

## SUPERVISORY NEWSLETTER September 2022 | Issue 07



When was the last time you evaluated the effectiveness of your team? Just like we make time to evaluate individual team members, we should also make time to evaluate our team's effectiveness.

Effective **TEAMWORK** can be defined as the collaborative efforts of a group to achieve common goals. But, what distinguishes an ineffective team from a highly effective one? [Google](#) found that highly effective teams share the following characteristics (in order of importance):

1. Psychological Safety: Do I feel safe to take risks without feeling insecure or embarrassed?
  - o Each team member must feel comfortable enough to ask questions, to be vulnerable and to make mistakes without fear of reproach. You must create spaces where everyone has the right to be heard and is encouraged to participate. Additionally, you should acknowledge you aren't perfect and that you do not expect perfection. This will alleviate additional stressors that could negatively impact your ability to achieve this.
2. Dependability: Can I count on my team to do quality work, on time?
  - o Have you ever taken tasks away from an underperformer only to redistribute those tasks to your high achievers? In our efforts to get the work done sometimes we unintentionally reward low performers with less work while punishing those who are working hard. Each team member is equally responsible for completing their duties and it is your job as the leader to hold them accountable. Neglecting to do so is a surefire way to decrease your team's effectiveness.
3. Structure and Clarity: Are the goals, roles, and plans on our team clear?
  - o This begins with a shared vision and moves forward with continual communication. Would you go sailing not knowing how to get to your final destination without any navigational tools? We certainly wouldn't recommend it. Having goals that are aligned to UNI's vision, roles that are clearly defined, and plans on how to get there will reduce inefficiencies, minimize unnecessary conflict, and keep everyone on track.
4. Meaning of Work: Am I working for something that is important to me?
  - o Each of us has something we work for that motivates us to keep going and keeps us engaged. For some that may be working for their family, engaging with students, securing retirement, obtaining health insurance, or furthering social justice efforts. We all work for different things and that's ok! Make sure you acknowledge this and have realistic expectations regarding how people choose to spend their time away from work.
5. Impact of Work: Do I fundamentally believe the work I'm doing matters?
  - o We all have an important role to play when it comes to the success of our students. Some of us may not have direct contact with them but at the end of the day, ALL of our hard work should be for their benefit. Yes, beliefs are intrinsic; however, you have the ability to create an environment where acquiring this belief becomes possible. This can be achieved by regularly acknowledging the important contributions and impact each staff member has on your team and ultimately UNI's students.

Effective teamwork doesn't happen by accident. How will you positively impact your team today?

Until next month!

#### 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.*

### STARTER BITES

"Success is best when shared."  
- Howard Schultz

"The strength of the team is each individual member. The strength of each member is the team."  
- Phil Jackson

"Teamwork makes the dream work."  
- John C. Maxwell



### FEATURE BITES

#### Tuckman's Stages of Group Development

As teams come together and evolve they move through different developmental stages. The "Performing" stage is where teams are most effective; however, changes such as adding new team members or organizational restructuring can have an impact on our teams and move them out of that high performing stage. Tuckman's model of group development can help us understand where our teams are in this process as well as provide us with helpful information to guide our teams in a positive direction. [Click on the graphic below](#) to learn more about what observable behaviors, expectations and needs you'll see at each of these stages and what leadership behaviors you'll need to demonstrate in order to achieve success.



#### "Team Effectiveness Questionnaire"

The purpose of this questionnaire is to examine your team's effectiveness from the perspective of eight (8) dimensions. Taking the time to evaluate your team's purpose and goals, roles, processes, relationships, commitment, problem solving and learning and help you identify areas that may need to be improved. You will make your own assessment of your team's effectiveness and then should work through this questionnaire with each of your staff members. To access this questionnaire and the instructions, please click [HERE](#).



Team Effectiveness Questionnaire (n.d.) retrieved from <https://www.cu.edu>

## THIS MONTH'S SHOUT-OUT!

**TO:** The Office of International Engagement

**ON:** 9/29/2022

#### FOR:

Being engaged participants in a Teambuilding Workshop facilitated by Human Resource Services on August 31, 2022.

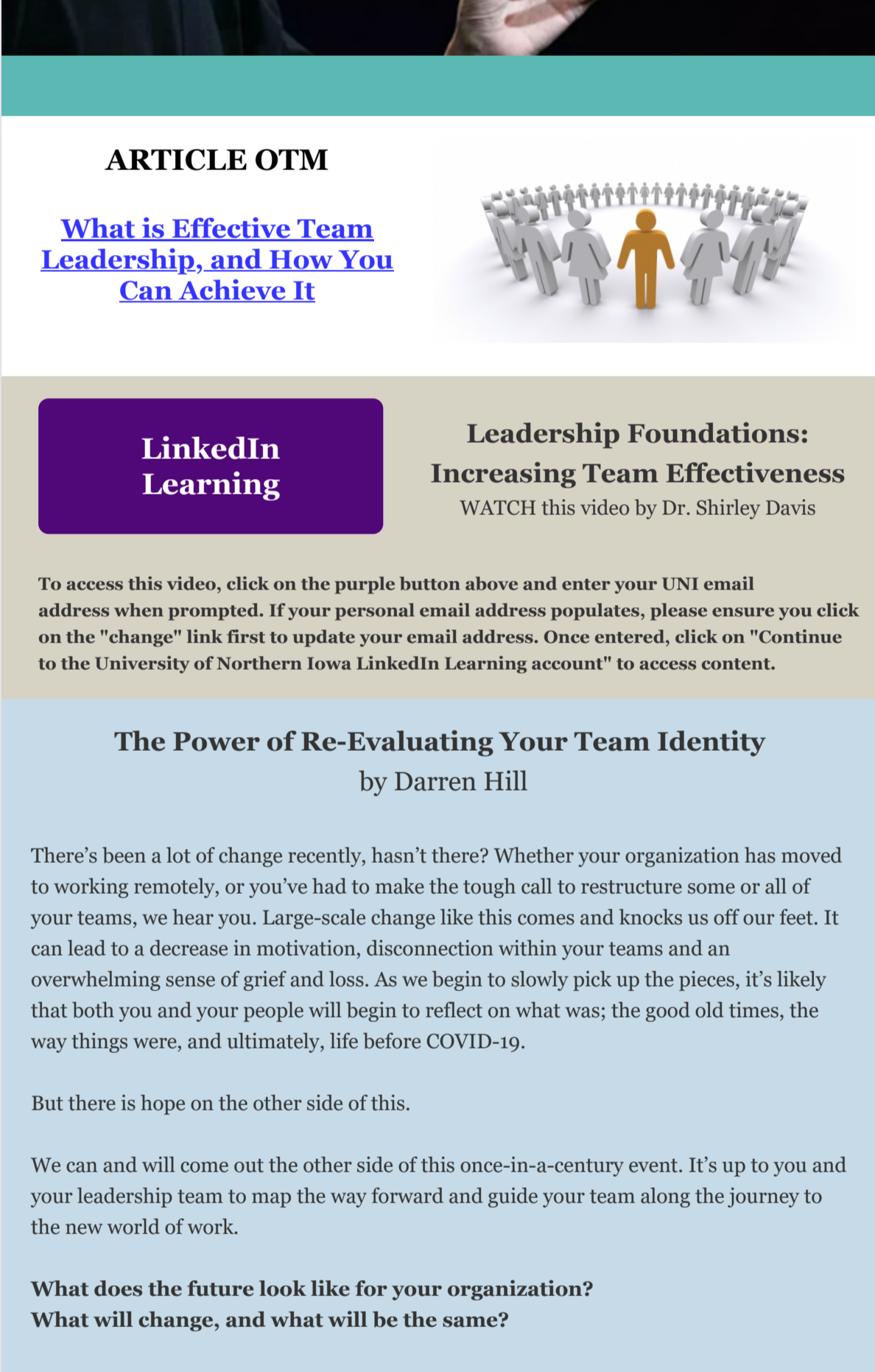
Biggest Takeaway: We all have a natural instinct to compete but when we start competing against each other for resources, instead of competing against our barriers to those resources, we lose out on opportunities to collaborate and create something really special.



**WELL DONE!**

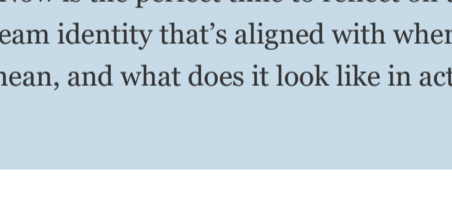
We want to feature YOU! Do you have any supervisory tips/tricks you'd like to share? Burning questions about supervision you'd like to ask? Are you a new UNI supervisor? Do you have a cool or unique workspace? If so, reach out to be featured in our upcoming issues.

### SMALL BITES



#### ARTICLE OTM

#### [What is Effective Team Leadership, and How You Can Achieve It](#)



#### LinkedIn Learning

#### Leadership Foundations: Effective Team Effectiveness

WATCH this video by Dr. Shirley Davis

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.

#### The Power of Re-Evaluating Your Team Identity

by Darren Hill

There's been a lot of change recently, hasn't there? Whether your organization has moved to working remotely, or you've had to make the tough call to restructure some or all of your teams, we hear you. Large-scale change like this comes and knocks us off our feet. It can lead to a decrease in motivation, disconnection within your teams and an overwhelming sense of grief and loss. As we begin to slowly pick up the pieces, it's likely that both you and your people will begin to reflect on what was; the good old times, the way things were, and ultimately, life before COVID-19.

But there is hope on the other side of this.

We can and will come out the other side of this once-in-a-century event. It's up to you and your leadership team to map the way forward and guide your team along the journey to the new world of work.

#### What does the future look like for your organization?

#### What will change, and what will be the same?

These are the questions playing on the minds of your people, and they're questions you can answer by re-evaluating your team identity. Now is the perfect time to reflect on the past, discuss what's happened and craft a fresh team identity that's aligned with where you are now as an organization. But what does this mean, and what does it look like in action? [HERE](#) is what you need to know.

### BIG BITE



[UNI Rod Library Link](#)

#### Book Club

#### [Dealing with the Tough Stuff: How to Achieve Results from Key Conversations](#) by Darren Hill, Alison Hill, and Dr. Sean Richardson.

Chapters 1-3 introduced us to how "tough stuff" conversations consist of and focused on how we can deal with the "tough and fluff" conversations. While the "tough stuff" may look different for everyone, all leaders have a responsibility to get better at these types of conversations. This "...rests on one foundational principle: the belief that all people are good." The moment we forget that, our chances of achieving favorable outcomes are "extinguished." When we start labeling people instead of behaviors we create "powerful psychological filters" that will inevitably change the way we approach any situation. In order to deal with the tough stuff, we must acknowledge what that looks like for each of us and have the courage to start changing our behaviors.

#### Part I in Tweets:

- There are no difficult people, only difficult behaviors.
- It takes courage to tackle the tough stuff and be accountable.
- Vulnerability is hard; doing things poorly is a risk.
- Aim for perfection but be okay with perfectly good enough.
- The behavioral coaching you do as a manager is a vital component of your work.
- If you've noticed a change in someone's behavior, then something must be driving that change.
- Praise is a powerful and effective positive reinforcement strategy.

#### Favorite Quotes:

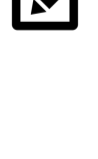
"It isn't the meaningful conversations in the good times that define a leader; it's the ability to have a meaningful conversation at the worst of times."

"As a manager or leader, it's your role to influence and mold others: make sure you don't shy away from this incredible responsibility."

"One thing is certain: it's hard to change what we don't acknowledge."

**If you would like to read along and share any thoughts or reactions to Chapters 4-6 for our next issue please be sure to contact us!**

### LEARNING & DEVELOPMENT



Supervisor Development Series: FLSA/Time Reporting  
[Recommended for supervisors with non-exempt \(overtime eligible\) staff.](#)  
**October 18th from 10:30 a.m. to 12:00 p.m.**

Click [HERE](#) to register for this upcoming training.

### ADDITIONAL TRAINING OPPORTUNITIES

#### Well-being Wednesday: The Power of Social Connections

HRS will host an informational session on why social connections are so important to thriving in our life and work. This session will also cover reframing negative self-talk and how to benefit from a more optimistic perspective. Activities, practices, and employee support for managing stress will also be shared. Therese Callaghan, Employee Well-being Coordinator, will lead this in-person session as follows:

**October 26th from 2:00 p.m. to 3:00 p.m. in Gilchrist 009**

Space is limited and advanced registration is required.

Click [HERE](#) to register for this training.

#### Supervisor Series: Leading from a Coach Approach

HRS will host a session for supervisors to share the reasons behind why leading from a coach approach is effective. Coaching is a skill all successful supervisors leverage. Learn how to use coaching skills to lead your team to positive outcomes. Therese Callaghan, Employee Well-being Coordinator, will lead this in-person session as follows:

**November 9th from 2:00 p.m. to 3:00 p.m. in Gilchrist 009**

Space is limited and advanced registration is required.

Click [HERE](#) to register for this training.

HRS is excited to announce we will be partnering with our Employee Assistance Program to host four (4) Lunch & Learn webinars for supervisors this year. All sessions will take place during the lunch hour from 12 p.m. to 1 p.m. If you are able to step away from your desk we highly encourage you to bring your lunch, and maybe even a colleague, and join us to watch in-person at the location noted next to each of the sessions.

**Register**

#### Effective Communication and Listening

October 12th: GIL 007

**Register**

#### Giving Effective Feedback

December 1st: GIL 009

**Register**

#### Addressing Employee Performance Issues in a Supportive Way

February 21st: GIL 009

**Register**

#### Initiating Difficult Conversations

April 5th: GIL 009

### KEY SOON



Supervisor Development Series: Leaves, FMLA and Workplace Accommodations



Supervisor Development Series: Addressing Performance Deviations



Supervisor Development Series: Managing Conflict Effectively



Supervisor Development Series: Fundamentals of Supervision

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.