



**UF**

# Successful Supervision

**Goal Setting and Feedback**

**Dr. Mull & Patricia Jordan**



## Agenda

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### **Defining Supervision**

Challenges and Rewards



### **Components of Effective Supervision**

Performance Management

Coaching

Planning

Evaluation



### **Feedback**

Navigating Difficult Conversations



## How We Talk about Supervision:

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- Leadership
  - Lens
  - Style
- Vertical Supervision

## The Challenges

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Myth about Supervision



Time Management



Creating Organizational Structure



Managing Emotional Intelligence



Difficult Conversations

## The Rewards

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Skill  
Development

Environmental  
Frame

Increased  
Confidence

Improved  
Processes

Recruitment  
and Retention

Improved  
other's capacity  
and skillset

Delegation &  
Trust

Morale

Visioning and  
strategic  
planning

## Performance Management

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- Preeminent community of staff in the Division of Student Affairs
- Expectations and goals
- Review current practices
- Three stages of performance management



Coaching



Planning



Evaluation

## Coaching

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- Building relationships with supervisees
  - Understand and communicate your supervision lens
  - Formal and informal 1-1s
  - Maintaining a positive relationship
- Built on shared investment

## Coaching

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### **Coaching conversations 4 times a year**

Goal: get employees to reach their full potential

Role: remove barriers



### **Both parties need to**

Listen to understand

Provide constructive and appreciative feedback



## Planning

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- **Start with the end in mind**
  - Review core duties
- **SMARTIE Goals**
  - Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, Equitable
- **Performance goals**
  - 3-5 goals developed annually
  - A mix of performance, learning, and developmental goals
  - Objective: complete/show growth within a year
  - Both supervisor and employee should come with ideas

## Planning

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- “Specialized Generalists”
- Reflect and organize supervisor expectations
- Go into the meeting with:
  - Reflection on expectations
  - Ideas for goals
  - UF Engaged
- Resource: Conversation Guide

## Feedback

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- Feedback is a sign of investment
  - Focus: Enhance the employee
  - Great feedback should
    - build confidence and reinvigorate morale
  - Specific Feedback
- Resource: “How I want to be Coached”

## Difficult Conversations

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Time and place matters

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Be Direct

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Remind employees of resources

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Follow-up

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Know your capacity as a supervisor

## Additional Resources

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- UF HR – Managing at UF: [The Supervisory Challenge](#)
- UF HR - [Academic and Professional Assembly](#)
  - New training added: Managing Up



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# Questions?

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