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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   ⋮

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](#) page.

MARCH 2022 - LEADERSHIP: Shift to a Coaching Approach

Have you noticed the shift in leadership over the years, from managing to coaching? If not, I'm sure you're wishing you had, that some manager you have or had in the past were more open to and proficient at asking questions, treating you like a valued employee, trusting in your abilities, and showing personal care, while supporting a culture of accountability. To move into coaching mode, it may helpful to fully understand what coaching is **not.**

Coaching is not managing, and you probably need to do both to be successful in your role while leading your employees or team. Managing is more focused on process and operations. Coaching is more developmental and guiding.

- *Coaching is not performance management (PM).* We encourage coaching as a *part* of the PM process however, PM is specific to

organizational goals where coaching is about individual development.

- *Coaching is not training and directing.* We are not so much *teaching* as we are nurturing self-discovery and confidence in autonomy when coaching.

- *Coaching is not mentoring.* Mentors often have first-hand experience and give advice from what they've learned. Coaching seeks cross-function and doesn't have to have first-hand knowledge specifically.

- *Coaching is not counseling.* Counseling helps employees come to terms with something where coaching is letting the person set goals and help guide their understanding of their capabilities and behaviors to achieve them.

Coaching provides a human-centric development path that addresses individual needs. So...are you managing *AND* coaching? Or just one or the other?

If you're managing but *not* coaching or could use some coaching upskill, here are a few things you can do to move into coaching:

1. Invest in yourself! Having a firm grasp on your *self-awareness* and appreciation for self-discovery leads to and supports your success in the desire to help *others* change and grow.

2. Get into a *coaching mindset* before coaching conversations. Put yourself second - let your employees know they are first and seek out and recognize accomplishments toward their success.

3. Reflect on your past experiences as a leader, or with a leader. Draw on positive experiences or learn from the negative ones. *Prepare yourself* to go into coaching conversations with a focus on:

   - Active listening,

   - Asking thoughtful questions, delegating with confidence, and

   - Giving continuous feedback.

4. Familiarize yourself with these five (5) types of *growth conversations* (previously shared on this page) :

ONGOING TOPICS

Many areas on campus and companies all around have moved to more flexibility in location and hours. Have you or your employees considered a *four-day workweek*? From a manager perspective, "the four-day workweek can be a way to offer employees more personal time while holding on to structured, set work hours."

As Brian Knoff shares in a recent article about this, "A four-day workweek is a lot easier to manage than a lot of the other flexibility ideas that are out there, because even if you change hours to 8:30 to 5:30, Monday through Thursday, or whatever you pick, you're going to be able to e-mail someone or call or message and they should respond pretty quickly. Other flexibility options require a lot more effort on the part of managers to organize, coordinate, figure out who's there and so forth."

As a manager, you're responsible for outcomes and therefore, while you want to provide flexibility, finding ways to include knowns and some semblance of control is still important. **Read more here about the manager perspective on the reduced workweek schedule.**

Also: Two years after the start of the pandemic, more employees prefer to work hybrid than remote, research shows. **Read more here!**

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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**, or **download the article**.

(Recently archived Supervisor/Manager HR pages: Feb '22, Jan '22, Dec '21, Nov '21, Oct '21, Sept '21, Aug '21, July '21, June, '21, May '21, April '21, March '21. Email emily-kleinmeyer@uiowa.edu for older page archives.)

How to Be a Better Human series

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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

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](#).

*For Enhanced/Promoting Employee Engagement - Try the platform [15Five](#).

- 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](#), [Leading at a Distance](#), Learning Path for [Remote Working: Setting Yourself and Your Team up for Success](#).

[Remote Work Considerations and Tips.pdf](#)

[Tips for Supervising Students Remotely .pdf](#)

[Flexible Work Agreement form](#) - 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](#) - GALLUP RESOURCES

[Referenced Resources](#) from ICON Supervisor Training   ⋮

[Resolving Coworker Conflict of Coping with COVID](#)

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](#)

- [Program review and comparison](#)
- [Resources](#)
- [Elevate](#) - In partnership with Corridor Women Connect, an external opportunity

[Leadership Competency Framework](#)

[Supervisor Training@Iowa](#)

[Supervisor Toolbox](#)

[Supervisor Guide to Onboarding](#)

Your Org HR Team

Many of you are familiar with [Clifton Strengths](#) and the philosophy of positive psychology. In May 2019, Gallup launched the new book **IT'S THE MANAGER** 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** 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** 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**, focused on employee engagement.
- **Boss to Coach** One - Virtual Training from Gallup to *accelerate performance* through conversations and coaching.
- Check out **Reality-Based Leadership,** 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**. A new 2 hour webinar for leaders.

Featured Articles: Why Managers Need Leadership Development

Frequent Resources for Page Content

Gallup.com/workplace

Shrm.org/ResourcesAndTools/hr-topics

Cupahr.org/magazine/

Realitybasedleadership.com/category/leadership/

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