

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.

"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.

New Manager Tips!

(October 2022)

A lot has changed in the past few years and with all the shifts in work - work type, work team, work location - has been some new folks in supervising roles. They may be new to supervising or just new to the team, or maybe taking on more employees. This month I've got tips for success and inclusive behavior for new managers.

TIPS for SUCCESS

In the article on Society for Human Resources Management (SHRM) from James Browning, Navy worldwide leadership development, faculty in the Department of Strategic Leadership at Eisenhower School in Washington D.C. this month, he notes the gap in advice from

the first 90 days to that of nine months or a year into the job. Here we focus on the first few meetings with those you supervise.

"The first few meetings with direct reports are especially important and need to be planned appropriately. Before meeting with your direct reports, be clear in your mind about what you hope to achieve—the purpose of the meeting and the desired outcomes."

Here are two approaches to incorporate.

Have an initial "meet and greet".



- This should be used as a more social event, allowing for social interactions with you and getting the feel of people. Who are they as a person?
- Be cognizant of where your staff are coming from. They likely have their own issues they're coming with, such as competing resources or relationship history on the team.
- Also, check out these tips on [Meeting People Post-Pandemic](#) or [download](#).

Have a one-on-one meeting.



- Save this meeting for the job-specific discussions (not for the meet and greet). *Keep it confidential.*
- Listen actively with the intent to learn (not respond).
- Provide a list of questions before the meeting. How they respond can tell a lot, not only about their experience or skill, but their openness to sharing knowledge and expertise or if they have a problem solving mindset.
- Also, check out these additional [9 Powerful Tips For Successful One on One Meetings](#) or [download](#)

Read more on [New Manager Tips for Success](#) or [download](#) (SHRM)

HOW to DEVELOP INCLUSIVE MANAGERS

As a manager or supervisor is in a role to lead, especially by example, it's important to be able to translate company DEI and Belonging policies into practice. This article by Lisa Rabasca Roepe for SHRM comments on the things needed to develop an inclusive manager. So if

you're a manager reading this, take note of what you already have/are doing, what's missing/your not doing, and consider what you can do to both BECOME and inclusive manager as well as support others in their journey.



Julia Taylor Kennedy, Coqual executive vice president says

"Having broad statements is an important step, and having conversations about race is another important step, but it can come across as tone-deaf if it's not backed up in the day to day."

According to Tara Jaye Frank, an equity strategist and author (see book reference below), every employee needs to be:

- Seen
- Respected
- Valued and
- Protected

This looks like having a manager who defends them when someone is offensive or insulting and a manager who doesn't punish them for taking appropriate risks. To do this:

1. BE CURIOUS. Avoid assuming and instead take the coaching approach of asking open, non-judgmental questions.

2. MAKE AMENDS. Apologize when you've wronged someone or make a remark that doesn't sit well.
3. DON'T TREAT EVERYONE THE SAME. Empathy can look different for each employee's needs.
4. UNDERSTAND EMPLOYEE'S ASPIRATIONS. Learn their goals and then coach towards them.

Additionally, there are common mistakes that managers make that can hinder the work they do towards inclusive culture. Read more in this article about what those mistakes are and how you can avoid them.

Read more on [How to Develop Inclusive Managers](#) or [download](#) for later viewing.

As noted above, check out the book: [The Waymakers: Clearing the Path to Workplace Equity with Competence and Confidence](#), available for purchase on Amazon.

Remote? Onsite? Hybrid?

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

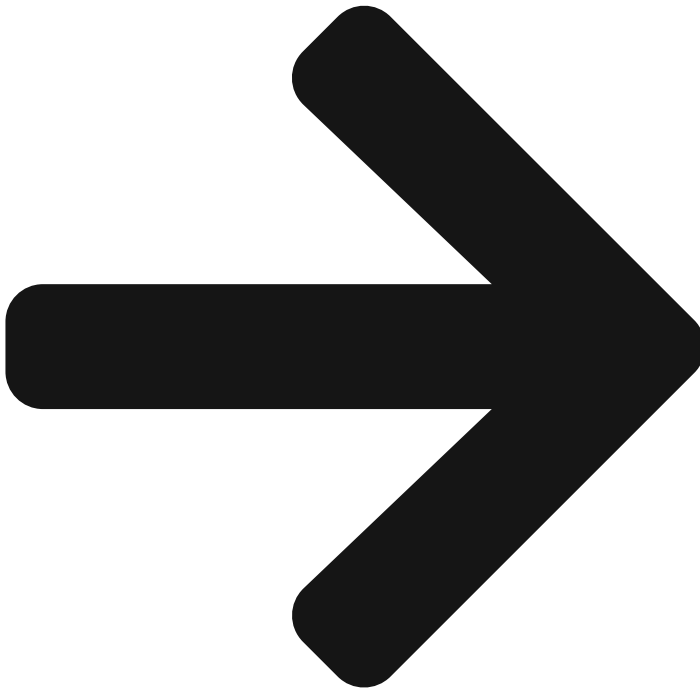
4. Rethink What Roles Can Be Performed Remotely
5. Address Distance Bias
6. Build Trust

Read more about friction [here](#), or [download the article](#).

(Recently archived Supervisor/Manager HR pages: [Sept '22](#), [July '22](#), [June '22](#), [May '22](#), [April '22](#), [Mar '22](#), [Feb '22](#), [Jan '22](#), [Dec '21](#), [Nov '21](#), [Oct '21](#), [Sept '21](#), [Aug '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.



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!](#)