

Office of the Executive Vice President and Provost

About ▾ For Students ▾ Faculty ▾ HR Administration ▾ Policies & Procedures ▾ Data and Reports ▾

 View  Edit  Layout  Revisions

 Usage  Replicate  Delete

Home / HR Administration / Staff HR / For Our Supervisors/Managers

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, employee coach, and leader 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.

HYBRID TEAMS, Office pushback and stress management

It's summer 2022 and many departments and staff are fortunate to have an opportunity to allow more hybrid and remote work time when during the academic year break. While there are summer classes and programming going on, there are usually less students and for some, less on-site responsibilities. A large number of our departments' staff returned to campus in some capacity last Fall '21 and have been redefining their work needs and abilities ever since.

For those who are working more remote this summer and either still need or are possibly increasing on-site requirements this Fall '22, we know there is still pushback on not being able to work remote when employees prefer it or believe they are more productive. We also know that there is a lot of stress and extra coordination that comes from having more hybrid working teams and units. Here is some advice to help you manage these two issues that go hand in hand.

WAYS to OVERCOME RETURN TO CAMPUS PUSHBACK

- **Model and Lead with Empathy.**

Employees who don't feel cared about will look for other work.

"Leaders who work by a double standard send the message that they

only care about themselves and that their employees don't matter,"
Cynthia Adams, global president of products

- **Communicate Intentions Clearly.**

There continues to be a lot of change with little time to acclimate and wrap our heads around what we have control over and what might be reasonable to expect as the status quo. Doing our best to give employees clear understanding of not only the decisions but the reasons why allows them the opportunity to embrace, or at least not fight, the change.

- **Develop a Plan of Action.**

If you haven't already done so, maybe just getting by with the minimum general office guidelines, a more thorough and individualized approach, thoughtful in how each position, team, and the work are impacted, will go a long way to coming up with an office plan that does its best to meet staff, student, *and* business needs.


- **Prioritize Safety.**

Multiple research studies show that the majority of employees who typically work in an office are hesitant to return until they feel safe. Both from a *physical* as well as *mental health* stance, including psychological safety, knowing and following CDC and mental health best

practices will help set your staff at ease and let them focus on the work.

- **Emphasize Benefits and Perks.**

Keeping a positive tone and focus in communication, adding in on-site perks like food and team engagement in meetings (consider photos to demonstrate the fun of *seeing* folks in person), helps employees to look at the bright side. "If you are insisting that your employees come into the office full time, the office has to meet their needs for connection more than it did before." Working together in person can foster a sense of community, connection and belonging. (*Tracey Brower, author.*)



"Employees often underestimate the benefits of working face-to face," said sociologist Tracy Brower, author of *The Secrets of Happiness at Work* (Simple Truths, 2021).

(Image courtesy of Microsoft hybrid teams article below)

Employee (and manager) stress levels seem to be at an all-time high. Nearly half of employees report they "always/often" feel exhausted and stressed, according to a recent [Deloitte survey](#).

Here are five behaviors people managers can model to help their remote and hybrid employees feel less fatigue and stress.

1. When virtual, allow employees to have *times when it's OK to be off camera*.
2. *Encourage questions and seeking help*. Be prepared to listen and refer to resources or look up ways you can support them.
3. As noted in the first bullet above, *model by taking sick and "sad" days and telling your team when you do*, so they know they can sometimes, too.
4. Make a "don't" list. Consider what are truly priority and *call out what can be put on hold or ignored* at certain times so employees feel comfortable setting that work aside and focusing on what's truly important. Especially during crucial deadlines.
5. *Encourage and respect boundary setting*. This may require conversations with staff on how to set and implement while still getting work done and meeting coworker expectations (if others rely on them), but boundaries are an important and useful tool for everyone to manage life and work.

Read more on **8 Ways to Overcome Pushback During the Return to Office** or **download** (SHRM)

Read more on the **5 Ways People Managers Can Help Stressed Remote and Hybrid Workers** or **download** (SHRM)

Article: **Hybrid Work is Here. Are you Ready?**
(Microsoft)

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.**

Article: [How to Implement a Four Day Workweek](#)

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: [June '22](#), [May '22](#), [April '22](#), [Mar '22](#), [Feb '22](#), [Jan '22](#), [Dec '21](#), [Nov '21](#), [Oct '21](#), [Sept '21](#), [Aug '21](#), [July '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](https://www.gallup.com/workplace)

[Shrm.org/ResourcesAndTools/hr-topics](https://www.shrm.org/ResourcesAndTools/hr-topics)

[Cupahr.org/magazine/](https://www.cupahr.org/magazine/)


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

[Follow Emily on LinkedIn!](#)

IOWA

Office of the Executive Vice President and Provost

Iowa City, Iowa 52242

 **319-335-3565**

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