**For Our Supervisors/Managers**

**It's the Manager!**

Our HR team is committed to supporting our supervisors and managers in their personal and professional development.  We know the value a great leader brings to the institution and those they lead. Each month we will share themes, tips and resources to use on your path to being the best manager, supervisor, influencer and employee coach you can be.

**70 %**

**MANAGERS INFLUENCE AT LEAST 70% OF EMPLOYEE ENGAGEMENT.**

"On the whole, employees say that the quality of their manager is more important than their compensation." - Gallup

**GIVE A HIGH FIVE!**

Email us or fill out this short form to "High Five" a peer, colleague, supervisor, direct report, leader or other UI staff, for the positive impact they make in your life or department. Big or small, we'll share your note of thanks and recognition monthly and keep a running list so we can look back at the end of this year.

[HIGH FIVE SUBMISSION FORM](https://forms.office.com/Pages/ResponsePage.aspx?id=lUXEG7qaw0-47HuUpVhv3MoaYF3ZQY1IiWLlxDzjiCdUOVVMSkpTT1U4VjhJWVU3SUlTR0FRUkszVS4u)

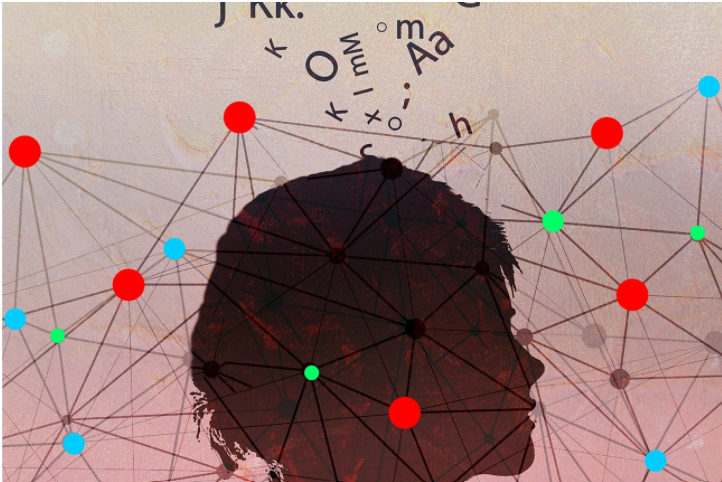
**Let the High Fives continue!**All recipients December-February received a special certificate with your a of thanks and those who have given permission to share theirs are in the [file here](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-03/Give%20a%20High%20Five%2002082020.xlsx).

We are continuing the option to ***submit High Fives monthly and have opened it to all supervisors and staff!***

**Check out some highlights from the High Five's received thus far on our**[**Rewards and Recognition**](https://provost.uiowa.edu/human-resources-administration/hr-staff-office-provostuniversity-college/staff-rewards-and)**page.**

**May 2021 - Sensemaking**

*"Sensemaking*, the ability to create and update maps of a complex environment in order to act more effectively in it." Admittedly, this is a word I'd never heard prior to our own Tippie Professor Michele Williams contributing to research on it and publishing about it in the [MITSloan Management Review](https://sloanreview.mit.edu/article/the-overlooked-key-to-leading-through-chaos/). In the past I have undoubtedly referred to it in many other ways and words though, as it seems obvious as a crucial element to leading and thriving.



This critical capability is predictive of successful, positively impacting, and revered leadership. The act of "pulling together disparate views to create a plausible understanding of the complexity around us and then testing that understanding to refine it or, if necessary, abandon it and start over." This skill better enables managers to make decisions in this complex and unpredictable world.

From the [full article](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-05/Sensemaking%20MITSloan.pdf), here are some ways to elevate and institutionalize *sensemaking* in your organization.

**Instill a sensemaking mentality**:

* *Teach sensemaking*. Embrace sensemaking as a normal way of thinking and behaving. Practice sensemaking with real strategic issues.
* *Role-model sensemaking.* Constant and continuous practice, publicly, inspires others to make it a daily practice as well. Model curiousity and enthusiasm for learning, vulnerability and imperfection that is learned from.
* *Foster a sensemaking culture.* Encourage staff to take time to understand situations before acting. Support asking questions and digging deeper, seeking out different world views.
* *Make sensemaking in integral part of the work process*. How?

1. Learn
2. Map what you learn
3. Run experiments to test what you think you know

* *Embed sensemaking into leadership capability models.*By building it in, the term will become part of everyday vernacular and expected of top leaders.
* *Incorporate sensemaking into human resources practices.*



Additional

**FEATURE ARTICLES:**[**The Overlooked Key to Leading Through Chaos**](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-05/Sensemaking%20MITSloan.pdf)**;**[**5 Leadership Traits for Mastering Management**](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/5%20Leadership%20Traits%20for%20Mastering%20Mgmt%202021.pdf)**;**

[How Your Family Life Might Make You a Better Manager](https://www.shrm.org/ResourcesAndTools/hr-topics/people-managers/Pages/managing-workers-like-family-.aspx?utm_source=marketo&utm_medium=email&utm_campaign=editorial~managing-smart~NL_2021_3_10_Managing%20Smart&linktext=How-Your-Family-Life-Might-Make-You-a-Better-Manager&mkt_tok=ODIzLVRXUy05ODQAAAF7vH_uHcMXh5ipC3c7jPTBThdCdkLTm4nt7lJndnAeV1-mQ5Cw-oF5KPBOQp9sLMpErp8bo_CRUWrWjqS6TXjksBiMSVA_vEQKS2TIGTfP0n1BOQ)

[Click here for full article download.](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/How%20Your%20Family%20Life%20Might%20Make%20You%20a%20Better%20Manager.pdf)

CLICK HERE TO READ THE ARTICLE FROM SHRM.ORG

**REMOTE WORK: TIPS for SUPERVISING**

As you continue to work fully remote or hybrid below are some tips and help for supervisors and depts. These considerations are to guide you as you determine the *people* and *positions*that are suited for remote work and how to refresh and update your supervision and group work structures.  There is content for professional and student staff as well as the link to the flexible work agreement form, for those who are requesting ongoing schedule, work or location agreements (not necessary for those continuing remote who have not been requested back to work site yet).

The new**ICON course: Leading Remote/Hybrid Teams** (#WCVD02) training required for current supervisors has some excellent tips, resources, advice and requirements.

**\*For Enhanced/Promoting Employee Engagement - Try the platform**[**15Five**](https://www.15five.com/)**.**

* The HR team has tested it out and found that the free version offers a user-friendly weekly check-in that asks key questions for keeping staff engaged and motivated, shares that with their supervisor, and promotes further engagement with features like teams, survey options and virtual "high fives" to recognize teammates.  (Emily has an account and can add you easily - reach out to learn more!)
* LinkedIn Learning courses: [Managing Virtual Teams](https://www.linkedin.com/learning/managing-virtual-teams-2019/managing-people-at-a-distance?u=42459020), [Leading at a Distance](https://www.linkedin.com/learning/leading-at-a-distance/remote-workers-are-the-future-of-business?u=42459020), Learning Path for [Remote Working: Setting Yourself and Your Team up for Success](https://www.linkedin.com/learning/paths/remote-working-setting-yourself-and-your-teams-up-for-success?u=42459020).

[Remote Work Considerations and Tips.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Remote%20Work%20Considerations%20and%20Tips.pdf)

[Tips for Supervising Students Remotely .pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Tips%20for%20Supervising%20Students%20Remotely%20.pdf)

[Flexible Work Agreement form](https://hr.uiowa.edu/well-being/family-services/flexible-work-arrangements/flexible-work-arrangements-forms) - employees should fill this out if they are remaining remote when they could/are asked to return to campus or will have an ongoing flexible arrangement (*i.e.*hours, duties, location) outside of what the pandemic is currently dictating for depts.

[Understanding and Managing Remote Workers](https://www.gallup.com/workplace/316313/understanding-and-managing-remote-workers.aspx?utm_source=linkedin&utm_medium=o_social&utm_term=&utm_content=&utm_campaign=WFH_pillar) - GALLUP RESOURCES

[Referenced Resources](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Supv%20ICON%20Training%20-%20Referenced%20Resources%20%282%29.docx) from ICON Supervisor Training

[Resolving Coworker Conflict of Coping with COVID](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/How%20to%20Resolve%20Co-Worker%20Conflicts%20over%20Coping%20with%20COVID-19.pdf)

UI Resources and Programs

Leadership Development is an ongoing effort at the University of Iowa and in our Orgs.  The UI Organizational Effectiveness and Learning and Development teams are hard at work creating, updating and enhancing many training and development opportunities for leaders at all levels and supervisors, current and prospective.  Check out the links below.

[Leadership Development](https://hr.uiowa.edu/development/leadership-development)

* [Program review and comparison](https://hr.uiowa.edu/development/leadership-development/select-program)
* [Resources](https://hr.uiowa.edu/development/leadership-development/leadership-development-resources)
* [Elevate](https://hr.uiowa.edu/development/leadership-development/elevate) - In partnership with Corridor Women Connect, an external opportunity

[Leadership Competency Framework](https://hr.uiowa.edu/development/leadership-development/leadership-competency-framework)

[Supervisor Training@Iowa](https://hr.uiowa.edu/administrative-services/supervisor-trainingiowa)

[Supervisor Toolbox](https://hr.uiowa.edu/development/supervisors-toolbox)

[Supervisor Guide to Onboarding](https://hr.uiowa.edu/careers/onboarding/onboarding-info-supervisors/supervisor-guide-onboarding)

Your Org HR Team

Many of you are familiar with [Clifton Strengths](https://www.gallup.com/cliftonstrengths/en/252137/home.aspx) and the philosophy of positive psychology.  In May 2019, Gallup launched the new book [**IT'S THE MANAGER**](https://shop.gallup.com/books/its-the-manager.html)by Jim Clifton and Jim Harter, packed with 52 discoveries from Gallup's largest study on the future of work.  Your HR team is hard at work tailoring a workshop for supervisors to walk through and learn to apply the strengths-based philosophy to your regular supervisory and coaching strategies.  Feel free to reach out with thoughts or preferences on what this might look like and we'll be in touch when we've got a draft/plan to share!

External Development/Training Opportunities

* [**Individual and Team Performance (ITP) Metrics**](http://itpmetrics.com/) Lab - *Free*team assessments to help you learn about each other and improve or enhance your teamwork!  Area to assess include leadership, peer feedback, team dynamics, conflict style, and personality.  These activities and following discussion can be a great teambuilder.
* **\**New***[**People Manager Qualification Program**](https://www.shrm.org/pmq) from SHRM.org.  Designed to help supervisors develop skills for successfully managing teams, Elle - a virtual character in the program, will help you through an interactive, gamified and edutainment focused virtual learning experience to build solid people and team leadership skills.
* Tune into the recent Gallup webcast on [**Building Resilience: How Managers Lead Post-Crisis Performance**](https://event.on24.com/wcc/r/2407086/DFFFC27CAFC7284D3F78EF524DA74413?mode=login&email=emily-kleinmeyer@uiowa.edu), focused on employee engagement.
* [**Boss to Coach**](https://www.gallup.com/itsthemanager/245402/boss-to-coach.aspx) One - Virtual Training from Gallup to *accelerate performance* through conversations and coaching.
* Check out[**Reality-Based Leadership**](https://www.realitybasedleadership.com/)**,** a philosophy developed by Cy Wakeman, self-proclaimed drama researcher and renowned speaker.Her research has shown that the average employee spends nearly 2.5 hours per day in drama and she made it her mission to support today's leadership on a mission to reduce drama and increase employee accountability.  These changes, in turn, increase productivity, employee engagement and satisfaction.
* For Leaders: [**Lead in Uncertainty and Crisis**](https://www.realitybasedleadership.com/leader-and-team-virtual-sessions/?inf_contact_key=ebf9042d72fdb3d74856e383f4cb16fcf651f238aa2edbb9c8b7cff03e0b16a0)**.**A new 2 hour webinar for leaders.

**Featured Articles**: [Why Managers Need Leadership Development](https://www.gallup.com/workplace/328460/why-managers-need-leadership-development.aspx)

**Frequent Resources for Page Content**

[Gallup.com/workplace](http://gallup.com/workplace)

[Shrm.org/ResourcesAndTools/hr-topics](http://shrm.org/resourcesandtools/hr-topics)

[Cupahr.org/magazine/](http://cupahr.org/magazine/)

[Realitybasedleadership.com/category/leadership/](http://realitybasedleadership.com/category/leadership/)

[Follow Emily on LinkedIn!](https://www.linkedin.com/in/emilykleinmeyer/detail/recent-activity/)