

**SUPERVISORY NEWSLETTER** February 2023 | Issue 12


"Leaders who have **HEART** will also have the hearts of those they lead." - Michael Rogers

As you ponder the meaning of the quote above, think about leaders that have shaped you and inspired you to be your best. Now, think about the reasons you hold those individuals in high regard. Is it because they are experts in creating Excel formulas or PowerPoint presentations? Most likely not. When we think about these types of leaders, it's not so much about the things they do but how they make us feel. Leaders with heart have an incredible knack for positively influencing our experience by allowing us to be our most successful selves. They provide encouragement and help us stay motivated and engaged.

Those who lead with heart don't change towards us when our performance fails to meet expectations. If anything, this positive influence is increased in genuine hopes of getting us back on track. This, of course, is easier said than done. Leaders can sometimes struggle to find the right balance between high standards but an absence of heart vs. the abundance of heart at the expense of high standards. So, how do you demonstrate heart when holding someone accountable?

As Frances Frei put it in this month's shared podcast, the way leaders can improve performance is through love. This love is defined as the ability to set high standards in addition to showing deep devotion to a person's success. It is about focusing our efforts on those we lead and ultimately setting conditions where each and every individual can thrive. It's about putting other people first. After all, isn't that what good leadership is all about?

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**

"It is not your experience, knowledge, or skills. Your heart is your most important leadership tool."

- Michael Hyatt



"The best-kept secret of successful leaders is love...leadership is an affair of the heart."

- James Kouzes & Barry Posner

**FEATURE BITES**

**THE RETURN**
**TO HEART-CENTERED LEADERSHIP**

| TRADITIONAL                                  | VS | HEART-CENTERED                            |
|--|----|---|
| Focus on the company                         | 🎯  | Focused on people                         |
| Contribution of business unclear             | 💰  | Aligning business goals                   |
| Sinking in BAU                               | ✅  | Getting curious and trying new things     |
| Siloed team                                  | 👥  | Interdepartmental teams                   |
| A long-term strategy with few reviews        | ⚙️ | Reaching long-term goals in short sprints |
| Poor use of insight and disconnected metrics | 📊  | Metrics-driven and data-driven            |



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Click on the graphic above to learn more.

**Great Leaders Use Tough Love to Improve Performance**


Listen to this Podcast [HERE](#)

"**Frances Frei**, professor at Harvard Business School, says that trust, empathy – and even a bit of tough love – are all essential ingredients to strong leadership in today's world. Successful managers focus on the effect they have on others, not themselves. They also define a strategy and create a culture that drives employee behavior in their absence. Frei is the coauthor, along with Anne Morriss, of the book *Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You* as well as the HBR article "Begin with Trust."


**Welcome New UNI Supervisors!**

Lesli Garcia, Admissions  
Kelly Stark, Facilities Mgmt.

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? Reach out to be featured in our upcoming issues.

**SMALL BITES**
**Servant Leadership: How to Lead With the Heart | Liz Theophille**

**ARTICLE OTM**
**[The Importance of Heart in Leadership](#)**

by Bob Venourek & Gregg Vanourek


**LinkedIn Learning**
**Leading With a Heavy Heart**

WATCH this video by Kat Cole

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.

**Leading With Heart | Korn Ferry CEO Gary Burnison**


We never really get out of the sixth grade. Think about it—we're all still motivated by the same desires that used to rule the playground: we want to be liked, to be accepted, to be picked for the team, to be popular.

And every Valentine's Day, there were those little cards. Every sixth grader knew the fear of not getting one—or not getting one from someone they liked.

Now tell me, have things really changed? We all want to be seen—in every aspect of our lives. Personal and professional. We hunger for affirmation. We want to know that we matter—we make a difference to others.

Love and leadership aren't normally put together in the same sentence (for obvious reasons). But as radically human leaders, it begins with our hearts.

[Continue Reading »](#)

**BIG BITE**

**Book Club**
***The Optimistic Workplace: Creating an Environment That Energizes Everyone*** by Shawn Murphy.

Chapter I, "The Future of the Workplace," highlighted the need to focus not only on an organization's culture but also the organizational climate. The culture of a workplace is described as how things are done within an organization, and climate is "what it feels like to work day to day in the workplace." People who work in positive work environments experience greater performance outcomes versus those who experience negative ones. According to research by the Hay Group, the immediate leader has the greatest influence on the climate of an organization. This means that how leaders "show up and interact with others" is visible in the performance of the team and each of its team members. This includes ensuring roles are clearly defined, high expectations are set, as well as ensuring a sense of belonging is nurtured. There's no need to wait for others to begin improving the culture or climate of your team. You can begin to invest your efforts into others today to create an environment where everyone can be successful.

**Chapter I in Tweets:**

- Be aware of your words, your tone, and your interactions with others.
- You may not be able to change the culture, but you can impact the climate.
- Today you need to be relatable - you need to be more human.
- What you choose to focus on influences what emerges as important.

**Favorite Quote:**

"Of all human talents, among the most precious ones is this ability to discern opportunities around oneself, when others do not."

- Mihaly Csikszentmihalyi, Flow

If you would like to read along and share any thoughts or reactions to "Chapter 2: Destructive Management" for our next issue be sure to contact us!

**LEARNING & DEVELOPMENT**


Supervisor Development Series: FLSA/Time-Reporting  
**Recommended for supervisors with non-exempt (overtime eligible) staff**  
**March 29, 2023 from 9:00 AM - 10:00 AM**

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



Supervisor Development Series: Fundamentals of Supervision  
**April 12, 2023 from 8:30 AM - 2:00 PM**

Save the date! In-person session - registration opening in March.

**COMING SOON**


Supervisor Development Series: Leaves, FMLA and Workplace Accommodations



Supervisor Development Series: Addressing Performance Deviations



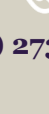
Supervisor Development Series: Managing Conflict Effectively



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**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.