

**SUPERVISORY NEWSLETTER** MAY 2022 | ISSUE 03

Have you ever left a meeting thinking everything had gone well only to find out later that something was not well received?

**COMMUNICATION** is defined not only as an exchange of information but also as a process whereby "information is exchanged between individuals through a common system of symbols, signs, or behavior." This exchange of information occurs through spoken language coupled with non-verbal cues (i.e. body language, paralinguistics, proxemics). We all process information differently using our individual abilities, perceptual filters and experiences. Therefore, is it really a surprise this can lead to a breakdown in communication?

As you'll learn in this month's featured article, miscommunication can affect productivity, workplace culture, lead to increased operating costs, and ultimately negatively affect your ability to lead. As leaders, we need to be intentional and work tirelessly to keep the lines of communication open. While this won't guarantee you'll avoid issues, there are many tools we can implement to eliminate these barriers and ensure our messages are being received as intended.

Read on to discover ways you can improve communication - for yourself and your team.

Until next month!

**UNI-HRS Employee Relations**

*This newsletter is for YOU, so feel free to reach out with any questions, comments, suggestions, thoughts or concerns you may have that we can address in upcoming issues.*

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**STARTER BITE**

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"Communication works for

Leadership is not communicating what we need. Leadership is communicating what we can contribute.

- Simon Sinek

those who work at it."

- John Powell



"The most important thing in communication is hearing what isn't said."

- Peter Drucker

## FEATURE BITE

### "Don't use that tone with me!"

#### Placement of Emphasis

I did not tell Sally you were late.  
 I did **not** tell Sally you were late.  
 I did not **tell** Sally you were late.  
 I did not tell **Sally** you were late.  
 I did not tell Sally **you** were late.  
 I did not tell Sally you **were** late.  
 I did not tell Sally you were **late**.

#### What it means

Someone else told Sally you were late.  
 This did not happen.  
 I may have implied it.  
 But maybe I told John and Sarah.  
 I was talking about someone else.  
 I told him you are still late.  
 I told him you were attending another meeting.

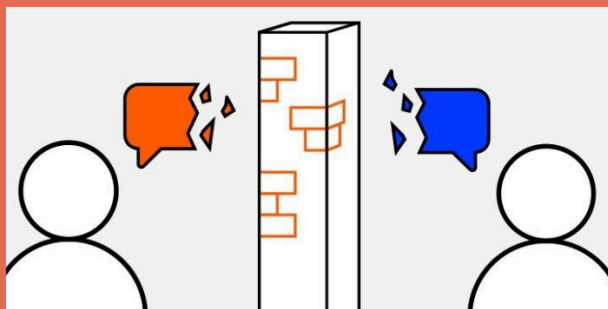
**Tone matters.**

[Table 12.2 \(Principles of Management, 2010, p. 30\) >>](#)

We want to feature YOU! Do you have any supervisory tips/tricks you'd like to share? Burning questions about supervision you'd like to ask? Are you a new UNI supervisor? Do you have a cool or unique workspace? If so, reach out to be featured in our upcoming issues.

## SMALL BITES

**Take control of your non-verbal communication.**



## ARTICLE OTM

### The Effects of Poor Communication in the Workplace

**LinkedIn Learning**

### **Decoding and Encoding Non-Verbal Signals**

WATCH this video by Vanessa Van Edwards

To access this video, click on the purple button above and enter your UNI email address when prompted. If your personal email address populates, please ensure you click on the "change" link first to update your email address. Once entered, click on "Continue to the University of Northern Iowa LinkedIn Learning account" to access content.

## Finding Common Ground: Leadership and Communication Lessons in a Fractured World by Kevin Eikenberry

The current climate of politics and opinions in the United States is contentious and fractured, to say the least. With a long historical perspective, it has been like this before; there has been wide and deep discord in this country in the past (as just one example, we had a Civil War, after all). Today's situation has two big differences: the other examples weren't in our lifetimes, and there wasn't social media to spread, fuel and extend some of the tension and discord.

This is not a political article at all – I am not writing about my political views or opinions. Rather, I am writing about a leadership, communication and life principle that is important for us to remember in the context of the situation I have described above. My goal here is to help us see how communication can break down so significantly and how we can avoid it in our work and lives.

[Read More »](#)



### BIG BITE



#### Book Club

[Mastering the Challenges of Leading Change: Inspire the People and Succeed Where Others Fail](#) by H. James Dallas.

Part II (Chapters 4-6) focuses on how you can become a better communicator and overcome change resistance, even when politics are at play. Change is political and it "inevitably redefines established boundaries." Those boundaries are described as the "physical and mental spaces" where people experience safety,

significance, and control. We find the most resistance when these spaces are perceived to be at risk. How do we overcome that resistance? By showing respect, communicating our understanding of people's boundaries, and using a collaborative approach when making decisions. How you deliver those messages is also important, and being aware of *how* we say things instead of focusing on what we're saying, can go a long way to influence others to listen.

You will undoubtedly encounter resistance because change threatens boundaries. "Rational resisters" are described as people whose resistance takes shape of reasoned arguments or legitimate concerns. Do not compromise with "rational resisters" - instead, look for middle ground. Unlike compromise which may suggest a win or lose situation, middle ground is where "positions overlap and priorities are respected." Unlike rational resisters, the "worst kind of resister" cannot be reasoned with because they are driven by their need to preserve their control and status by any means available. The goal here is to "contain, not convert." One of the best approaches to dealing with this type of resister is the "block and bridge" approach. This technique is helpful when confronting inappropriate/disrespectful behavior in a public setting. First, "block" the resistance and then offer a "bridge" to circle back to the matter at hand, e.g. "This isn't the place for that, but we can meet afterwards to discuss."

### **Part II in Tweets:**

- Use written communication to confirm, never to confront
- Don't share the destination without providing a roadmap
- Share with WIFM's with people (What's in it for me?)
- Change leadership is not a one-size-fits-all

### **Favorite Quotes:**

"As a leader, your responsibility is to be as clear and transparent as you can, as soon as you can, so that people understand the changes that are coming. At that point, they can make their own choices to swim with the current or fight against it."

"People who are great communicators understand and speak to people's boundaries."

"You can become so impressed with your own words and ideas that you forget that your first job is to meet people where they are."

If you would like to read along and share any thoughts or

reactions to Part III (Chapters 7-9) for our next issue be sure to contact us!

## LEARNING & DEVELOPMENT

-  Supervisor Development Series: Fundamentals of Supervision  
**June 7th from 8:30am-12:30pm - Session is FULL**  
**September 13th - Registration Opening in August**
-  Supervisor Development Series: Leaves, FMLA & Workplace Accommodations  
**Coming Soon!**
-  Supervisor Development Series: FLSA/Time Reporting  
**September Date TBD**

To enroll or find more information on upcoming training, please [click here](#).



027 Gilchrist  
Cedar Falls, IA 50613



[hrs-performance@uni.edu](mailto:hrs-performance@uni.edu)



(319) 273-6219

### Our Vision

All employees will be positively engaged in achieving their greatest potential while contributing to the success of the university.

### Our Mission

Human Resource Services fosters an environment of integrity and collaboration through innovative solutions and communications contributing to the successful recruitment, development, and retention of university employees.