



At some point or another we've all heard it. You know, that persistent little voice that tells us we're not good enough, or smart enough, or capable enough, and makes us question ourselves like nothing else can. **SELF-DOUBT** can chip away at our self-confidence and impact our leadership and our teams in a negative way.

First, let's define self-doubt. According to [Merriam-Webster](#), it is a lack of faith or doubt in our abilities and/or actions; however, researchers further describe it as a "[state of uncertainty about the truth of anything](#)," and involves questioning our self-competence. At its heart, this belief is not always objective and can be influenced by the reactions of those around us to our actions and mistakes. Think about that for a moment.

One of our tasks as supervisors is to continually provide feedback to our team members. Are you doing so in a way that helps people learn from mistakes and encourages their self-confidence, or could your approach be causing more harm than good? Before we can truly help our staff overcome self-doubt, we have to learn more about it and ensure we're not negatively contributing to those beliefs.

You'll learn in one of this month's featured articles that self-doubt isn't all bad and can actually be useful; however, too much can lead to imposter syndrome, unequal comparisons, putting too much pressure on ourselves to succeed, or worse - it can lead to unhealthy coping strategies. If you or any of your team members are struggling with self-doubt, we encourage you to read on.

If you're familiar with the phrase "fake it 'til you make it," maybe it's time to transition into "face it 'til you ace it!" Remember, you don't have to go at it alone - we're here to help!

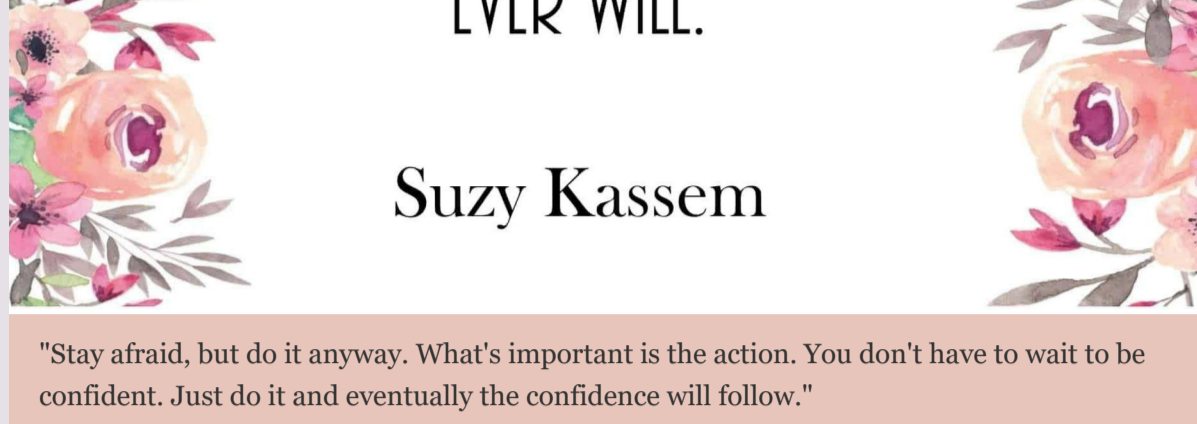
Until next month!

[HRS Employee Relations](#)

STARTER BITES

"The world will knock you down plenty. You don't need to be doing it to yourself."

- Elizabeth Scott



"Stay afraid, but do it anyway. What's important is the action. You don't have to wait to be confident. Just do it and eventually the confidence will follow."

- Carrie Fisher

FEATURE BITES

UNDERSTANDING SELF-DOUBT

Self-doubt is the feeling of uncertainty regarding one or more aspects of the self, such as capability or likability. When self-doubt encourages introspection, it can be highly beneficial; however it can also negatively impact your performance.



Self-doubt is not always connected to low self-esteem.

Your genetic makeup is as responsible as your life experiences for self-doubt.

By the time you reach adulthood, you've heard the word no' 50,000 times, compared to just 7,000 repetitions of 'yes'.

According to British psychotherapist Adam Phillips, self-criticism is essential for our sense of self.



He suggests that nothing makes us more critical or appalled than the idea that we should drop all our persistent criticism and **start loving ourselves**.

And yet, continuing to believe negative statements such as

"I'm just not good enough"

only turns our self-doubts into self-fulfilling prophecies.

[Click on the infographic above to learn more.](#)



How Self-Confident Are You?

Click on the button below to take this quiz by MindTools.com.

[Take Quiz](#)

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

No One is Born with Self-Confidence | Simon Sinek



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[How Self Doubt Will Make You a Better Leader](#) | Ben Brearley



LinkedIn Learning

Softening Your Inner Critic: Confidence Building Strategies for Work and Life

WATCH this 3-minute video by Kirsty Hulse

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.

Questioning Your Leadership Ability? | Jenn Lofgren

SELF DOUBT

[Click on the graphic above to learn "How to Cast Away the Doubt!"](#)

BIG BITE



Book Club

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

[UNI Rod Library Link](#)

Chapter 8, "We Must Change the Way We Work," encourages us to give work a "F.A.I.S.E. lift." This refers to the financial, aspirational, individual, social, and environmental domains that directly impact someone's work. While many of the domains are personal, leaders have the most impact in the environmental domain by creating conditions that "bring out employees' strengths and minimize distractions." (p. 120) Engaging the employee to craft a job and related tasks to their strengths, including the quality and quantity of interaction with others, touches on all of these domains and gives employees a greater sense of ownership in their work. While we may not be able to make major changes, even micro-changes within a leader's control can make a big difference in creating a positive work experience.

Chapter 8 in Tweets:

- Leaders create conditions that give employees room to explore and be curious.
- An organization is nothing without people.
- Without purpose, work is baseless.
- Link purpose to the how and why of work intentionally.
- When people experience progress in their work they're more engaged.

Favorite Quotes:

"Arcane beliefs about how work is done undermine people's potential. They are rigid; box people in by role; and discount passions, strengths, and skills." (p. 125)

"To downplay the impacts of employees' personal lives on their work - and vice versa - leaves the door open to unexplored influences on performance." (p. 127)

If you would like to read along and share any thoughts or reactions to, "Chapter 9: Human-Centered Leadership," be sure to reach out!

LEARNING & DEVELOPMENT



Supervisor Development Series: Fundamentals of Supervision

Friday, October 6, 2023, from 8:30 AM to 2:30 PM

This introductory training session is the first in the Supervisor Development Series (SDS). This interactive session will focus on the fundamentals of supervision. This training is recommended for those who supervise Merit and/or P&S staff but ALL supervisors are encouraged and welcome to attend. While priority registration based on capacity is given to current supervisors, this training may be shared with employees looking to promote into leadership roles. Duration is 5.5 hours with a 10-minute break and a 30-minute lunch. Offered in-person only.

[Register Here](#)

Limited to 20 participants. Registration closes September 27th or once capacity has been reached.



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



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

Registration will open October 2nd

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.