

## For Our Supervisors/Managers

(/human-resources-administration/hr-staff-office-provostuniversity-college/our-supervisorsmanagers)

## 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.



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# 70%

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### 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.

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 \(/human-resources-administration/hr-staff-office-provostuniversity-college/staff-rewards-and\)](/human-resources-administration/hr-staff-office-provostuniversity-college/staff-rewards-and) page.

## Merry, Happy - To One and All!





(DECEMBER 2022)

**As we close out 2022, prepare for performance conversations with our supervisors and staff, and set goals for the new year; as we finish up holiday shopping, or maybe just start the mad dash, or are just feeling the giving spirit.; Here is a reading list from me to you and yours.**

**Whether you choose to add it to your wish list, indulge yourself, or gift one of these we hope you find some time to spend on YOU and if not, add it to the top of your TO-READ list. :)**



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	<p style="text-align: center;"><b>FOR THE COMMUNICATOR</b></p> <p><b><u><i>Everybody Writes: Your New and Improved Go-to Guide to Creating Ridiculously Good Content</i></u></b>  <a href="https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAseC0xUaEeZoIYLxzh8HAXNpR3_UEffxJDnFdnsjVcK8McRh6ke3jmtNOshyynlhJKOs="> (https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAseC0xUaEeZoIYLxzh8HAXNpR3_UEffxJDnFdnsjVcK8McRh6ke3jmtNOshyynlhJKOs=)</a>  In this newly updated edition of the immensely popular <i>Everybody Writes</i>, Ann Handley delivers all of the practical how-to advice and insight you need, as well as strategies, techniques, tips and tools that will refine, upgrade and—most of all—inspire your own best content marketing.</p>
	<p style="text-align: center;"><b>FOR YOU-KNOW-WHO</b></p> <p><b><u><i>Getting Along: How to Work with Anyone (Even Difficult People)</i></u></b>  <a href="https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAsBXAGRIW_1hvvW2FNvSp2JCEdzPtqCLTqMCY-4J8vK7ql6OwDgNVFobgZRXZO6GPn8s="> (https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAsBXAGRIW_1hvvW2FNvSp2JCEdzPtqCLTqMCY-4J8vK7ql6OwDgNVFobgZRXZO6GPn8s=)</a>  This research-based guide for how to handle difficult people at work is full of relatable, sometimes cringe-worthy examples, the latest behavioral science research and practical advice you can use right now. <i>Getting Along</i> by Amy Gallo is an indispensable guide to navigating your toughest relationships at work—and building interpersonal resilience in the process.</p>
	<p style="text-align: center;"><b>FOR THE CREATIVE</b></p> <p><b><u><i>Ideaflow: The Only Business Metric That Matters</i></u></b>  <a href="https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAsFaz0hhbntnRicfZ53mhXOxbfrr6WLSwfj-BPE41fqI5CPeE45GCQPIFx1A0IfFibDss="> (https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAsFaz0hhbntnRicfZ53mhXOxbfrr6WLSwfj-BPE41fqI5CPeE45GCQPIFx1A0IfFibDss=)</a>  Drawing upon many decades of experience leading Stanford University's premier Launchpad accelerator and advising some of the world's most innovative organizations, Jeremy Utley and Perry Klebahn offer research-based advice for overcoming thinking traps, finding unexpected inspiration and tricking your brain to be more creative.</p>
	<p style="text-align: center;"><b>FOR THE INNOVATOR</b></p> <p><b><u><i>The Human Side of Innovation: The Power of People in Love with People</i></u></b>  <a href="https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAsHwaaqiFxfjqtZ8EsDQ3YYj1S0cb4mBm1euvgDQg_nMoJqu0GtHc_DmbVJRZL7PVP74="> (https://c.shrm.org/ODIzLVRXUy050DQAAAGIdqRAsHwaaqiFxfjqtZ8EsDQ3YYj1S0cb4mBm1euvgDQg_nMoJqu0GtHc_DmbVJRZL7PVP74=)</a>  Part memoir, part manifesto, in the <i>Human Side of Innovation</i>,</p>



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Mauro Porcini, PepsiCo's award-winning chief design officer, reveals the secret to life-changing innovation: putting human needs at the center of any design process.



### FOR THE OVERCOMMITTED

#### **Smart Brevity: The Power of Saying More with Less**

([https://c.shrm.org/ODIzLVRXUy05ODQAAAGIdqRAsMDNgd5Qb8o5PpWR1jPwDHCqGaj87fa6RuzpMgChF4plc0mcm\\_0IBZoAYC55RLOCGp8=](https://c.shrm.org/ODIzLVRXUy05ODQAAAGIdqRAsMDNgd5Qb8o5PpWR1jPwDHCqGaj87fa6RuzpMgChF4plc0mcm_0IBZoAYC55RLOCGp8=))

Brevity is confidence; length is fear. This is the guiding principle of a communications formula built by Axios journalists Jim VandeHei, Mike Allen and Roy Schwartz to prioritize essential news and information, explain its impact, and deliver it in a concise and visual format. The co-founders of Axios have created an essential guide for communicating effectively and efficiently in the digital age using smart brevity.

### FOR THE WHOLE TEAM

#### **Smarter Collaboration: A New Approach to Breaking Down Barriers and Transforming Work**

([https://c.shrm.org/ODIzLVRXUy05ODQAAAGIdqRAsNmgGIRQvzwmX\\_9GRWGsAr-b-r7api2\\_bJ3tyv7MF8cegMS7hSc3S3MqgruvZbNG\\_Oc=](https://c.shrm.org/ODIzLVRXUy05ODQAAAGIdqRAsNmgGIRQvzwmX_9GRWGsAr-b-r7api2_bJ3tyv7MF8cegMS7hSc3S3MqgruvZbNG_Oc=))

Based on research with thousands of executives from around the world, Heidi K. Gardner and Ivan A. Matviak share their insights for implementing smarter collaboration. This is an essential guide for forward-thinking leaders who want to transform their organizations, reshape the way they work and increase success.

### FOR THE ETERNALLY STUCK

#### **The 6 Types of Working Genius: A Better Way to Understand Your Gifts, Your Frustrations, and Your Team**

([https://c.shrm.org/ODIzLVRXUy05ODQAAAGIdqRAsN-7\\_wdFDI4twIXhbUq1UVfoPMrXWDIT65COVTO-MW6szlVM5XnKlaXUI3eksvj00Vw=](https://c.shrm.org/ODIzLVRXUy05ODQAAAGIdqRAsN-7_wdFDI4twIXhbUq1UVfoPMrXWDIT65COVTO-MW6szlVM5XnKlaXUI3eksvj00Vw=))

Patrick Lencioni creates a framework and a common language for us to overcome the false narratives we make about ourselves and others. He also unlocks a tool that allows us to identify what brings us joy and fulfillment in an easy-to-understand yet powerful way. Beyond the personal discovery and instant relief the book provides,



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	<p>it also gives teams a remarkably simple and practical framework for tapping into one another's natural gifts, which increases productivity and reduces unnecessary judgment.</p>
	<p style="text-align: center;"><b>FOR THE BUTTON-PUSHER</b></p> <p><b><u><i>Talking Taboo: Making the Most of Polarizing Discussions at Work</i></u></b>  <a href="https://c.shrm.org/ODIzLVRXUy05ODQAAAGldqRAsN0aVBdoq-Nz9ElhRWYQMicUtDsSfsfLE40idYDJ4Ki6ixuT7VOWQTRI71NcBruxwOQ="> <u>(https://c.shrm.org/ODIzLVRXUy05ODQAAAGldqRAsN0aVBdoq-Nz9ElhRWYQMicUtDsSfsfLE40idYDJ4Ki6ixuT7VOWQTRI71NcBruxwOQ=)</u></a>  When politics, sex, race, religion, gender and other polarizing subjects come up for discussion among co-workers, what happens next? SHRM Chief Knowledge Officer Alexander Alonso, SHRM-SCP, explains why some topics are taboo while others are not by bringing the topics to life with real-world conversations. The book includes proven assessment and guidance tools that will help you make the most of taboo topics in your workplace.</p>
	<p style="text-align: center;"><b>FOR THE STRIVER</b></p> <p><b><u><i>When Women Lead: What They Achieve, Why They Succeed, and How We Can Learn from Them</i></u></b>  <a href="https://c.shrm.org/ODIzLVRXUy05ODQAAAGldqRAsLgO87ZL0DhWeN4TCNmfrIX_7PD2OI_Ze-N92FNyM94AcLsCcngA3LtEeySG1sq0zDg="> <u>(https://c.shrm.org/ODIzLVRXUy05ODQAAAGldqRAsLgO87ZL0DhWeN4TCNmfrIX_7PD2OI_Ze-N92FNyM94AcLsCcngA3LtEeySG1sq0zDg=)</u></a>  Julia Boorstin brings together the stories of more than 60 female CEOs and leaders, along with lessons from dozens of new studies. Her combination of narrative and research reveals how once-underestimated characteristics, such as vulnerability, gratitude and divergent thinking, can be vital superpowers—which anyone can work to their advantage.</p>
	<p style="text-align: center;"><b>FOR YOU, FOR THEM, FOR EVERYONE</b></p> <p>Too many of us go through life never knowing who we are at our very best, instead feeling defined by what is wrong with us. It's time for a more loving way of living and working. It's time to rebel against any person or system that values uniformity over uniqueness. It's time to find within you your unique sources of joy, strength, and passion.</p>



If you're looking for a gift for coworkers that are NOT books, check out this recent list of **The 35 Best Gifts for Coworkers** (<https://www.nytimes.com/wirecutter/gifts/best-gifts-for-coworkers/>) from Wirecutter, NY Times.

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## Remote? Onsite? Hybrid?

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

**(<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-03/Two%20Years%20Later%2C%20Almost%20Twice%20As%20Many%20Workers%20Prefer%20Hybrid.pdf>)**



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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**

**([https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/7-Ways-to-Reduce-Friction-Between-Remote-and-Onsite-Employees.aspx?utm\\_source=marketo&utm\\_medium=email&utm\\_campaign=editorial~Talent~NL\\_2021-11-10\\_Talent-Management&linktext=7-Ways-to-Reduce-Friction-Between-Remote-and-Onsite-Workers&mktoid=50212958&mkt\\_tok=ODIzLVRXUy05ODQAAAGAqgbUU7sy](https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/7-Ways-to-Reduce-Friction-Between-Remote-and-Onsite-Employees.aspx?utm_source=marketo&utm_medium=email&utm_campaign=editorial~Talent~NL_2021-11-10_Talent-Management&linktext=7-Ways-to-Reduce-Friction-Between-Remote-and-Onsite-Workers&mktoid=50212958&mkt_tok=ODIzLVRXUy05ODQAAAGAqgbUU7sy))**

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[xHYLSPfhoP54UK7GPfA](#)), or **download the article**

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/7%20Ways%20to%20Reduce%20Friction%20Between%20Remote%20and%20Onsite%20Employees.pdf)

[11/7%20Ways%20to%20Reduce%20Friction%20Between%20Remote%20and](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/7%20Ways%20to%20Reduce%20Friction%20Between%20Remote%20and%20Onsite%20Employees.pdf)

[%20Onsite%20Employees.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/7%20Ways%20to%20Reduce%20Friction%20Between%20Remote%20and%20Onsite%20Employees.pdf)).

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(Recently archived Supervisor/Manager HR pages: [Nov '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-12/Supv%20NOV%202022%20archive.pdf)

[12/Supv%20NOV%202022%20archive.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-12/Supv%20NOV%202022%20archive.pdf)), [Oct '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-12/Supv%20OCT%202022%20archive.pdf)

[12/Supv%20OCT%202022%20archive.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-12/Supv%20OCT%202022%20archive.pdf)), [Sept '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-10/Supv%20SEPT%202022.pdf)

[10/Supv%20SEPT%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-10/Supv%20SEPT%202022.pdf)), [July '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-09/Supv%20JULY%202022.pdf)

[09/Supv%20JULY%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-09/Supv%20JULY%202022.pdf)), [June '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-07/Supv-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-07/Supv-Mgr%20page%20archive%20June%202022.pdf)

[Mgr%20page%20archive%20June%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-07/Supv-Mgr%20page%20archive%20June%202022.pdf)), [May '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-06/Supv%20MAY%202022.pdf)

[06/Supv%20MAY%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-06/Supv%20MAY%202022.pdf)), [April '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-05/Supv-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-05/Supv-Mgr%20page%20archive%20April%202022.pdf)

[Mgr%20page%20archive%20April%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-05/Supv-Mgr%20page%20archive%20April%202022.pdf)), [Mar '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-04/Supv-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-04/Supv-Mgr%20page%20archive%20Mar%202022.pdf)

[Mgr%20page%20archive%20Mar%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-04/Supv-Mgr%20page%20archive%20Mar%202022.pdf)), [Feb '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-03/Supv-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-03/Supv-Mgr%20page%20archive%20Feb%202022.pdf)

[Mgr%20page%20archive%20Feb%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-03/Supv-Mgr%20page%20archive%20Feb%202022.pdf)), [Jan '22](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-02/Supv-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-02/Supv-Mgr%20page%20archive%20Jan%202022.pdf)

[Mgr%20page%20archive%20Jan%202022.pdf](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-02/Supv-Mgr%20page%20archive%20Jan%202022.pdf)), [Dec '21](#)

[https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-01/Supv-](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-01/Supv-Mgr%20page%20archive%20December%202021.docx)

[Mgr%20page%20archive%20December%202021.docx](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2022-01/Supv-Mgr%20page%20archive%20December%202021.docx)). Email [emily-](mailto:emily-kleinmeyer@uiowa.edu)

[kleinmeyer@uiowa.edu](mailto:emily-kleinmeyer@uiowa.edu) for older page archives.)



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# How to Be a Better Human series (<https://ideas.ted.com/tag/how-to-be-a-better-human/>)

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](#) →



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## 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](https://hr.uiowa.edu/development/learning-and-development/working-learning-and-leading-remotely) (<https://hr.uiowa.edu/development/learning-and-development/working-learning-and-leading-remotely>).

\*For Enhanced/Promoting Employee Engagement - Try the platform **15Five** (<https://www.15five.com/>).



- 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](https://www.linkedin.com/learning/managing-virtual-teams-2019/managing-people-at-a-distance?u=42459020) (<https://www.linkedin.com/learning/managing-virtual-teams-2019/managing-people-at-a-distance?u=42459020>), [Leading at a Distance](https://www.linkedin.com/learning/leading-at-a-distance/remote-workers-are-the-future-of-business?u=42459020) (<https://www.linkedin.com/learning/leading-at-a-distance/remote-workers-are-the-future-of-business?u=42459020>), [Learning Path for Remote Working: Setting Yourself and Your Team up for Success](https://www.linkedin.com/learning/paths/remote-working-setting-yourself-and-your-teams-up-for-success?u=42459020) (<https://www.linkedin.com/learning/paths/remote-working-setting-yourself-and-your-teams-up-for-success?u=42459020>).

### Remote Work Considerations and Tips.pdf

(<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-07/Remote%20Work%20Considerations%20and%20Tips.docx>).

### Tips for Supervising Students Remotely .pdf

(<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Tips%20for%20Supervising%20Students%20Remotely%20.pdf>).

Flexible Work Agreement form (<https://hr.uiowa.edu/well-being/family-services/flexible-work-arrangements/flexible-work-arrangements-forms>) - 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

([https://www.gallup.com/workplace/316313/understanding-and-managing-remote-workers.aspx?utm\\_source=linkedin&utm\\_medium=o\\_social&utm\\_term=&utm\\_content=&utm\\_campaign=WFH\\_pillar](https://www.gallup.com/workplace/316313/understanding-and-managing-remote-workers.aspx?utm_source=linkedin&utm_medium=o_social&utm_term=&utm_content=&utm_campaign=WFH_pillar)) - GALLUP

### RESOURCES

Referenced Resources (<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Supv%20ICON%20Training%20-%20Referenced%20Resources%20%28%29.docx>) from ICON Supervisor Training

### Resolving Coworker Conflict of Coping with COVID

(<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/How%20to%20Resolve%20Co-Worker%20Conflicts%20over%20Coping%20with%20COVID-19.pdf>).



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# 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 \(https://hr.uiowa.edu/development/leadership-development\)](https://hr.uiowa.edu/development/leadership-development)

- [Program review and comparison \(https://hr.uiowa.edu/development/leadership-development/select-program\)](https://hr.uiowa.edu/development/leadership-development/select-program).
- [Resources \(https://hr.uiowa.edu/development/leadership-development/leadership-development-resources\)](https://hr.uiowa.edu/development/leadership-development/leadership-development-resources).
- [Elevate \(https://hr.uiowa.edu/development/leadership-development/elevate\)](https://hr.uiowa.edu/development/leadership-development/elevate) - In partnership with Corridor Women Connect, an external opportunity

[Leadership Competency Framework \(https://hr.uiowa.edu/development/leadership-development/leadership-competency-framework\)](https://hr.uiowa.edu/development/leadership-development/leadership-competency-framework)

[Supervisor Training@Iowa \(https://hr.uiowa.edu/administrative-services/supervisor-traininguiowa\)](https://hr.uiowa.edu/administrative-services/supervisor-traininguiowa)

[Supervisor Toolbox \(https://hr.uiowa.edu/development/supervisors-toolbox\)](https://hr.uiowa.edu/development/supervisors-toolbox)

[Supervisor Guide to Onboarding \(https://hr.uiowa.edu/careers/onboarding/onboarding-info-supervisors/supervisor-guide-onboarding\)](https://hr.uiowa.edu/careers/onboarding/onboarding-info-supervisors/supervisor-guide-onboarding)



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## Your Org HR Team

Many of you are familiar with [Clifton Strengths \(https://www.gallup.com/cliftonstrengths/en/252137/home.aspx\)](https://www.gallup.com/cliftonstrengths/en/252137/home.aspx) and the philosophy of positive psychology. In May 2019, Gallup launched the new book **[IT'S THE MANAGER \(https://shop.gallup.com/books/its-the-manager.html\)](https://shop.gallup.com/books/its-the-manager.html)** 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** (<http://itpmetrics.com/>) 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** (<https://www.shrm.org/pmq>) 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** (<https://event.on24.com/wcc/r/2407086/DFFFC27CAFC7284D3F78EF524DA74413?mode=login&email=emily-kleinmeyer@uiowa.edu>), focused on employee engagement.
- **Boss to Coach** (<https://www.gallup.com/itsthemanager/245402/boss-to-coach.aspx>) One - Virtual Training from Gallup to *accelerate performance* through conversations and coaching.
- Check out **Reality-Based Leadership** (<https://www.realitybasedleadership.com/>), 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** ([https://www.realitybasedleadership.com/leader-and-team-virtual-sessions/?inf\\_contact\\_key=ebf9042d72fdb3d74856e383f4cb16fcf651f238aa2edbb9c8b7cff03e0b16a0](https://www.realitybasedleadership.com/leader-and-team-virtual-sessions/?inf_contact_key=ebf9042d72fdb3d74856e383f4cb16fcf651f238aa2edbb9c8b7cff03e0b16a0)). A new 2 hour webinar for leaders.



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**Featured Articles:** [Why Managers Need Leadership Development](https://www.gallup.com/workplace/328460/why-managers-need-leadership-development.aspx)

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## Frequent Resources for Page Content

[Gallup.com/workplace](http://gallup.com/workplace) (<http://gallup.com/workplace>).

[Shrm.org/ResourcesAndTools/hr-topics](http://shrm.org/resourcesandtools/hr-topics) (<http://shrm.org/resourcesandtools/hr-topics>).

[Cupahr.org/magazine/](http://cupahr.org/magazine/) (<http://cupahr.org/magazine/>).

[Realitybasedleadership.com/category/leadership/](http://realitybasedleadership.com/category/leadership/)  
(<http://realitybasedleadership.com/category/leadership/>).

[Follow Emily on LinkedIn!](https://www.linkedin.com/in/emilykleinmeyer/detail/recent-activity/) (<https://www.linkedin.com/in/emilykleinmeyer/detail/recent-activity/>).

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