping food & beverages safe for the entire community. Certification is valid for 3 years.

FSSで働く、食品に関わる全ての従業員は、NRA ServSafe Food Handlerの資格取得が義務付けられています。このコースで、食品安全の基本的な規則を学び、食品サービスプログラムに於ける自分の役割について、全体的な理解が出来るようになります。資格は3年間有効です。

### DRAM SHOP

*(FOR FSS EMPLOYEES ONLY)*

A **MANDATORY** course required annually for all FSS employees that sell or serve alcoholic beverages. Please reference AFI 34-219 for more information.

アルコール飲料の販売や取扱いをするFSS従業員全てに義務付けられた年次訓練です。詳しくは、AFI34-219を参照して下さい。

### MPF OUT-PROCESSING BRIEFS

*(IN ENGLISH)*

Twice-weekly held session by the Military Personnel Flight to aid military members as they prepare to out-process from Yokota Air Base.

# CLASS SCHEDULE クラススケジュール

## APRIL 2024

\*Training for FSS employees only.  
\*第374軍支援中隊従業員のみ

MON	TUE	WED	THU	FRI
1  FAMILY DAY	2 MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	3 NEW EMPLOYEE CBT SESSION* 8 a.m.-4 p.m.	4 SERVSAFE FOOD HANDLER TRAINING* (IN ENG) 9-11:30 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	5
8	9 SERVSAFE FOOD HANDLER TRAINING* (IN JPN) 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m. DRAM SHOP* (IN JPN) 11 a.m.-12 p.m.	10 BODY COMP ASSESSMENT 12-2 p.m.	11 MARKETING ACTIVITY MANAGER MEETING 9 a.m.- MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	12
15 USFJ MIPOC BREAKOUTS 8 a.m.-4 p.m.	16 USFJ MIPOC BREAKOUTS 8 a.m.-4 p.m.	17 USFJ MIPOC BREAKOUTS 8 a.m.-4 p.m.	18 USFJ MIPOC BREAKOUTS 8 a.m.-4 p.m.	19 USFJ MIPOC BREAKOUTS 8 a.m.-4 p.m.
22 INITIAL FSS TRAINING* 8 a.m.-12:30 p.m.	23 FSS ANNUAL TRAINING* (IN JPN) 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	24 NEW EMPLOYEE CBT SESSION* 8 a.m.-4 p.m. BODY COMP ASSESSMENT 12-2 p.m.	25 SERVSAFE FOOD HANDLER TRAINING* (IN JPN) 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m. DRAM SHOP* (IN JPN) 11 a.m.-12 p.m.	26 SERVSAFE FOOD HANDLER TRAINING* (IN ENG) 9-11:30 a.m.
29  JAPANESE HOLIDAY SHOWA DAY	30 FSS ANNUAL TRAINING* (IN ENG) 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.			

# CLASS SCHEDULE クラススケジュール

## MAY 2024

\*Training for FSS employees only.  
\*第374軍支援中隊従業員のみ

MON	TUE	WED	THU	FRI
		1	2 MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	3  <i>JAPANESE HOLIDAY</i> CONSTITUTION MEMORIAL DAY
6  <i>JAPANESE HOLIDAY</i> CHILDREN'S DAY OBSERVE	7 SERVSAFE FOOD HANDLER TRAINING* <i>(IN JPN)</i> 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m. DRAM SHOP* <i>(IN JPN)</i> 11 a.m.-12 p.m.	8 NEW EMPLOYEE CBT SESSION* 8 a.m.-4 p.m.	9 SERVSAFE FOOD HANDLER TRAINING* <i>(IN ENG)</i> 9-11:30 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	10
13	14 MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	15 SERVSAFE FOOD HANDLER TRAINING* <i>(IN ENG)</i> 9-11:30 a.m. BODY COMP ASSESSMENT 12-2 p.m.	16 FSS ANNUAL TRAINING* <i>(IN JPN)</i> 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	17
20 INITIAL FSS TRAINING* 8 a.m.-12:30 p.m.	21 MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	22 NEW EMPLOYEE CBT SESSION* 8 a.m.-4 p.m.	23 FSS ANNUAL TRAINING* <i>(IN ENG)</i> 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m.	24
27  <i>HOLIDAY</i> MEMORIAL DAY	28  FAMILY DAY	29 MPF OUT-PROCESSING BRIEFS 10-11:30 a.m. BODY COMP ASSESSMENT 12-2 p.m.	30 SERVSAFE FOOD HANDLER TRAINING* <i>(IN JPN)</i> 9-11 a.m. MPF OUT-PROCESSING BRIEFS 10-11:30 a.m. DRAM SHOP* <i>(IN JPN)</i> 11 a.m.-12 p.m.	31

# CLASS SCHEDULE クラススケジュール

## JUNE 2024

\*Training for FSS employees only.  
\*第374軍支援中隊従業員のみのみ

MON	TUE	WED	THU	FRI
3	4 <b>SERVSAFE FOOD HANDLER TRAINING*</b> <i>(IN ENG)</i> 9-11:30 a.m. <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m.	5 <b>NEW EMPLOYEE CBT SESSION*</b> 8 a.m.-4 p.m.	6 <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m.	7
10 <b>INITIAL FSS TRAINING*</b> 8 a.m.-12:30 p.m.	11 <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m.	12 <b>BODY COMP ASSESSMENTS</b> 12-2 p.m.	13 <b>SERVSAFE FOOD HANDLER TRAINING*</b> <i>(IN JPN)</i> 9-11 a.m. <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m. <b>DRAM SHOP*</b> <i>(IN JPN)</i> 11 a.m.-12 p.m.	14 <b>FARMERS' MARKET PREP</b> 12-4 p.m.
17	18 <b>SERVSAFE FOOD HANDLER TRAINING*</b> <i>(IN ENG)</i> 9-11:30 a.m. <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m.	19 <b>HOLIDAY</b> JUNETEENTH NATIONAL INDEPENDENCE DAY	20 <b>FAMILY DAY</b> <b>FSS ANNUAL TRAINING*</b> <i>(IN JPN)</i> 9-11 a.m.	21
24 <b>FSS ANNUAL TRAINING*</b> <i>(IN ENG)</i> 9-11 a.m.	25 <b>SERVSAFE FOOD HANDLER TRAINING*</b> <i>(IN JPN)</i> 9-11 a.m. <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m. <b>DRAM SHOP*</b> <i>(IN JPN)</i> 11 a.m.-12 p.m.	26 <b>NEW EMPLOYEE CBT SESSION*</b> 8 a.m.-4 p.m. <b>BODY COMP ASSESSMENTS</b> 12-2 p.m.	27 <b>MPF OUT-PROCESSING BRIEFS</b> 10-11:30 a.m.	28 <b>QUARTERLY TRAINING MONITOR MEETING</b> 10-11:30 a.m.

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# 2024

[APRIL / MAY / JUNE]

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## WHO'S ELIGIBLE? 受講資格

FSS Training Institute classes are conducted for 374 FSS unit members and are held in Building 316, Room 133A, 133B, or 144. Please submit an FSSTI Form 4 with your supervisor's signature to 374 FSS/FSOT at least five (5) duty days prior to the class start date (Email: 374fss.fsot.1@us.af.mil). You can also contact us via phone, 225-8105/6, or via email for more details.

FSS訓練課では、第374軍支援中隊の職員のための訓練が、建物番号316、133Aと133Bと144号室で行われています。FSSTI フォーム4に上司の署名をもらい、遅くとも講習開始日の5日前までに、第374 FSS訓練課まで提出（Eメール: 374fss.fsot.1@us.af.mil）して下さい。お問い合わせは、225-8105までお電話下さい。



## 374TH FORCE SUPPORT SQUADRON TRAINING INSTITUTE

RM. 142, BLDG. 316  
DSN 225-8105/8106

**HOURS OF OPERATION**  
MON-FRI • 8 A.M.-4 P.M.



YOKOTAFSS.COM