Office of the Executive Vice President and Provost

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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 themed content, 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.

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.

"Work-Life Balance" AND What is Your

Story?

Thanks for allowing a break (ha - did you notice the missing August email?) during the hectic start of the semester. I'm sure you were all feeling the chaos and busy schedules as well.

But we're back! I always have an overload of content to choose from and it's hard to decide a focus so I chose a seemingly non-tradition mix this month: an updated concept for "work-life balance" and some tips for self-branding in your role. :)

Topic Number One: "Work-Life Balance"

In the article on Society for Human Resources Management (SHRM) from Tracey Brower, sociologist at **Fast Company** last month, there is new research and findings on how the term "work-life balance" is changing for the incoming and younger professionals. And as noted (and we all know to be true), it's not really about balance but about finding ways to "*have it all.*"

Story?

> "...companies must deliver on work-life fulfillment in new ways."

But how does a company address "work-life balance" or supporting employees in getting more of what they need? Data from Monster and Microsoft suggest the main issues to be mental health and flexibility (in hours and locations).

The personalization trend that we've seen in software, products, services and more now extends significantly to the workplace. This means that employees are seeking individual approaches and the ability to prioritize their needs separate from others. As a result, our best bet as supervisors and employers appears to be in having variety and adaptability -- to enable things like flexible work during vacations, improved salary, and even pet-care.

What's MOST fulfilling to "work-life balance"?

1. PURPOSE and GROWTH

"Younger workers, especially, want career growth. They want to build social capital (the Microsoft study bears this out) and be on the radar screen for new opportunities, salary, bonus and promotions." "In support of performing well, people want an office which serves all kinds of needs as well—helping them do their best work."

2. FLEXIBILITY and CHOICE

"People want to know their employers respect them and value them as whole people—not just for the time they turn the crank in their jobs." "Employers demonstrate they understand and appreciate employees' priorities by offering a significant number of options for how people can choose to run their days."

3. WELL-BEING SPOTLIGHT

A "fundamental aspect of work-life fulfillment is well-being—a sense of health in terms of emotional, cognitive and physical wellness. "...employees want to know their employers share in their well-being."

"Even if employees don't take advantage of all the well-being benefits available to them, knowing they are available reinforces their employer cares and is committed to their positive experience of work and life."

While not all of these are fully within the control of the supervisor, we do have a lot of agency as employee supervisors or a department leaders and connecting with your DEO, Org leaders, Staff Council and University HR - Organizational Effectiveness can provide opportunity to be heard and think outside the box. We are in a time of great positioned to make changes that are both good for the employee and for the company, so don't hesitate to keep plugging away at the issue!

(And utilize your local HR team for support and problem-solving. ;)

Read more on **Work-Life Balance for the Youngest Workers** or **download** (SHRM)

Topic Number Two: Your Brand

You may be familiar with many of our distinguished and dynamic faculty on campus. One such favorite of mine is Nick Westergaard, lecturer for the Tippie College of Business. He specializes in communication and branding and I subscribe to his email newsletter title "In Case You Missed It (ICYMI)". In July he caught my attention with a tag line "Say It In Six Words" and so I found myself reading on...

It's a short read that packs a powerful punch! Focusing first on "Your Six-Word Story" and then migrating that to "Your *Brand's* Six-Word Story", Nick outlines in short notice the importance, benefits and application opportunities for honing your story and brand to a concise but impactful. I'm sure you've heard it said, and maybe you've worked on your leadership philosophy at some point, where we move towards a direct and clear statement: **less is more**.

Who you are as a person, a supervisor and a leader may change but should be reclarified and understood and then communicated clearly, ongoing.

To do this, Nick says to:

> "Start by asking yourself: what do you do and for whom? From there, it's a matter of selecting the most concise set of words that paint the most vivid picture."

"And when you say it with less, both you and your brand have a better chance of standing out." You may be working towards a promotion or just trying to find your purpose and passion. Taking a moment, I might suggest two times a year at least, to revisit your story and your brand may help you accomplish your goals and be remembered for what you do.

Read more on **Say It In Just Six Words** or **download** for later viewing.

Shout out to Sara Morelli in Registrar for sharing this Article: **Remote Hack for More Productive Virtual Meetings** or **download** (ALSO from Fast Company, above)

Considering a Four (4) Day Workweek?

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: July '22, 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

Shrm.org/ResourcesAndTools/hr-topics

Cupahr.org/magazine/

Realitybasedleadership.com/category/leadership/

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