Supervisor Resources

Effective Supervision in Higher Education

Supervision is much more than informal meetings and annual performance reviews. This online training examines a supervisory model that can help you develop the capacity of your employees. You will learn:

- Keys to being an effective supervisor
- Questions to use in creating a meaningful supervisory relationship
- Methods for establishing trust
- An effective supervisory structure (when to meet and what to cover)
- How to discuss areas for learning and improvement

VIEW TRAINING

Supervising Intergenerational Teams: A Training for Higher Education Leaders

Each generation has its own preferences and values that motivate them, and it's important to understand those differences in order to build a cohesive and resilient workplace culture that maximizes individual and team performance and minimizes conflict. With almost a quarter of the labor force set to retire in the next decade, it's crucial to recognize the contributions of all generations of workers. This event will share:

- Research that highlights the benefits of addressing the needs of your different generations.
- Strategies for how to motivate and coach your age-diverse team, so that they feel engaged in their work and have the tools to better understand and collaborate creatively and productively with each other.
- How to respond to and address interpersonal conflict that may arise within your team with an awareness and respect for the different generations.

VIEW TRAINING

The Art and Practice of Giving and Receiving Feedback

Giving feedback to someone in a way that is both direct and respectful is a challenging thing to do, even for the most seasoned managers. Most of us figure it out the hard way by fumbling, softening what we meant to say, or confusing the message. The challenge for managers is to convey your message clearly with backbone as well as heart.

In this hour-long webinar, a certified executive coach and leadership development expert Mary McGuinness will provide simple but proven techniques, along with sample language, to help you become more confident and skilled at providing feedback directly.

VIEW TRAINING

Fostering Psychological Safety in Your Team

In times of confusion or conflict, leaders and supervisors often try to bring teams together by creating a common vision or by clarifying goals and processes. But before these steps can be effective, you need to ensure a high level of psychological safety within your team. Without that foundation, your team will not function as cohesively.

VIEW TRAINING

Join this two-part webcast series to learn how to foster a deeper sense of psychological safety within your team.

Session 1: Three Ways Leaders Can Foster Psychological Safety in Teams

Learn how the following 3 behaviors can foster psychological safety within your team:

1. Establishing Shared Expectations and Meaning
2. Creating Participation that Welcomes All Voices
3. Responding Productively to Foster Learning

VIEW TRAINING

Session 2: Assess Your Team's Level of Psychological Safety

You will learn how to recognize what psychological safety is and how it impacts team performance, learning, satisfaction, and engagement.

VIEW TRAINING

Workplace Wellness

Manage Your Emotional Labor in the Workplace

Emotional labor is the process of regulating your emotions and putting others' needs before your own during interactions with students, colleagues, and superiors in order to deliver high-quality work. Expending high-level emotional labor over extended periods of time can lead to burnout, permanent exhaustion, and, at times, turnover.

This training will help you to start building a toolkit for scaling down your emotional labor and using it on your own terms. You will first explore how emotional labor manifests for you and what challenges you have managing it. Next, Dr. Gardner will offer four strategies to help you overcome those challenges so that you can start making emotional labor work FOR you, not against you. Lastly, you will brainstorm ways you can reduce your emotional effort so that you can leave this training feeling empowered to be your unapologetic self.

VIEW TRAINING

Engaging in Empathy: Balance the Emotional Demands

This virtual training will help you learn how you can utilize your emotional intelligence to recognize the signals of fatigue and continue to embrace empathy when it's most needed. Your instructor will introduce a toolkit of skills you can use to engage in empathy and use it effectively.

VIEW TRAINING

Increasing Emotional Intelligence by Identifying Your Triggers

When we can overcome our emotional triggers, we are able to navigate a variety of situations more effectively. But when experiencing a trigger, our emotions take over. Many of us struggle to recognize and explain our reactions. How can we take a step back to respond in the moment more thoughtfully and productively?

Join us online to learn a simple, yet powerful, approach to help you regain control and respond in a more intelligent way to your next triggering event. During the session, you'll practice using a journaling tool that will increase your awareness of your emotions and how they impact others.

VIEW TRAINING

Building Resilience with Your Team During Uncertain Times

Leading teams during times of crisis can be an enormous challenge and an unexpected opportunity. Supporting staff to deliver their best possible work means - just like in-person - offering informational, resource, and emotional support. Predictably, there will be some roadblocks, so the question is how can you actively guide your team in building their resilience to bounce back from stress and move forward with renewed energy and agency?

Join us online for this two-hour experiential training where you will engage with the four components of resilience to protect and promote your own and your team's well-being:

1. **A**ctive coping that employs specific individual strategies that work for you to develop solutions
2. **B**uilding strength by focusing on your unique skillsets
3. **C**ognitive awareness to recognize automatic thinking and reframe your perspective to help you interrupt negative thoughts when they start to occur
4. **S**ocial support to identify, nurture, and call on your lifelines and offer support to others.

The ABCS© model is an ideal approach to guide your team through difficult transitions while maintaining a productive mindset.

VIEW TRAINING

Effective Communication

Cultivating a Professional and Engaging Persona on Your Video Calls

This training will teach best practices for creating a professional and engaging persona during a video call. Our expert instructor will demonstrate simple tips and strategies for improving the quality of your physical surroundings and your presentation style during video calls. We will discuss how to:

- Place your laptop in the right position to maximize your lighting and appropriately
- frame yourself on screen
- Choose a background that does not offend or disturb others
- Reduce unnecessary movement to minimize distractions
- Maintain appropriate eye contact and body language that resonates with others online

VIEW TRAINING

Communication Strategies to Confront Toxicity in the Workplace

If you've ever worked in a toxic environment, you know that one of the biggest challenges is confronting the toxicity head-on through conversation. It can be difficult to navigate these conversations because they require you to be direct yet kind.

Join us online for a two-hour training to practice the art of communicating through toxicity. Our expert instructor will provide tips and strategies for how to have a clear, authentic, and vulnerable conversation that can help you address toxicity in your workplace.

VIEW TRAINING

Conflict Management: A Practical Workshop for Leaders

Without regular human interaction that can often mitigate friction, frustrations with co-workers can build into unmanageable disagreements. Learn how to identify the source of your conflict with a co-worker and how you can both come to common agreements for working together.

Session 1: Identifying the Source of Conflict

You will be introduced to practical tools that can be used to address conflict in its earliest stages before it becomes a formal dispute. In this first session, you will learn how to identify the source of your conflict. Is it Structural, Process, Personal, or Organizational?

Session 2: Developing Your Conflict Management Strategy and Action Plan

In this second session, you will workshop your conflict management strategy by identifying underlying interests, resources, and control that you have. You will leave with an action plan for addressing your conflict for which you will receive feedback from peers and the facilitators.

VIEW TRAINING

Gender Bias

Gender Bias in Higher Education: Why We Need to Develop Self-Aware Leaders

Implicit gender bias is systemic even in the egalitarian environment of higher education, and developing self-awareness in our leaders is the key to challenging it. Yet, the "don't rock the boat" culture of higher ed often gets in our way. Let's look at how to counter that by examining:

1. Why this leadership competency is linked to high performance.
2. How androcentrism and implicit bias limit our ability to recognize and leverage this leadership competency in higher education.
3. How we can take steps to improve this situation - at the organizational level, at the team level, and as individuals.

VIEW ARTICLE

Gender and Confidence: Why Higher Education Needs More Women to Advocate for Themselves and Each Other

Despite making great strides in terms of gender equity in the workplace, research indicates that women are less confident than men and are more likely to receive negative feedback when they do assert themselves. While men who are outspoken, ambitious, or decisive are viewed as good leaders, women who demonstrate these same traits are labeled brash, bossy, or lacking poise. Double standards and outdated gender norms create unique challenges for women who wish to rise.

Join us for this training to learn why this happens, what you can do about it, and how you can manage gender-biased feedback from others. You will leave this training with tools that will enable you to own your confidence as a woman leader.

VIEW TRAINING

Leading Through Bias Incidents on Campus

In today's socio-political landscape, bias-fueled incidents are becoming more and more widespread on campuses. Several incidents involving significant bias have even made national headlines, so it is imperative that institutions train their staff on how to respond to and manage these events appropriately with minimal damage.

This training session will share preparation strategies to competently handle such experiences while preserving the campus community and the institution's reputation.

VIEW TRAINING

Challenging Androcentrism and Implicit Bias in the Academy

Higher education is still "a man's world," though it doesn't have to be. But equipping women with tips and tools for getting ahead isn't enough to level the playing field; deep change requires a shift in organizational culture. This article looks at how colleges and universities can navigate that shift.

VIEW ARTICLE

What Every Higher Ed Leader Needs to Know About Supporting Women in Leadership

How can higher ed leaders support women's leadership within their institutions? What do leaders need to know? In this article, Academic Impressions staff and leaders in the academy offer their advice and perspective.

VIEW ARTICLE

We Need to Value How Women Use Vision and Conceptual Thinking to Lead

It's no secret that more women in the workforce has not equaled more women in leadership. Women opt out because they don't feel their work is meaningful, they object to the direction their institution or institutional culture is headed, or they believe their contributions aren't valued. Countering this requires a systemic approach. In this article, we'll examine:

1. How women leaders typically exercise these competencies.
2. How androcentrism and implicit bias limit our ability to recognize these competencies in women leaders in higher education.
3. How we can take steps to improve this situation - at organizational and team levels, and as individuals.

VIEW ARTICLE

Performance Reviews

Find the Right Solution for Employee Performance Gaps

When an employee is not performing as expected, you may spend a lot of time and effort trying to help your employee improve – especially in a virtual world – only to be left with continued performance problems. That's because there can be many reasons for the lack of performance, and it is not always easy to spot the true cause. You may try one solution only to discover it's not the right one.

Join us online and practice Binder's Six Boxes® technique, which will help you diagnose the "most likely" causes for performance issues more reliably. You'll learn how to systematically question and evaluate six factors of organizational effectiveness that, when lacking or misaligned, can cause poor performance. You'll also walk away knowing how to select and prioritize remedies that best match the "most likely" causes so that you can provide the most targeted and practical interventions, no matter whether you're working face-to-face or virtually.

VIEW TRAINING

The Art and Practice of Giving and Receiving Feedback

Learn to give and receive feedback with confidence, whether communicating up, down, or across your organization. In this webcast you'll explore different types of feedback needed in the workplace and connect this understanding to real situations like feedback for performance expectations and giving and receiving feedback in the moment. Make sure to download and review the additional resource packet.

VIEW TRAINING

10 Keys to Giving Constructive Feedback

It is no surprise that constructive feedback can help to develop people while also keeping them engaged and motivated. What may be surprising is that giving constructive feedback is a learned skill and is harder to do well than you might think. Use this job aid to gain the tools to mastering constructive feedback.

VIEW TIPS

Performance Review Questionnaire

Put your understanding to practice by preparing for a high-stakes feedback scenario: performance reviews. This worksheet can be used by both supervisors and employees as a guide to have deeper conversations, allow for broader reflection into the period under review, and build awareness around performance.

VIEW QUESTIONNAIRE