**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.**

**December 2021 - Employee Experience Disruptors**

   It's the end of 2021! Finals are nearly complete and a few days away from work are just around the corner. I hope you all plan to take the necessary time off you need for self and family care.  **YOU DESERVE IT!!**

   To end the year, even though I'd love to focus on reflections or the highlights of success, there are still many looming challenges past, present and future.  So I'll give you some food for thought that maybe you can ponder in your [limited] free time into next year.

   "...your EX [employee experience] is that deliberate culture you have been cultivating through hard work, design-thinking, and careful leadership. Your EX works most efficiently when there are [high levels of trust](https://decision-wise.com/how-to-increase-connection-with-culture-and-trust/), which is built by deliberately aligning expectations between leaders and the workforce."  There are many disruptors of the employee experience and two seem prominent to me right now: ***uncertainty*** and ***side hustles***.

   Introducing *uncertainty*weakens trust and as a result*,*engagement naturally declines*.*That said, interestingly*, "*uncertainty often leads to *innovation*and *ingenuity*."  "...as we address uncertainty, leaders are placed in the uneasy position of maintaining a delicate balance between predictability while allowing for disruption in order to test beliefs and boundaries."  Sometimes, if done right, disruption pushes us to come out better than we started.

**And we all know the golden tool to supporting, protecting and empowering employees...*communication*.  Here are your tips for leading employees through uncertainty (current or upcoming).**

* Give equal consideration to what you tell your employees as you do to any other group, such as your stakeholders.
	+ Give them as much necessary information as you can. What is happening? When? What should they expect? What do you need from them? And provide resources and updates regularly.
* Be specific.
	+ Don't assume your employees understand how their lives and careers will be impacted. Think through common scenarios. Gain insights from staff.
* Overcommunicate! Again and again.
	+ “The single biggest problem in communication is the illusion that it has taken place.” - George Bernard Shaw. It will take more time and effort than you think to align expectations and build trust.
* Be an advocate.
	+ Offer to help communicate at all levels and explain why overcommunication, especially to employees, is important.



To the second employee experience disruptor I noted, ***side gigs***, it appears to be here to stay.

The best thing we can do is be prepared and make the most of it.  "...freelance work can have a big impact on the practitioner's day job, and on the managers who find themselves dealing with a team member who may be preoccupied by a side hustle."

   Focus on the ***benefits***of this increasingly commonplace disruptor: "Employees who take on side gigs often demonstrate the traits that companies want. *They're hardworking, unafraid to take risks, and willing to learn new skills and trades.* These are attributes a smart manager can leverage."

   So, before you go looking at all the things that could go wrong, worrying about losing your employee to successful side ventures, or cracking down on workplace policies to prevent them...

**Consider how you can *harness their energy*. It's actually in your best interest to *encourage*their creativity as it will add to the diversity of the team and increase the skill sets available to your work.**

*Read more about employee experience disruptors*[***here***](https://decision-wise.com/4-ways-to-handle-employee-experience-disruptors/)*or*[***download the article***](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-12/Ways%20To%20Handle%20Employee%20Experience%20Disruptors%20122021.pdf)*.*

*Read more about side-gig nation*[***here***](https://www.shrm.org/ResourcesAndTools/hr-topics/people-managers/Pages/managing-side-gigs.aspx?utm_source=marketo&utm_medium=email&utm_campaign=editorial~managing-smart~NL_2021_11_10_Managing%20Smart&linktext=Side-Gig-Nation-How-Managers-Should-Handle-Freelancing-Staffers&mktoid=50212958&mkt_tok=ODIzLVRXUy05ODQAAAGAqjufT8qV6pivSRXlLWsuzrjS3gxyKhjorUBYTzguyBttBD1QQou_p0fKES9U_WBBKa1iS-9DDh4QbAQtPScsg0d2sQaigbRpVHtp6hQ8jmUx5w)*or*[***download the article***](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-12/Side-Gig%20Nation_%20How%20to%20Handle%20Freelancing%20Staffers.pdf)*.*

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: [Nov '21](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-12/Supv-Mgr%20page%20archive%20November%202021.docx), [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)