

As we teach in the *Supervisor Development Series: The Fundamentals of Supervision* session, **ACCOUNTABILITY** is one of the three pillars of effective performance management; yet, so many of us don't quite understand it and often get it wrong. The concept of accountability and the concept of holding someone accountable are blended and become synonymous with [positive punishment](#) and/or progressive discipline (e.g. this employee did not perform therefore they must be held accountable). Sound familiar?

When this occurs, we shift accountability away from ourselves and let it fall solely on the employee's shoulders.

Why do we do this? Brené Brown teaches that blame has an inverse relationship with accountability. Basically, it's easier to blame an employee for their underperformance than it is to take personal accountability as a leader and acknowledge we play a critical role in their successes **AND** their failures. When we default to blame, we shut the door to curiosity, destroy opportunities to have productive discussions, allow fear or shame to enter the space, and erode the trust built in that supervisory relationship.

[Kevin Eikenberry](#) said, "Accountability isn't something we do to people, it's something we help people do." Accountability is less about control and demands, and more about the ownership we can inspire and influence others to take - starting with us. We challenge you to scrutinize your approach to accountability and, after reading this edition, be mindful of how you approach it moving forward.

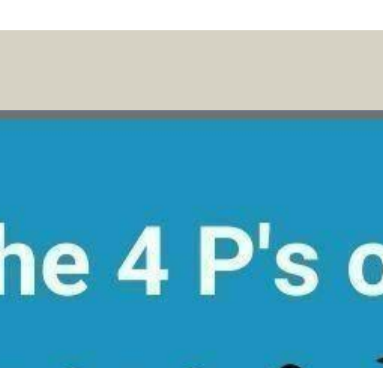
Until next month!

[HRS Employee Relations](#)

### STARTER BITES

"So how do you view accountability? Your answer to this question will have a profound impact on the people you lead."

- Sylvia Melena



"It is not only what we do but also what we do not do, for which we are accountable."

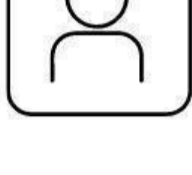
- Moliere

"Accountability breeds response-ability." - Stephen R. Covey

### FEATURE BITES

## The 4 P's of Supportive ACCOUNTABILITY™

### PEOPLE



**People matter. Period.**

**As you promote accountability, help people feel valued and cared about.**

### PURPOSE



**Create a supportive work environment where people can thrive, drive performance, and achieve the organization's greater good.**

### PERFORMANCE



**Focus relentlessly on performance and ensure everyone is contributing to the organization's success.**

### PROGRESSION



**Don't settle. When employees struggle, help them meet their goals. When they're doing well, encourage them to reach higher.**

Click on the graphic above to learn more.



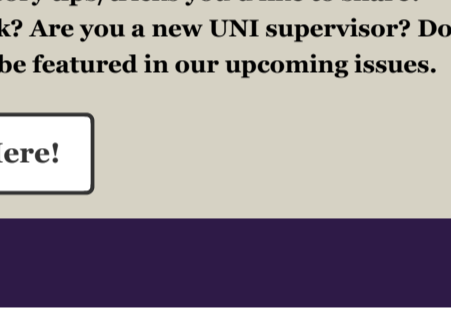
*Risely*

## 10 Questions Managers Ask To Build Accountability In Autonomous Teams

Click on the graphic above to read this article by Deeksha Sharma.

### Welcome New UNI Supervisors

Janell Crow, Advance Iowa  
Clinton Murty, Plant Services  
Jack Murphy, Financial Aid  
A.J. Hudspeth, 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? Reach out to be featured in our upcoming issues.

Leave Feedback Here!

### SMALL BITES

#### Taking Responsibility for Your Efforts and Results | Ron Price



### ARTICLE OTM

#### [How to Encourage Strong Individual and Team Accountability](#)

by Kristin Hendrix



#### LinkedIn Learning

#### [Conscious Leadership: Take Radical Accountability](#)

WATCH this 3,3-minute video by Michelle Moore

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.

#### 5 Ways to Promote Accountability

by Andrew Robertson and Nate Dvorak | GALLUP

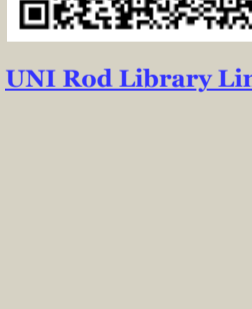
Are concepts like "responsibility" and "being held accountable" viewed negatively by your employees? Most likely, it's because leaders have tried to mandate responsibility from the top down. But that's not how responsibility works.

People are intrinsically motivated to fulfill their commitments for a range of reasons, none of which include being mandated -- at least not effectively nor sustainably.

A top-down approach makes employees feel like a kid again -- it doesn't cultivate trust and freedom -- and it doesn't motivate people to find their own way to stay on top of things. Instead, leaders can encourage more responsibility among employees by creating an organizational culture that promotes and cascades accountability through five areas of focus.

[Continue Reading >](#)

### BIG BITE



#### Book Club

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

Chapter V, "Values-Based Leadership," explains that our personal values shape who we are and what we do. A 2013 study conducted by Net Impact, a non-profit organization, found that students would take a 15% pay cut to work for an organization who shared their values. Values require reflection and give insight to every one of our decisions, and knowing them and living by them make us better leaders. If you value relationships are you making the time to meet with your employees on a regular basis? If you value hard work, do you roll up your sleeves when others need your help? Just as important as knowing our values is being aware of whether or not our behaviors reflect those values. Once you have a solid understanding of your own, you should model the way for your employees to do the same. A perfect workplace is described as one that "...reinforces employees' knowing what they stand for by way of their values." (pg. 84) This alignment leads people to discover who they are - in and outside of work. And this leads to a more optimistic workplace. You see, when you help people be better human beings and help them increase their personal happiness, they are better positioned to contribute in positive ways.

#### Chapter V in Tweets:

- Change your mindset or risk becoming irrelevant.
- Trust increases when people can rely on your mostly predictable ways of being.
- Employee well-being is critical for creating a positive work environment.
- It's about people, purpose, and performance. In that order.
- The way people are treated affects their personal lives.
- One's highest potential is reached when our personal and professional lives fit together.

#### Favorite Quotes:

"Knowing your personal values helps you know where your line in the sand is - what you'll tolerate and what you won't." (pg. 76)

"The single biggest [influence] on how leaders show up day in and day out is when leaders know their personal values." (pg. 78)

"An optimistic work climate is shaped by the steward's belief that a person is not a position or a function: A person in a human being who has a story and life goals." (pg. 84)

If you would like to read along and share any thoughts or reactions to "Chapter 6: It All Starts with Purpose" be sure to reach out!

### LEARNING & DEVELOPMENT



#### [Supervisor Development Series: FMLA and ADA Supervisor Responsibilities](#)

This training is available on-demand via Blackboard. Please click on the linked course name above to access this session.

This session provides supervisors with high-level information about how to identify a potential leave or accommodation request from an employee, and clarifies a supervisor's role in complying with the Family Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA). This training takes approximately 45-minutes and will save your progress if you are unable to finish in one sitting.



#### [Supervisor Development Series: FLSA/Time-Reporting](#)

While no sessions are currently being scheduled, we highly encourage you to visit our FLSA resources webpage and review the information at <https://hrs.uni.edu/supervisors/flsa>. Additionally, you may review OBOs time reporting resources at <https://obo.uni.edu/payroll/time-reporting>.

### COMING SOON



#### [Supervisor Development Series: Fundamentals of Supervision](#)

**Save the Dates!** Friday, October 6, 2023 & Wednesday, April 3, 2024  
Registration will open up one month prior to session dates.



#### [Supervisor Development Series: Addressing Performance Deviations](#)



#### [Supervisor Development Series: Managing Conflict Effectively](#)



#### [Supervisor Development Series: The Power of Gratitude and Recognition](#)

HRS is excited to announce we will be partnering with our Employee Assistance Program to host three virtual workshops for supervisors this upcoming academic year. All sessions will take place via Zoom from 1 p.m. to 2 p.m. Registration for each of these events will be shared one month prior to each session date.

#### Save the Dates!

**November 8, 2023**  
Behavioral Health: What Leaders Need to Know

**January 30, 2024**  
Communicating in Challenging Situations

**April 25, 2024**  
Leading With Your Best Self

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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.