

According to Juliet Bourke, **INCLUSIVE LEADERSHIP** is about valuing each individual's uniqueness, acknowledging our personal blind spots, and creating spaces of belonging for those we lead. The benefits of prioritizing inclusion in the workplace range from increased engagement and stronger performance, to improved mental health and wellbeing. Yet, in 2020, [DDI](#) reported that up to 69% of employees do not believe their leaders nurture inclusive environments.

With so much on the line, leaders must be cognizant of the challenges encountered in the workplace centered around inclusion – including the fact there may be a perception gap between how inclusive we think we are vs. how inclusive we actually are. The [Harvard Business Review](#) reports that "...what leaders say and do makes up to a 70% difference as to whether an individual reports feeling included." Therefore, increasing our awareness and taking active steps to create welcoming spaces should be one of our top priorities.

How can you do that? Well, if you've never taken the time to ask your team members if they feel like they belong or if there's anything you can do to help them feel more included, that would be an excellent place to start. New year's resolutions are great, but don't wait until the new year to do something you can do today.

Until next year!

#### 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

"Inclusive leadership is a not destination. It's a journey that requires humility, curiosity and courage."

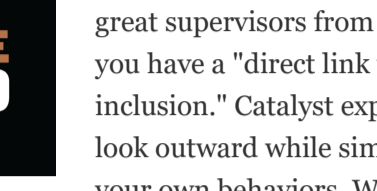
- Thais Compoint

"Yesterday I was clever so I wanted to change the world. Today I'm wise so I'm changing myself."

- Rumi

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

- Maya Angelou

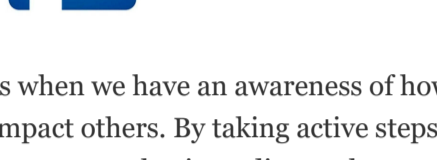


## FEATURE BITES

### Are You an Inclusive Leader?

The ability to create an inclusive culture separates great supervisors from mediocre ones. As a leader, you have a "direct link to employee experiences of inclusion." Catalyst explains that this requires you to look outward while simultaneously reflecting on your own behaviors. Want to find out if you are an inclusive leader? Take [THIS](#) quiz to find out.

### Inclusion Starts With I | Accenture

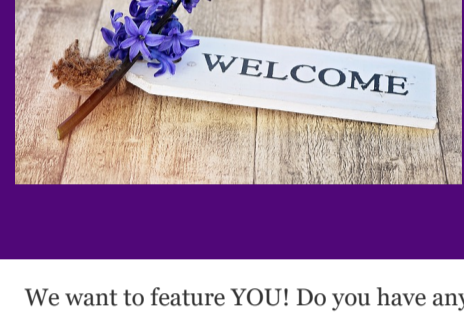


Inclusive leadership begins when we have an awareness of how our behaviors (or our inactions) can negatively impact others. By taking active steps to uncover our beliefs, attitudes, and/or preferences, we can begin to dismantle our unconscious biases in order to create more inclusive environments.

"The Implicit Association Test (IAT) measures attitudes and beliefs that people may be unwilling or unable to report. The IAT may be especially interesting if it shows that you have an implicit attitude that you did not know about. For example, you may believe that women and men should be equally associated with science, but your automatic associations could show that you (like many others) associate men with science more than you associate women with science."

To access all available implicit association tests, please click [HERE](#).

## Welcome New UNI Supervisors!

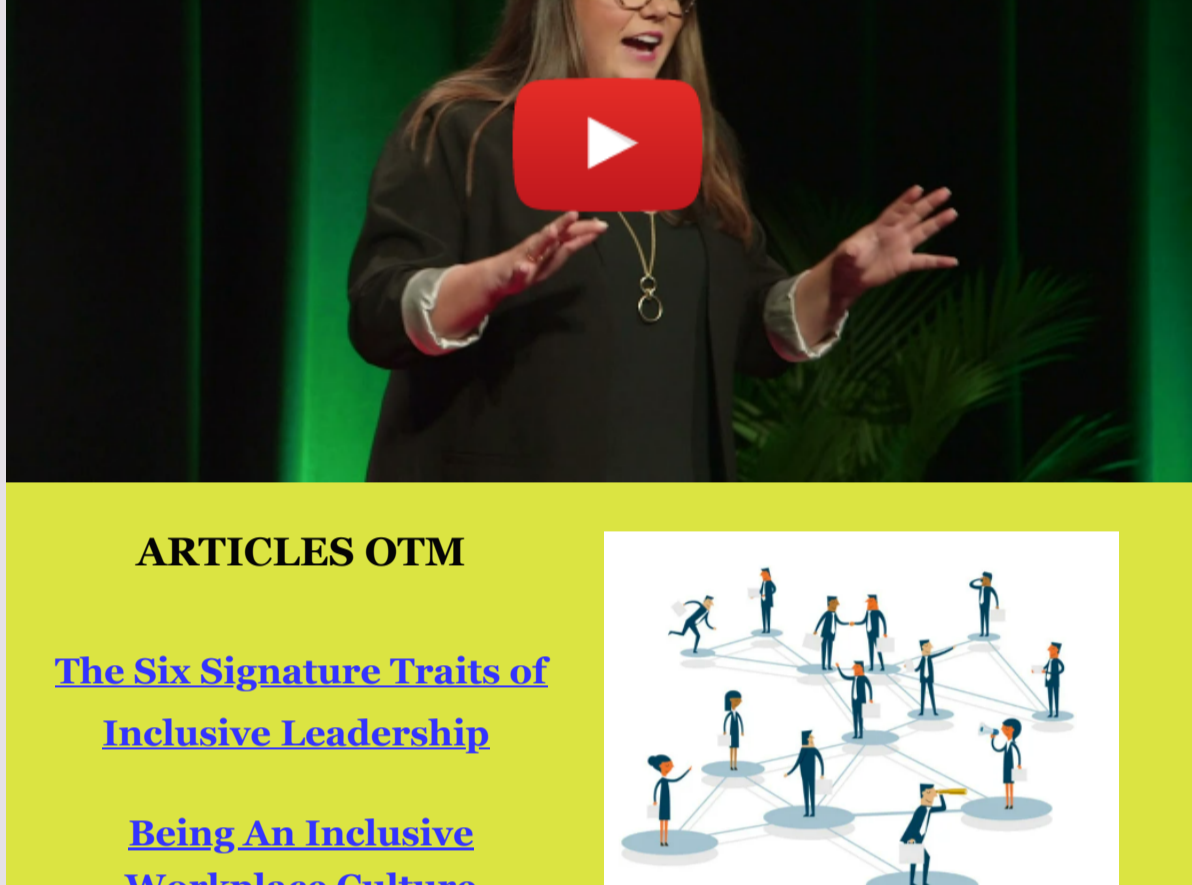


**Adam Amdor, University Relations**  
**Katherine Arndt, Library**  
**Sarah Cohen, Upward Bound Math & Science**  
**Savannah Culver, Housing**  
**Doralynn Mellinger, Housing**

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

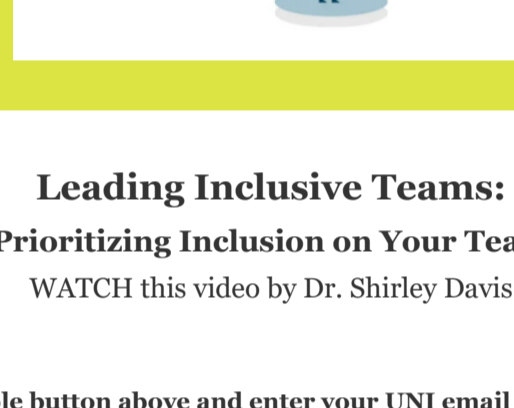
### How to Become an Inclusive Leader | Meagan Pollock, PhD



## ARTICLES OTM

### The Six Signature Traits of Inclusive Leadership

### Being An Inclusive Workplace Culture



## LinkedIn Learning

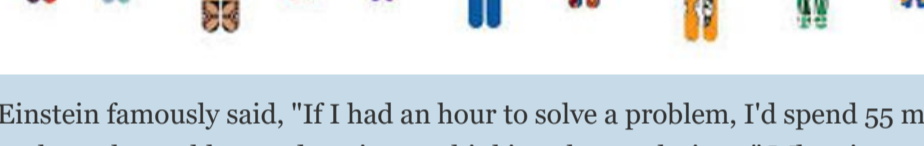
### Leading Inclusive Teams: Prioritizing Inclusion on Your Team

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.

### Part 5: 38 Reasons Being An Inclusive Leader is So Hard

by Marissa Ellis



Albert Einstein famously said, "If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions." When it comes to diversity and inclusion, we are often quick to jump to solutions without really understanding the nuances of the challenges we are trying to address.

Momentum is growing as diversity and inclusion is injected into the consciousness of more and more business leaders. However, many leaders are still not sure what to do next. Token gestures like putting one Asian woman on your website or putting a statement about diversity and inclusion on your job adverts are all positive steps in the right direction, however unless you take a strategic and informed approach you will only ever be skirting around the edges making a limited impact.

In this fifth article in this Inclusive Leadership series my goal is to open your eyes to some of the challenges associated with building diverse and inclusive teams.

[Continue Reading »](#)

### How to Be An Inclusive Leader

Got a little extra time? Check out this book by Jennifer Brown.

"We know *why* diversity is important, but *how* do we drive real change at work? Diversity and inclusion expert Jennifer Brown provides a step-by-step guide for the personal and emotional journey we must undertake to create an inclusive workplace where everyone can thrive."

Scan the QR code or link below to access this book for free online with your library account.



[UNI Rod Library Link](#)

## BIG BITE



### Book Club

#### Dealing with the Tough Stuff: How to Achieve Results from Key Conversations

by Darren Hill, Alison Hill, and Dr. Sean Richardson.

Chapter 10 focused on emotional manipulation with and without ill intent. While there isn't a specific list of traits that can help you distinguish between the two, those with psychopathic personalities "exhibit a cluster of distinctive personality traits, including a lack of conscience." If you are dealing with an emotional manipulator at work, chances are that 99% of those you encounter have no idea of the impact their behavior is having on you, the team, or the workplace culture. If you can disarm their outer layers there is hope for your relationship to improve. Emotional manipulation isn't all about the other person. We must acknowledge we have a role to play because communication is a two-way street, and we can choose how we act and react in each situation. Set clear parameters, challenge the behavior and address things in the moment to keep everyone accountable.

Chapter 11 prepares you to deal with immediate crises. We are creatures of habit and our behaviors tend to show up in patterns. If we cannot envision a positive outcome, chances are we won't achieve success. To be effective at dealing with crises you don't have to be naturally talented - it takes practice and courage to get better. See your capability as something that is fluid and can improve over time and practice to identify your triggers and methods for getting your emotions under control. After all, you don't think comedians just wing it, do you?

Chapter 12 focuses on prioritizing things that matter and learning when you've dealt with enough. While we may be equipped to deal with stress on some level, our "mind isn't always stronger than our body." Living under constant stress is unsustainable and eventually your body may sound the alarm. Know your tipping point and take active steps to manage your emotional overload and "top off your energy stores on a weekly, if not daily basis." Most importantly, model that behavior for your team.

#### Part III in Tweets:

Aim for engagement over popularity - it's not all about you.

- If you don't see what's possible for them, they won't see the possibility in themselves.
- You gotta know when to hold 'em, and know when to fold 'em.
- Failure becomes a self-fulfilling prophecy.
- Take a breather in the midst of chaos so you can weather the storm.
- Exhaustion is NOT a status symbol.
- Courage is the catalyst that moves us from inaction to action.

#### Favorite Quotes:

"Make yourself part of the solution rather than part of the problem."

"Performing under pressure is more about practice than perfection."

"Spend your energy on actions that will solve the problem, not on personalities or uncontrollable outcomes."

"Accept that you will fail at some things, but do whatever you can to succeed at the things within your control."

"There are times to push yourself and times to recharge; success comes from doing both."

We hope you enjoyed reading along with us! Please email your recommendations for our next read to [hqs-performance@uni.edu](mailto:hqs-performance@uni.edu).

## LEARNING & DEVELOPMENT



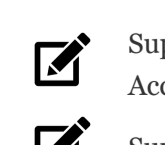
Supervisor Development Series: FLSA/Time-Reporting  
 Recommended for supervisors with non-exempt (overtime eligible) staff

February 23, 2023 from 3:00 PM - 4:00 PM  
 March 29, 2023 from 9:00 AM - 10:00 AM

Sessions will take place via Zoom. Click [HERE](#) to register.



Addressing Employee Performance Issues in a Supportive Way  
 February 21st: Virtual Event



Initiating Difficult Conversations  
 April 5th: Virtual Event

## COMING 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

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 Cedar Falls, IA 50613

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(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.