



We're going to go out on a limb here and say only a few things are as soul-crushing as working in a **MICROMANAGEMENT** environment. While we may be exaggerating to prove a point, we can tell you that no employee has ever told us they wish they could be micromanaged more! All jokes aside, micromanagement can have devastating consequences in the workplace, ranging from loss of productivity, to damaged morale, and even personal health issues.

If you're reading this and thinking this may not apply to you, we urge you to keep reading! While you may not fit the standard definition of a micromanager, sometimes our habits can have micromanagement tendencies. Additionally, personal preferences and other factors must be taken into consideration since no two people are alike, and no two people need the exact same things. For example, one person may appreciate heavier guidance while another may need more autonomy. If you have a blanket approach to all of your team members, those who are more independent may feel a little crowded or vice versa.

In this issue, you'll learn not only how to recognize and resist these tendencies, but also how to deal with situations where you may be feeling micromanaged. If you or any of your staff have difficulties giving up control, you can use the tips provided to teach your staff how to advocate for themselves in their interactions with you and others. These newsletters are always posted to our [Supervisor Newsletter Archives](#) page and are accessible to all UNI employees, so feel free to share these as you see fit.

While this is a discussion about micromanagement, we would be remiss if we didn't caution you against operating in the opposite extreme. Tanya Menon, Professor of Management and Human Resources at Ohio State University, argues [hands off management](#) is just as bad, if not worse. So, whether you are a micromanager (consciously or not), or feeling micromanaged, we hope you are able to find that perfect balance between personal preferences and your team's needs.

Until next month!

[HRS Employee Relations](#)

STARTER BITES

"It's time to get rid of the micromanagement style. Develop **microencouragement**. It's our role to innovate how we lead our organization's people."

- Janna Cachola



"It doesn't make sense to hire smart people and then tell them what to do; we hire smart people so they can tell us what to do."

- Steve Jobs

"A boss who micromanages is like a coach who wants to get in the game. Leaders guide and support and then sit back and cheer from the sidelines."

- Simon Sinek

FEATURE BITES

resourcefulmanager

Are You A Micromanager?

[Take the Quiz](#)

EFFECTIVE MANAGERS VS MICROMANAGERS

EFFECTIVE MANAGERS	MICROMANAGERS
Lead through influence	Lead through control
Know that experience and the occasional failure is the only way to learn, grow, and push beyond business as usual.	Fear failure of any kind, no matter how small.
Ask questions that guide their team members to a solution.	Dictate a solution without exploring different options or opportunities.
Empower their team members to do the work on their own, as long as they provide updates and ask for help when needed.	Need to be involved in every meeting and C/ced on every email.
Keeps their cards face up at all times. They share information openly and transparently.	Keeps their cards very close to their chest, as if they are in competition with everyone they work with.
Look for every opportunity to praise and celebrate wins, no matter how small, knowing this helps the team build momentum and confidence.	Will be quick to criticize, but hard pressed to offer a word of encouragement.
Remain open to new ideas, willing to explore them if they seem reasonable and compelling.	Default to doing things the way they've always done them before.
Work proactively to build a foundation of trust, and assume the positive intent of the people who work for them.	Approach their team members with a fundamentally skeptical disposition, assuming their employees are trying to get something over on them.
Understand that there's almost always more than one way to accomplish a goal. They let their people try new or creative approaches, even if they would have tackled the task differently.	Have a compulsive need to have things done "their way". They won't hesitate to dictate exactly how they want something done, or change a perfectly fine deliverable based on their arbitrary standard.
Understand that investing time up front to teach their team members a new skill is well spent, because it will save time in the long run.	Seek to save time in the short term by doing things themselves, instead of taking the time to teach their team members.
Understand that a stable work/life balance leads to greater job satisfaction, and makes sure their team has time to detach and destress.	Drives their team to the point of burnout, with little consideration of their personal health.
Thinks that when a member of their team wins, they win too.	Thinks that for them to win, someone else has to lose.

Graphic above published by [zenworkplace.com](#).

The 7 Negative Effects of Micromanagement

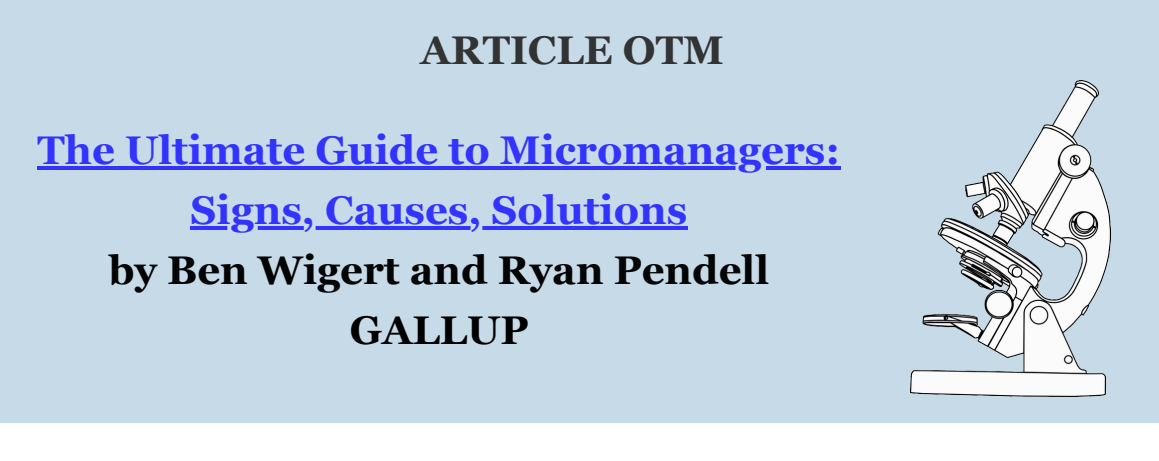
[Learn more at 7pace.com](#)

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

Signs of a Micromanager | Makeda Andrews

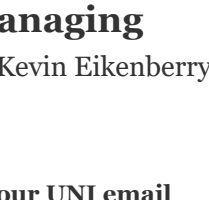


ARTICLE OTM

The Ultimate Guide to Micromanagers: Signs, Causes, Solutions

by Ben Wigert and Ryan Pendell

GALLUP



LinkedIn Learning

Resisting Micromanaging

WATCH this 3-minute video by Kevin Eikenberry

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.

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

13 Diplomatic Ways to Deal with a Micromanaging Boss

by Forbes Coaches Council

As a leadership style, micromanagement is typically not only ineffective, but also detrimental to the performance of the manager's team. While being more involved might make bosses feel more in charge, sooner or later, their direct reports will start to feel untrusted, undermined and resentful. When productivity and morale begin to suffer under the strain of micromanagement, cycles of frustration and distrust can hinder good work on both sides of the manager-employee relationship.

If you are struggling under the thumb of a micromanager, you may be wondering if it's possible to tactfully and professionally address your concerns without causing a rift between you and your boss. Thankfully, there are effective ways to improve the dynamic between you. Below, members of [Forbes Coaches Council](#) outline 13 effective approaches for dealing with a micromanaging boss.

[Continue Reading >](#)

BIG BITE



Book Club

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

Chapter 6, "It All Starts With Purpose," shares that studies have demonstrated that having a purpose plays a great role in the fulfillment of our lives. And, designing our lives intentionally can positively impact our well-being. Sadly, research found that up to 80% of leaders do not know their personal purpose, and this can result in inconsistent leadership styles. This chapter provides a list of the many benefits of having a purpose but also presents a multitude of questions to deepen our awareness of the role purpose has in our lives. Creating workplace optimism can enhance people's ability to meet performance goals and also increase resiliency because it's easier to push through tough times when we're "anchored in purpose." (p. 97) The final step is to align our purposes with the organization's goals, as well as the goals you set for your team and with your team.

Chapter 6 in Tweets:

- Purpose is the origin of optimism.
- Find joy, live longer.
- Know yourself better to relate better with others.
- Compelling purposes attract purposeful people.
- How deeply does your purpose align with UNI's purpose?

Favorite Quotes:

"Purpose serves as an anchor and helps a person be more resilient in the face of difficulty." (p. 90)

"Strength of purpose is the intensity with which purpose shapes your thoughts, emotions, and actions. If your purpose is to help people live up to their potential and its strength is powerful, you'd believe in finding ways to maximize a person's strengths and likely feel good about doing so." (p. 93)

If you would like to read along and share any thoughts or reactions to "Chapter 7: The Meaning Makers" 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 supervisor's 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

ONLINE Professional Opportunities for UNI Staff

Are you or any of your employees interested in furthering your education? UNI has several [online graduate degree programs](#) available, proven to be flexible, welcoming and practical for UNI staff. **The following programs are still accepting applications for the Fall 2023 cohort:**

- **Master of Public Policy (MPP):** An applied, professional degree that focuses on building the skills and knowledge needed for careers in the public policy arena. Graduates of the program are prepared for success in public policy and affairs - while building skills in lobbying, transportation, public finance, program evaluation, and environmental policy, among others. **Learn more and apply at online.uni.edu/public-policy.**

- **Philanthropy & Nonprofit Development MA:** This program allows students to further their understanding of ethical policy and legal issues while earning their Certified Nonprofit Professional (CNP) credential. Graduates of this program are prepared to serve in leadership roles, especially within the nonprofit and fundraising sectors. **Learn more and apply at online.uni.edu/philanthropy.**

Follow the link(s) above to learn more and submit your application!

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.