



Difficult Conversations with Novice Practitioners

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- Do you feel confident having a difficult conversation?
- Why/why not?

DIFFICULT CONVERSATIONS @ WORK

Feedback
regarding
performance

- Clinical skills
- Work attitudes/motivation
- Behaviour towards patients/clients

Addressing
sensitive
behavioural issues

- Personal characteristics
- Personal hygiene
- Cultural differences

PROVIDING FEEDBACK ABOUT PERFORMANCE

Establish:

1. Feedback readiness
2. Feedback strategy – when, where, how?

Provide in
timely
manner

Encourage
self
assessment

Focus on:

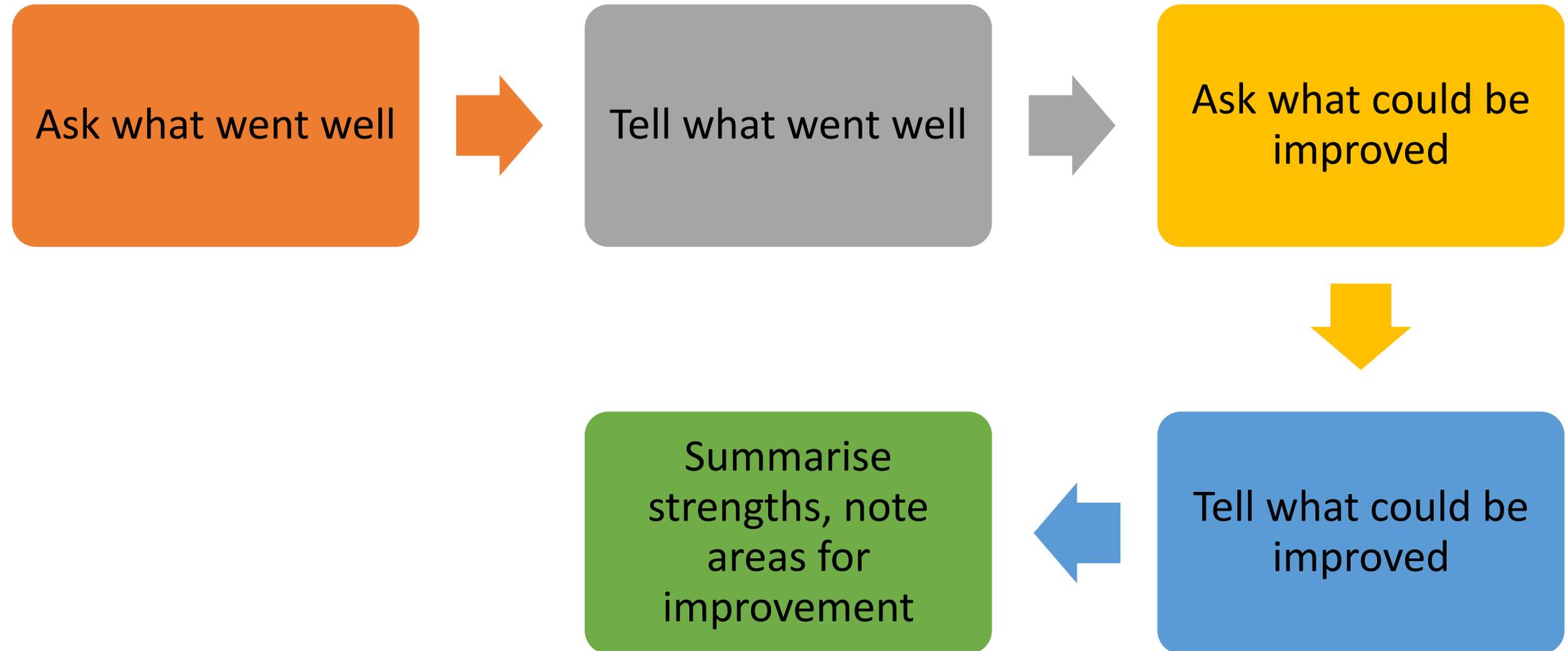
1. Task performance criteria
2. How to improve

Use +
opening and
closing
sentences

Be:

1. Authentic
2. Specific
3. Factual

PENDLETON (1984) MODEL OF FEEDBACK



CONSTRUCTIVE FEEDBACK vs PRAISE/CRITICISM

Constructive feedback

- Objective judgements using criteria
- Specific statements to develop skills/abilities
- Task-focused
- Minimises feelings & opinions

Criticism

- Unfavourable subjective judgements
- General, ambiguous statements
- Person focused
- Involves feelings & opinions

CONSTRUCTIVE FEEDBACK or CRITICISM?

Jane, what's going on? I am very disappointed with your performance. I thought you were up for the challenge, but I was obviously wrong. I hope you can do a better job next time.

- a) Constructive feedback
- b) Criticism



Don't take this personally. You did not manage your time well today in theatre. It's important that you communicate with your team leader if you're running late with the schedule. I am hoping you will be able to improve on this tomorrow.

- a) Constructive feedback
- b) Praise/criticism



Your have been very effective this week and I appreciate your hard work. Your hard work has without doubt led to better results for the surgery lists. I am very pleased.

- a) Constructive feedback
- b) Praise/criticism



Excellent job with the anxious patient today. You communicated in a calm, effective manner which helped to reassure her. You also did well to advise the surgery team about why there was a short delay. Good work!

- a) Constructive feedback
- b) Praise/criticism

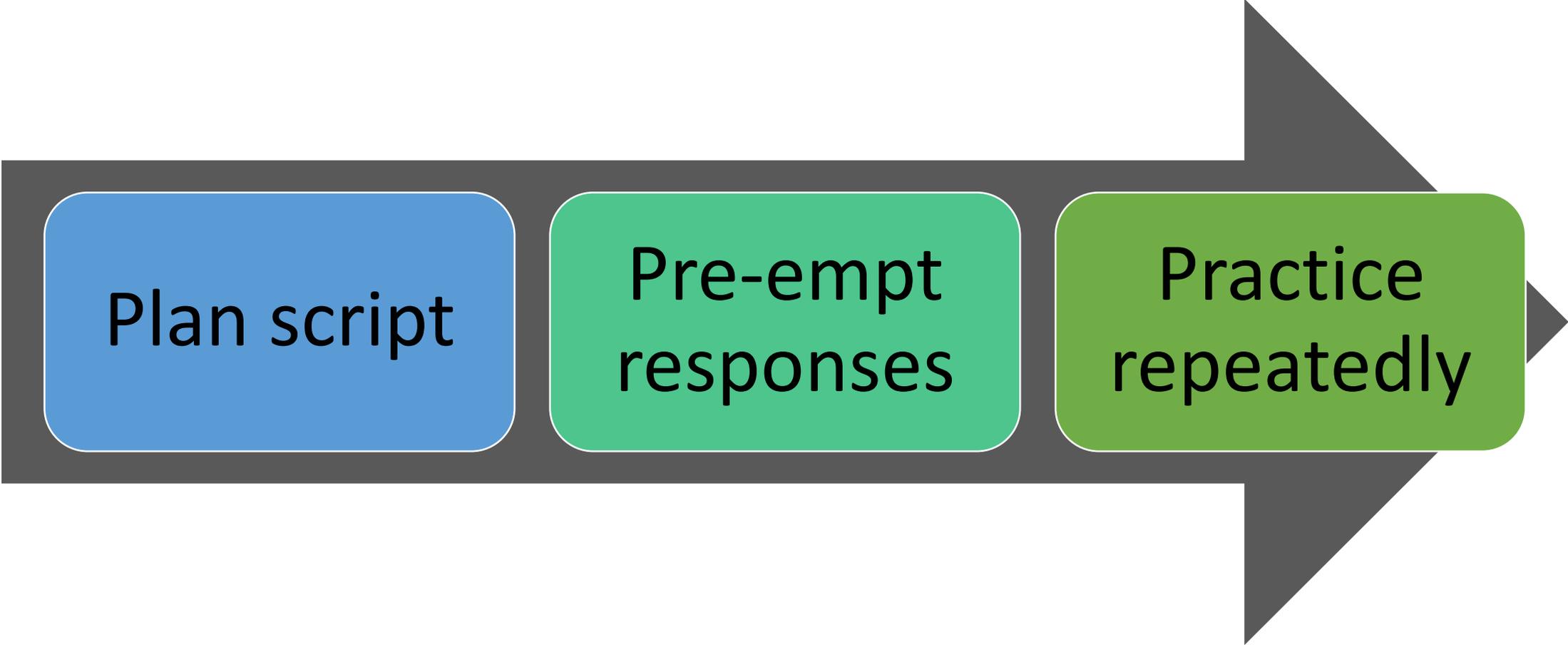


WHEN PROVIDING CONSTRUCTIVE FEEDBACK...

- Who does most of the talking?
- Where do you position yourself in relation to the 'novice'?
- What language is used?
- What works well? Why?
- What could be done better? Why?
- How do you check 'novice' understanding of the feedback?



CONVERSATIONS ABOUT SENSITIVE ISSUES



Plan script

Pre-empt
responses

Practice
repeatedly

USEFUL PHRASES

Tell me
about...

What are
you...

How do
you feel
about...

Can you
provide
some details
about...

What do
you mean
by...

What
makes you
think that...

What do you
think
about...



WHAT WILL YOU SAY?

Amanda is a new graduate who initially appeared to be performing adequately. Over time you have begun to feel uneasy about Amanda's capability.

Lately she seems to need a lot of assistance with basic tasks. Amanda also appears rather anxious, to the extent that it is preventing her from problem solving and accepting and acting on feedback. Over the last week you notice Amanda has been consistently late for work and that her scrubs are not clean. She has also been spending a large amount of time on her own. You decide to invite Amanda in for a chat...

HOW WILL YOU START THE CONVERSATION WITH AMANDA?



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