



Module Five

Evaluator



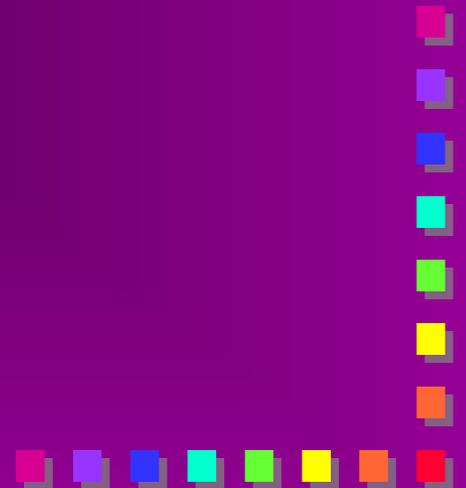
Conflict - Definition

- When what you have and what you want are different.
- A pattern of energy
- Nature's primary motivation for change



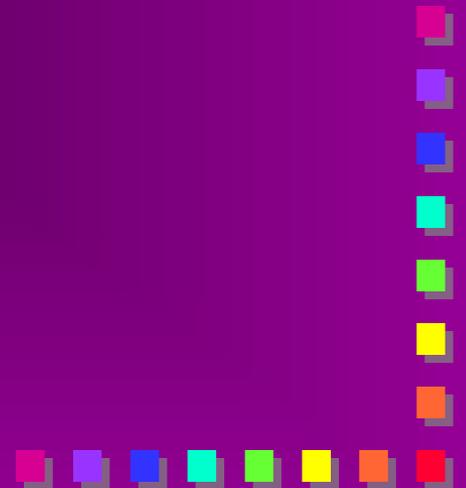
Conflict Management

- Conflicts for
 - Preceptee
 - Preceptor
 - Staff
 - Manager



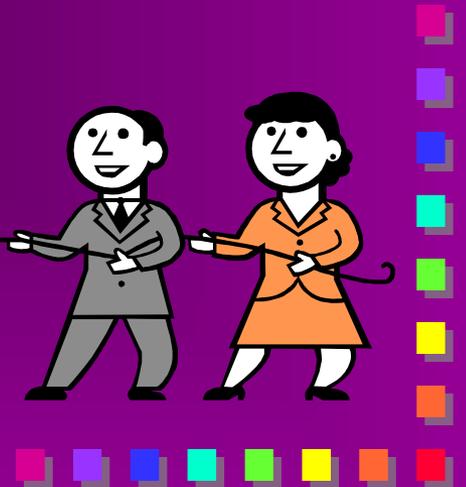
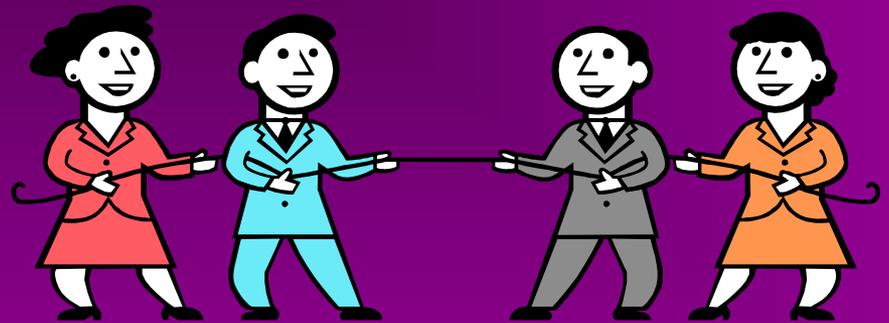
Causes of Conflict

- Personality differences
- Difference in values
- Difference in perspective
- Difference in goals
- Cultural differences



Conflict Myths

- Conflict is negative
- Conflict is a contest
- A sign of poor management



Conflict Myths (continued)

- If left alone, conflict will take care of itself
- Conflict must be resolved





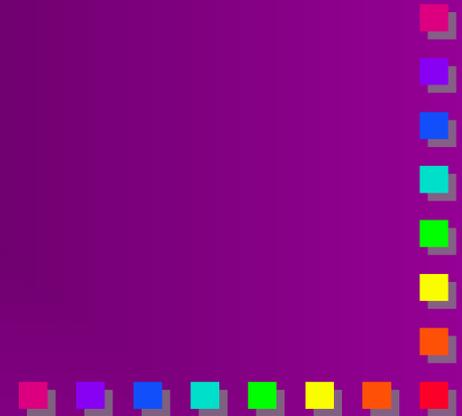
Activity

Face your partner.

Place your hands against the other person's hands.

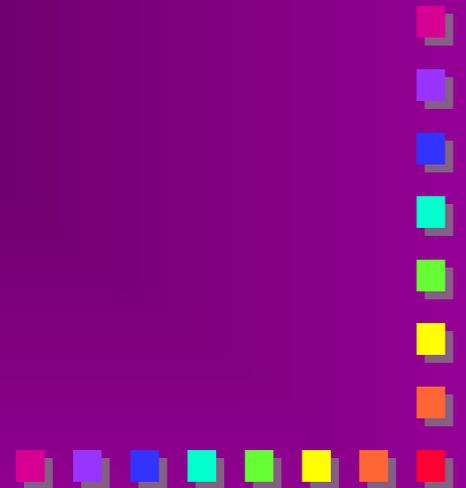
Person One face the screen.

Person Two face away from the screen.

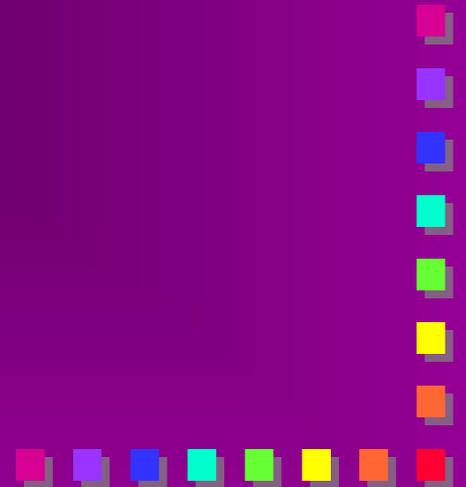


Person One

- When I say “go” push against your partner’s hands.

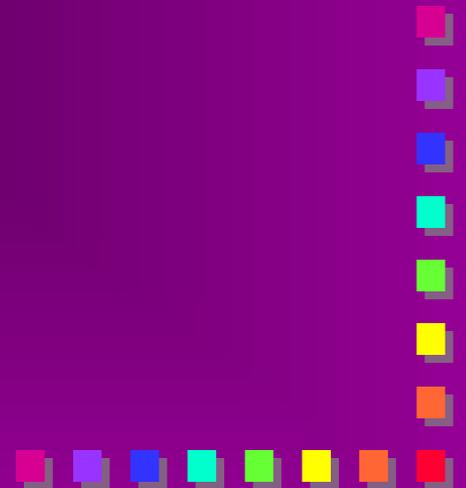


Change positions so Person Two is now facing the screen.



Person Two

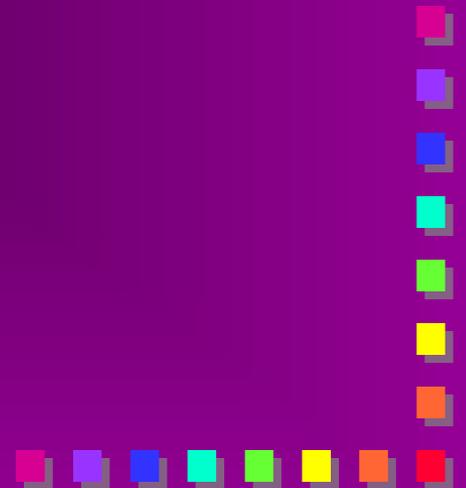
- When I say “Go”, push against your partner’s hands. Don’t back down.



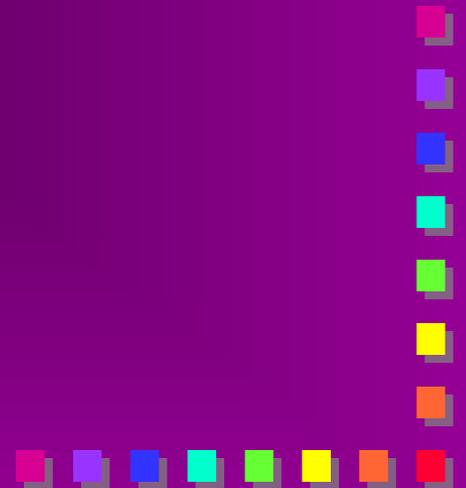
New Directions

Person Two

- When I say “go” push against your partner’s hands.

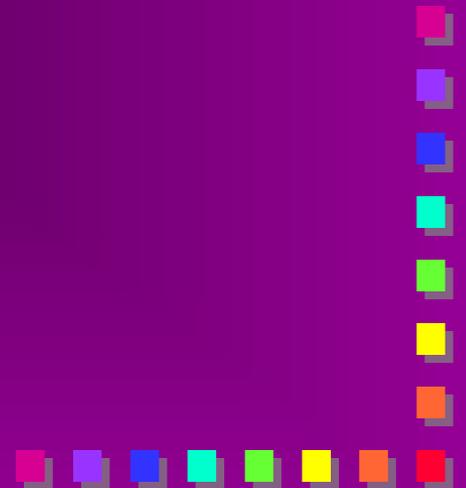


Change positions so Person One is now facing the screen.



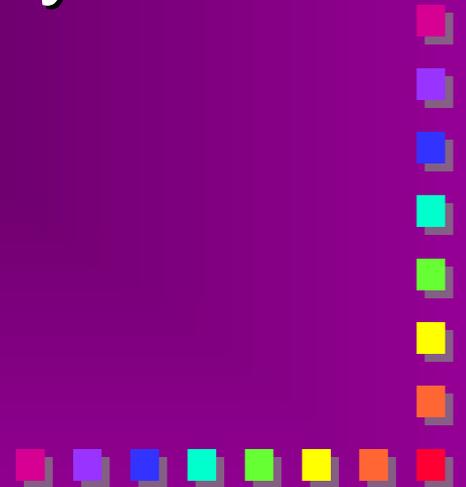
Person One

- When I say “Go”, give no resistance when your partner pushes your hands.



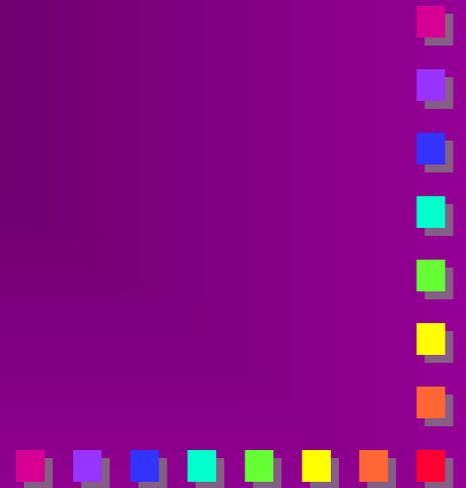
Conflict Mode Instrument

- Consider conflict situations.
- How do you usually respond?
- If neither response is typical, choose the one you would be more likely to use.



Conflict-Handling Modes

- Competing
- Collaborating
- Compromising
- Avoiding
- Accomodating



COMPETING

COLLABORATING

COMPROMISING

AVOIDING

ACCOMODATING



Competing

- Forcing

- Assertive and uncooperative
- Power-oriented



- Useful for:

- Standing up for rights
- Defending an important position
- Trying to win



Accommodating

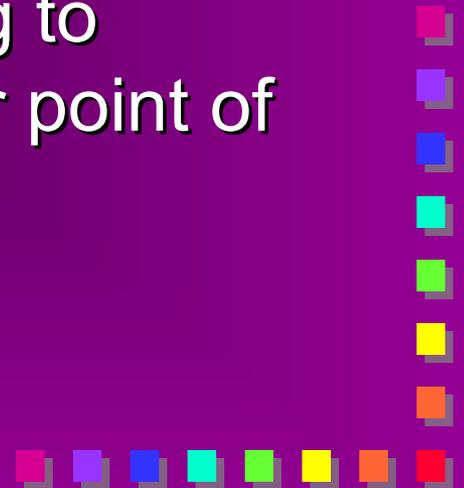
- Smoothing

- Unassertive and cooperative
- Involves self-sacrifice



- Useful for:

- Charitable causes/generosity
- Obeying orders
- Yielding to another point of view



Avoiding

- **Withdrawing**
 - Unassertive and uncooperative
 - Does not address conflict



- **Useful for:**
 - Diplomatic sidestepping
 - Avoiding until a better time
 - Withdrawing from a threatening situation



Collaborating

- Problem Solving

- Assertive and cooperative
- Seeks to satisfy both sides



- Useful for:

- Gaining additional insights
- Avoiding negative competition for resources
- Solving interpersonal problems



Compromising

■ Sharing

- Somewhat assertive and somewhat cooperative
- Solutions are mutually satisfying; acceptable to all

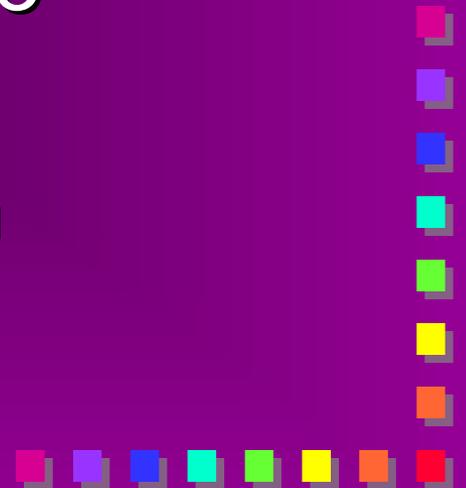
■ Useful for:

- Splitting the difference
- Making concessions
- Finding a quick middle-ground position



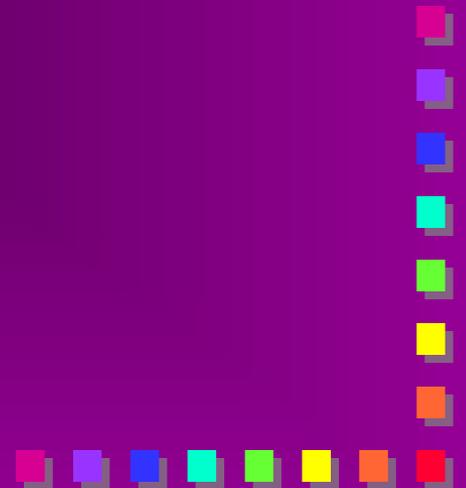
TKI Profile

- Were you surprised?
- Compare with others
- No wrong answers
- Are there strategies you want to explore?
- Which strategies work in which situations?



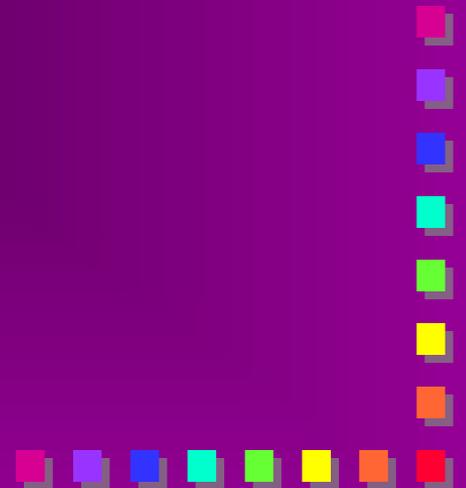
Application of Conflict Modes

- Review the workplace conflicts identified earlier
- What modes would be the best to use?



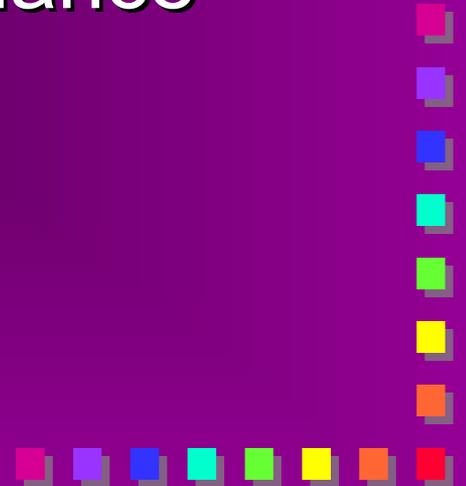
Preparation for Conflict

- Self-Reflection
- Ground Rules



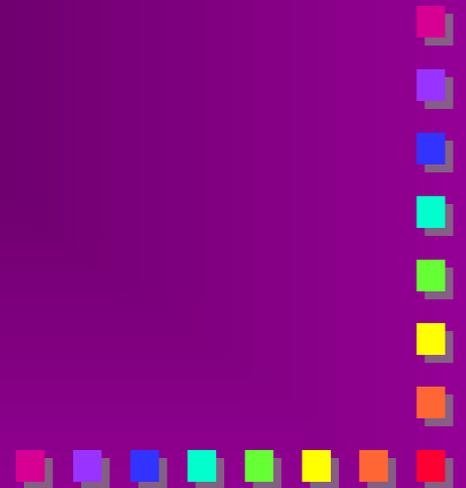
Evaluation Overview

- Observable and measurable
- Learning can only be inferred
- Change in behavior
- Based on standards of performance



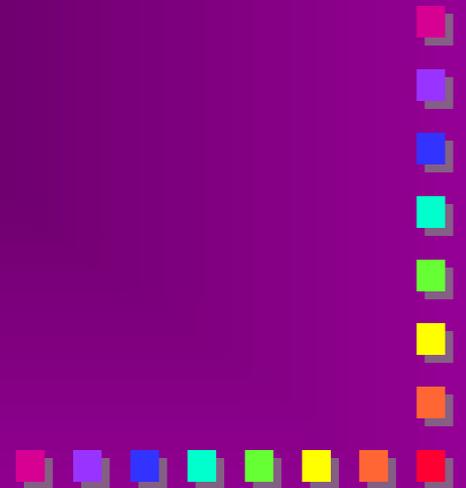
Evaluation Process

- Formative evaluation
- Summative evaluation
- Documentation Tools



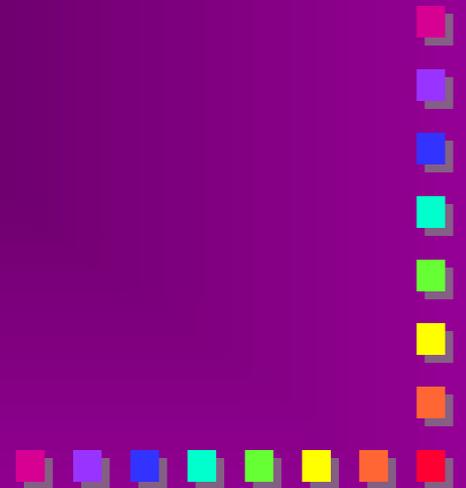
Performance Evaluation

- Participative
- Using Goals
- Long Term Goals



Communication is the Key

- Non-Verbal Communication
 - Body Language
 - Perceptions





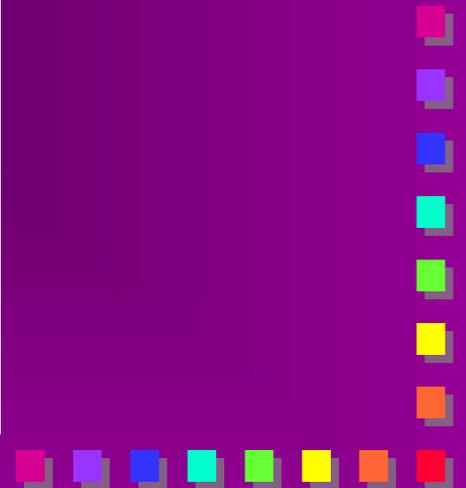
Activity

(Perceptions/Paying Attention)



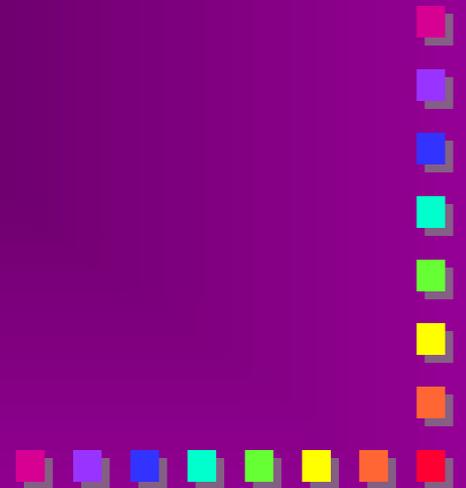


***Old Woman...Or Young Girl?
hint: The old woman's nose is the
young girls
chin.***





*A Face Of A Native
American... Or An Eskimo?*





***Man Playing Horn... Or Woman
Silhouette?***

***(hint: woman's right
eye is the black speck in front
of horn handle)***

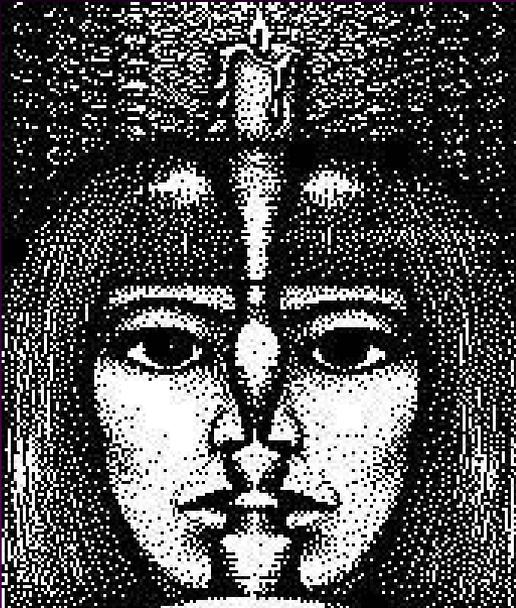




Woman In Vanity... Or Skull?

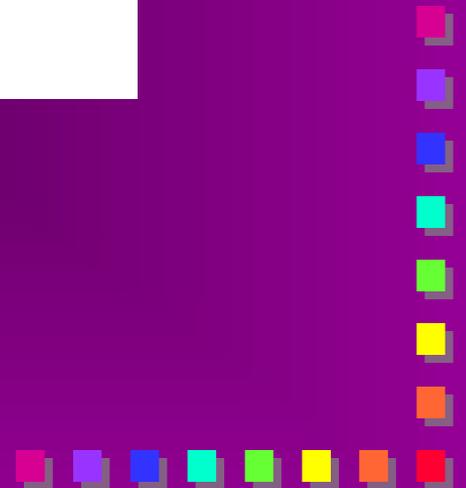
***hint: move farther a bit from the screen and
blink to see the skull or the woman (looking at
the mirror)***





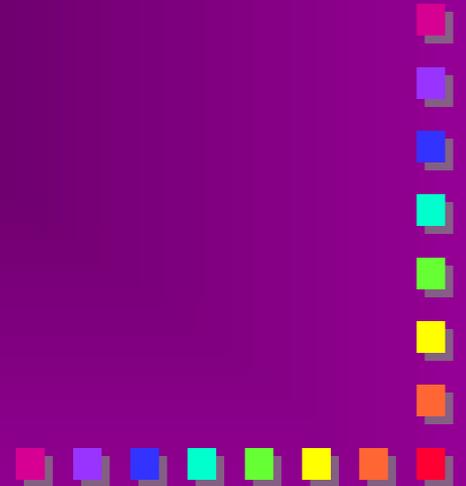
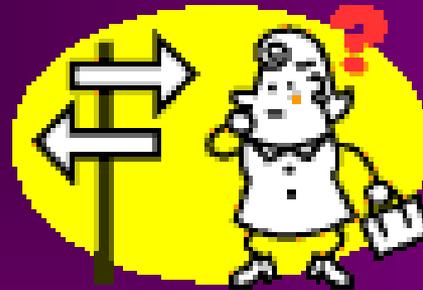
Two Faces... Or One?

(hint: two faces side profile…or one face front view)



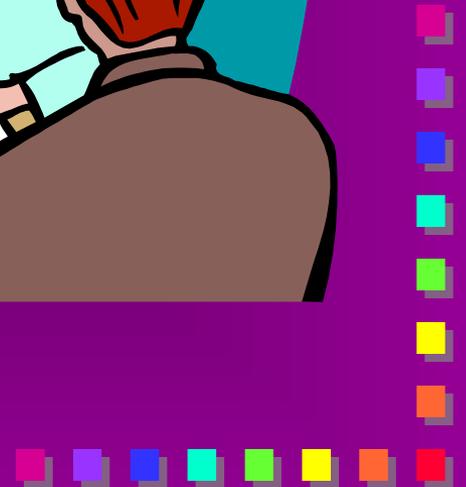
Effective Communication

- Who?
- What?
- When?
- Where?
- How?
- Why?



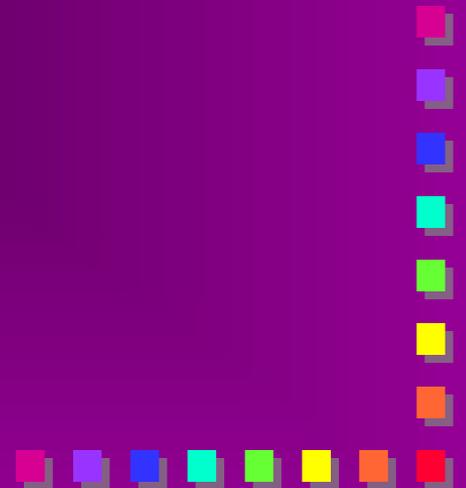
Assertive Communication

- Changing the message:
 - I think...
 - I feel...
 - I want...
 - I'm concerned that...



Coaching the Preceptee

- Definition
- Coaching Conversations
 - Feedback
 - Problem Solving
 - Developmental



Coaching the Preceptee

■ Constructive Feedback

- Provides information to improve performance.
- Is a vehicle to promote constructive relationships.
- Promotes an environment of openness and mutual respect.



Constructive Feedback

- Provides a way to monitor how things are going.
- Creates a way for issues to come to the forefront before they become major problems.
- Keeps lines of communication open.
- Assists staff in owning problems and creating solutions.



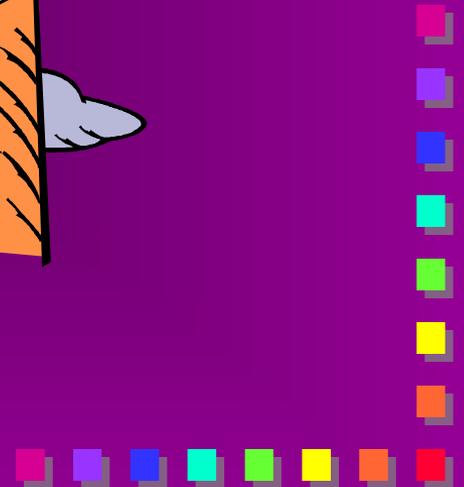
Coaching Conversations

- Active Listening
- Use 'open-ended' questions and avoid 'yes' and 'no' questions
- Avoid 'leading' questions such as "You are going to that meeting, aren't you?"



4 E's of Constructive Feedback

- Engage
- Empathize
- Educate
- Enlist



What to do when.....

- Preceptees you might encounter
- Discussion
- Role play



Evaluation Strategies

- Testing
- Skills Checklists
- Goal Setting/achievements
- Case Studies/ Critical Thinking Exercises
- Documentation
- Journals
- Direct Observation
- Maps/Care Plans
- Group work
- Projects/Presentations
- Self-Evaluation
- Anecdotal Notes



Categories for Evaluating Performance

- Satisfactory/Remediation
- Ongoing and written
- Criteria
 - Consistent demonstration
 - Demonstration with minimal prompt
 - Demonstration with repeated prompts



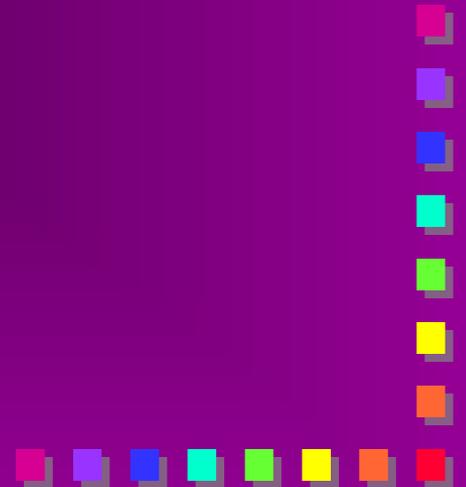
Formative Evaluation

- Ongoing process and documentation
- Weekly updates with preceptee
- Multiple preceptors must communicate
- Written goals and follow-up
- No surprises at end of orientation



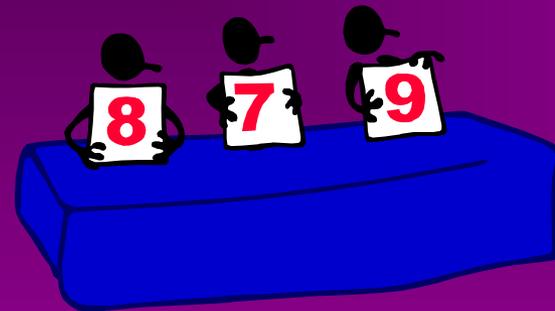
Summative Evaluation Collaboration with Manager

- Meet with manager before preceptorship begins
- Decide what data must be collected.
- Develop methods to collect the data.



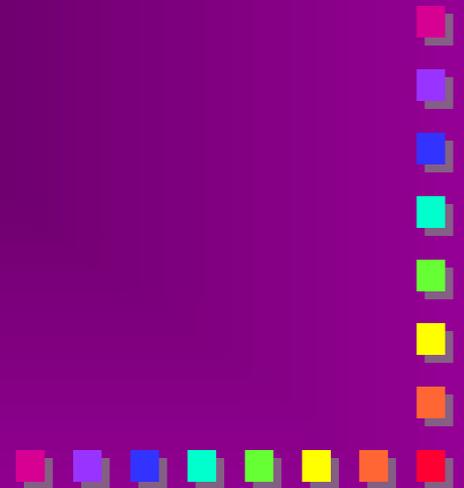
Final Evaluation

- Manager's responsibility
- Clarify preceptor role
- Analyze and interpret the data
- Write the evaluation report
- Share the evaluation results with preceptee



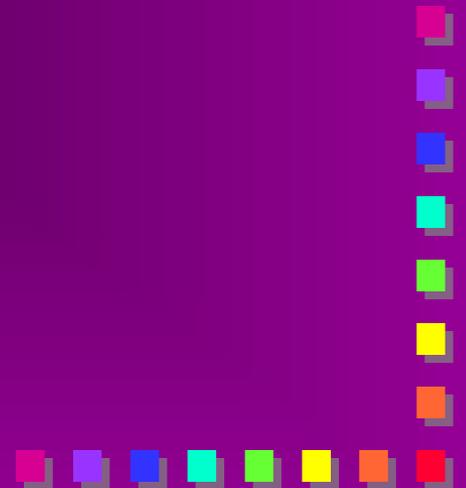
Competency Remediation

- Formal process
- List competency deficits with specific descriptions
- Date problems were addressed with preceptee
- Actions already taken
- Signatures/Dates



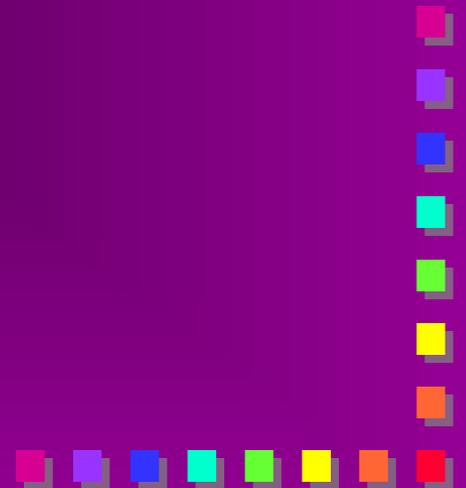
Pass the Problem

- Often times solutions to problems are seen better by someone who is outside the situation



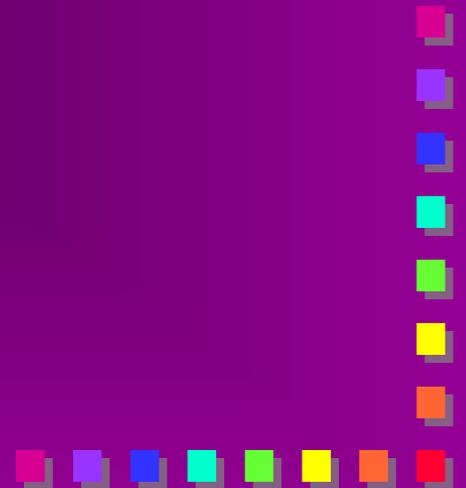
Putting it all together

- Conducting the Program
 - Focus
 - Daily tasks (goals)
 - Evaluate
- Documentation



Preceptor Support

- Ideas for recognition, incentives, rewards
- Resources for preceptors
- Support Groups
- Advanced training
- Evaluation of program



Beyond Preceptoring

- Letting go
- Mentoring
- Changing the relationship
- Support rather than judge

