**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)

All recipients receive a special certificate with the submission info and note of thanks.

***High Fives monthly and are an option for all org 02 & 35 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.**

**November 2021 - Hybrid Work Continued...**

    Approaching the ***end of phase one***of the Future of Work pilot (12/31/21), where most staff were brought back to campus in full or hybrid capacity, many of you have been having regular review and conversations regarding the effectiveness of your employees, teams and departments to work remote or hybrid.

    For **phase two**, as we evaluate new or ongoing remote or hybrid work requests there are a number of factors to consider. At the foundation are questions such as: What is the work? How is it performed? What interaction is involved? What are the possible challenges of this position working off-sites? How is the incumbent performing (and was it better when (if) they were more on-site)?

    Beyond that there are the many things we've learned and are still delving into, such as **unexpected pitfalls** of working off-site (out of site, out of mind), **friction between on and off site employees**, and the additional or new effort needed, as a supervisor, to **consider different needs for flexible work policies** and fair and consistent practices.



***Approaches to Treating Employees as Individuals***

*(when working through flex work arrangement requests)*

1. *Start One-On-One to Understand Real Employee Needs*
   * People change their minds, or want different things as their circumstances change
   * When employees believe you have their best interest in mind, even if you can't satisfy every preference, retention and productivity are likely to stay up or increase
   * Questions to ask:
     + How well has your team been working together?
     + Do you have access to the decision-makers you need?
     + How well have you been able to arrange cross-functional collaborations?
     + Are there tools, information or other kinds of support that would help you perform better?
     + How comfortable do you feel about your current work situation?
2. *Avoid Overemphasizing Self-Care in Messaging*
   * We continually move to a place of encouraging people to take care of themselves
   * Structural reform and realistic assignments and expectations must match
   * Demonstrate some investment in their well-being along with their own
3. *Ensure Alignment with Employer Branding*
   * Do you or the UI refer to your employees as family? or the most important asset?
   * Now's the time to follow through with what the UI and office culture expounds
4. *Learn What Your People Have Missed About Being Together*
   * *Focus on these responses "as the core of a regrouping strategy to help secure commitment to be physically present and to deliver significant value..."*
5. *Suspend Pre-Pandemic Rules and Precedents*
   * *"*Try this test question when an employee asks for a flexible arrangement: Would you have permitted the arrangement pre-pandemic if it was for a transitional period while they were dealing with a personal health or family crisis? If you would have accommodated "whatever they needed" for six weeks or more, then test the way they want to work for those same six weeks."
   * As we've advised, "Make clear that if problems occur during the test period, some adjustment will be necessary, and also invite the employee to inform you promptly — and without repercussions — if the experiment isn't working out the way they expected."
6. *Don't Mistake Physical Presence for Loyalty*
   * An employee's commitment to the rest of their lives does not equate to a lack of commitment to their work or employer
   * "...employees who feel supported in doing what's right for their own lives are likely to feel even more strongly about their commitment to their organization..."

"This tailored approach will be challenging and time-consuming in the beginning, but it's significantly less costly than watching your investment in critical staff walk out the door or not being able to attract the specific talent you need. In the long-term, most employees will observe how well the organization adapts to theirs and their colleagues' needs and will end up gravitating to the most popular and effective programs and solutions." - Liz Kislik

*Read more about the pitfalls of being a remote employee****and the fix***[***here***](https://www.shrm.org/ResourcesAndTools/hr-topics/people-managers/Pages/hybrid-working-pros-and-cons-.aspx?utm_source=marketo&utm_medium=email&utm_campaign=editorial~managing-smart~NL_2021_11_10_Managing%20Smart&linktext=The-Unexpected-Pitfalls-of-Hybrid-Working-Arrangements&mktoid=50212958&mkt_tok=ODIzLVRXUy05ODQAAAGAqjufT2G5hMVBcRZ6sYozFX-R9O_Zg3qbC06UlhxE77jbLsZSHACWFpKHyURRx22CLlNU3PdqnJ-Xc_d3OncP4cZABzlJFkEifDiu81oXUYvM5g)*or*[***download the article***](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/The%20Unexpected%20Pitfalls%20of%20Hybrid%20Working%20Arrangements.pdf)*.*

*Read more about approaches to treating employees as individuals for flex work arrangements*[***here***](https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/Creating-Six-Flex-Work-Policies-for-Employees-with-Different-Needs.aspx?utm_source=marketo&utm_medium=email&utm_campaign=editorial~Talent~NL_2021-11-10_Talent-Management&linktext=Creating-6-Flex-Work-Policies-for-Employees-with-Different-Needs&mktoid=50212958&mkt_tok=ODIzLVRXUy05ODQAAAGAqgbUU0OeiRylCzSNTqd3DCiGgP4tJ4Be5bK-RRLkxhknetnJFlemiT1uG51Wlw_IhgCuaQhQQlz4ycY2bSP0gvXwrwCbail7J1nG9ajj0HGXOQ)*or*[***download the article***](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/Creating%20Flex-Work%20Policies%20for%20Employees%20with%20Different%20Needs.pdf)*, reprinted from HBR.*

Additional

7 Ways to Reduce Friction Between Remote and Onsite Employees

1. Identify the Cause of the Friction
2. Be Transparent
3. Define What Flexibility Means
4. Rethink What Roles Can Be Performed Remotely
5. Address Distance Bias
6. Build Trust

Read more about friction [**here**](https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/7-Ways-to-Reduce-Friction-Between-Remote-and-Onsite-Employees.aspx?utm_source=marketo&utm_medium=email&utm_campaign=editorial~Talent~NL_2021-11-10_Talent-Management&linktext=7-Ways-to-Reduce-Friction-Between-Remote-and-Onsite-Workers&mktoid=50212958&mkt_tok=ODIzLVRXUy05ODQAAAGAqgbUU7syIIqjE6_TdJ4lOSOJ7ExQO-ZDyXbk_Se4YH_1wf_cFot9sHMLt0mn5ZufefcIBewKXkIVNa9Gu3bFgcVzc3CxHYLSPfhoP54UK7GPfA), or [**download the article**](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/7%20Ways%20to%20Reduce%20Friction%20Between%20Remote%20and%20Onsite%20Employees.pdf).

(Recently archived Supervisor/Manager HR pages: [Oct '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/Supv-Mgr%20page%20archive%20Oct%202021.docx), [Sept '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-10/Supv-Mgr%20page%20archive%20Sept%202021.docx), [Aug '21,](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-09/Supv-Mgr%20page%20archive%20August%202021.docx) [July '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-07/Supv-Mgr%20page%20archive%20July%202021.docx), [June, '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-06/Supv-Mgr%20page%20archive%20June%202021.docx), [May '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-06/Supv-Mgr%20page%20archive%20May%202021.docx), [April '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-05/Supv-Mgr%20page%20archive%20April%202021.docx), [March '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-05/Supv-Mgr%20page%20archive%20March%202021.docx), [Feb '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-05/Supv-Mgr%20page%20archive%20Feb%202021.docx), [Jan '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-05/Supv-Mgr%20page%20archive%20Jan%202021.docx). Email emily-kleinmeyer@uiowa.edu for older page archives.)

[How to Be a Better Human series](https://ideas.ted.com/tag/how-to-be-a-better-human/)

CLICK HERE TO CHECK OUT THE ARTICLE SERIES

**WORKING, LEARNING AND LEADING REMOTELY**

Resources for employees, supervisors and leaders to effectively and efficiently work with hybrid and remote teams.

[REMOTE WORK RESOURCES](https://hr.uiowa.edu/development/learning-and-development/working-learning-and-leading-remotely)

**HYBRID/REMOTE WORK: TIPS for SUPERVISING**

As we move to more hybrid work schedules (partially remote) 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 remote schedule, work or location agreements.

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

\*CHECK OUT THE updated UI resource page: [Working, Learning and Leading Remotely](https://hr.uiowa.edu/development/learning-and-development/working-learning-and-leading-remotely).

**\*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/2021-07/Remote%20Work%20Considerations%20and%20Tips.docx)

[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.
* [**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/)