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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.



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



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Yep, It's Still a Thing

(JANUARY 2023)

Rolling into 2023 (or maybe you're cruising in, waltzing in, charging in? 😎), it's time for most of you to focus on or finish up performance conversations with staff. There are many factors at play with these documents and meetings and no one is immune to bias unconscious or other.

Here are a few tips to support your success with these meetings, provide a positive employee experience, and engaged employee response.

- BEWARE of PROXIMITY BIAS

It's easy to favor staff you work closely with, or you see more in person. According to Laurie Chamberlin, head of LHH Recruitment Solutions, North America, for the

Adecco Group headquartered in Washington, D.C.

"...building stronger relationships between employees and managers—regardless of where they are situated—is key in breaking proximity bias and ensuring work is evaluated equally."

- **USE CONCRETE MEASURES**

Define objective performance measures ahead of time and refer to them when evaluating and rating.

"Proximity bias exists because managers need a regular practice of checking in with all employees, not just the ones they see in person..."

- **BE CLEAR ABOUT WHAT YOU NEED TO SAY**

Determine the "what, why and how" someone can improve.

- **REVIEW THE CURRENT PERFORMANCE AND POTENTIAL**

Ask questions like "Is the employee curious and an active learner in the work environment?" "Does the employee maintain an appropriate workload, ask for guidance of what good performance looks like and strive to reach it?"

Recognize those who want to do the work if given the proper tools and you will find a loyal, productive and committed workforce.

- **DIALOGUE!**

Be specific and provide examples.

Provide constructive feedback by focusing on action-oriented language.



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"Even the best employees like to know that their leader sees further potential in them.

For those where the review is not as positive, be direct and constructive. Does the employee agree? What is the best path forward?"

- **SEEK OUT THE TRAINING OR DEVELOPMENT YOU NEED**

Check out the resources your HR team and Organizational Effectiveness (Learning and Development, LinkedIn Learning etc.) have to offer. Talk to YOUR supervisor about opportunities and areas to work on.

"...learn to communicate more effectively, improve employee performance in real time, coach employees to achieve their objectives and key results, and conduct fair reviews based on actual objective performance data."



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And as always, check in with your HR team for more resources and support as you navigate these sometimes-tough conversations. Even positive reviews can cause anxiety or stress to prep and deliver. We're here for you!

***Remember that you have the option, and recommendation, to have more frequent check-ins, such as quarterly mini reviews, that help feed the annual review form and make the process easier and less time consuming. If you're not already doing something like this, maybe it's time to try it out!**

Read more about performance review success tips [here](https://www.shrm.org/ResourcesAndTools/hr-topics/organizational-and-employee-development/Pages/Performance-Reviews-Be-Conscious-of-Proximity-Bias.aspx?utm_source=marketo&utm_medium=email&utm_campaign=~~NL_2023_01_11_Managing%20Smart&linktext=Be-Conscious-of-Proximity-Bias-in-Performance-)
(https://www.shrm.org/ResourcesAndTools/hr-topics/organizational-and-employee-development/Pages/Performance-Reviews-Be-Conscious-of-Proximity-Bias.aspx?utm_source=marketo&utm_medium=email&utm_campaign=~~NL_2023_01_11_Managing%20Smart&linktext=Be-Conscious-of-Proximity-Bias-in-Performance-

[Reviews&mkt_tok=ODIzLVRXUy05ODQAAAGJQS9-RnqFzeWdQiVKnL8p398CuZN4E1F3oo13VCEYkjsy_BXvJ0F-59Mk05KWwjM_YOH-riRXLmroSxMQjpDN5wEPedbpgHuUztgdyW0Gc6TsBQZ7](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2023-01/Performance%20Reviews_%20Be%20Conscious%20of%20Proximity%20Bias.pdf)) or download [here](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2023-01/Performance%20Reviews_%20Be%20Conscious%20of%20Proximity%20Bias.pdf) (https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2023-01/Performance%20Reviews_%20Be%20Conscious%20of%20Proximity%20Bias.pdf).

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)**

(<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) (<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=ODIzLVRXUy05ODQAAAGAggbUU7syllqjE6_TdJ4I0SOJ7ExQO](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=ODIzLVRXUy05ODQAAAGAggbUU7syllqjE6_TdJ4I0SOJ7ExQO)

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[ZDyXbk_Se4YH_1wf_cFot9sHMLt0mn5ZufefclBewKXkIVNa9Gu3bFgcVzc3CxHYLSPfhoP54UK7GPfA](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=ODIzLVRXUy05ODQAAAGAggbUU7syllqjE6_TdJ4I0SOJ7ExQO)

), or **download the article** (<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-11/7%20Ways%20to%20Reduce%20Friction%20Between%20Remote%20and%20Onsite%20Employees.pdf>).

(Recently archived Supervisor/Manager HR pages: [Jan '23](#), [Dec '22](#)

(<https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2023-02/Supv%20DEC%202022%20archive.pdf>), [Nov '22](#)

(<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/2022-12/Supv%20OCT%202022%20archive.pdf>), [Sept '22](#)

(<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/2022-09/Supv%20JULY%202022.pdf>), [June '22](#)

(<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/2022-06/Supv%20MAY%202022.pdf>), [April '22](#)

(<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-Mgr%20page%20archive%20Mar%202022.pdf>), [Feb '22](#)

(<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-Mgr%20page%20archive%20Jan%202022.pdf>),. Email 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-](https://ideas.ted.com/tag/how-to-be-a-better-human/)

[to-be-a-better-human/](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](#) →

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.



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*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 \(https://hr.uiowa.edu/well-being/family-services/flexible-work-arrangements/flexible-work-arrangements-forms\)](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) - GALLUP

RESOURCES

[Referenced Resources \(https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Supv%20ICON%20Training%20-%20Referenced%20Resources%20%282%29.docx\)](https://provost.uiowa.edu/sites/provost.uiowa.edu/files/2021-04/Supv%20ICON%20Training%20-%20Referenced%20Resources%20%282%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>).



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-trainingiowa) (https://hr.uiowa.edu/administrative-services/supervisor-trainingiowa).

[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).

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) 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!



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External Development/Training Opportunities

- [Individual and Team Performance \(ITP\) Metrics](http://itpmetrics.com/) (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) (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). A new 2 hour webinar for leaders.

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

(<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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