

Office of the Executive Vice President and Provost

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.

MAY 2022 - Appreciation and Respect = Retention

Hopefully some of you took to heart the content from April on doing a team refresh. Why, you ask? What's a hot topic right now? The "Great Resignation" or re-organization or shuffle or...retention struggle.

There are many reasons this matters. The *obvious* ones like you need people, and good people, to do the work of the institution, and you need great people to recruit students and make their higher education experience phenomenal; because student retention matters, too. Then there's the *operational* reason, that it costs anywhere from 50% to 200% an employee's salary to replace them, which is a conservative estimate [by Gallup](#). This number includes things like the search process, of course, the cost to have others do the work in the interim, cost of lost productivity for pieces that maybe can't be seamlessly handed off, and costs to hire, once you find someone, and train.

Now add to this an INCREASE in how much *longer* it's currently taking to recruit and select the right hire, how much more we may have to *pay* new talent in the current hiring climate. Extra costs in *professional development*, team re-building, *flexible work* arrangements, and a new factor: encouragement to allow/expect staff to have *side-hustles* and become used to second jobs and areas of interest. *This new factor may result in more time management, conflict of interest considerations, and productivity concerns.

(*Note: I'm all for the side hustle - above comments are not intended negatively.)



"Managers think the job of a leader is to talk to people, but it's really to listen. Listen to their goals and objectives. Give them some feeling of value in their work. Judge people based on their strengths. Don't rely on punishment as a means of motivating. Give people the space to set their boundaries, and don't cross them." - **Jeff Gibbard, MBA, Business Coach, Author of [The Lovable Leader](#).**

So, what do we do?

- Confirm why people are leaving.
 - In my experience, our staff are usually leaving for personal reasons (family/moving) and also for advancement opportunities.
 - I've also seen some discontent with supervisors or office structure.
 - [Read this article](#) by Valerie Grubb on more reasons and ways to combat them.
- Build in **intentional** ways to show appreciation and respect for your staff.
 - Encourage
 - Influence
 - Acknowledge
- For **hybrid and remote teams** specifically:
 - Focus on **Individualization**.
 - Support Work/Life Happiness (which may look different person to person)
- Build Motivation
 - **Reduce ambiguity** (strive for clarify). Try asking them to repeat back to you and leave room for questions.
 - **Do what you say** you'll do. Walk the talk.
 - **Give employees a voice**.
 - Consult with employees. **Take the time to know them** and listen.

Read more about **Providing RESPECT: What Employees Want**, [HERE](#) or [download](#).
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!](#)

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: [Mar '22](#), [Feb '22](#), [Jan '22](#), [Dec '21](#), [Nov '21](#), [Oct '21](#), [Sept '21](#), [Aug '21](#), [July '21](#), [June, '21](#), [May '21](#), [April '21](#). Email emily-kleinmeyer@uiowa.edu for older page archives.)

How to Be a Better Human series

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/](https://realitybasedleadership.com/category/leadership/)

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