



Summer is in full swing. And you know what that means: endless construction. With the warmer weather, crews are out trying to repair the roads, renovate existing spaces, and create new buildings to help support the Cedar Valley. (And I don't want to sound ungrateful but how many roads are going to be torn apart at the same time?!) It's a time of rebuilding and preparation, tasks that are not as easily done in the winter months. Likewise, while this is a quieter season for most on campus, we need to take some time to revise our administrative processes and create new and exciting engagements for our employees to delight in. Specifically, let's look to build more effective teams.

Before we get too far into what building effective teams look like, let's not downplay the importance on the supervisory relationship. In a 2019 survey by the ADP Research Institute, only 8% of employees say that they're fully engaged at work. It's important to note that number jumps when they're connected to their supervisor: 45% of team members who trust their leader are engaged. A statistic also shared is that a worker is 12x more likely to be Fully Engaged if they trust the team leader. We'll focus more on how you can bring your crew together but, realistically, engagement starts with an intentional supervisor who is ready to connect with their staff.

Some may have been leading their teams for a decade, others may just be getting started with new supervisory responsibilities they're taking on this year. Either way, it's never too soon (or too late) to think about how you want to show up for your staff and serve your team as a decisive leader. Take some time to reassess your approach to team-building!

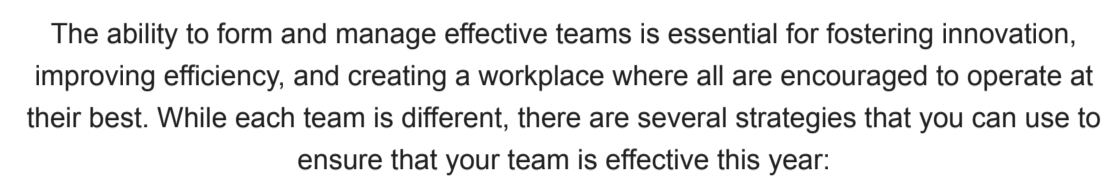
Until next month!

Let us know what you think about the newsletter and what you'd like to see in the future!

Jesse Heath
Employee Relations Coordinator
[Human Resource Services](#)

[Feedback Form](#)

Building Effective Teams



The ability to form and manage effective teams is essential for fostering innovation, improving efficiency, and creating a workplace where all are encouraged to operate at their best. While each team is different, there are several strategies that you can use to ensure that your team is effective this year:

Establish Clear Goals & Objectives

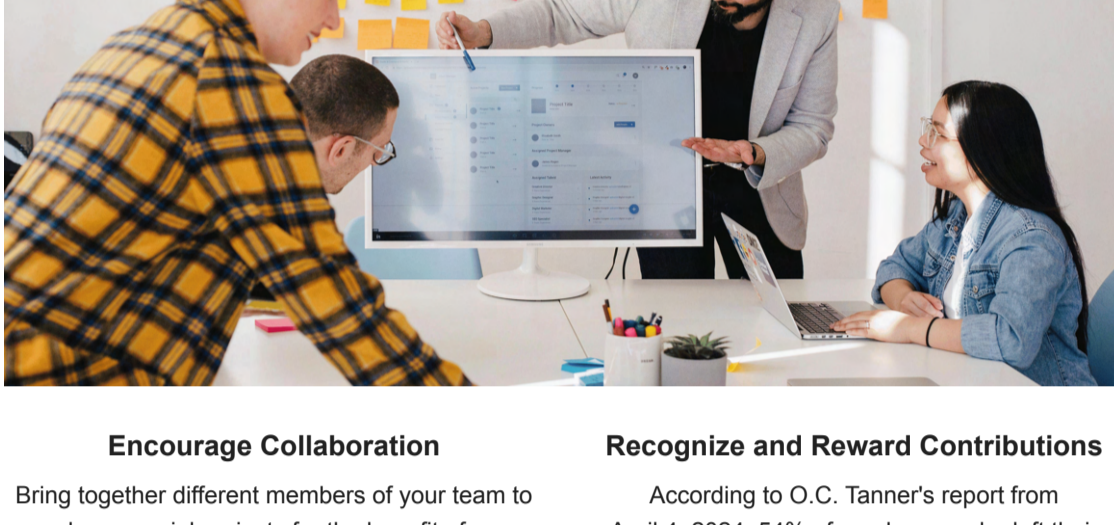
It's important to clearly articulate the goals of the department to align the team's efforts and ensure that everyone is working toward the same objective. Communicate three things that you would like your team to achieve during this next academic year to help them frame what needs to be accomplished.

What can also be helpful is having your employees complete an Individual Development Plan (IDP) so that they can name their own goals they would like to achieve this year. Having this written out provides both you and the employee something to reference back to throughout the year and to review completion for performance reviews.

Promote Open Communication

In order to identify ways that your team can continue to grow, it's important that employees feel that they can safely provide their insights without feeling like they will be ignored or ousted. Providing an opportunity for regular feedback helps create an inclusive team dynamic and helps to generate new ideas for growth.

An idea for implementation is to host a feedback session at least once a semester for your team. During that time you can review progress towards your team's goals, identify overarching hurdles, and reassess placement of staff members if more or less assistance is needed on various tasks. This approach toward communication helps bolster collaboration.

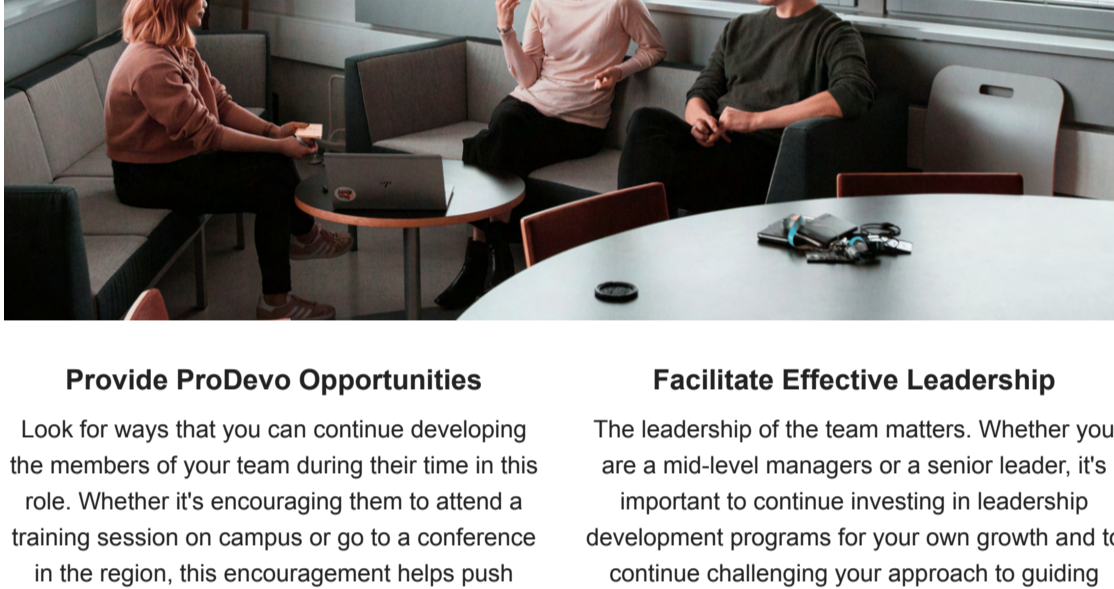


Encourage Collaboration

Bring together different members of your team to work on special projects for the benefit of your department or division. It helps to strengthen relationships of those who may not often get to collaborate and could lead to further innovation regularly through a new connection. These interdepartmental committees that include members can help address institutional challenges and leverage opportunities.

Recognize and Reward Contributions

According to O.C. Tanner's report from April 4, 2024, 54% of employees who left their jobs in the past 6 months did not feel valued by their organization. Don't underestimate the importance of recognition and its effect on the morale and motivation on your team. Aim to provide that recognition in a way that resonates with your staff. Find ways in which the team can highlight outstanding work during staff meetings.



Provide ProDevo Opportunities

Look for ways that you can continue developing the members of your team during their time in this role. Whether it's encouraging them to attend a training session on campus or go to a conference in the region, this encouragement helps push employees to continue innovating during their time at UNI and impacting the industry that they're in. Continuous learning is vital for personal and professional growth.

Facilitate Effective Leadership

The leadership of the team matters. Whether you are a mid-level managers or a senior leader, it's important to continue investing in leadership development programs for your own growth and to continue challenging your approach to guiding your team. It's also helpful to promote a culture of shared leadership where team members can learn to lead. Strong leadership is essential for guiding teams towards achieving their goals.

By implementing these strategies, UNI can create high-performing teams that drive success and foster a positive work environment at the institution. The evidence is clear: investing in team-building not only enhances productivity and innovation but also significantly boosts faculty and staff engagement and satisfaction, leading to a more robust and dynamic university.

Additional Resources for Innovation

Articles

[Building Team Bonds](#) / SHRM

"It's essential that these teams are cohesive and highly functional. Only 8 percent of employees say they're fully engaged at work, according to a 2019 survey by the ADP Research Institute. Separately, Gallup has estimated that disengaged workers cost U.S. companies anywhere from \$438 billion to \$605 billion annually."

[Team Working vs. Team Building](#) / Indeed

"Despite their major differences, team building and team working have a similar outcome: to improve personal and company growth through team efforts. Building a successful team leads to a functional team, and a functional team accomplishes goals that benefit its members, the team and the organization."

[The Missing Pieces in Team Building](#) / Forbes

"Fun activities and interpersonal bonding may help team members feel more comfortable around each other interpersonally, but they won't build team trust as it relates to the work the team is doing together, and they won't give the team any direction as to how to work better together. To improve effectiveness, the team must be on the same page about organizational priorities, a picture of success and team habits."

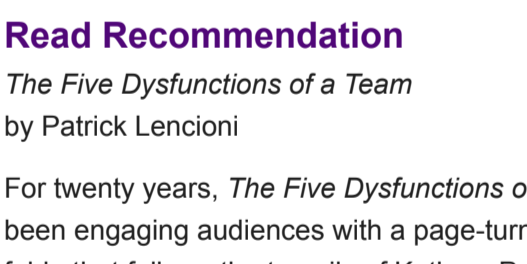
[High-Performing Teams Don't Leave Relationships to Chance](#) / HBR

"The research is clear: feeling connected to our colleagues elevates productivity, reduces turnover, and fosters better teamwork. As such, it's a powerful and underutilized tool for creating high-performing teams. Fortunately, research indicates that leaders can do a great deal when it comes to nurturing employee friendships. By utilizing insights from the science of close connections to promote bonding, teaming, and productive collaborations, any leader can fuel their team's need for relatedness and elevate performance."

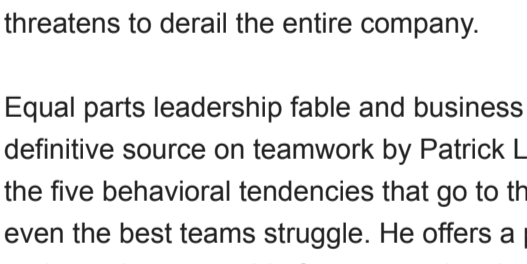
Videos



How to Keep Your Team Motivated (3:57)



How to Start Changing an Unhealthy Work Environment (8:31)



Why Trust is Key to High-Performing Teams (9:16)

Simple tools can increase the engagement of your team, increase productivity and avoid the 'slacker effect.' Professor Leigh Thompson from Kellogg School of Management with Northwestern University offers four game changing tips to motivate your team and produce better results. Learn more about what you can do as the supervisor to help your team stay engaged.

Do you think backbiting is happening at your workplace or place of study? Glenn Rolfesen's talk is about what contributes to a toxic work environment and what the significant factors are that determine our working life quality. His approach addresses how to achieve a permanent end to slander and bullying among adults in the workplace.

Trust is the foundation of any successful team and organization, and it is the leader's responsibility to create a trusting environment. Simon Sinek shares some thoughts on how integrating different concepts help to make a cohesive and effective team.

Read Recommendation

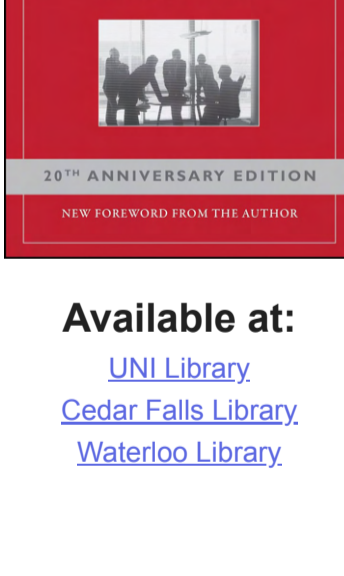
The Five Dysfunctions of a Team

by Patrick Lencioni

For twenty years, *The Five Dysfunctions of a Team* has been engaging audiences with a page-turning, realistic fable that follows the travails of Kathryn Petersen, DecisionTech's CEO, as she faces the ultimate leadership crisis. She must unite a team in such disarray that it threatens to derail the entire company.

Equal parts leadership fable and business handbook, this essential source on teamwork by Patrick Lencioni reveals the five behavioral tendencies that go to the heart of why even the best teams struggle. He offers a powerful model and step-by-step guide for overcoming those dysfunctions and getting every one rowing in the same direction.

Notable Quotable: "Some people are hard to hold accountable because they are so helpful. Others because they get defensive. Others because they are intimidating. I don't think it's easy to hold anyone accountable, not even your own kids."

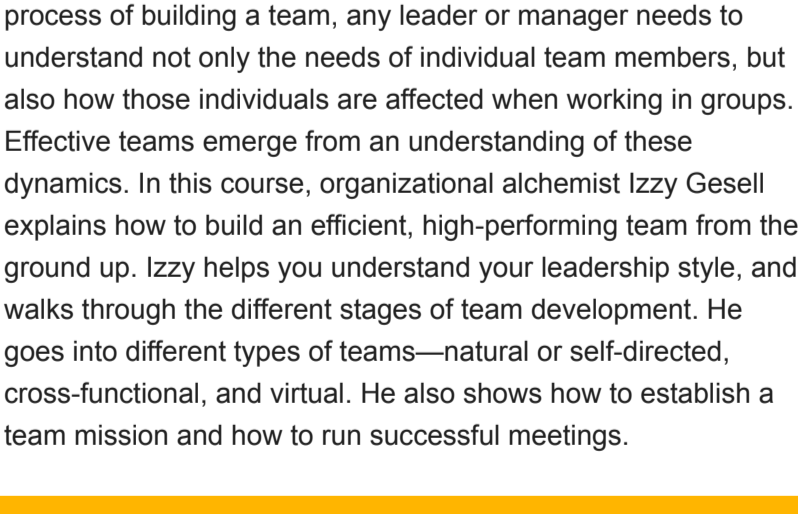


Available at:

- [UNI Library](#)
- [Cedar Falls Library](#)
- [Waterloo Library](#)

LinkedIn Learning: Class Highlight

Building Your Team / Izzy Gesell



LinkedIn Learning

To access this class and other content from LinkedIn Learning, click on the blue 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.

At its essence, a team is a system of human relationships. In the process of building a team, any leader or manager needs to understand not only the needs of individual team members, but also how those individuals are affected when working in groups. Effective teams emerge from an understanding of these dynamics. In this course, organizational alchemist Izzy Gesell explains how to build an efficient, high-performing team from the ground up. Izzy helps you understand your leadership style, and walks through the different stages of team development. He goes into different types of teams—natural or self-directed, cross-functional, and virtual. He also shows how to establish a team mission and how to run successful meetings.

Upcoming Learning & Development



Goal Setting & Professional Growth // Employee Engagement Series
September 9 / 11:00am-12:00pm / Zoom
September 12 / 12:00-1:00pm / Gilchrist Hall 009

The beginning of a new academic year is perfect to ideate how you can continue to grow and consider future steps for your career. This workshop will be geared towards understanding and defining goals for the academic year. During this time, we will review the new Professional Development Plan from HRS and identify opportunities for growth to help better equip staff for roles they are currently in or prepare them for future endeavors.

[Registration Coming Soon!](#)



Fundamentals of Supervision // Supervisor Development Series
October 9 / 8:30am-12:00pm / State College Room, Maucker Union

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 3.5 hours with a 10-minute break. You can also bring your lunch and eat with the group if your schedule allows!

[Registration Coming Soon!](#)



FMLA & ADA Supervisor Responsibilities // Online Learning

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.

[Access Here](#)

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.